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The Role Of Self-Efficacy And Employee Engagement On Organizational Citizenship Behavior Transmitted Through Organizational Commitment At PT Geoservices Banjarbaru

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Abstract

This study aims to examine the relationship and role of self-efficacy and employee engagement on organizational citizenship behavior transmitted through organizational commitment. This study is focused on employees at PT Geoservis Banjarbaru. This study uses a quantitative approach with a questionnaire method and obtained 60 respondents who are employees of PT Geoservis Banjarbaru. The data analysis technique in this study uses the Structural Equation Modeling (SEM) method with Partial Least Square (PLS). The findings of this study prove that 1) Self Efficacy, Employee Engagement, and Organizational Commitment have a positive and significant effect on organizational engagement behavior 2) Self Efficacy and employee engagement have a positive and significant effect on organizational commitment 3) Organizational commitment is able to mediate the relationship between self-efficacy and organizational citizenship behavior, and 4) Organizational commitment is able to mediate the relationship between employee engagement and organizational citizenship behavior.

Keywords: Self Efficacy, Employee Engagement, Organizational Commitment, Organizational Citizenship Behavior

INTRODUCTION

In today's competitive and dynamic industrial era, PT Geoservices Banjarbaru, a mapping and surveying service company engaged in the mining and energy industry, requires employees with high levels of self-efficacy and employee engagement to achieve optimal performance. Employees with high levels of self-efficacy and employee

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engagement are more likely to exhibit organizational citizenship behavior (OCB) because they are confident in their ability to complete tasks and achieve goals, and they feel involved and committed to the organization (Yusuf et al., 2020). When practiced in the workplace, organizational citizenship behavior can affect the atmosphere of a rigid company, institution, or organization, creating a pleasant and pleasant atmosphere among coworkers with a strong teamwork atmosphere (Verawati, 2022).

Thus, organizational citizenship behavior can be interpreted as an individual's role outside the requirements of the workplace role (Rahmisyari, 2022). Organizational citizenship behavior as an employee's actions outside the job responsibilities specified in their respective job descriptions (Na-Nan et al., 2021). Organizational citizenship behavior is part of organizational behavior. The personality foundation of organizational citizenship behavior reflects the characteristics of employees who are cooperative, kind, caring, and loyal (Rahmisyari, 2022). Not all employees in a company are self-motivated, and more and more employees are not interested in other employees and even in the organization. Therefore, the responsibility as an employee is only to allocate work according to their job description (Yusuf et al., 2020). So, if in an organization or company every employee has good organizational citizenship behavior, it can support increased self-efficacy or self-efficacy (Verawati, 2022).

Self-efficacy is a concept that describes an individual's ability to form self-perceptions and adapt to certain situations (Yusuf et al., 2020), and is part of social cognitive theory (Verawati, 2022). Bandura explains that human behavior involves interactions between individuals, the environment, and the behavior itself (Ningsih & Hayati, 2020). Self-efficacy allows a person to act confidently, responsibly, and effectively in completing tasks (Na-Nan et al., 2021). Leaders can improve organizational citizenship behavior by providing self-confidence, positive support, and ensuring that workers are able to complete their tasks well (Anggraini & Mansyur, 2023). In addition, employee engagement also contributes to organizational citizenship behavior. This engagement, according to Khan (in Na-Nan et al., 2021), comes from the individual's psychological state which includes aspects of meaningfulness, security, and availability, where employees who are emotionally and mentally engaged will work with full dedication. Thus, employee engagement can encourage organizational citizenship behavior while improving their performance (Nursalita & Soliha, 2024).

Organizational commitment plays an important role in shaping organizational citizenship behavior, because employees with high levels of commitment tend to have a strong attachment to the organization, reduce absenteeism, and contribute maximally to

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the progress of the company (Na-Nan et al., 2021; Kurniawan, 2015; Maulana, 2020). Factors such as work motivation, self-efficacy, and work ethic can influence this commitment. Employees with self-efficacy show self-confidence, determination, and motivation in carrying out tasks with full planning (Suratno & Fauzan, 2023; Na-Nan et al., 2021). Self-efficacy also influences a person's thoughts, feelings, and actions, which ultimately drives unconscious commitment (Lisette et al., 2023; Na-Nan et al., 2021). In addition, organizational commitment includes pride, loyalty, and dedication of members to the organization (Solissa et al., 2022). With employee engagement in organizational values, they can achieve deep organizational commitment, which is strengthened by self-efficacy and a shared goal to achieve success (Na-Nan et al., 2021; Anggraini & Fauzan, 2022).

THEORETICAL FRAMEWORK

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) refers to voluntary actions of employees outside of their formal responsibilities, aimed at supporting the organization socially and psychologically (Erdal & Altindag, 2020). OBC includes behaviors such as helping coworkers or other organizations without formal obligations. According to Organ (1988), there are five main dimensions of OBC: altruism, which is helping coworkers with work tasks or problems; politeness, which aims to avoid conflict with coworkers; obedience, which is behavior that goes beyond minimum requirements; civic virtue, which reflects active participation in organizational activities; and sportsmanship, which is tolerating less than ideal situations without complaint. OBC also has various antecedents, such as job satisfaction and employee engagement, as well as consequences such as increased employee loyalty and performance.

Various studies have shown the relationship between OBC and a number of other variables. Rurkkhum and Bartlett (2021) found that OBC can increase employee engagement by creating a more collaborative and positive work environment. In addition, PKO contributes to increased organizational commitment, as employees who are active in PKO tend to feel more attached to the organization (Naqvi et al., 2021). Self-efficacy can also be influenced by PKO, where employees feel more competent and confident in completing their tasks (Afsar & Masood, 2018). Thus, PKO is not only beneficial to the organization but also supports the individual development of employees.

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Self Efficacy

Self-efficacy refers to an individual's belief in their ability to complete a task effectively in a given situation, as explained by Bandura (1997) in social cognitive theory. This belief influences how individuals think, motivate themselves, feel, and behave, and plays a significant role in employee engagement in Organizational Citizenship Behavior (OCB) (Perera et al., 2018; Afsar & Masood, 2018). Employees with high levels of self-efficacy tend to have greater confidence in completing tasks, are motivated to face challenges, and show persistence in overcoming difficulties (Bandura, 1997). This has an impact on increased performance (Stajkovic & Luthans, 1998), openness to self-development opportunities (Maurer, 2001), and higher levels of job satisfaction (Bantha & Sahni, 2021). Thus, self-efficacy not only contributes to individual work outcomes but also strengthens positive relationships with other variables in the organizational context.

Employee Engagement

According to Meyer and Schneider (2021), employee engagement is a psychological condition that reflects a positive emotional relationship between an individual and their work, and is supported by job characteristics or a work environment designed to facilitate engagement. This engagement consists of three main dimensions, namely passion, dedication, and involvement. Albrecht and Marty (2020) emphasize that employee engagement is greatly influenced by psychological factors, such as satisfaction, which have an impact on performance. In addition, Cahill et al. (2024) show that employee engagement plays a role in creating a balance between work and personal life. Some factors that influence employee engagement include organizational support, which increases a sense of appreciation (Saks, 2006); transformational and participative leadership styles (Carasco-Saul et al., 2015); career development opportunities through learning new skills (Shuck et al., 2017); and a good work-life balance (Rao, 2017).

Organizational Commitment

Organizational commitment reflects employees' attitudes toward the organization they work for, including their emotional attachment, identification, and involvement in the organization's goals and values (Nguyen et al., 2020). Employees with high commitment show better loyalty, motivation, and performance than those with low commitment. According to Nazir et al. (2019), organizational commitment is divided into three main types: affective commitmen, which is employees' emotional attachment and identification with the organization that drives them to stay with the organization; continuance

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commitment, which is based on an awareness of the consequences or costs of leaving the organization; and normative commitment, which is a feeling of moral obligation to remain part of the organization.

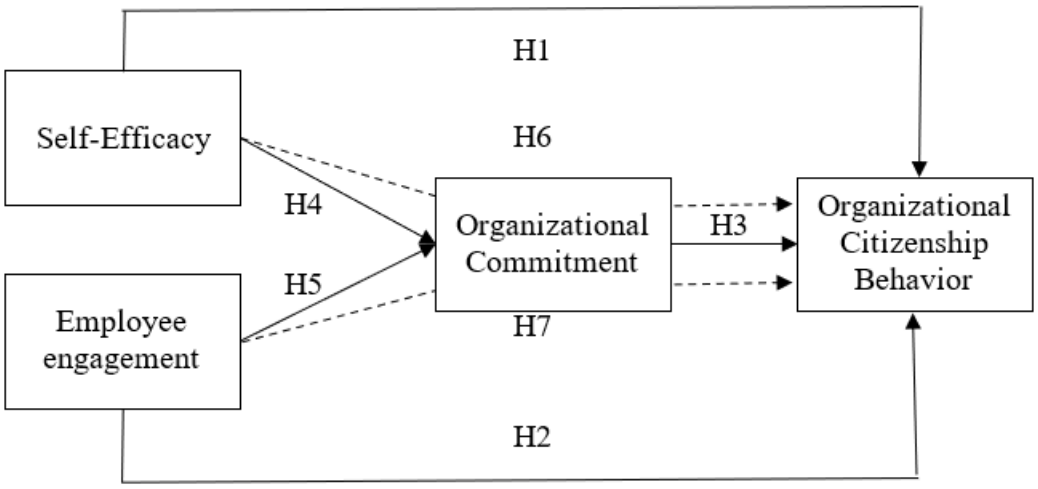


Figure 1. Research Model

Research Hypotesis:

H1: There is a positive and significant influence of self-efficacy on organizational citizenship behavior.

H2: There is a positive and significant influence of employee engagement on organizational citizenship behavior.

H3: There is a positive and significant influence of organizational commitment on organizational citizenship behavior.

H4: There is a positive and significant influence of self-efficacy on organizational commitment.

H5: There is a positive and significant influence of employee engagement on organizational commitment.

H6: There is a positive and significant influence of organizational commitment mediating the relationship between self-efficacy and organizational citizenship behavior.

H7: There is a positive and significant influence of organizational commitment mediating the relationship between employee engagement and organizational citizenship behavior.

RESEARCH METHOD

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This research methodology uses a quantitative approach with the aim of exploring the influence of self-efficacy and employee engagement on organizational citizenship behavior (OCB), and considering the role of organizational commitment as a mediator. Data were collected using a systematically designed questionnaire to obtain relevant information on self-efficacy, employee engagement, organizational commitment, and OBC. This study relies on descriptive statistical analysis and Structural Equation Modeling - Partial Least Square (SEM-PLS) to test the proposed hypotheses. By using SEM-PLS, this study can analyze the relationship between variables and test relevant theories more accurately, without relying on many assumptions (Ghozali, 2014).

The population of this study consisted of all employees of PT Geoservices, with a sample of 60 respondents selected purposively. This sample selection was carried out to ensure the representativeness and reliability of the data obtained, in accordance with the guidelines for adequate sample size (Roscoe, 1975). Data collection was carried out through observation and questionnaire methods, which allowed researchers to obtain specific and relevant primary data. Furthermore, statistical analysis was carried out using SEM-PLS to test the validity and reliability of the research instrument, with validity and reliability tests carried out to ensure the quality of the data used in this study.

RESULT AND DISCUSSION

Evaluation of the research model using Structural Equation Modeling (SEM) Partial Least Squares (PLS) was conducted to assess two main aspects: the measurement model (outer model) and the structural model (inner model). The measurement model evaluates the validity and reliability of indicators in measuring latent constructs, while the structural model analyzes the relationship between constructs to assess the strength and direction of influence between variables. This evaluation aims to ensure the reliability and validity of the theoretical model, as well as identify significant relationships in the observed data. This study involved 60 respondents to test the research hypothesis.

RESULT

Statistics Analysis

The evaluation of the measurement model is tested with several indicators including: Convergent Validity, Discriminant Validity, and Reliability. The measurement model is calculated using the PLS Algorithm.

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Outer Model (Measurement Model)
Convergent Validity

Table 1. Convergent Validity Testing

Variable	Item	Loading Factor	AVE	Results
Self-Efficacy	SE1	0.891	**0.734**	**Valid**
	SE2	0.844		**Valid**
	SE3	0.856		**Valid**
	SE4	0.833		**Valid**
	SE5	0.859		**Valid**
Employee Engagement	ENG1	0.892	**0.762**	**Valid**
	ENG2	0.880		**Valid**
	ENG3	0.824		**Valid**
	ENG4	0.900		**Valid**
	ENG5	0.890		**Valid**
	ENG6	0.850		**Valid**
Organizational Commitment	COM1	0.892	**0.762**	**Valid**
	COM2	0.787		**Valid**
	COM3	0.862		**Valid**
	COM4	0.895		**Valid**
	COM5	0.902		**Valid**
	COM6	0.891		**Valid**
Organizational Citizenship Behavior	PKO1	0.815	**0.703**	**Valid**
	PKO2	0.862		**Valid**
	PKO3	0.818		**Valid**
	PKO4	0.832		**Valid**
	PKO5	0.874		**Valid**
	PKO6	0.855		**Valid**
	PKO7	0.810		**Valid**

Based on table 1, it is known that the loading factor value produced by each indicator is more than 0.7 and the AVE value is more than 0.5. Thus, these indicators are declared valid as a measure of their latent variables.

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Discriminant Validity

Table 2. Discriminant Validity (Fornell Lacker)

Variable	*Employee Engagement*	*Organizational Commitment*	*Organizational Citizenship Behavior*	*Self-Efficacy*
Employee Engagem	**0.873**			
Organizational Commitment	0.318	**0.873**		
Organizational Citizenship Behavior	0.465	0.821	**0.839**	
Self-efficacy	0.230	0.365	0.525	**0.857**

Table 3. Discriminant Validity (Cross Loading)

Item	*Employee Engagement*	Organizational Commitment	Organizational Citizenship Behavior	*Self-Efficacy*
COM1	0.349	0.892	0.753	0.272
COM2	0.226	0.787	0.642	0.295
COM3	0.179	0.862	0.694	0.345
COM4	0.268	0.895	0.739	0.304
COM5	0.270	0.902	0.765	0.404
COM6	0.365	0.891	0.698	0.287
ENG1	0.892	0.310	0.412	0.171
ENG2	0.880	0.191	0.373	0.241
ENG3	0.824	0.295	0.372	0.327
ENG4	0.900	0.306	0.464	0.169
ENG5	0.890	0.328	0.438	0.151
ENG6	0.850	0.202	0.351	0.163
PKO1	0.252	0.631	0.815	0.408
PKO2	0.331	0.700	0.862	0.411

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PKO3	0.393	0.712	0.818	0.459
PKO4	0.287	0.762	0.832	0.360
PKO5	0.522	0.698	0.874	0.500
PKO6	0.525	0.687	0.855	0.408
PKO7	0.390	0.621	0.810	0.532
SE1	0.354	0.304	0.532	0.891
SE2	0.153	0.284	0.366	0.844
SE3	0.081	0.359	0.501	0.856
SE4	0.139	0.331	0.371	0.833
SE5	0.247	0.279	0.445	0.859

Based on tables 2 and 3, the cross loading value on each item has a value > 0.70, and also each item has the largest value when connected to its latent variable compared to when connected to other latent variables. This shows that each variable in this study has correctly explained its latent variable and proves that the discriminant validity of all items is valid.

Composite Reliability

Table 4. Reliability Testing

Variable	Cronbach's Alpha	Composite Reliability
Employee Engagement	0.938	0.950
Organizational Commitment	0.937	0.950
Organizational Citizenship Behavior	0.929	0.943
Self-efficacy	0.910	0.932

Based on table 4, it can be seen that the composite reliability value of all research variables is > 0.7 and Cronbach Alpha > 0.7. These results indicate that each variable has met the composite reliability and Cronbach alpha so that it can be concluded that all variables have a high level of reliability. So that further analysis can be carried out by examining the goodness of fit model by evaluating the inner model.

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Inner Model (Structural Model)
R-Square

Table 5. R-Square

Variable	R-	R-*Square*
Organizational Commitment	0.19	0.163
Organizational Citizenship	0.76	0.754

Based on table 5, it shows the R-Square value of the Organizational Commitment variable of 0.191, this value means that the Organizational Commitment variable can be explained by the independent variable of 19.1% and the remaining 80.9% can be explained by other variables not included in this study.

While the R-Square value of the Organizational Citizenship Behavior variable is 0.767, this value means that the Organizational Citizenship Behavior variable can be explained by the independent variable of 76.7% and the remaining 23.3% can be explained by other variables not included in this study.

Predictive Relevance (Q-Square)

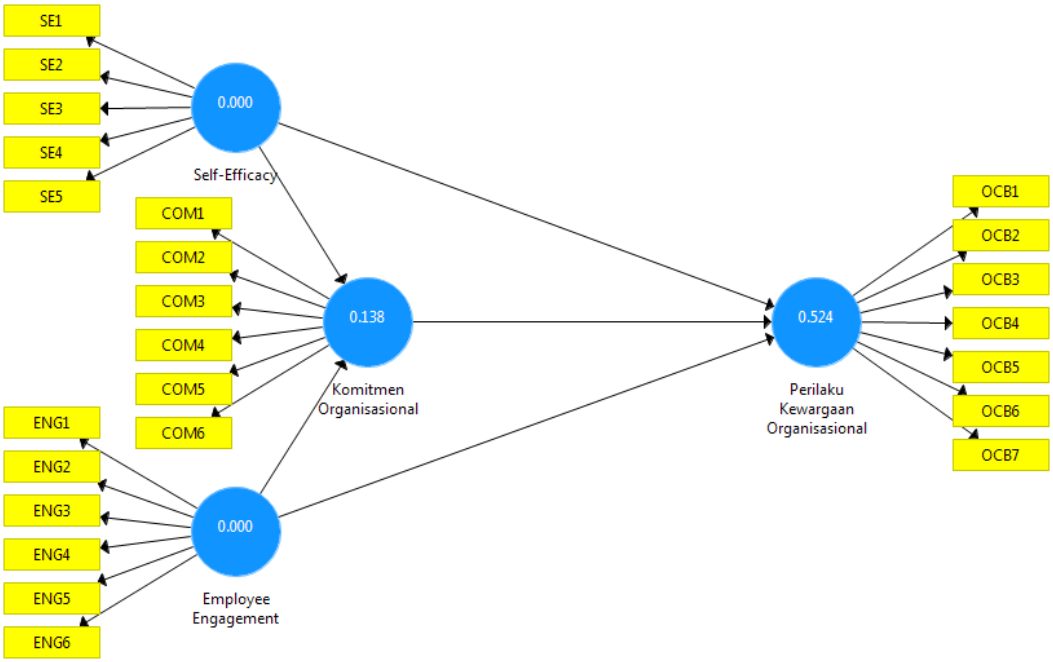


Figure 2. Predictive Relevance

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Table 6. Q-Square

Variable	Q^2 (=1-SSE/SSO)	Results
Organizational Commitment	0.138	Has a predictive relevance value
Organizational Citizenship Behavior	0.524	Has a predictive relevance value

Hypotesis Testing Results

Table 7. Hypotesis Testing Results

Variable	Original Sample (O)	T Statistics (| O/STDEV |)	P Values
Employee Engagement -> Organizational Commitment	0.247	2.655	0.008
Employee Engagement -> Organizational Citizenship Behavior	0.197	2.809	0.005
Organizational Commitment -> Organizational Citizenship Behavior	0.673	7.286	0.000
Self-efficacy -> Organizational Commitment	0.308	2.057	0.040
Self-efficacy -> Organizational Citizenship Behavior	0.234	3.190	0.002
Employee Engagement -> Organizational Commitment -> Organizational Citizenship Behavior	0.166	2.228	0.026
Self-efficacy -> Organizational Commitment-> Organizational Citizenship Behavior	0.207	2.268	0.024

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The test results show that self-efficacy (coefficient 0.234; p=0.002; t=3.190), employee engagement (coefficient 0.197; p=0.005; t=2.809), and organizational commitment (coefficient 0.673; p=0.000; t=7.286) have a positive and significant effect on organizational citizenship behavior (OCB). Self-efficacy (coefficient 0.308; p=0.040; t=2.057) and employee engagement (coefficient 0.247; p=0.008; t=2.655) also affect organizational commitment. Organizational commitment is proven to be able to mediate the influence of self-efficacy (coefficient 0.207; p=0.024; t=2.268) and employee engagement (coefficient 0.166; p=0.026; t=2.228) on PKO. All hypotheses are accepted, indicating a significant relationship between these variables.

DISCUSSION

Self-efficacy has a significant influence on PKO, especially in the high-risk mining industry. Research by Bahtiar (2023) and Choong et al. (2020) shows that self-efficacy helps workers deal with complex challenges, encourages them to go beyond formal tasks and behave prosocially. Yaakobi & Weisberg (2020) added that self-efficacy mediates the psychological relationship with PKO, increasing motivation and creating a collaborative work environment. Employee engagement has also been shown to increase PKO. Hermawan et al. (2020) and Farid et al. (2019) explained that employees who are emotionally and psychologically engaged tend to be more proactive in helping coworkers and creating a productive work atmosphere. Alshaanabani et al. (2021) emphasized the importance of engagement in building a cooperative work culture, especially in the mining sector.

Organizational commitment is closely related to OOP, where employees with high levels of commitment are more enthusiastic about helping coworkers and contributing to operational efficiency. Grego-Planer (2019) and Donglong et al. (2020) stated that this commitment encourages altruistic behavior in a challenging work environment. Tjahjono et al. (2018) added that employee affective commitment increases solidarity and initiative, supporting operational sustainability. In addition, self-efficacy influences organizational commitment by helping employees cope with work pressure. Orgambidez et al. (2019) and Demir (2020) found that self-efficacy strengthens employee loyalty, reduces turnover, and creates a stable work environment. Liu (2019) emphasized that self-efficacy increases responsibility and productivity in high-risk industries such as mining.

Employee engagement strengthens organizational commitment by enhancing employees' emotional connection to the company. Rameshkumar (2020) explains that employee engagement, especially in the mineral energy sector, is important for work

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safety and efficiency. Sahni (2019) emphasizes that engagement helps employees cope with work pressure, strengthening their loyalty. In the context of PT Geoservices Banjarbaru, strategies to increase engagement can encourage greater commitment and create a cooperative and safe work environment, in accordance with the needs of a high-risk industry.

CONCLUSION

The conclusion of this study shows that in PT Geoservices, organizational commitment has the strongest influence on organizational citizenship behavior, indicating the importance of increasing employee loyalty and sense of belonging to the company. Programs that develop commitment, such as career development and recognition for contributions, need to be continuously strengthened. In addition, employee self-efficacy significantly influences citizenship behavior both directly and through organizational commitment, so it is important for companies to focus on employee training and development. Employee engagement also shows a positive influence on commitment and citizenship behavior, with efforts to create an inclusive work environment as the key to increasing employee engagement. Although the influence is significant, the relationship between employee engagement and citizenship behavior is weaker when mediated by organizational commitment, indicating the need for further initiatives to deepen employee emotional and psychological engagement. Finally, increasing self-efficacy through skills development and mentoring programs is also important to support more collaborative work performance and culture at PT Geoservices.

Recommendation

PT Geoservices needs to develop programs that strengthen employee organizational commitment, such as achievement rewards, career development opportunities, and recognition of contributions, which can increase loyalty and citizenship behavior. In addition, to improve employee self-efficacy, the company must implement training that focuses on developing technical and leadership skills, which will strengthen employee self-confidence and have a positive impact on citizenship commitment and behavior. Improving employee engagement is also important by creating an inclusive work environment, through welfare programs and social activities, which support better citizenship commitment and behavior. Further research should explore more deeply the impact of organizational commitment on performance and safety in the mining and

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mineral energy industry, as well as factors that can increase the effectiveness of development programs.

Managerial Implication

Managerial implications for PT Geoservices are the importance of improving self-efficacy and employee engagement to strengthen organizational commitment and citizenship behavior. Management needs to develop training programs that increase employee self-confidence and emotional engagement, as well as create a supportive work environment. These steps can strengthen employee commitment, increase prosocial behavior, and support operational efficiency and safety, which will ultimately improve performance and a more cooperative work culture.

Research Limitations

This study has several limitations, including data used only from one company, PT Geoservices, so generalization of the results to the mining and mineral energy industry more broadly needs to be done with caution. In addition, external factors such as economic conditions and government policies were not analyzed, although they could affect the relationships studied. The use of PLS and bootstrapping methods has limitations in measuring latent variables and dependence on large sample sizes. This study also did not consider individual factors such as age, education, and work experience that could affect the results. Further research is expected to expand the sample and integrate external factors and individual dimensions.

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