

PERCEIVED ORGANIZATIONAL SUPPORT AND SELF EFFICACY ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

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ARTICLE INFORMATION

Publication information
Research articles

HOW TO CITE

Jufrizen, J., & Cahyu, T. D, (2024). Perceived Organizational Support and Self-Efficacy on Organizational Citizenship Behavior: Mediating Role of Employee Engagement. *Current Issues & Research in Social Sciences, Education and Management*, 2(2), 205-218.

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Received: 3 July 2024

Accepted: 1 August 2024

Published: 2 September 2024

ABSTRACT

This inquiry aims to evaluate how the perceived support from an organization and an individual's belief in their own abilities influence their behavior towards the company, specifically their engagement as an employee. A quantitative methodology was utilized, which entailed conducting a survey of 36 employees using a saturation sample technique. The study was performed using route coefficients in SEM-PLS. The findings indicate no substantial impact of perceived organizational support on organizational citizenship activity. On the other hand, how employees perceive the assistance they receive from the business greatly impacts their level of engagement. Self-efficacy strongly influences both organizational citizenship behavior and employee engagement. Moreover, employee involvement has a substantial influence on organizational citizenship behavior. Indirect effects show that employee engagement mediates between perceived organizational support, self-efficacy, and organizational citizenship behavior.

Keywords: Organizational Citizenship Behavior, Employee Engagement, Perceived Organizational Support, Self Efficacy

INTRODUCTION

A business's success relies heavily on its human resources' ability to efficiently utilize available resources and perform work tasks within a structured framework to support the organization's growth. Proficient and capable staff are needed to effectively carry out these obligations. With highly skilled personnel, they may actively participate as strategists, implementers, and supervisors in all business management activities.

A competitive advantage confers upon a company a position of superiority compared to its rivals, enabling it to generate value for the company itself and its shareholders. The longer a competitive advantage lasts, the harder it is for competitors to copy or eliminate it, thereby making it more challenging for them to thrive in market competition. The staff is an essential and pivotal asset that provides a corporation with a significant edge over its competitors. To maintain a competitive advantage, a company must possess an appropriate quantity of top-notch human resources, avoiding scarcity and excess (Siswadi & Farisi, 2022).

To attain their goals, companies must hire employees who possess strong and skilled capabilities to sustain competitiveness in the current global landscape. Staff members are essential in a company since they are responsible for developing strategies, overseeing operations, executing plans, and managing tasks to achieve certain objectives. The attainment of a corporation's objectives is predominantly contingent upon the performance habits exhibited by its personnel. Organizational Citizenship Behavior (OCB) among staff members is vital for the organization as it often indicates outstanding performance beyond their given responsibilities and improves the company's long-term sustainability. Organizational citizenship behavior (OCB) offers several advantages to a firm, such as enhanced staff productivity, heightened organizational stability, resource conservation, and higher adaptability to changes (Podsakoff et al., 2000).

A method to enhance performance and organizational citizenship behavior (OCB) is promoting employee self-efficacy (Dani Saadi, 2021). Self-efficacy refers to an individual's confidence in their ability to control their activities and circumstances. It typically involves assessing one's competence to perform in various situations (Sembiring, 2022). Those with high self-efficacy strongly believe in their capabilities and ability to effectively fulfill their duties. Syamsuddin et al. (2017) suggest that individuals with higher self-efficacy experience increased job satisfaction, positively impacting their OCB. Thus, to boost the frequency of OCB among employees, firms should enhance their workforce's self-efficacy levels. Individual OCB is significantly influenced by self-efficacy (Budiastuti & Budiastuti, 2018).

Perceived Organizational Support (POS) also significantly affects OCB, alongside self-efficacy. According to Robbins & Judge (2017), individuals with high levels of OCB usually have a strong sense of organizational support (POS). POS refers to how employees perceive that the organization values their contributions and prioritizes their welfare (Toqwy & Edward, 2021). A reputable firm places equal emphasis on employee welfare, giving equal weight to outcomes and processes. Organizational support is demonstrated through various means, such as offering fair compensation, comprehensive benefits, excellent workplace amenities, effective manager-employee communication, and fostering strong camaraderie among coworkers. These factors help establish a conducive work environment. When individuals feel a high level of support from their firm, they are more motivated to enhance their performance. A direct relationship exists between increased levels of organizational support and a higher likelihood of improved employee performance.

In addition to assisting, employee involvement also enhances organizational performance. Work engagement refers to being fully absorbed and dedicated to one's work, characterized by enthusiasm and a strong sense of commitment (Schaufeli & Bakker, 2000). Passion manifests employees' unwavering determination and loyalty to their responsibilities, while dedication represents their genuine excitement and sense of

accomplishment in their work. Absorption refers to the extent to which employees are fully engaged and deeply involved in their work. When people experience happiness and fulfilment in their positions, they are more likely to perform hard and enthusiastically. Engagement of workers has a positive impact on both their work attitudes and the efficiency with which tasks are completed, benefiting both the individuals and the businesses they work for.

LITERATURE REVIEWS

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) includes voluntary actions beyond formal job duties, improving organizational efficiency and effectiveness (Ummah, 2020). Employees engage in these activities voluntarily to benefit the business (Adianita et al., 2017). Job satisfaction and employee engagement influence OCB, leading to increased employee loyalty and performance (Anfajaya & Rahayu, 2020). Emotional intelligence significantly affects OCB and employee achievement (Rahayu et al., 2018). Self-efficacy also plays a crucial role in shaping OCB and has been shown to impact employee performance (Anfajaya & Rahayu, 2020). OCB is characterized by five indicators: altruism, conscientiousness, sportsmanship, politeness, and civic virtue (Rahayu et al., 2018).

Employee Engagement

Employee Engagement is when individuals form a deep emotional connection with their employment and have a positive attitude towards their organization. It is characterized by intense enthusiasm, dedication, loyalty, and pride (Andriani et al., 2021). Furthermore, Employee Engagement, as described by Muliawan (2017), is when employees exhibit passion, active involvement, a willingness to devote time and effort, and proactive behavior in their job duties. Engaged employees are acknowledged for their capacity to contribute more efficiently, resulting in higher production than their peers.

Employee Engagement, as per the definition provided by Schaufeli et al. (2006), is characterized by a favorable and inspiring psychological condition that encompasses eagerness, dedication, and profound participation. Vigor is the outward expression of having a plentiful supply of energy, a determined persistence, and a positive mindset when facing challenges. Dedication involves a deep comprehension of significance, intense enthusiasm, and resolute commitment to responsibilities. Absorption is being fully focused and completely engaged in work-related tasks. According to Mujiasih (2015), Benthall describes Employee Engagement as a state in which individuals feel personal fulfillment, get positive support from their colleagues, and are motivated to excel in their work. According to Schaufeli & Bakker (2000), several experts recommend using indicators, such as energy, dedication, and absorption, to assess Employee Engagement. These metrics quantify the degree and intensity of employees' involvement and commitment to their job duties.

Perceived Organizational Support

Perceived Organizational Support (POS) significantly influences individual performance outcomes (Prayogi & Annisa, 2023). POS is how employees perceive the recognition, support, and care their organisation provides (Rais & Parmin, 2020). It includes employees' views on the support from management, especially immediate supervisors (Cullen et al., 2014). Organizational regard refers to how much respect and value employees feel from their organization (Agustian & Fitria, 2020). POS is the employees' impression of how much the organization values their efforts and prioritizes their well-being (Toqwy & Edward, 2021). This perception affects the employees' view of the organization's commitment to its goals (Rais & Parmin, 2020). POS is assessed based on fairness, supervisor support, incentives, and working conditions (Rais &

Parmin, 2020).

Self Efficacy

Self-efficacy is the belief in one's ability to carry out tasks, achieve goals, and overcome challenges (Ummah, 2020). It involves assessing competence to influence actions and outcomes in different situations (Sembiring, 2022). Self-efficacy also refers to the confidence in managing responsibilities effectively (Perera et al., 2018). High self-efficacy is strongly associated with completing tasks (Ghufron, 2018). According to Atikah & Kurniawan (2021), self-efficacy is an individual's assessment of their capability to perform actions effectively. Priska et al. (2020) identify four variables for evaluating self-efficacy: prior performance, vicarious experience, verbal persuasion, and emotional signals.

RESEARCH METHOD

This study uses a quantitative technique to analyze data from specified research sites and sources. The main goal is to conduct an empirical study to confirm or disprove prior research findings and theories. This study investigates the causal connections between the independent variable, the dependent variable, and a mediating variable that impacts the dependent variable.

Agung and Yuesti (2013) define a population as a collection of persons or items with specific features and characteristics that researchers select for analysis. The study sample comprises 36 Binjai City Human Resources Staffing and Development Agency employees. The sampling technique employed is saturation sampling, including the entire population, namely the permanent staff of the Civil Service Agency and Human Resources Development of Binjai City. Hence, the study has a total of 36 participants. Data collection entails conducting interviews with experts from the Civil Service Agency and Human Resources Development of Binjai City and directly obtaining questionnaire data from the study participants.

The data analysis technique uses route analysis using Smart PLS software version 4 for Windows. Path analysis is a statistical technique employed to examine the connections between variables and ascertain the direct or indirect impacts of a group of independent factors on the dependent variable. This methodology uses regression analysis to assess causal links between variables, relying on pre-established theoretical models (Faradila & Soesanto, 2016).

RESULTS

Measurement Model Analysis (Outer Model)

The goal of the measuring model analysis, also referred to as the outer model, is to evaluate the construct variables under study, namely OCB, Employee Engagement, POS, and Self-Efficacy.

a. Internal Consistency Analysis (Construct Reliability and Validity)

Internal consistency analysis is a technique used to evaluate a test's reliability by examining the consistency of results across various items within the test. This type of analysis employs a composite reliability value to determine a variable's reliability. According to the standard, a variable is considered reliable if its composite reliability value is greater than 0.600 (Hair Jr. et al., 2017).

Table 1. Construct Reliability and Validity

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|---------------------|------------------|-------|-----------------------|----------------------------------|
| POS | 0.920 | 0.924 | 0.934 | 0.642 |
| Self Efficacy | 0.931 | 0.936 | 0.942 | 0.619 |
| OCB | 0.925 | 0.926 | 0.937 | 0.599 |
| Employee Engagement | 0.930 | 0.936 | 0.941 | 0.641 |

Source: SmartPLS ver 4.0 (data processed 2024)

The internal consistency analysis data in the table above shows that the OCB variable has a composite reliability value of 0.937, which exceeds the 0.600 threshold. Hence, the OCB variable is deemed reliable. The Employee Engagement variable is also considered reliable, with a composite reliability score of 0.941. The POS measure is highly dependable, evidenced by its composite reliability score of 0.934. Similarly, the self-efficacy variable, with a composite reliability value of 0.942, demonstrates a high level of reliability.

b. Convergent Validity

Convergent validity assesses how well a measurement correlates with other measures of the same concept. To determine the reliability of an indicator for a constructed variable, it is crucial to examine its outer loading value. An indicator is valid if its outer loading value exceeds 0.4 (Hair Jr. et al., 2017). This evaluation ensures that the indicators genuinely reflect the underlying construct they are intended to measure.

Table 2: Convergent validity

| | POS | Self Efficacy | OCB | Employee Engagement |
|-------|-------|---------------|-------|---------------------|
| POS.1 | 0.718 | | | |
| POS.2 | 0.852 | | | |
| POS.3 | 0.779 | | | |
| POS.4 | 0.861 | | | |
| POS.5 | 0.772 | | | |
| POS.6 | 0.820 | | | |
| POS.7 | 0.858 | | | |
| POS.8 | 0.734 | | | |
| SE1 | | 0.776 | | |
| SE10 | | 0.820 | | |
| SE2 | | 0.788 | | |
| SE3 | | 0.788 | | |
| SE4 | | 0.888 | | |
| SE5 | | 0.731 | | |
| SE6 | | 0.825 | | |
| SE7 | | 0.715 | | |
| SE8 | | 0.716 | | |
| SE9 | | 0.806 | | |
| OCB1 | | | 0.787 | |
| OCB10 | | | 0.710 | |
| OCB2 | | | 0.747 | |
| OCB3 | | | 0.732 | |
| OCB4 | | | 0.773 | |
| OCB5 | | | 0.821 | |
| OCB6 | | | 0.776 | |
| OCB7 | | | 0.790 | |
| OCB8 | | | 0.781 | |
| OCB9 | | | 0.814 | |
| EE1 | | | | 0.806 |
| EE2 | | | | 0.884 |
| EE3 | | | | 0.846 |

| | | | | |
|-----|--|--|--|-------|
| EE4 | | | | 0.799 |
| EE5 | | | | 0.810 |
| EE6 | | | | 0.742 |
| EE7 | | | | 0.722 |
| EE8 | | | | 0.813 |
| EE9 | | | | 0.772 |

Source: SmartPLS ver 4.0 (data processed 2024)

The data in the table shows that the outer loading value for the Organizational Citizenship Behavior variable is above 0.4, indicating that all its indicators are valid. Similarly, the Employee Engagement variable has an outer loading value exceeding 0.4, confirming the validity of all its indicators. The Perceived Organizational Support variable also demonstrates validity, with an external loading value greater than 0.4. Lastly, the Self-Efficacy variable, with an external loading value above 0.4, confirms that all its indicators are valid.

c. Discriminant Validity

Discriminant validity is used to evaluate the accuracy of indicators for a constructed variable. A common method for this assessment is analyzing the Heterotrait-Monotrait Ratio of Correlation (HTMT). If the HTMT value is below 0.900, the variable has strong discriminant validity (Hair Jr. et al., 2017).

Table 3. Discriminant Validity

| | POS | Self Efficacy | OCB | Employee Engagement |
|---------------------|-------|---------------|-------|---------------------|
| POS | | | | |
| Self Efficacy | 0.857 | | | |
| OCB | 0.702 | 0.863 | | |
| Employee Engagement | 0.726 | 0.860 | 0.847 | |

Source: SmartPLS ver 4.0 (data processed 2024)

Based on the table provided, the HTMT values were calculated, leading to the following conclusions: The correlation coefficients between HTMT and the POS variable are 0.857 for the Self-Efficacy variable, 0.702 for the OCB variable, and 0.726 for the Employee Engagement variable, indicating that all these correlations are valid. Additionally, the HTMT between the Self-Efficacy variable and the OCB variable is 0.863, while the correlation between Self-Efficacy and Employee Engagement is 0.860, confirming the validity of these values. The correlation coefficient between the OCB variable and the Employee Engagement variable, measured by HTMT, is 0.847, and all HTMT correlation values related to OCB have been verified as VALID.

• Structural Model Analysis (Inner Model)

Two types of hypothesis models are utilized in this experimental procedure: direct and indirect effect hypothesis testing. The objective is to evaluate the relevance of the path coefficient generated from the structural model in hypothesis testing. This assessment uses data from the PLS Bootstrapping calculation, which helps determine the significance of the relationships being tested.

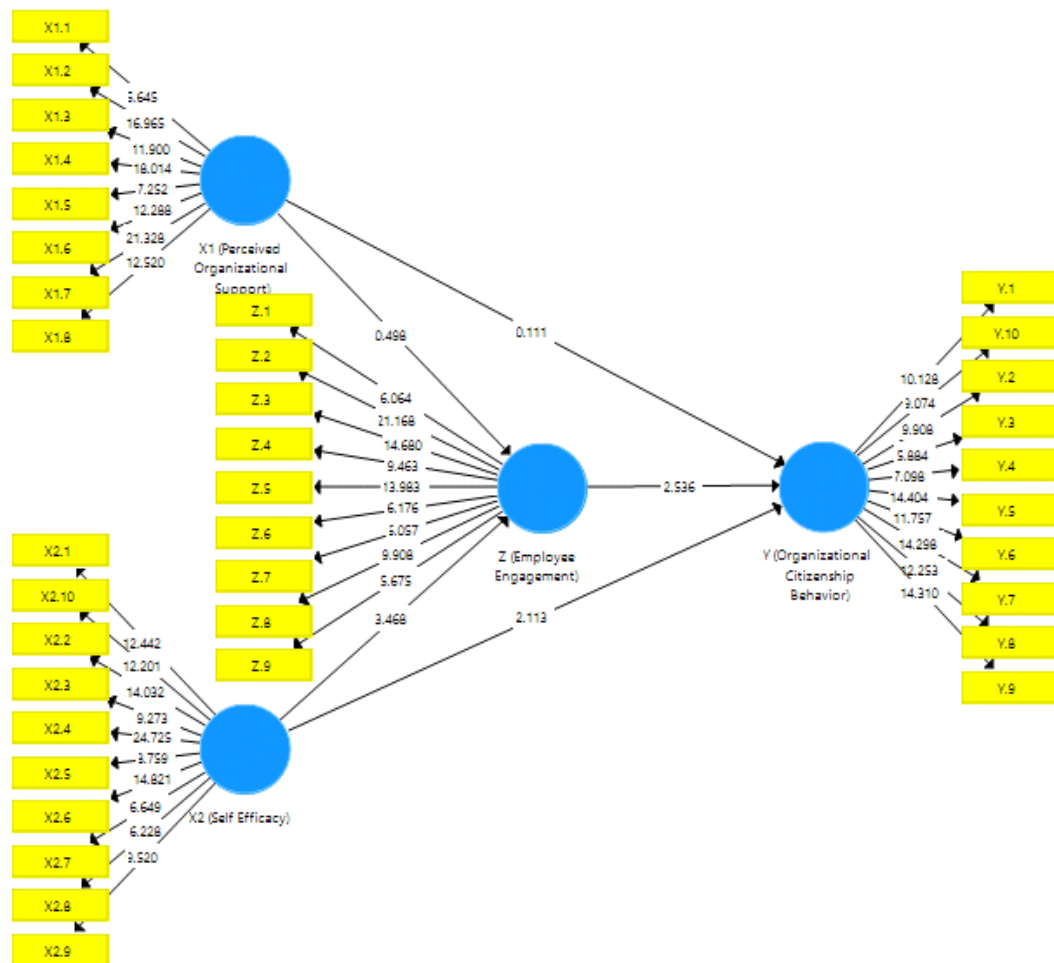


Figure 1. PLS Bootstrapping

a. Direct Effect Testing

The confirmation of pre-established hypotheses is facilitated through the application of direct effect hypothesis testing. This method aims to identify the direct influence that one variable exerts on another. The rationale provided by Hair Jr. et al. (2017) elucidates the implications of this approach. Presented table below contains examples of data presentations that illustrate the calculated path coefficients derived from the findings of the direct effect test.

Table 4. Direct Effect

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| POS -> OCB | -0.023 | 0.025 | 0.208 | 0.111 | 0.912 |
| POS -> Employee Engagement | 0.110 | 0.098 | 0.221 | 0.498 | 0.027 |
| Self-Efficacy -> OCB | 0.494 | 0.472 | 0.234 | 2.113 | 0.035 |
| Self-Efficacy -> Employee Engagement | 0.727 | 0.743 | 0.210 | 3.468 | 0.001 |
| Employee Engagement -> OCB | 0.412 | 0.399 | 0.163 | 2.536 | 0.012 |

Source: SmartPLS ver 4.0 (data processed 2024)

The conceptual framework for testing direct effects is shaped by the subsequent empirical evidence: The path coefficient for Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB) stands at -0.023, indicating a negative relationship. This denotes that as POS increases, OCB decreases. The associated P-value of 0.912 surpasses the 0.05 significance level, suggesting that POS does not significantly influence OCB. Conversely, the path coefficient for POS on Employee

Engagement is 0.110, indicating a positive correlation. This means that as POS increases, so does Employee Engagement. The P-value of 0.027, below 0.05, confirms that POS significantly impacts Employee Engagement. Moreover, the path coefficient of 0.494 between Self-Efficacy and OCB suggests a positive association, implying that changes in Self-Efficacy are linked to changes in OCB. The P-value of 0.035, below 0.05, supports the significant effect of Self-Efficacy on OCB. Additionally, the path coefficient of 0.729 for Self-Efficacy on Employee Engagement reflects a positive relationship, meaning that increases in Self-Efficacy correlate with higher Employee Engagement. The P-value of 0.001, well below the 0.05 threshold, indicates a significant influence of Self-Efficacy on Employee Engagement. Lastly, the path coefficient of 0.412 for Employee Engagement on OCB suggests a positive relationship, where higher Employee Engagement is associated with increased OCB. The P-value of 0.012, less than 0.05, demonstrates that Employee Engagement significantly affects OCB.

b. Testing the Indirect Effect

Testing for indirect effects examines how much a variable impacts another variable through intermediary or mediating variables. This methodology is designed to validate hypotheses regarding the indirect pathways of influence facilitated by these mediators. Hair Jr. et al. (2017) offer an in-depth account of the techniques employed to derive these conclusions. The following path coefficient values illustrate the findings from the indirect effect test:

Table 5. Indirect Effect

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| POS -> Employee Engagement -> OCB | 0.045 | 0.033 | 0.096 | 0.474 | 0.036 |
| Self Efficacy -> Employee Engagement -> OCB | 0.300 | 0.302 | 0.166 | 1.802 | 0.014 |

Source: SmartPLS ver 4.0 (data processed 2024)

The results of hypothesis testing for indirect effects are summarized as follows, based on the provided table: The path coefficient of 0.045 indicates a positive connection between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB) via the Employee Engagement variable. This suggests that an increase in POS leads to a corresponding increase in OCB, facilitated by Employee Engagement. With a P-value of 0.036, below the 0.05 significance threshold, it can be concluded that Employee Engagement significantly mediates the relationship between POS and OCB. Additionally, the path coefficient of 0.300 reveals a positive association between Self-Efficacy and OCB, with Employee Engagement as the mediator. This implies that higher Self-Efficacy leads to increased OCB through Employee Engagement. The P-value for this mediated relationship is 0.014, also below the 0.05 significance level, confirming that Employee Engagement effectively mediates the impact of Self-Efficacy on OCB. In summary, the indirect effects hypothesis testing indicates that Employee Engagement acts as a significant mediator in the relationships between POS and OCB, as well as between Self-Efficacy and OCB.

c. R-Square

The accuracy of forecasting for the study variables is assessed through the r-square test, which aims to quantify the extent to which variations in the dependent variable can be explained by changes in the independent variable, especially about the path coefficient (Hair Jr. et al., 2017). The results of the r-square test, which measures the coefficient of determination, are detailed as follows:

Table 6. R-Square

| | R Square | R Square Adjusted |
|--|-----------------|--------------------------|
| | | |

| | | |
|----------------------------|-------|-------|
| OCB | 0.715 | 0.689 |
| Employee Engagement | 0.669 | 0.649 |

Source: SmartPLS ver 4.0 (data processed 2024)

The table above displays the results of the r-square test for both the OCB variable and the Employee Engagement variable. The r-square analysis yields the following conclusions: POS and Self-Efficacy collectively account for 71.5% of the variance in OCB, as indicated by an r-square value of 0.715, reflecting a strong coefficient of determination. In contrast, these same factors account for 66.9% of the variance in Employee Engagement, as shown by an r-square value of 0.669, which denotes a more modest coefficient of determination.

Discussion

The Effect of Perceived Organizational Support on Organizational Citizenship Behavior

According to the study, Perceived Organizational Support (POS) has no substantial influence on Organizational Citizenship Behavior (OCB) among workers at the Binjai City Human Resources Staffing and Development Agency. After careful analysis, it becomes clear that a path coefficient of -0.023 suggests a negative correlation between POS and OCB. A direct relationship exists between the rise in POS and the decline in OCB. Furthermore, the P-value of 0.912 for this connection surpasses the significance threshold of 0.05. As a result, we can conclude that the null hypothesis (Ho) is accepted, while the alternative hypothesis (Ha) is rejected. According to the findings, it seems that POS has a minimal effect on employee behavior. While employees are given ample support, such as well-furnished workspaces, adequate equipment, and generous incentives, it is important to consider that this support could foster a sense of entitlement. This, in turn, may diminish perceived value and motivation. Inadequate support can significantly impact an individual's stress levels and motivation. POS refers to evaluating the support employees receive from their organization, particularly from their immediate supervisors (Cullen et al., 2014). The findings align with the research conducted by Narwastu and Purnomo (2023), who found no significant impact of POS on OCB. On the other hand, there are notable distinctions between this study and the research conducted by Yusuf et al. (2020) and Andriyanti & Supartha (2021). These previous studies found a noteworthy and positive impact of POS on OCB.

The Effect of Perceived Organizational Support on Employee Engagement

A high level of POS significantly influences employee engagement at BKPSDM, the Binjai City Human Resources Staffing and Development Agency. According to this study, a clear correlation exists between an increase in POS and a corresponding increase in employee engagement, indicating a positive relationship between these two variables. Based on the statistical analysis, the alternative hypothesis (Ha) is accepted, while the null hypothesis (Ho) is rejected. This decision is made because the calculated P-value of 0.027 is lower than the predetermined significance threshold 0.05. This study highlights the significance of organizational support in enhancing employee engagement at BKPSDM. When provided with comprehensive support, employees tend to display higher levels of loyalty and commitment. This support encompasses recognizing their accomplishments, offering necessary resources, providing financial incentives, and fostering a positive work environment. According to Andriani (2021), employees with strong emotional connections to their company tend to be more committed to their work. According to the research conducted by Husna and Budiono (2022) and Firdaus et al. (2023), it has been observed that POS significantly enhances employee engagement. These findings align with our research outcomes. In contrast, Safitri (2023) discovered no significant impact of POS on employee engagement. As a result, these findings contradict their study.

The Effect of Self-Efficacy on Organizational Citizenship Behavior

The degree of self-efficacy among employees at the Binjai City Human Resources Staffing and Development Agency (BKPSDM) significantly impacts their Organizational Citizenship Behavior (OCB) engagement. Empirical results indicate a positive correlation between self-efficacy and OCB, with a path coefficient of 0.494 demonstrating that higher self-efficacy is associated with increased OCB. Given the P-value of 0.035 below the 0.05 significance threshold, the alternative hypothesis (H_a) can be accepted, while the null hypothesis (H_o) can be rejected. This finding underscores the importance of employees possessing a robust confidence in their abilities, which in turn enhances the likelihood of them engaging in behaviors beneficial to the organization. Employees with high self-efficacy exhibit notable skills and capabilities in overcoming challenges and positively influencing the workplace. A strong sense of self-efficacy enables individuals to effectively evaluate and adjust their performance, increasing motivation and improving work outcomes (Sembiring, 2022). This study corroborates the findings of Rivaldi (2023), which demonstrated a significant and positive effect of self-efficacy on OCB. Conversely, Ummah (2022) reported no significant impact of self-efficacy on OCB.

The Effect of Self-Efficacy on Employee Engagement

Self-efficacy affects employee engagement at the Binjai City Human Resources Staffing and Development Agency (BKPSDM). The test findings show a substantial positive association between self-efficacy and employee engagement (0.727). Employee self-efficacy enhances work engagement, according to this. The statistical importance of this link is shown by the P-value of 0.001, which is much below 0.05. The null hypothesis (H_o) is rejected; hence, H_a is supported. Employee engagement improves self-efficacy because people can better regulate their emotions, focus, and perform at work. Engagement increases when employees have great self-efficacy, take initiative, persevere, and are resilient. Engagement is proactive and successful, as seen by outcomes and task completion (Muliawan, 2017). High self-efficacy helps individuals establish and stick to ambitious objectives, improving job satisfaction and organizational commitment. This sense of competence and control over their work environment deepens their emotional and psychological connection to their employment, improving well-being and productivity. Astuty (2023) and Djamil (2023) similarly found that self-efficacy boosts employee engagement. Both studies underline that self-efficacy in the workforce can enhance organizational results because engaged people are more likely to contribute to a favorable organizational atmosphere, encourage colleagues, and participate in continuous improvement.

The Effect of Employee Engagement on Organizational Citizenship Behavior

The level of employee engagement at the Binjai City Human Resources Staffing and Development Agency greatly influences its staff members' organizational citizenship behavior (OCB). The test results show a strong correlation with a path coefficient of 0.412. There appears to be a direct link between employee engagement and organizational citizenship behavior (OCB). The association has a P-value of 0.012, below the significance level of 0.05. This confirms the statistical significance of the result. Therefore, the alternative hypothesis (H_a) is supported, while the null hypothesis (H_o) is rejected. Engaged employees often exhibit positive workplace behaviors, recognizing the importance of humanistic values and etiquette in creating a successful work environment. They prioritize jobs that offer personal and professional growth and bring a sense of fulfillment. As per Adianita's research in 2017, "employee volunteering behavior" is when employees go beyond their assigned tasks to contribute positively to the organization's performance. The findings align with the studies conducted by Thufailah & Abdurrahman (2020), Jufrizen et al. (2023), Farisi et al. (2024), and Rendy (2023), all of which support the idea that employee involvement has a significant and

beneficial impact on corporate citizenship behavior.

The Effect of Perceived Organizational Support on Organizational Citizenship Behavior Through Employee Engagement

The level of employee engagement greatly influences how workers perceive the support they receive from the organization and their willingness to go beyond their job requirements, also known as Organizational Citizenship Behavior. The study centers around the Binjai City Human Resources Staffing and Development Agency employees. The test results reveal a path coefficient of 0.045, suggesting a positive correlation. A greater level of POS will lead to a corresponding rise in OCB, with employee engagement as a mediator. The association's P-value of 0.036 is below the significance threshold of 0.05. Thus, we conclude that the alternative hypothesis (H_a) is supported, and the null hypothesis (H_o) is rejected. Employee engagement is characterized by a deep emotional connection to one's job. A company offering substantial support can inspire employees to be more proactive and committed. Effective support enhances employees' capacity to empathize and collaborate with others, leading to improved job performance. In addition, the success of employee engagement is greatly influenced by strong collaboration, which leaders should foster and embrace at all levels within the BKPSDM Office. Passionate employees often demonstrate a strong commitment and enthusiasm, driven by their desire to impact the organization's success (Apriani et al., 2023). The research conducted by Dewi and Artha Wibawa (2023) supports the idea that employee engagement plays a role in the relationship between POS and OCB. In contrast to the study conducted by Wahyuni and Sulastri (2020), it was found that employee engagement did not play a role in mediating the relationship between OCB.

The Effect of Self-Efficacy on Organizational Citizenship Behavior Through Employee Engagement

An essential objective of the Binjai City Human Resources Staffing and Development Agency is to foster the development of Organizational Citizenship Behavior (OCB) and employee self-efficacy. The data reveals that higher levels of self-efficacy positively impact OCB through enhanced Employee Engagement, as evidenced by a path coefficient of 0.300. This relationship is statistically significant, with a P-value of 0.014 below the conventional threshold of 0.05. Consequently, the alternative hypothesis (H_a) is upheld, while the null hypothesis (H_o) is rejected. To effectively enhance employee behavior, it is imperative to cultivate strong emotional commitment and substantial support from leadership. Increased recognition and support from leaders will likely align employees more closely with organizational norms, boosting their enthusiasm and productivity. These findings corroborate Sanjaya's (2020) research, which posits that Employee Engagement mediates the relationship between self-efficacy and OCB. In contrast, this study's results diverge from those of Yusuf et al. (2020), who found no mediating effect of Employee Engagement in the link between self-efficacy and OCB.

CONCLUSION

The study's findings can be summarized as follows: Perceived Organizational Support (POS) does not significantly affect Organizational Citizenship Behavior (OCB); however, Employee Engagement plays a significant role. Self-efficacy notably influences Employee Engagement and OCB among Binjai City Human Resources Staffing and Development Agency employees. Specifically, Employee Engagement mediates the relationship between POS and OCB, as well as between self-efficacy and OCB.

Based on these conclusions, several recommendations have been proposed. Since OCB does not directly correlate with employee performance, executives need to assess and enhance Employee Engagement, which drives employees' enthusiasm and commitment. As indicated by POS, there is also a need for improved organizational support, which can be achieved through comparative studies or additional training

opportunities. Furthermore, enhancing the work environment to ensure employee comfort and security is crucial. Self-efficacy highlights the importance of employees thoroughly understanding their roles to perform effectively.

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