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## The Effect Of Organizational Commitment, Employee Engagement, And Self-Efficacy On Organizational Citizenship Behavior Of Employees Of Manpower And Transmigration Office Of West Java Province

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### Abstrak

Penelitian ini bertujuan untuk menguji pengaruh komitmen organisasi, employee engagement, dan self- efficacy terhadap perilaku organizational citizenship behavior pada karyawan Disnakertrans Provinsi Jawa Barat. Metode kuantitatif digunakan dengan analisis menggunakan software Smart PLS. Dari populasi 272 karyawan, diambil sampel 73 responden menggunakan proportionate random sampling. Data dikumpulkan melalui wawancara, observasi, dan kuesioner, serta dianalisis dengan uji validitas, reliabilitas, R-Square, dan bootstrapping untuk uji hipotesis. Berdasarkan hasil penelitian, dapat disimpulkan bahwa komitmen organisasi berpengaruh positif dan signifikan terhadap organizational citizenship behavior, employee engagement berpengaruh positif dan signifikan terhadap organizational citizenship behavior, dan self- efficacy berpengaruh positif dan signifikan terhadap organizational citizenship behavior pada karyawan Disnakertrans Provinsi Jawa Barat.

Kata Kunci: *Komitmen Organisasi; Employee Engagement; Self-efficacy; Organizational Citizenship Behavior.*

### Abstract

This study aims to examine the effect of organizational commitment, employee engagement, and self-efficacy on organizational citizenship behavior in employees of the West Java Province Manpower and Transmigration Office. Quantitative methods are used with analysis using Smart PLS software. From a population of 272 employees, a sample of 73 respondents was taken using proportionate random sampling. Data were collected through interviews, observations, and questionnaires, and analyzed using validity, reliability, R-Square, and bootstrapping tests for hypothesis testing. Based on the results of the study, it can be concluded that organizational commitment has a positive and significant effect on organizational citizenship behavior, employee engagement has a positive and significant effect on organizational citizenship behavior, and self-efficacy has a positive and significant effect on organizational citizenship behavior in employees of the West Java Province Manpower and Transmigration Office.

Keyword: *Organizational Commitment; Employee Engagement; Self-efficacy; Organizational Citizenship Behavior.*

### INTRODUCTION

In this era of globalization, organizations and companies need to gain a competitive advantage in order to survive and adapt to change. Responsiveness to change, including in human resource management, is crucial. Human resources are considered the main asset in achieving company goals, so having quality human resources is crucial to ensure the smooth operation of the company.

Employee performance in a company is greatly influenced by the quality and competence of human resources. In addition to carrying out their main tasks (in-role), employees need to have the initiative to do additional work that may not be directly related to their main tasks (extra-role). This behavior is known as organizational citizenship behavior in the context of organizations.

Organizational citizenship behavior refers to the voluntary behavior of individuals in the work environment that goes beyond their formal duties and contributes positively to the organization. This includes all forms of contributions that are not required by official job descriptions but provide great benefits to the organization as a whole. (Gafriyani et al., 2023)

The Manpower and Transmigration Service (Disnakertrans) of West Java Province is a government agency responsible for the development and protection of workers in the province. They have human resources with Civil Servant (PNS) status who are assigned to carry out various functions related to employment and transmigration policies.

The West Java Provincial Manpower and Transmigration Office is a company that focuses on community service and thus it is expected that each employee will make additional contributions to their work known as organizational citizenship behavior. When this behavior is applied in a work team, it creates a stable, mutually supportive environment and improves overall company performance.

However, the results of interviews and observations conducted by researchers indicate that employees tend to work individually and pay less attention to coworkers with heavier workloads. The lack of organizational citizenship behavior hinders organizational progress. The West Java Provincial Manpower and Transmigration Office needs to focus on efforts to encourage the implementation of this behavior among employees.

According to Saraswati & Hakim (2019), organizational commitment is the main factor influencing organizational citizenship behavior. Kreitner & Kinicki (2014) define organizational commitment as the level of a person's attachment to the organization and its goals. Manihuruk & Kustini (2023), state that employees who have high organizational commitment tend to make extra efforts for the progress of the organization voluntarily. They see themselves as an integral part of the organization, overcome dissatisfaction, and feel committed in the long term.

However, problems that arise in companies where employees show a lack of commitment can be observed from behavior that does not comply with the rules such as high absenteeism (Yusuf and Syarif 2017). It is known that the absenteeism rate of employees of the West Java Provincial Manpower and Transmigration Office in 2022 showed that 118 employees were absent with a percentage of 43.38%. In addition, there were 108 employees who were late with a percentage of 39.70%. In 2023, the number of employees who were absent increased to 130 with a percentage of 47.79%, while lateness reached 119 employees or 43.75%. Based on this data, the researcher concluded that employee commitment and attitudes were still not optimal. Simatupang et al., (2023) stated that one of the factors that influences organizational citizenship behavior is employee engagement. Robbins and Judge (2019) define employee engagement as the level of attachment, satisfaction, and enthusiasm of an individual towards their work, which includes physical, cognitive, and emotional expressions while working. In addition to employee engagement, Hardani & Subarjo (2024) explained that self-efficacy is another element that influences organizational citizenship behavior. Dalimunthe & Zuanda (2020) stated that self-efficacy is an individual's belief in their ability to successfully face and overcome certain situations. This refers to an individual's confidence that they can manage

tasks well in future situations.

Several previous studies have found inconsistencies related to self-efficacy research. According to research by Oktri and Zulfadil (2019), self-efficacy has a positive and significant influence on organizational citizenship behavior. However, research by Ummah (2022) shows that self-efficacy does not have a significant influence on organizational citizenship behavior. Thus, this is a research gap that needs to be studied further. Therefore, this study will test whether self-efficacy has an effect on organizational citizenship behavior or not. Based on the phenomena that have been presented, the researcher is interested in using it as a study entitled, "The Influence of Organizational Commitment, Employee Engagement, and Self-efficacy on Organizational Citizenship Behavior in Employees of the West Java Provincial Manpower and Transmigration Office".

#### Organizational Commitment

According to Robbins & Judge (2017), commitment is defined as a condition in which individuals support the organization and its goals, and have a desire to continue to be part of the organization.

According to Meyer and Allen (2000) in (Nugraha 2022) indicators of organizational commitment are divided into three, namely: 1) Affective Commitment, 2) Continuance Commitment, and 3) Normative Commitment.

#### Employee Engagement

According to Rivai & Sagala (2009), employee engagement is a stable psychological state that arises from the interaction between individuals and their work environment. Employee engagement shows how much an employee is focused and immersed in their work. This is very important because it is the behavior that is the main driver of employee performance.

According to Febrida and Purwanto, (2020) indicators of employee engagement consist of three, namely: 1) Vigor, 2) Dedication, and 3) Absorption.

#### Self Efficacy

According to Albert Bandura (1998), self-efficacy is a person's level of confidence in their ability to complete a particular task. This concept is related to the situation faced by the individual and its role in the cognitive learning process.

According to Hardani and Subarjo (2024), self-efficacy varies in each individual and can be distinguished based on four indicators, namely: 1) Confidence in the ability to complete tasks, 2) Superior abilities compared to others, 3) Level of difficulty of the task, 4) Satisfaction with the tasks given.

## Organizational Citizenship Behavior

According to Mohammad (2011) in the research of Febrida and Purwantoro (2020), organizational citizenship behavior is behavior that reflects employees who exceed the minimum standards set by the organization and contribute to the well-being of coworkers, teams, and the company as a whole. This behavior includes actions such as helping coworkers, showing loyalty to the company, and participating in activities outside of their official job descriptions. According to Hadiwijaya, (2024) there are five indicators in organizational citizenship behavior, namely: 1) Altruism, 2) Conscientiousness, 3) Sportsmanship, 4) Courtesy, 5) Civic Virtue.

## RESEARCH METHODS

This study uses a quantitative method with a proportionate random sampling technique, which gives each member of the population an equal chance of being selected as a sample. With a total population of 272 employees at the West Java Provincial Manpower and Transmigration Office, a sample of 73 employees was taken. Data were collected from primary sources through observation, interviews, and distributing questionnaires to respondents. Data were analyzed using the PLS application. (Partial Least Square), and included validity tests, reliability tests, and hypothesis tests.

## RESULTS AND DISCUSSION

### Convergent Validity

In this study, the validity of the indicator is assessed by examining the factor loading value on the outer loading. Factor loading reflects the relationship between indicators and variables, and is considered valid if its value is more than 0.5. Based on Table 1, all constructs show values of more than 0.50, so it can be concluded that the measurement has met the convergent validity criteria.

Table 1. Convergent Validity

	<i>Komitmen Organisasi (X1)</i>	<i>Employee Engagement (X2)</i>	<i>Self Efficacy (X3)</i>	<i>Organizational Citizenship Behavior (Y)</i>
X1.1	0.964			
X1.2	0.945			
X1.3	0.941			
X2.1		0.800		
X2.2		0.903		
X2.3		0.882		
X3.1			0.922	
X3.2			0.883	
X3.3			0.912	
X3.4			0.843	
Y1				0.907
Y2				0.900
Y3				0.873
Y4				0.811
Y5				0.852

Source: Research Results (Processed Data, 2024)

The results of the analysis in the table show that all indicators of the research variables, namely organizational commitment, employee involvement, self-efficacy, and organizational citizenship behavior, have a loading factor of more than 0.5. Therefore, these indicators meet the criteria for convergent validity.

#### Discriminant Validity

The next measurement model involves the AVE value which indicates the extent to which the indicator variance is explained by the latent variable. An AVE value greater than 0.5 indicates good convergent validity. The following are the results of the AVE measurement:

Table 2. AVE measurement

	<b>AVE</b>
<b>Komitmen Organisasi</b>	<b>0.903</b>
<i>Employee Engagement</i>	<b>0.744</b>
<i>Self Efficacy</i>	<b>0.793</b>
<i>Organizational Citizenship Behavior</i>	<b>0.756</b>

Source: Research Results (Processed Data. 2024)

Based on the table above, the results of the AVE test show that the organizational commitment variable has a value of 0.903, employee engagement 0.744, self-efficacy 0.793, and organizational citizenship behavior 0.756. All of these values are greater than 0.5. Thus, overall, the validity of the variables in this study can be considered good.

#### Composite Reliability

The reliability of a construct in a model is measured using the composite reliability value. A construct is considered to have good reliability if its value is more than 0.70. This indicates that the indicators used to measure the latent variables are considered consistent and stable in making measurements.

Table 3. Composite Reliability

	<b>Composite Reliability</b>
<b>Komitmen Organisasi</b>	<b>0.948</b>
<i>Employee Engagement</i>	<b>0.831</b>
<i>Self Efficacy</i>	<b>0.917</b>
<i>Organizational Citizenship Behavior</i>	<b>0.923</b>

Source: Research Results (Processed Data. 2024)

The test results show that the four variables have a composite reliability value of more than 0.70. Thus, it can be concluded that all variables in this study can be considered reliable.

## R-Square

The  $R^2$  value measures the extent to which the exogenous (independent) variables in the model can explain the endogenous (dependent) variables. This coefficient of determination ranges from zero to one ( $0 < R^2 < 1$ ). The lower the  $R^2$  value, the more limited the ability of the independent variables to explain variations in the dependent variable.

Table 4. R-square

	<i><b>R-Square</b></i>
<b>Komitmen Organisasi</b>	
<i><b>Employee Engagement</b></i>	
<i><b>Self Efficacy</b></i>	
<i><b>Organizational Citizenship Behavior</b></i>	<b>0.877</b>

Source: Research Results (Processed Data. 2024)

Based on the table above, it is known that the  $R^2$  value is 0.877. This means that the model is able to explain 87.7% of the phenomenon of organizational citizenship behavior which is influenced by independent variables such as organizational commitment, employee engagement, and self-efficacy. The rest, which is 12.3%, is explained by other variables outside this study.

## PLS Model Analysis

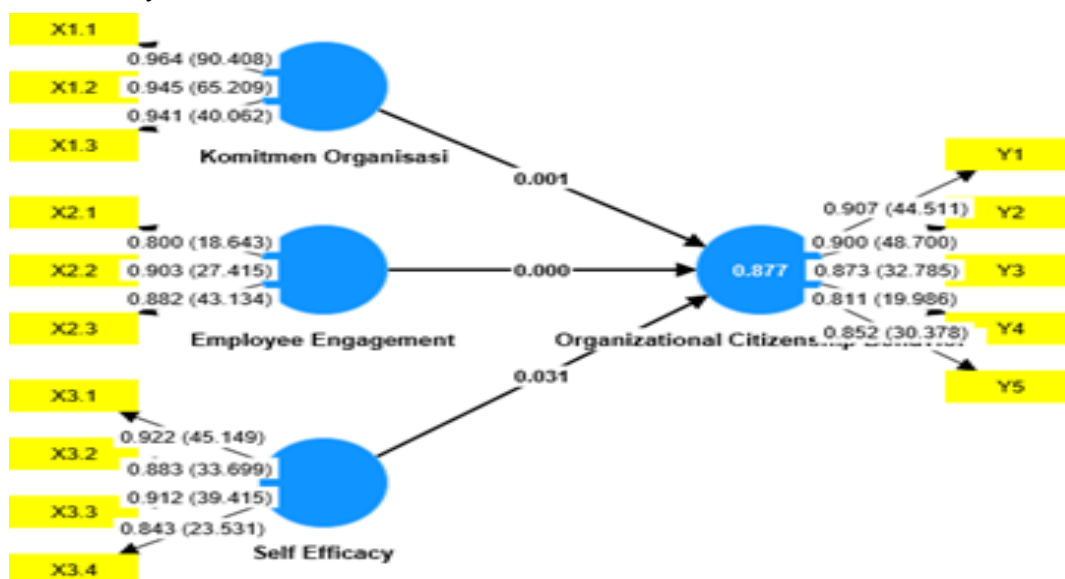


Diagram 1. PLS Analysis

Source: Research Results (Processed Data, 2024)

The test results of the PLS analysis can be seen from the table above, the P-Values produced show results below 0.05 and the following hypotheses are concluded:

1. Organizational commitment has a positive effect on employee organizational

citizenship behavior, which can be accepted, has a P-Value of 0.001 which is smaller than the value of  $\alpha = 0.05$  (5%), and a T Statistic value of  $3.455 > 1.96$  which indicates a positive value or relationship. So the hypothesis is accepted or significant (positive).

2. Employee engagement has a positive effect on employee organizational citizenship behavior, which can be accepted, has a P-Value of 0.000 which is smaller than the value of  $\alpha = 0.05$  (5%), and a T Statistic value of  $4.805 > 1.96$  which indicates a positive value or relationship. So the hypothesis is accepted or significant (positive).
3. Self-efficacy has a positive effect on organizational citizenship behavior of employees which can be accepted, has a P-Value of 0.031 which is smaller than the value of  $\alpha = 0.05$  (5%), and a T Statistic value of  $2.159 > 1.96$  which indicates a positive value or relationship. So the hypothesis is accepted or significant (positive).

## DISCUSSION

### The Effect of Organizational Commitment on Organizational Citizenship Behavior

The study shows that organizational commitment has a significant positive effect on organizational citizenship behavior in employees of the West Java Provincial Manpower and Transmigration Office, so this hypothesis is accepted. Employees with high commitment tend to be loyal, maintain their positions, and strive to improve performance, which ultimately increases organizational citizenship behavior. Employees who have high loyalty strive to achieve organizational goals.

The main indicator of organizational commitment that is most positively perceived is affective commitment, which is a deep feeling of happiness in pursuing a career in the company. Employees with strong emotional ties feel satisfied and enthusiastic about their work, which increases loyalty and motivation to contribute better and stay longer in the company. Affective commitment reflects the extent to which the company has succeeded in creating a supportive and satisfying work environment. This automatically increases organizational citizenship behavior.

The results of this study are in line with the research of Elvira & Kustini (2022) and Rulianti & Pardede (2022), organizational commitment has a positive and significant effect on organizational citizenship behavior. This means that the higher the organizational commitment, the greater the likelihood that organizational citizenship behavior will increase. This study also shows that employees need to be responsible for their tasks, and organizational citizenship behavior that is in accordance with company demands will emerge when coworkers need help.



## The Effect of Employee Engagement on Organizational Citizenship Behavior

The study shows that employee engagement has a significant positive effect on organizational citizenship behavior in Disnakertrans employees West Java Province, so this hypothesis is accepted. Engaged employees tend to increase productivity, provide good customer service, and reduce employee turnover. They also demonstrate behaviors that help coworkers, participate in company activities, and show loyalty, which in turn increase organizational citizenship behavior.

The main indicator of employee engagement that is most positively perceived is dedication, which is interest and enthusiasm in work. Dedication reflects employee motivation, passion, and responsibility, which contributes to increased productivity and work quality. This enthusiasm shows employee pride and commitment to achieving optimal results, creating an inspiring work environment, and improving organizational citizenship behavior.

The results of this study are consistent with the studies of Febrida & Purwantoro (2019) and Ompusunggu & Rifani (2023), which revealed that employee engagement has a positive and significant effect on organizational citizenship behavior. Engaged employees tend to be more motivated, satisfied with their jobs, and have a strong emotional attachment to the organization. This study shows that employees with higher levels of engagement tend to show better organizational citizenship behavior, such as helping without being asked and taking the initiative to support organizational goals.

## The Effect of Self-Efficacy on Organizational Citizenship Behavior

The study shows that self-efficacy has a significant positive effect on organizational citizenship behavior in employees of the West Java Provincial Manpower and Transmigration Office. Employees with high self-efficacy feel more confident in facing challenges and completing tasks well. This belief encourages them to take the initiative, help coworkers, and participate in activities that support the company's goals. They believe that their actions will have positive results for the organization.

The main indicator of self-efficacy that is most positively perceived is confidence in completing tasks. Employees who believe in their abilities tend to be more active in sharing knowledge and resources, which strengthens team performance. This belief makes them feel capable of facing challenges and completing tasks well, increasing the effectiveness of individual performance and the achievement of team and organizational goals, thus encouraging organizational citizenship behavior.

The results of this study are in line with the findings of Dalimunthe & Zuanda (2020)

and Herawati et al. (2020), which revealed that self-efficacy has a positive and significant effect on organizational citizenship behavior. This means that the level of self-efficacy affects how much employees contribute to the organization. Employees who have high confidence in their abilities tend to be more active, motivated, and determined to complete tasks well. This belief encourages them to help coworkers, take the initiative in additional tasks, and contribute positively to the work environment. This study shows that employees with high self-efficacy more often demonstrate organizational citizenship behavior.

Table 5. Factors of Adoption of Environmental Accounting Systems

No.	Factors	Explanation
1.	Many Companies Participate	The number of companies that are the subject of research and implement environmental management accounting systems.
2.	Sustainability Strategy	Integration of environmental management accounting systems as part of a company's sustainability strategy.
3.	Support from Stakeholders	The possibility of support from various stakeholders, such as the government and the community.
4.	Role in Improving Performance	The system helps companies in monitoring and demonstrating active use of the system.

Source: Research Results (Processed Data, 2024)

## CONCLUSION

Based on the results of the study, it can be concluded that organizational commitment, employee engagement, and self-efficacy have a positive and significant influence on organizational citizenship behavior in employees of the West Java Provincial Manpower and Transmigration Office. This finding shows the importance of strengthening organizational commitment, employee engagement, and self-efficacy to improve organizational citizenship behavior, which can provide significant benefits for productivity and work quality in the environment.

Some recommendations for the West Java Provincial Manpower and Transmigration Office are as follows:

### 1. Focus on Organizational Commitment

It is important to prioritize aspects of sustainability commitment and normative commitment so that employees feel involved and continue to contribute to the company.

### 2. Improve Employee Engagement Behavior

Management needs to strengthen employee engagement by paying attention to

work enthusiasm and giving awards for employee achievements to encourage optimal performance.

### 3. Pay attention to Self-Efficacy Behavior in Employees

Ensure that the tasks given are in accordance with employee abilities and provide the necessary support, such as training and feedback, to increase their self-confidence.

For further research, it is recommended to include additional variables such as organizational culture and competence in the analysis of organizational citizenship behavior. This will help companies design more effective policies to encourage optimal contributions from employees and support the company's long-term growth and success.

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