International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Influence Of Employee Engagement And Self-Efficacy On Organizational Citizenship Behavior Of Employees At The Palembang City Regional Revenue Agency

Muhamad Reno Alpin Jaya[1], Yos Karimudin[2], Melisa Ariani Putri[3], Wita Farla WK[4], Reska Rahmatullah[5]

[1,2,3,4,5]Management Study Program, Sriwijaya University

E-mail: 01011282227055@student.unsri.ac.id, yoskarimudin@fe.unsri.id, melisaputri@fe.unsri.ac.id, witafarla@unsri.ac.id, reskarahmatullah@unsri.ac.id

Abstract

Organizational Citizenship Behavior (OCB) is a voluntary employee behavior that enhances organizational effectiveness through contributions beyond formal job responsibilities. The development of OCB is influenced by several factors, including Employee Engagement and Self-Efficacy. At the Regional Revenue Agency (Bapenda) of Palembang City, indications of suboptimal OCB are reflected in the inability to fully achieve regional tax revenue targets, increasing employee absenteeism, and the inconsistent attainment of tax competency certification targets. This study aims to examine the effect of Employee Engagement and Self-Efficacy on Organizational Citizenship Behavior among employees of the Regional Revenue Agency of Palembang City. A quantitative research approach was employed using primary data collected through questionnaires distributed to 70 respondents, selected through proportionate stratified random sampling from a population of 228 employees. The data were analyzed using multiple linear regression with the assistance of IBM SPSS, preceded by classical assumption tests, correlation analysis, coefficient of determination analysis, and hypothesis testing. The findings indicate that Employee Engagement and Self-Efficacy have a positive and significant effect on Organizational Citizenship Behavior, both partially and simultaneously. Therefore, strengthening employee engagement and self-efficacy is essential for fostering voluntary work behavior that supports improved organizational performance.

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

INTRODUCTION

Human resources are strategic assets that determine an organization's success in achieving its goals effectively and sustainably. An organization's success is determined not only by technological sophistication or the size of its financial resources, but also by the quality of its employees, who are able to work professionally, adaptively, and have a high commitment to the organization. In government agencies, the quality of the state civil apparatus (ASN) is a crucial factor in the provision of effective, transparent, and accountable public services, as mandated by Law Number 5 of 2014 concerning the State Civil Apparatus. ASN are required not only to be able to carry out tasks according to their job descriptions, but also to have work behaviors that support organizational effectiveness through initiative, cooperation, and concern for the organization's progress. One form of this behavior is known as Organizational Citizenship Behavior (OCB), which is voluntary employee behavior carried out outside of formal job demands but which positively contributes to improving organizational performance.(Zahra & Siregar, 2023).

The phenomenon occurring at the Palembang City Regional Revenue Agency (Bapenda) indicates that Organizational Citizenship Behavior (OCB) has not yet fully developed optimally. This is reflected in the realization of regional tax revenue in 2025, which only reached 83.37% of the set target. Several types of taxes even showed very low achievement, such as Advertising Tax, Non-Metallic Mineral and Rock Tax, and Swallow's Nest Tax. Furthermore, the Palembang City Bapenda Government Agency Performance Report (LKjIP) document reveals the still weak tax extensification, updating of taxable object data, and coordination between sectors and with external stakeholders. This condition reflects the suboptimal dimensions of civic virtue, conscientiousness, and courtesy in ORB, thus impacting the low effectiveness of services and achievement of regional revenue targets.(Zahra & Siregar, 2023).

A factor suspected of influencing Organizational Citizenship Behavior is Employee Engagement, or employee attachment to the organization. Employee Engagement describes the level of enthusiasm, dedication, and emotional involvement of employees in carrying out their work. Employees with high engagement tend to demonstrate loyalty, work enthusiasm, and a willingness to contribute beyond their formal obligations for the success of the organization. However, the phenomenon at the

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Palembang City Regional Revenue Agency (Bapenda) shows an increase in the level of ASN employee absence from August to December 2025, with the highest level of absence occurring in December. This condition indicates the still low vigor dimension as an indicator of Employee Engagement, characterized by a decline in employee enthusiasm, discipline, and commitment to the organization.(Basneldi et al., 2025);(Fulki & Hayati, 2026).

In addition to Employee Engagement, self-efficacy is also a crucial factor influencing the emergence of Organizational Citizenship Behavior. Self-efficacy is an individual's belief in their ability to complete tasks and face various work challenges. Employees with high self-efficacy will be more confident in completing work, take the initiative to find solutions, and be willing to help coworkers, potentially increasing Organizational Citizenship Behavior. Conversely, low self-efficacy can cause employees to be reluctant to develop their competencies and avoid work challenges. This phenomenon is evident in data on regional tax training certification at the Palembang City Regional Revenue Agency (Bapenda), which has not consistently achieved its targets during the 2021–2025 period. This condition is reinforced by the Palembang City Regional Revenue Agency's Strategic Plan, which states that the technical competence of regional tax officials is still low, thus indicating the need to increase employee self-confidence in developing their competencies.(Senduk et al., 2024) (Syamsudin et al., 2026).

Many studies have been conducted on the relationship between Employee Engagement, self-efficacy, and Organizational Citizenship Behavior, but previous research results have shown inconsistent findings. Several studies have found that Employee Engagement has a positive and significant effect on Organizational Citizenship Behavior because employees with high engagement tend to contribute beyond their formal duties.(Patoni et al., 2025);(Primadona et al., 2025);(Marlinda & Sari, 2026). On the other hand, research(Iswahyudi et al., 2025)stated that Employee Engagement does not have a significant effect on Organizational Citizenship Behavior. In fact,(Amdanata et al., 2024)explained that Employee Engagement is not capable of forming Organizational Citizenship Behavior without the support of other variables such as job satisfaction. These differences in results indicate that the relationship between Employee Engagement and Organizational Citizenship Behavior still requires further testing.

Inconsistencies in research results were also found in the influence of self-efficacy on Organizational Citizenship Behavior.(Rokhanah et al., 2025)And(Purnami et al.,

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2025)proves that self-efficacy has a positive effect on Organizational Citizenship Behavior because employees who believe in their abilities tend to be more productive, proactive, and willing to help the organization. However, research(Purbosari & Suharti, 2024)as well as(Hardani & Subarjo, 2024)found that self-efficacy had no significant effect on Organizational Citizenship Behavior. These discrepancies in findings indicate that the relationship between self-efficacy and Organizational Citizenship Behavior has not yet yielded consistent conclusions, and further research is needed in different organizational contexts.

Based on empirical phenomena, practical urgency, and inconsistencies in previous research results, there is still a research gap that needs to be studied more deeply. Most previous studies were conducted in private companies, the service sector, and banking, while research on the influence of Employee Engagement and self-efficacy on Organizational Citizenship Behavior in government agencies, especially the Palembang City Regional Revenue Agency, is still very limited. In fact, the characteristics of public sector organizations are different from the private sector because they are oriented towards public service, bureaucracy, and achieving regional revenue targets. Therefore, this study is important to analyze the influence of Employee Engagement and self-efficacy on Organizational Citizenship Behavior in Palembang City Bapenda employees. It is hoped that it can provide an empirical contribution to the development of public sector human resource management science while also becoming a basis for agencies in formulating policies to increase employee engagement, competence, and voluntary behavior to support the optimization of organizational performance.

Methodology

This study uses a quantitative approach with a descriptive research type to analyze the influence of Employee Engagement and Self-Efficacy on Organizational Citizenship Behavior (OCB) among employees of the Regional Revenue Agency (Bapenda) of Palembang City. The data used are primary data obtained directly from respondents through questionnaires using a Likert scale. The study population was 228 ASN employees at Bapenda of Palembang City, while the sample was determined using a probability sampling technique with a proportionate stratified random sampling method. Based on calculations using the Slovin formula at a 10% error rate, 70 respondents were obtained who were distributed proportionally to each work area according to the number of employees.

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The data collection technique was carried out through a questionnaire distributed to respondents to measure the variables of Employee Engagement, Self-Efficacy, and Organizational Citizenship Behavior. Data analysis was carried out using IBM SPSS through the classical assumption test stages which include the normality test with the Kolmogorov-Smirnov method, the multicollinearity test using the Tolerance and Variance Inflation Factor (VIF) values, and the heteroscedasticity test with the Glejser method. Furthermore, the data were analyzed using multiple linear regression analysis, followed by analysis of the correlation coefficient (R) and the coefficient of determination (R^2) to determine the strength of the relationship and the magnitude of the influence of the independent variables on the dependent variable. Hypothesis testing was carried out through the F test to test the feasibility of the model and the t test to determine the partial effect of Employee Engagement and Self-Efficacy on Organizational Citizenship Behavior at a significance level of 5%.

Results and discussion

Classical Assumption Test

1. Normality Test

Table 1. Normality Test Results

One-Sample Kolgomorov-Smirnov Test		
		Unstandardized Residual
N		70
Normal Parametersa.b	*Mean*	.0000000
	Standard Deviation	5.15669086
Most Extreme Differences	*Absolute*	.080
	Positive	.080
	Negative	-.048
Test Statistics		
Asymp. Sig. (2-tailed)		.200c.d

Source: Processed primary data, 2026

Based on the test results presented in Table 1, it is known that the Asymp. Sig. (2-tailed) value obtained is 0.200, this value is greater than the 0.05 significance level. This indicates that the residual data in this study has met the assumption of normality. Therefore, it can be concluded that the data in this study is normally distributed, so that

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the regression model used has met one of the eligibility requirements and can proceed to the next testing stage.

2. Multicollinearity Test

Table 2. Multicollinearity Test Results

Coefficients			
No	Variables	Tolerance	VIF
1.	*Employee Engagement*	0.414	2,413
2.	*Self-Efficacy*	0.414	2,413

Source: Processed primary data, 2026

Based on the test results presented in Table 2 above, it can be seen that the Employee Engagement variable (X1) obtained a Tolerance value of 0.414 and a VIF value of 2.413, while the Self-Efficacy variable (X2) obtained a tolerance value of 0.414 and a VIF value of 2.413. Both independent variables showed a tolerance value greater than 0.10 and a VIF value less than 10.00. Thus, it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model of this study, so that the multicollinearity assumption is met and the regression model can proceed to the next testing stage.

3. Heteroscedasticity Test

Table 3. Heteroscedasticity Test Results

Coefficients						
Model		*Unstandardized B*	*CoefficientsStd. Error*	*Standardized Coefficients beta*	*t*	*Sig.*
1	*(Constant)*	4,690	2,992		1,567	0.122
	X1	0.185	0.122	0.279	1,513	0.135
	X2	-0.215	0.122	-0.355	-1,921	0.059
a. Dependent Variable: RES						

Source: Processed primary data, 2026

Based on the test results presented in Table 3, it is known that the Employee Engagement variable obtained a significance value of 0.135 and the Self-Efficacy variable obtained a significance value of 0.059. Both independent variables showed a significance value greater than 0.05. Thus, it can be concluded that there are no

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symptoms of heteroscedasticity in the regression model of this study, so the heteroscedasticity assumption is met and the regression model is suitable for further analysis.

Multiple Linear Regression Analysis

Table 4. Results of Multiple Linear Regression Test

Coefficients			
No	Variables	Constant	Regression Coefficient
1.	*Employee Engagement*	13,707	0.597
2.	*Self-Efficacy*		0.684

Source: Processed primary data, 2026

Based on the test results presented in Table 4, the multiple linear regression equation in this study can be formulated as follows:

$$\boldsymbol{Y = 13,707 + 0,597\, X_1 + 0,684\, X_2 \; + \; e}$$

The regression equation can be interpreted as follows:

1. Constant (a) = 13.707

   The constant value of 13.707 shows that if the Employee Engagement variable (X_1) and Self-Efficacy (X_2) has a value of zero (0), then the Organizational Citizenship Behavior (Y) variable will still have a value of 13.707.
2. Employee Engagement Regression Coefficient (X_1) = 0.597

   The regression coefficient value of the Employee Engagement variable of 0.597 shows that for every one unit increase in Employee Engagement, the Organizational Citizenship Behavior variable will increase by 0.597 assuming that other variables (X_2) is considered constant. A positive coefficient means there is a unidirectional relationship between Employee Engagement and Organizational Citizenship Behavior, so it can be concluded that Employee Engagement has a positive and significant effect on employee Organizational Citizenship Behavior.
3. Self-Efficacy Regression Coefficient (X_2) = 0.684

   The regression coefficient value of the Self-Efficacy variable of 0.684 shows that for every one unit increase in Self-Efficacy, the Organizational Citizenship Behavior variable will increase by 0.684 assuming that other variables (X_1) is considered constant. A positive coefficient means there is a unidirectional

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relationship between Self-Efficacy and Organizational Citizenship Behavior, so it can be concluded that Self-Efficacy has a positive and significant effect on Organizational Citizenship Behavior.

Correlation Test and Determination Test

Table 5. Results of Correlation Test and Determination Test

Model Summary			
Model	r	R Square	Adjusted R Square
1	0.772a	0.596	0.584

Source: Processed primary data, 2026

Based on Table 5 above, the results of the correlation test show an r value of 0.772 which is in the range of 0.60 - 0.799, so the relationship between the independent variable and the dependent variable is included in the strong category. This indicates that there is a strong and positive linear relationship between the independent variable and the dependent variable. Furthermore, the results of the determination test (R2) show an Adjusted R Square value of 0.584 which means that the independent variable is able to contribute an influence on the dependent variable of 58.4%, while the remaining 41.6% is influenced by other variables not included in this research model, such as job satisfaction, organizational culture and leadership style which are proven to have a positive and significant influence on Organizational Citizenship Behavior.(Wayan et al., 2025).

Hypothesis Testing

1. Model feasibility test (F test)

Table 6. F Test Results

ANOVA				
No	Variables	F_{count}	F_{table}	Sig. Value
1.	*Employee Engagement*	49,345	3,134	0,000
2.	*Self-Efficacy*			

Source: Processed primary data, 2026

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Based on the test results presented in Table 4.18, it is known that the calculated F value of 49.345 is greater than the F table value of 3.134 with a significance value of 0.000 which is smaller than 0.05. Thus, it can be concluded that the variables Employee Engagement and Self-Efficacy simultaneously have a significant effect on Organizational Citizenship Behavior, so that the regression model in this study is declared suitable for use.

2. Partial Test (t-Test)

Table 7. t-Test Results

Coefficients				
No	Variables	t-count	t-table	Sig. Value
1.	*Employee Engagement*	3,019	1,996	0.04
2.	*Self-Efficacy*	3,783	1,996	0.00

Source: Processed primary data, 2026

Based on Table 7 above, the partial results of hypothesis testing can be described as follows:

H1: Employee Engagement has a positive and significant effect on the Organizational Citizenship Behavior of employees of the Palembang City Regional Revenue Agency.

The test results show that the Employee Engagement variable (X_1) produces a calculated t value of 3.019 with a significance level of 0.004. Referring to the calculated t value of 3.019 > t table 1.996 and a significance level of 0.004 < 0.05, then the First Hypothesis (H_1) **accepted**. Thus, it can be concluded that Employee Engagement has a positive and significant effect on Organizational Citizenship Behavior.

H2: Self-Efficacy has a positive and significant effect on the Organizational Citizenship Behavior of employees of the Palembang City Regional Revenue Agency.

The test results show that the Self-Efficacy variable (X_2) produces a calculated t value of 3.783 with a significance level of 0.000. Referring to the calculated t value of 3.783 > t table 1.996 and a significance level of 0.000 < 0.05, then the Second Hypothesis (H_2) **accepted**. Thus, it can be concluded that Self-Efficacy has a positive and significant influence on Organizational Citizenship Behavior.

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DISCUSSION

The Influence of Employee Engagement on Employee Organizational Citizenship Behavior

The results of the first hypothesis test indicate that employee engagement has a positive and significant effect on employee organizational citizenship behavior. This study indicates that the higher the level of employee engagement, the higher the level of organizational citizenship behavior exhibited in the workplace.

The findings in this study are in line with the Self-Determination Theory developed byDeci et al., (2017), which explains that when employees' basic psychological needs of relatedness are met in the work environment, they will develop autonomous motivation that encourages them to display voluntary work behaviors that go beyond their job duties. This suggests that high employee engagement reflects the fulfillment of these basic psychological needs, thus encouraging the emergence of organizational citizenship behavior in the work environment.

Previous research according toMarlinda & Sari (2026)AndPatoni et al., (2025)Employees with high levels of engagement are more motivated to contribute beyond the demands of their formal roles for the advancement of the organization. This reflects the fact that strong work engagement not only encourages employees to fulfill their primary responsibilities but also motivates them to voluntarily take on additional outside initiatives. Employees with high levels of work engagement tend to be more willing to undertake work beyond their core duties, assist coworkers, and contribute voluntarily to the advancement of the organization.(Ompusunggu & Rifani, 2023).

Furthermore, employees who have a high level of engagement tend to devote their full abilities and dedication to their work, so that the behavior shown is not only limited to completing formal tasks and obligations, but also includes a willingness to contribute further for the benefit of the organization and their colleagues.(Ristiarli & Nugroho, 2024)And(Primadona et al., 2025).

The implementation of employee engagement among employees at the Palembang City Regional Revenue Agency is reflected in the extent to which employees devote their energy, dedication, and full concentration to their work. Employees with a high level of work engagement not only fulfill their formal responsibilities but also demonstrate greater initiative and concern for their organizational environment. This condition directly contributes to the growth of organizational citizenship behavior in employees, as a concrete manifestation of optimal work engagement.(Jufrizen et al., 2023).

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Based on these findings, improving employee engagement needs to be a primary focus for the Palembang City Regional Revenue Agency on an ongoing basis. The Palembang City Regional Revenue Agency needs to build a comfortable work environment, routinely recognize employee volunteerism, and provide opportunities for employee involvement in decision-making. This will ensure employee engagement with the Palembang City Regional Revenue Agency is maintained and strengthened over time.

The Influence of Self-Efficacy on Employee Organizational Citizenship Behavior

The results of the second hypothesis test indicate that self-efficacy has a positive and significant effect on employee organizational citizenship behavior. The results of this study indicate that the higher the level of self-efficacy an employee possesses, the higher the level of organizational citizenship behavior displayed in the work environment.

The findings of this study align with the Self-Determination Theory developed by Deci et al. (2017), which explains that when basic psychological needs in the form of competence are met through high employee Self-Efficacy, it will encourage the emergence of strong autonomous motivation to display organizational citizenship behavior. This is in line with researchFerdiansyah & Safitri (2023), who found that employees with high Self-Efficacy are more motivated to contribute voluntarily beyond their formal responsibilities.

Previous research has shown that self-efficacy is another factor that has a positive and significant influence on employee organizational citizenship behavior. Employees with high self-efficacy have strong confidence in their abilities, greater intrinsic motivation, and readiness to face job demands, so they are more motivated to demonstrate extra-role behavior (Rokhanah et al., 2025)Employees who have high confidence in their abilities tend to be more proactive and dare to take the initiative in carrying out their duties, thus encouraging employees to display behavior that goes beyond their formal obligations voluntarily.(Ilvia & Zona, 2026).

Furthermore, research according toAmri et al., (2024) and Phen & Hindarwati (2025), employees with high self-efficacy demonstrate voluntary behavior outside of their formal duties and responsibilities. Furthermore, according toPurnami et al., (2025), employees with good self-efficacy are characterized by high commitment, adequate work experience, increased self-potential, and a good understanding of the work environment, so that they can improve employees' organizational citizenship behavior.

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The application of self-efficacy among employees at the Palembang City Regional Revenue Agency is reflected in their confidence in their ability to complete tasks and face work challenges. Employees with high self-efficacy are not only able to complete their formal tasks well, but also demonstrate a proactive attitude and dare to take initiatives beyond their primary responsibilities, thus contributing to the growth of organizational citizenship behavior.(Pramesti & Suryalena, 2026).

Based on these findings, strengthening employee self-efficacy needs to be a primary focus of the Palembang City Regional Revenue Agency on an ongoing basis. The Palembang City Regional Revenue Agency needs to organize regular competency training programs, provide constructive feedback on employee performance, and create a work culture that values employee contributions and innovation, thereby continuously improving employee self-confidence and encouraging the growth of organizational citizenship behavior.

CONCLUSION

Based on the results of research on the influence of Employee Engagement and Self-Efficacy on Organizational Citizenship Behavior in Palembang City Regional Revenue Agency employees, it can be concluded that Employee Engagement and Self-Efficacy have a positive and significant influence on Organizational Citizenship Behavior, both partially and simultaneously. The results of the study indicate that the higher the level of employee engagement to the organization and the greater the employee's confidence in their ability to complete the work, the higher the employee's tendency to demonstrate voluntary behavior that goes beyond formal task demands to support organizational effectiveness. Thus, increasing employee engagement and strengthening self-efficacy are important factors in building Organizational Citizenship Behavior so that it can improve the quality of public services, the effectiveness of task implementation, and the achievement of organizational goals at the Palembang City Regional Revenue Agency.

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