

The Effect of Self-Efficacy, Perceived Organizational Support and Employee Engagement on Organizational Citizenship Behavior

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Abstract—Success organization No only determined by implementation formal duties of employees , but also greatly influenced by the emergence of behavior voluntary or *organizational citizenship behavior* (*OCB*). Low level initiative as well as contribution extra-role employee indicates existence need for strengthen factors psychological and organizational capabilities push growth *OCB*. Research This aim for analyze influence *self- efficacy*, *perceived organizational support*, and *employees engagement* to *organizational citizenship behavior* of employees of PT Pegadaian Jimbaran Branch. Approach research used is quantitative with method survey, which involves all over PT Pegadaian Jimbaran Branch employees totaling 42 people through technique census. Research data collected use questionnaire Likert scale and analyzed with method multiple linear regression. Testing hypothesis done through the t test to find out influence partial each variable independent, as well as the F test for test influence simulants. Research results show that *self- efficacy*, *perceived organizational support*, and *employees engagement* influential positive and significant to *organizational citizenship behavior*, good in a way partial and simultaneous.

Keywords: Self-Efficacy; Perceived Organizational Support; Employee Engagement; Organizational Citizenship Behavior

1. INTRODUCTION

Source Power man is an asset that is considered the main one that determines success or failure something company, management source Power Human resources (HR) is very important for Suwatu organization for reach its purpose. HR includes planning, organizing, implementing, and controlling to employees to improve motivation, coordination, and performance they. Effective HR management, including placement proper work as well as ongoing training, can increase quality work, loyalty, and competence employee so that company capable compete and achieve the target. According to Putri et al. (2022)HR focuses on effort maximize ability employee through steps strategic to increase performance and optimize objective organization. Then according to Widodo & Yandi (2022) emphasize that HR is approach strategic in manage skills, motivation, development, and management individual in organization. According to Saraswati & Rasminingsih (2024) Management source Power man is a management process power Work from planning until termination connection Work For support stakeholder welfare.

In line with importance the role of HR in form performance and attitude employees, the concept also emerged *Organizational Citizenship Behavior* (OCB) is at fault One indicator success management source Power human beings. OCB describes behavior positive employees who do in a way volunteering outside their formal responsibilities. According to Wahyuni & Sulastri (2020) *organizational citizenship behavior* refers to the form behavior voluntary individuals who are outside formal and non-formal demands directly and explicit get confession from system awards organization, but scara cumulative contribute to improvement effectiveness organization. In the end management source Power good human being can push emergence OCB behavior, where employees pushed for give contribution more to organization Because feel appreciated and supported.

At PT Pegadaian Jimbaran Branch, the phenomenon obtained based on initial observations related to OCB shows the low initiative and involvement of employees outside their main duties. Some employees tend to work only according to *their job description* without showing concern for their colleagues or the company, and less participation in solving operational problems and achieving targets. This condition reflects the low OCB, where employees have not shown a voluntary attitude to contribute more for the progress of the organization. The low level of OCB is inseparable from the influence of several factors that play an important role in shaping positive employee behavior. The factors that influence OCB include *self-efficacy*, *perceived organizational support*, and *employee engagement*.

One of determinant main *organizational citizenship behavior* is *self-efficacy*, which reflects to what extent the individual perceive capacity himself for fulfil demands work and realize objective Work. High level of self -*efficacy* functioning as source Power strengthening psychology encouragement achieve, at the same time increase resilience employee in respond difficulty as well as manage problems that arise in context work. (Tarumasely, 2021). *Self-efficacy* can increase performance employee with method increase belief self they in capable do tasks and achieve goals, according to Riyanto (2020) *self-efficacy* is " *the conviction that one can successfully execute the actions required to produce the desired outcome* " (belief that somebody can with success do action required for achieve desired result).

The second factor that influences *organizational citizenship behavior* is *perceived organizational support* is something related variables with employee confidence that organization pay attention and treat they with Good. *Perceived organizational support* can improve performance employee with method increase motivation and ability they in face

challenges and overcoming problems faced (Ferdiansyah & Safitri, 2023). *Perceived organizational support* can improve performance employee with method increase belief they that organization pay attention and treat they with Well , according to Riyanto (2020) POS is " *the extent to which employees perceive that their organization values and supports them* " (to what extent employee believe that organization pay attention and treat they with Good).

The third factor that influences *organizational citizenship behavior* is *employee engagement*. *Employee engagement* is something related variables with the level participation and commitment employee to organization (Canavesi & Minelli, 2022). *Employee engagement* can increase performance employee with method increase motivation and ability they in face challenges and overcoming problems faced. *Employee engagement* can increase employee performance with method increase level participation and commitment they to organization.

Social Exchange Theory according to Blau in his book *Exchange and Power in Social Life* (1964) explains that interaction social between individuals and groups is a complex exchange process that forms structure social and dynamics power in society. Blau looked at that exchange social No only just exchange present or reward in a way directly, but also produces status and power differentiation. Imbalance in exchange This cause dependence One party to party others, so that the greater party own source Power or reward will own power on dependent party to him

Social exchange theory can used for understand connection between Self- efficacy, perceived organizational support, employee engagement, and organizational citizenship behavior at PT. Pegadaian Jimbaran Branch. This theory focus on interaction social as form exchange, where individuals participate in beneficial behavior for organization as form reply service to support and protection received from organization.

According to Puozzo & Audrin (2021) self-efficacy represents construction psychological that reflects to what extent the individual perceive capacity himself for develop competence, adapt self with dynamics situational, as well as execute appropriate action when face to face with condition demanding and full- time work challenge. Self-efficacy not only related with ability somebody for do task specific, but also reflective to what extent the individual capable motivating self, regulate emotions, and managing source Power personal for reach desired results. High self - efficacy allows somebody face pressure with more calm and efficient, because individual the own trust that every challenge can overcome through appropriate efforts and strategies. Self-efficacy covers ability technical in finish tasks specific, but also touching aspect psychological and social influences method somebody adapt with environment and managing stress (Lukar et al., 2023). Self-efficacy become factor the key to success How individual think, feel, and act in face various condition life, both routine and full pressure. Individuals who have level of self-efficacy the tallest usually displays a sense of trust strong, brave self take measurable risks, as well as capable maintain commitment although face obstacle or failure.

According to Abadi and Perkasa (2020), efficacy self or self-efficacy can interpreted as understood as evaluation cognitive individual to capacity himself for organize and implement a series actions required to achieve target certain. Perception about ability the No only form choice the behavior taken, but also influences intensity effort expended, level perseverance in operate tasks, as well as Power stand psychological individual when face obstacles, pressure, and failure during the achievement process goals. High level of self - efficacy functioning as support psychological factors that drive individual for maintain effort in a way consistent, even when faced with various obstacles and pressure situational. Individual with belief ability strong self tend interpret difficulty as challenges that can managed, not as reason for stop effort. On the other hand, the low self-efficacy often correlated with trend interesting self from situation challenging, emergence doubt to personal capacity, as well as increasing probability give up before objective achieved. Mardatila (2022) added that self-efficacy No only covers belief for action, but also ability for produce expected results, set self alone, and take step strategic for develop potential and skills possessed. Self -efficacy own role important in increase productivity, motivation, and performance employee Because an individual who believes in his abilities will more take initiative, be proactive, and be able face pressure Work with more good. With Thus, efforts strengthening self-efficacy occupy position strategic in practice management source Power humans, because functioning as runway psychological in form employees who have resilience work, independence in taking actions, as well as strong orientation to achievement performance and results optimal organization.

SET can explain How involvement employees affected by efficacy self and support perceived organization can increase OCB. Involvement high employee can considered as form exchange that leads to behavior inhabitant organizations, such as help colleague peer, improve quality jobs, and improve awareness organization. Perception employee to level support provided organization play a role as mechanism strengthening psychology connection affective between individuals and organizations. When employees evaluate that organization value contribution as well as care to welfare they, the tendency for develop a sense of attachment and commitment organization become more high, which in turn can influence attitudes and behavior Work in a way positive, so that they more tend participate in behavior inhabitant organization.

According to Ferdiansyah & Safitri (2023) Perceived organizational support is understood as construction perceptual reflection evaluation employee to level attention and appreciation organization on the contributions they make give, and to what extent the organization show concern to welfare employee Good both instrumentally and psychological. When employees feel supported by the organization , then will appear encouragement For give commitment , loyalty , and better performance tall as form reply .Wahyuni & Sulastri (2020) state that POS reflects belief employee to to what extent the organization evaluate results work and pay attention need personal employee support the can in the form of award on performance , attention to welfare , giving training , opportunities development career , as well as treatment fair from superior and colleague work . Similar things expressed byPurnawati et al. (2019) support organizational influenced by perception employee to support received.

According to Putri (2023) perception support organization formed through experience Work daily, policy management source Power humans, as well as interaction with representative leaders organization. High levels of perceived organizational support play a role in forming norms of reciprocity psychological, where employees develop a sense of moral obligation to give contributions that go beyond demands formal roles to support achievement objective organization. Perception support it also strengthens commitment employee affective, reflected in increasing attachment emotional, sense of belonging to organization, as well as willingness for maintain connection Work in term long as well as reduce level stress and intention for go out from work. Ghaniyyaturrahmah (2023) emphasize that POS is not only covers material support such as compensation or facilities, but also support emotional like appreciation, recognition, and fair treatment. Employees who feel noticed by the organization will have a strong sense of belonging, more motivated, and show behavior Work extra.

According to Sucahyowati & Cahywandi (2022) employee engagement refers to the state of psychological that reflects level involvement comprehensive employee in activity his work, which was realized through investment energy physical, attention cognitive, as well as attachment emotional to job. Condition This reflected in emergence high vigor, dedication, and absorption, so that employee operate task with enthusiasm, commitment, and sustained focus. Involvement This No only related with presence in a way physical on the spot work, but also reflect level attention and commitment given to not quite enough responsibility that is carried out. Individuals who have level involvement tall tend have a sense of pride to his work and trying For Keep going increase quality performance. In addition, strong engagement make employee feel own role important in organization, motivated for give contribution best, and more stand to stress as well as pressure work. Meanwhile that, according to Malasari (2022) employee engagement reflect connection positive between employees and organizations, where employees No only satisfied in a way emotional but also has internal drive to participate active in reach objective company. Concept This describe two- way engagement, where the organization provide environment supportive work, and employees respond with increase dedication as well as productivity.

According to Badrianto & Maryadi (2023) employee engagement is results from reciprocal interaction between support organization and perception positive employee to environment his work, which then give rise to a sense of loyalty, attachment emotional, as well as commitment to values company. Employees who perceive existence support organization and recognition on his contribution tend show improvement motivation intrinsic for deploy ability the best. Perception positive the push willingness employee for involved in a way more intense in effort achievement success organization good through performance individual and contribution collective. Furthermore, according to Kosim et al. (2023) employee engagement is attachment psychological factors that drive employee For Work with full heart, showing enthusiasm high, and in voluntary beyond demands role formality for success organization. Involvement This covers Spirit For growing, sense of belonging to work, as well as ability for adapt to changes and challenges. Canavesi & Minelli (2022) employee engagement understood as approach strategic organization in realize objective term long through development source Power sustainable human development. Concept This emphasize involvement active individuals throughout levels organization, where employees No only participate in implementation tasks, but also contribute in a way proactive to creation value, increase performance collective, and achievement target strategic company.

According to Purnamarini & Kurniawan (2023) Organizational citizenship behavior represent pattern behavior emerging work on base personal initiative, where individuals in a way aware do actions that go beyond obligation role formal that has been established. Behavior This No in a way direct required by the description work, but contribute to the smooth running function social and effectiveness environment Work in a way overall. Behavior This No including in description work official, but very important Because support effectiveness function organization as well as contribute to atmosphere positive work. OCB reflects will employee for help colleague work, guard environment Work still conducive, and running not quite enough answer addition without expect reward directly. According to Nuraini & Maksum (2022) OCB understood as gathering behavior discretionary which is voluntary displayed employee in context work, which goes beyond minimum standards and formal obligations listed in description work. Behavior This often viewed as form contribution extra role, in which the individual willing do external actions demands core tasks to support function and purpose organization in a way more wide. Employees who display level high organizational citizenship behavior tend internalize success organization as part from not quite enough answer personal. Orientation the reflected in willingness for contribute in a way consistent, maintain interest organization, as well as support achievement objective together, even when action the No in a way direct related with obligation role formal and willing give effort extra for support colleague Work and objective organization.

According to Sihombing et al. (2023) OCB reflects form behavior extra -role emergence on base individual choice, where employees in a way aware do external actions limitation formal tasks that have been set in description his job. Behavior This No driven by the system formal awards, but rather appear from awareness personal for contribute to effectiveness and well-being organization in a way overall. Individuals who exhibit OCB usually own motivation strong intrinsic, such as a sense of belonging, responsibility answer social, and desires for create environment harmonious work. Therefore that, OCB can increase efficiency team, strengthen connection between members organization, as well as push creation culture mutual work support. While that, according to Rusandi & Daspar (2022) OCB is behavior volunteers who can observed, appeared from values, beliefs, or motivation individual for contribute more to his organization. Although behavior the No get confession direct from system formal awards, contributions still significant in strengthen performance organization in a way aggregates, in particular through improvement effectiveness work, quality connection social and stability operational organization.

Employees who have high OCB tend show dedication, empathy, and desire strong for help colleague Work without selfless. In addition, OCB also contributes in improve work morale, strengthen commitment employees, and create climate positive organization, which ultimately have an impact on increasing performance organization in a way sustainable.

According to Sutanti and Widayati (2022), Self-efficacy referring to the assessment subjective individual about capacity himself in manage demands task, execute relevant actions, as well as adapt self with dynamics situational issues faced in context work. Confidence This reflect to what extent the individual perceive his abilities for face challenges, overcome problems, and produce expected achievements in a way effective. Individual with level high self - efficacy generally show trust strong self in designing work strategies, taking decision in a way independent, and accountable results from action taken. Perception positive to ability self the own implications important to behavior and performance employees, including in push emergence organizational citizenship behavior (OCB), namely behavior volunteerism that goes beyond limitation role formal. Employees who have self-efficacy tall tend display level more involvement large, marked with attitude active, enthusiastic, and proactive in implementation task, because they believe that efforts made will produce consequence positive for individual and organization. In addition, beliefs to personal capacity participate strengthen the sense of responsibility responsibility and commitment work, so that employee more open for participate in activity organization, providing help to colleague work, and show ongoing loyalty to company.

The results of research conducted by Dalimunthe and Zuanda (2020) show that self-efficacy own influence positive to organizational citizenship behavior. Findings This is also reinforced by Rivaldi et al. (2023), Haj and Anggiani (2023), and Herawati et al. (2020) who specifically consistent find that self-efficacy influential significant and positive towards OCB. In research the explained that individual with level high self - efficacy tend have a sense of responsibility strong internal responsibility and motivation for give contribution more for organization.

H1: Self-efficacy influential positive to Organizational citizenship behavior at PT. Pegadaian Jimbaran Branch.

Perceived organizational support (POS) refers to how employees perceive the extent to which the organization recognizes their contributions and shows concern for their overall well-being. According to Jehanzeb (2020), the concept This reflect belief individual about level support, recognition, and justice received employee as reply on their effort and dedication pour out to organization.

POST describe pattern reciprocal relationship between employees and organizations, where attention, appreciation, and support shown company tend responded to with attitude more work positive, improvement loyalty, as well as repair employee performance with perception support high organization generally feel valued and positioned as part important in sustainability organization.

Perception it also fosters a sense of security in a way emotional, because employee believe that company notice needs and welfare they, both related with compensation, environment work, as well as opportunity development career. Support organization can realized through various form, such as giving bait constructive feedback, provision training and development skills, recognition on achievement work, and implementation supportive policies balance between work and life personal. Combination factors the contribute in create climate conducive and strengthening work sense of belonging employee to organization. The results of research conducted by Dalimunthe and Zuanda (2020), Ferdiansyah and Safitri (2023), and Novianti and Anggarani (2023) have influence positive to organizational citizenship behavior (OCB). Research results the indicates that increasing level perceived support employee from organization will followed by a greater tendency big for display behavior impactful volunteering positive for progress organization.

Behavior the reflected, among other things, through willingness employee for help colleague work, guard atmosphere environment Work still conducive, as well as participate in a way active in various activity organizational. Research results Ferdiansyah and Safitri (2023) which was conducted at PT Pegadaian Jimbaran Branch also strengthened connection positive There is a significant correlation between POS and OCB. Employees who perceive attention and support from management tend to develop stronger emotional attachments, accompanied by a sense of moral responsibility toward the company. This encourages employees to contribute beyond the demands of their formal roles as a way of reciprocating the support they feel from the organization.

H2: Perceived organizational support has an effect positive to Organizational citizenship behavior at PT. Pegadaian Jimbaran Branch.

According to Asilah (2022), employee engagement is form deep emotions between individual with organization place they work. Attachment This covers to what extent employees understand objective strategic organization, the values it embraces, and level suitability between himself with culture organization the Employee engagement is also related with level motivation, enthusiasm, and commitment employee in carry out his job. Employees who have level attachment tall will show pride to his organization, feels become part important from success company, and have encouragement strong for give contribution best for achievement objective together. Employees involved in a way emotional with organization No only focused on solving task main, but also willing do actions useful extras for environment work, such as help colleagues who experienced difficulty, keeping atmosphere Work still positive, providing innovative ideas or suggestions and support creation culture productive and harmonious work. This show existence connection close between employee engagement with organizational citizenship behavior. Employees who feel involved and enthusiastic in work they tend own motivation high intrinsic for behave as a "citizen good organization", because they consider success organization as success personal they too. Findings This reinforced by the results research conducted by Dalimunthe and Zuanda (2020), Thufailah and Abdurrahman (2023), and Hardani and Subarjo (2024) who showed that employee engagement influential significant towards OCB. Third study the in a way consistent confirm that employees who have level attachment tall will

more tend show behavior prosocial, work - oriented the same, and take the initiative help organization reach its purpose. In the environment work that has level engagement high, employee usually show loyal, enthusiastic and possessive attitude encouragement For Keep going increase quality self and performance team.

H3: Employee engagement influential positive to Organizational citizenship behavior at PT. Pegadaian Jimbaran Branch.

2. RESEARCH METHODS

Research This use approach quantitative with the survey method was carried out at PT Pegadaian Jimbaran Branch, Badung Regency, Bali. The object research covering *self- efficacy*, *perceived organizational support*, *employee engagement*, and *organizational citizenship behavior*. Population yng use in study This is the whole PT Pegadaian Jimbaran Branch employees totaling 42 people, so that technique takeover samples used is census. Data collection was carried out through distribution questionnaire Likert scale compiled based on indicators of each variable. Supporting data obtained through observation, interviews, and secondary data in the form of document relevant organizations and literature. Instruments research tested using validity and reliability tests to ensure eligibility tool the measurement used. Data analysis was performed with descriptive statistics and analysis multiple linear regression use assistance device SPSS software for test influence *self- efficacy*, *perceived organizational support*, and *employee engagement* to *organizational citizenship behavior*. Regression model implemented through assumption testing classic which includes normality, multicollinearity, and autocorrelation tests. Testing hypothesis implemented with objective through the t-test for know influence partial, F test for test influence simutan, as well as coefficient determination (R^2) to assess model capabilities in explain variation variables dependen.

3. RESULTS AND DISCUSSION

3.1 Analysis Statistics Descriptive

Table 1. Analysis Results Statistics Descriptive

Category	Characteristics	Frequency	Percentage (%)
Gender	Man	18	41.9
	Woman	24	55.8
	Total	42	100
Age	< 25 Years	15	34.9
	≥ 55 Years	1	2.3
	25–34 Years	16	37.2
	35–44 Years	8	18.6
	45–54 Years	2	4.7
	Total	42	100
Last education	Diploma	3	7
	S1	20	46.5
	S2	2	4.7
	High School/Vocational School	17	39.5
	Total	42	100

Source: Processed data (2025)

Characteristic data respondents show that majority The employees of PT Pegadaian Jimbaran Branch are women, namely 55.8%, while man amounted to 41.9%. From the aspect of age, group age productive dominate, especially 25–34year range by 37.2% and the group < 25 years by 34.9%. Group age relatively more senior small, like age ≥55 years only 2.3%, and 45–54 years old of 4.7. From the side education Lastly, the most respondents originate from Bachelor's degree (S1) level was 46.5%, followed by high school/vocational school graduates at 39.5%. Meanwhile of that, Diploma graduates numbered 7% and Masters graduates 4.7 %.

3.2 Assumption Test Results Classic

a. Normality Test

Table 2. Normality Test Results

	Unstandardized Residual
Test statistics	0.278
Asymp.Sig .(2-tailed)	.200 c

Source: Processed data (2025)

The Asymp. Sig. (2-tailed) value of 0.200, which has a value greater than 0.05, indicates that the residual data in the regression model meets the normal distribution assumption, so the model can be used for the next analysis stage.

b. Multicollinearity Test

Table 3. Multicollinearity Test Results

Variables	Tolerance	VIF
Self-Efficacy (X1)	0.123	8,126
Perceived Organizational Support (X2)	0.230	4,341
Employee Engagement (X3)	0.123	8,143

Source: Processed data (2025)

Table 3 shows that the tolerance value for each independent variable, namely self-efficacy, perceived organizational support, and employee engagement, is above the limit of 0.10, while the Variance Inflation Factor (VIF) value shows a figure ≤ 10 . Based on these criteria, it can be concluded that the regression model used does not experience symptoms of multicollinearity between independent variables. Autocorrelation Test

Table 4. Heteroscedasticity Test Results

	Model	t	Sig.
1	(Constant)	-0.135	0.894
	self- efficacy (X1)	1,400	0.170
	perceived organizational support (X2)	1,323	0.194
	employee engagement (X3)	-2,037	0.069

Source: Processed data, 2025

Based on the information presented in Table 4 above, each model shows a significance value greater than 0.05. This finding indicates that in the regression model used, there is no difference in residual variance between one observation and another, so it can be concluded that the model is free from symptoms of heteroscedasticity.

c. Hypothesis Test Results

Table 5. Analysis Results Multiple Linear Regression

	Model	t	Sig.
1	(Content)	0.005	0.996
	Self- Efficacy (X1)	4,999	0.000
	Perceived Organizational Support (X2)	2,710	0.012
	Employee Engagement (X3)	4.148	0.000
F			169,688
Sig. F			0.000 b
R			0.821
Adjusted R Square			0.674

Source: Processed data, 2025

d. t-Test Results

The t-test is used to identify the partial influence of each independent variable on the dependent variable. An independent variable is declared to have a significant influence if the resulting significance level (p-value) is less than 0.05. This condition indicates that the research hypothesis can be accepted, so the independent variable is proven to have a statistical effect on the dependent variable. The test results are presented in Table 2 above, with the following explanation:

Self- Efficacy (X1) has mark significance $0.000 < 0.05$, which means variables This influential significant in a way partial to organizational citizenship behavior (Y). With thus, the more tall self- efficacy employees, then OCB will increase.

Perceived Organizational Support (X2) has mark significance $0.012 < 0.05$, so variables this also has an effect significant in a way partial to organizational citizenship behavior (Y). This means that the more tall support organization that is felt employees, then OCB tends to increase.

Employeeengagement (x3) shows mark significance $0.000 < 0.05$, which confirms that variables employee engagement influential significant in a way partial to organizational citizenship behavior (Y). This indicates that more and more tall level involvement employees, then the more big trend employee displaying OCB.

e. F Test Results

The results of the F-test presented in Table 2 indicate that the developed regression model is declared suitable for use in explaining variations in the dependent variable organizational citizenship behavior (Y). The F value of 169.688 with a significance level of 0.000 which is smaller than 0.05 indicates that self-efficacy (X1), perceived organizational support (X2), and employee engagement (X3) together have a significant influence on OCB.

f. Analysis Results Coefficient Determination

The R value of 0.821 indicates existence closeness strong relationship between self- efficacy (X1), perceived organizational support (X2), and employee engagement (X3) with organizational citizenship behavior (Y). Temporary Therefore, the R Square value of 0.674 indicates that third variables independent the capable explain amounted to 67.4% of the variation in organizational citizenship behavior, whereas the rest 32.6 % is influenced by other factors outside the research model. The recorded Adjusted RSquare value of 0.674 and identical with The R Square value indicates that the regression model used nature stable, and No experiencing decline quality explanation although has customized with amount variables predictors entered to in the model.

3.2 Discussion of Research Results

3.2.1 The Influence of Self-Efficacy on Organizational Citizenship Behavior

The results of the t-test show that self-efficacy has a positive and significant influence on organizational citizenship behavior (OCB), as reflected in the significance value of 0.000 or less than the limit of 0.05. The regression coefficient value of 0.510 indicates that increasing employee self-confidence in facing task demands and work challenges significantly contributes to increasing extra-role behavior in the organizational environment. Findings This indicates that self-efficacy is factor psychological important thing that drives employee for act beyond formal demands of the job, in line with principle of reciprocity in Social Exchange Theory. The height self-efficacy make employee feel capable finish task with effective, manage pressure work, and bring up motivation intrinsic for contribute optimally. Confidence self the No only influence method employee operate core tasks, but also encourage they for help colleague work, guard environment Work still conducive, and shows loyalty to organization. When individuals feel competent, they more open take initiative, attitude proactive, and tends to give contribution volunteers which are characteristics main OCB. With Thus, self-efficacy play a role as internal drivers that strengthen commitment and involvement employee to organization.

Findings study This consistent with results studies previously, as reported by Dalimunthe and Zuanda (2020) who stated that self-efficacy has an effect positive on organizational citizenship behavior. Other studies by Rivaldi et al. (2023), Haj and Anggiani (2023), and Herawati et al. (2020) also show results similar, that individual with level self-efficacy tall tend show behavior extra role in a way more consistent. In addition, Saadi and Rahman (2024) in his research in the sector service find that self-efficacy plays a role significant in push initiative volunteerism and involvement employees outside formal tasks, especially when environment Work demand adaptation and adoption decision independent. Harmony findings the strengthen proof empirical that self-efficacy is one of the determinant key influencing factors the emergence of OCB in various organization.

3.2.2 Pe i influences the work environment To Turnover Intention

The results of the t-test show that perceived organizational support (POS) has a positive and significant effect on organizational citizenship behavior (OCB), which is indicated by a significance value of 0.012 or less than the threshold of 0.05. The positive regression coefficient of 0.205 indicates that the higher the level of support perceived by employees from the organization, the greater their tendency to display voluntary behavior that contributes to organizational effectiveness. Findings This in line with idea Social Exchange Theory, where employees respond support organization with behavior positive as reciprocal form. Perception to support organization covers evaluation employee about appreciation, attention, justice and care given organization. When employees feel appreciated and treated with good, a sense of security appears in a way emotional and increasing bond psychological with organization. Conditions This push they for show behavior extra like help colleague work, guard connection harmonious, and contribute in a way proactive to success company. The perceived support also strengthens motivation intrinsic and sense of belonging, so that employee willing act beyond the limits of the role formally as form loyalty and commitment to organization.

Research result This reinforced by the findings studies previously. Dalimunthe and Zuanda (2020) found that perceived organizational support (POS) has an effect positive to organizational citizenship behavior (OCB) in the environment researched work. Other research by Ferdiansyah and Safitri (2023) and Novianti and Anggarani (2023) also reported that employees who feel support high organization more tend display behavior extra role. Findings similar put forward by Ferdinan and Dewi (2024) which shows that POS is direct increase OCB, both through increased sense of moral obligation as well attachment emotional employee to organization. In addition, Hutabarat (2025) emphasized that support perceived organization employee contribute significant in push behavior voluntary, especially when organization capable give recognition and attention to welfare employees. Consistency results study the confirm that perception to support organization is factor important that in empirical proven push the emergence of OCB in various context organization.

The results of the t-test show that employee engagement has a positive and significant influence on organizational citizenship behavior (OCB), which is reflected in the significance value of 0.000 or far below the limit of 0.05. The regression coefficient of 0.682 confirms that the higher the level of employee involvement in their work, the greater their tendency to display voluntary behavior that supports the effectiveness of the organization as a whole. Findings This indicates that employees involved in a way emotional, cognitive, and physical in his job more motivated for contribute beyond formal job demands. Employee engagement reflect condition psychological positive that encourages energy, dedication, and appreciation to jobs. Employees who have engagement tall tend feel his job meaningful, showing

enthusiasm, as well as pushed for reach results best. Condition the grow motivation intrinsic and bonding emotional to organization, so that push emergence behavior extra like help colleague work, guard environment harmonious work, participation in activity organization, as well as provide constructive ideas. Strong engagement also strengthens the sense of belonging, so that employee feel success organization is part from success personal they.

Support empirical to results This seen in a number of study previously. Dalimunthe and Zuanda (2020) showed that employee engagement own influence significant to organizational citizenship behavior (OCB). Findings Thufailah and Abdurrahman (2023) also confirmed the same thing that employee with high engagement rate more consistent show behavior prosocial in place work. Research Hardani and Subarjo (2024) also strengthen that involvement employee play a role as driver main the emergence of OCB through improvement dedication and commitment emotional to organization. In addition, Fitri and Rozak (2023) found that employee engagement has an effect positive towards OCB, especially when employee own connection supportive work and a strong sense of belonging to organization. Research results Patoni et al. (2025) also showed that involvement employee in a way significant increase trend behavior extra roles, especially in context Work team and organizational target achievement. Consistency findings the the more strengthen proof that employee engagement is factor important in increase behavior extra role in organization.

4. CONCLUSION

Findings study show that *self-efficacy* and *employee engagement* own influence positive and significant to *organizational citizenship behavior*. *Perceived organizational support* proven give impact positive and significant to *organizational citizenship behavior*. Test results *F-test* more carry on indicates that *self-efficacy*, *perceived organizational support*, and *employee engagement* in a way simultaneity influential significant to *organizational citizenship behavior*, so can concluded that third variables the in a way simultaneously play a role in push emergence behavior extra-role employee. Based on mark coefficient determination obtained, variable *self-efficacy*, *perceived organizational support*, and *employee engagement* give contribution by 67.4% against variation *organizational citizenship behavior* employees of PT Pegadaian Jimbaran Branch. Meanwhile that, the rest variations by 32.6% in *organizational citizenship behavior* influenced by other factors that have not been entered to in the research model this. With thus, although the research model has capable explain part big variation behavior extra-role employees in the PT Pegadaian Jimbaran Branch environment, research This still have limitations Because not yet covers all over determinant potential that can influence *organizational citizenship behavior*. Therefore that, research next recommended for enter variables additional power explain the model can enhanced, at the same time expand generalization findings in context more organizations diverse.

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