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## The Influence of Self-Efficacy and Employee Engagement on the Organizational Citizenship Behavior (OCB) of Civil Servants at the Office of Women's Empowerment and Child Protection in West Kalimantan

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**Abstract:** This research aims to understand the relationship between self-efficacy (X1) and employee engagement (X2) on organizational citizenship behavior (OCB) (Y). The sample in this study consists of 40 respondents who are employees at the Office of Women's Empowerment and Child Protection in West Kalimantan. The analysis methods used in this study include multiple regression analysis, correlation coefficient, determination coefficient, simultaneous test (F test), and partial test (t test). Based on multiple regression analysis, the regression equation is  $Y = 1.743 + 0.777X1 + 0.731X2$ . The multiple correlation shows an R value of 0.616, indicating a strong relationship between self-efficacy and employee engagement with OCB in this study. The determination coefficient shows an  $R^2$  value of 0.380, or 38.0%. This means that the self-efficacy (X1) and employee engagement (X2) variables affect the OCB (Y) variable by 38.0%, while the remaining 62.0% is influenced or determined by other variables. The simultaneous test results show a significant value (sig) of  $0.000 < 0.05$ , indicating that self-efficacy perception and employee engagement simultaneously have a significant effect on organizational citizenship behavior. The partial test results for the self-efficacy (X1), with a t-value of  $3.243 > t\text{-table } 1.68$ , indicate a significant effect of the self-efficacy (X1) on organizational citizenship behavior (Y). Meanwhile, the employee engagement (X2), with a t-value of  $2.026 > t\text{-table } 1.68$ , indicates that the employee engagement (X2) has a significant partial effect on the organizational citizenship behavior (Y).

**Keyword:** HR, Self-Efficacy, Employee Engagement, Organizational Citizenship Behavior.

## INTRODUCTION

Human Resources have a very important role compared to other resources owned by the organization. An organization can run well and achieve its goals fully because the performance produced by each component runs smoothly and supports each other. According to Hasibuan (2020, p. 10): "Human Resource Management is the science and art of managing

the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society."

According to Fitriyah, et al (2019, p. 3): "Self-efficacy is a person's ability to organize and carry out actions to achieve results." According to Kristiyani (2016, p. 83) says: "Self-efficacy is a person's belief about his ability to demonstrate certain performances that can influence his life." It can be concluded that self-efficacy determines how people feel, think, motivate themselves, and behave. The beliefs formed in self-efficacy are built through four main processes, namely the cognitive process, motivational process, affective process, and selection process.

According to Schaufeli (2013): "Employee engagement is a feeling of emotional attachment to work and the organization, being motivated and able to give their best abilities to help achieve success from a series of real benefits for the organization and individuals. According to Febriansyah & Ginting (2020, p. 3) say that: "The idea of employee engagement describes how employees can give more than what they offer and as a result, engaged employees are more productive employees compared to other employees." It can be concluded that employee engagement is employee volunteerism to provide employee devotion and dedication to the organization where they work to help successfully achieve organizational goals.

According to Priansa (2018, p. 340): "Organizational Citizenship Behavior (OCB) is behavior that is based on personal desires carried out outside formal duties and is not directly or explicitly related to the reward system. Organizational Citizenship Behavior (OCB) is able to make a positive contribution to improving organizational functioning." According to Naway (2017, p. 11) says: "OCB is behavior based on voluntariness that cannot be imposed within the boundaries of work and does not officially receive awards but is able to contribute to the development of organizational productivity and effectiveness." It can be concluded that Organizational Citizenship Behavior (OCB) is employee work behavior that is voluntary, solely for the sake of the success of their work and the success of the organization where they work.

The West Kalimantan Province Women's Empowerment and Child Protection Service is an element of the regional technical service which is under and under the responsibility of the Governor of West Kalimantan Number 119 of 2021 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the West Kalimantan Province Women's Empowerment and Child Protection Service . According to West Kalimantan Governor Regulation Number 119 of 2021, in carrying out its duties, the West Kalimantan Province Women's Empowerment and Child Protection Service also has the following structure of functions:

1. Formulation of work programs in the field of women's empowerment and child protection.
2. Formulation of policies in the areas of women's quality of life, protection and fulfillment of children's rights, protection of women and gender and child data.
3. Implementation of policies in the areas of women's quality of life, protection and fulfillment of children's rights, protection of women and gender and child data.
4. Implementation of government affairs in the areas of women's quality of life, protection and fulfillment of children's rights, protection of women and gender and child data in accordance with statutory provisions.
5. Coordination and technical guidance in the areas of women's quality of life, protection and fulfillment of children's rights, women's protection and gender and child data.
6. Implementation of evaluations and reporting in the areas of women's quality of life, protection and fulfillment of children's rights, women's protection and gender and children data.

7. Implementation of bureaucratic reform, Government Agency Performance Accountability System (SAKIP) and public services within the DPPPA.
8. Implementation of administration within the DPPPA environment.
9. Implementation of other functions and assistance tasks given by the Governor in the field of women's empowerment and child protection in accordance with statutory provisions.

The West Kalimantan Province Women's Empowerment and Child Protection Service, in carrying out its duties and functions, requires workers or employees in an effort to achieve its stated goals. According to Law Number 8 of 1974 concerning the Principles of Civil Service Chapter 1 Article 1 Paragraph 1 explains: Civil Servants (PNS) are every citizen of the Republic of Indonesia who has fulfilled the specified requirements, appointed by an authorized official and entrusted with duties in a state position. or entrusted with other state duties and paid based on applicable laws and regulations.

The West Kalimantan Province Women's Empowerment and Child Protection Service, in carrying out its duties and functions, requires workers or employees in an effort to achieve the stated goals. According to the results of an interview with Mr. Supriadi as Head of the General and Apparatus Subdivision, it is known that the absence of employees with a permit statement is usually because the permit employee has business that cannot be left behind, such as important family matters or urgent personal matters. For employees who report being sick, if they are sick for more than 3 days, they must attach a doctor's certificate. Meanwhile, regarding the negligent or no information, there is no information at all regarding his absence from work. For disciplinary violations, of course there are sanctions that apply. Based on the description above, researchers are interested in conducting research entitled "The Influence of Self-Efficacy and Employee Engagement on Organizational Citizenship Behavior (OCB) of Civil Servants at the Women's Empowerment and Child Protection Service, West Kalimantan Province".

## **METHOD**

This research uses associative research methods with a quantitative approach. According to Siregar (2015, p. 15): "Associative or relationship research is research that aims to determine the relationship between two or more variables, with this research a theory can be built that can function to explain, predict and control a phenomenon." The population in this study was the West Kalimantan Province Women's Empowerment and Child Protection Service. Respondents in the research were taken from employee data totaling 40 respondents. The sampling technique used in this research is a saturated sampling technique. According to Sugiyono (2019, p. 133): "Saturated sampling is a sample determination technique when all members of the population are used as samples." The variables used are the independent variable and the dependent variable. The independent variables in this research are Self-Efficacy (X1) and Employee Engagement (X2). The dependent variable is Organizational Citizenship Behavior (OCB) (Y). This research processes data using IBM SPSS 25.

## **RESULTS AND DISCUSSION**

### **Respondent Characteristics**

This discussion of respondent characteristics is to explain and describe various characteristics of respondents based on age, gender, highest level of education, length of service, field of work, rank and class/class. The characteristics of respondents can be explained as follows:

**Table 1. Characteristics of Respondents Based on Age**

No.	Age (Years)	Number of Respondents	Percentage
1	30 – 39	6	15%
2	40 – 49	11	27.5%
3	50 – 59	23	57.5%
<b>Amount</b>		<b>40</b>	<b>100%</b>

Source: SPSS Processed Data, 2024

The table above shows that the majority of respondents in this study were aged between 50-59 years, namely 57.5%.

**Table 2. Characteristics of Respondents Based on Gender**

No	Gender	Amount	Percentage
1	Man	13	32.5%
2	Woman	27	67.5%
<b>Amount</b>		<b>40</b>	<b>100%</b>

Source: SPSS Processed Data, 2024

The table above shows that the majority of respondents were women, namely 67.5%.

**Table 3. Characteristics of Respondents Based on Last Education**

No.	Education	Amount	Percentage
1	High School Equivalent	5	12.5%
2	D.III / Diploma III	7	17.5%
3	S1/Bachelor	14	35%
4	Masters/Postgraduate	13	32.5%
5	S3/Doctoral	1	2.5%
<b>Amount</b>		<b>40</b>	<b>100%</b>

Source: SPSS Processed Data, 2024

From the table above, it shows that the majority of respondents have a Bachelor's/Bachelor's degree, namely 35%.

**Table 4. Characteristics of Respondents Based on Years of Work**

No.	Range of Work Period	Number of Respondents	Percentage
1	1 – 10 Years	3	7.5%
2	11 – 20 Years	16	40%
3	21 – 30 Years	8	20%
4	31 – 40 Years	13	32.5%
<b>Amount</b>		<b>40</b>	<b>100%</b>

Source: SPSS Processed Data, 2024

The table above shows that the majority of respondents have a working period of 11-20 years, namely 40%.

**Table 5. Respondent Characteristics Based on Field of Work**

No.	Field of Work	Number of Respondents	Percentage
1	Head of Department	1	2.5%
2	Service Secretary	1	2.5%
3	Secretariat	13	32.5%
4	Bid. Women's Quality of Life	5	12.5%
5	Bid. Women's Protection	7	17.5%
6	Bid. Protection & Fulfillment of Children's Rights	6	15%
7	Bid. Gender and Children Data	7	17.5%
<b>Amount</b>		<b>40</b>	<b>100%</b>

Source: SPSS Processed Data, 2024

The table above shows that the majority of respondents served in the Secretariat, namely 32.5%.

**Table 6. Characteristics of Respondents Based on Rank and Group/Space**

No.	Rank and Group/Space	Number of Respondents	Percentage
1	Intermediate Principal Supervisor (IV/d)	1	2.5%
2	Kindergarten Trustee. I (IV/b)	5	12.5%
3	Trustee (IV/a)	7	17.5%
4	Kindergarten Arranger. 1 (III/d)	8	20%
5	Stylist (III/c)	9	22.5%
6	Young Kindergarten Arranger. 1 (III/b)	4	10%
7	Young Arranger (III/a)	2	5%
8	Kindergarten Administrator. 1 (II/s)	3	7.5%
9	Regulator (II/c)	1	2.5%
<b>Amount</b>		<b>40</b>	<b>100%</b>

Source: SPSS Processed Data, 2024

The table above shows that the majority of respondents have the rank of Manager (III/c), namely 22.5%.

### Validity and Reliability Test

The validity test aims to assess the validity or suitability of the questionnaire used to measure and obtain research data from respondents. This assessment uses Pearson Correlation; The model is said to be valid if the significance level is less than 0.05, which indicates the validity of the questionnaire items. Reliability tests were carried out to assess the consistency of the research instruments. A research instrument is said to be reliable if the Cronbach Alpha value is above 0.60. Validity and reliability testing was carried out using the SPSS for Windows program, as shown in the image below:

**Table 7. Validity Test Results of the Self-Efficacy Variable (X1)**

No	Question Items	Correlation Results (rxy)	r table	Conclusion
1	X1.1	0.701	0.320	Valid
2	X1.2	0.639	0.320	Valid
3	X1.3	0.654	0.320	Valid
4	X1.4	0.385	0.320	Valid
5	X1.5	0.605	0.320	Valid
6	X1.6	0.598	0.320	Valid

Source: SPSS Processed Data, 2024

The table above shows that all correlation results are greater than the comparison value or r table value for the one-way test with df (40-2) which is 38 and a significance level of 0.05 which is worth 0.320 ( $r_{\text{count}} > 0.320$ ). Thus, the questionnaire used to measure the self-efficacy variable (X1) can be declared valid as a measuring tool.

**Table 8. Employee Engagement Variable Validity Test Results (X2)**

No	Question Items	Correlation Results (rxy)	r table	Conclusion
1	X2.1	0.331	0.320	Valid
2	X2.2	0.459	0.320	Valid
3	X2.3	0.605	0.320	Valid
4	X2.4	0.496	0.320	Valid
5	X2.5	0.654	0.320	Valid
6	X2.6	0.646	0.320	Valid

Source: SPSS Processed Data, 2024

The table above shows that all correlation results are greater than the comparison value or r table value for the one-way test with df (40-2) which is 38 and a significance level of 0.05 which is worth 0.320 ( $r_{\text{count}} > 0.320$ ). Thus, the questionnaire used to measure the employee engagement variable (X2) can be declared valid as a measuring tool.

**Table 9. Validity Test Results for the Organizational Citizenship Behavior Variable (Y)**

No	Question Items	Correlation Results (rxy)	r table	Conclusion
1	Y.1	0.866	0.320	Valid
2	Y.2	0.438	0.320	Valid
3	Y.3	0.779	0.320	Valid
4	Y.4	0.854	0.320	Valid
5	Y.5	0.702	0.320	Valid
6	Y.6	0.489	0.320	Valid
7	Y.7	0.505	0.320	Valid
8	Y.8	0.626	0.320	Valid
9	Y.9	0.779	0.320	Valid
10	Y.10	0.870	0.320	Valid

Source: SPSS Processed Data, 2024

In the table above, all correlation results are greater than the comparison value or r table value for the one-way test with df (40-2) which is 38 and a significance level of 0.05 which is worth 0.320 ( $r_{\text{count}} > 0.320$ ). Thus, the questionnaire used to measure the organizational citizenship behavior (Y) variable can be declared valid as a measuring tool.

**Table 10. Reliability Test Results**

Research variable	Cronbach's Alpha	Reliability Standards	Conclusion
Self-Efficacy (X1)	0.790	0.6	Reliable
Employee Engagement(X2)	0.695	0.6	Reliable
Organizational Citizenship Behavior(Y)	0.922	0.6	Reliable

Source: SPSS Processed Data, 2024

The Cronbach's Alpha value for the self-efficacy variable (X1) is 0.790. Then the employee engagement variable (X2) is 0.695 and the organizational citizenship behavior variable (Y) is 0.922. These values are all above 0.6. Thus, the questionnaire used in research to measure all research variables is declared reliable or reliable as a measuring tool.

### Classical Assumptions

**Table 11. Normality Test Results  
One-Sample Kolmogorov-Smirnov Test**

				Unstandardized Residuals
N				40
Normal Parameters, b		Mean		.0000000
		Std. Deviation		.13452754
Most Extreme Differences	Extreme	Absolute		.115
		Positive		.075
		Negative		-.115
Statistical Tests				.115
Asymp. Sig. (2-tailed)c				.200d
Monte Carlo Sig. (2-tailed) e	Sig. 99% Confidence Interval	Sig.		.194
		Lower Bound	Upper Bound	.184
				.204

Source: SPSS Processed Data, 2024

The normality test results can be seen in the Asymp value. The resulting Sig (2-tailed). In the table above, this value is 0.204 or greater than 0.05. Because the sig value. > alpha (0.05) then the data is normally distributed.

**Table 12. X1 and Y Linearity Test Results**
**ANOVA Table**

			Sum of Squares	df	Mean Square	F	Sig.
OCB *Self-Efficacy	Between Groups	(Combined)	634,375	11	57,670	2,357	.033
		Linearity	347,707	1	347,707	14,208	.001
		Deviation from Linearity	286,668	10	28,667	1,171	.350
	Within Groups		685,225	28	24,472		
	Total		1319,600	39			

Source: SPSS Processed Data, 2024



Based on the significance value (sig.) from the table above, the sig value is obtained. Deviation from Linearity is 0.350. Because the sig value. greater than 0.05, it can be concluded that there is a significant linear relationship between the self-efficacy variable (X1) and the organizational citizenship behavior variable (Y). Thus, data on both variables can be used to carry out analysis in hypothesis testing.

**Table 13. X2 and Y Linearity Test Results**  
**ANOVA Table**

			Sum of Squares	df	Mean Square	F	Sig.
OCB Employee Engagement	Between Groups	(Combined)	505,064	9	56,118	2,067	,066
		Linearity	285,542	1	285,542	10,517	,003
		Deviation from Linearity	219,522	8	27,440	1,011	,449
	Within Groups		814,536	30	27,151		
	Total		1319,600	39			

Source: SPSS Processed Data, 2024

Based on the significance value (sig.) from the table above, the sig value is obtained. Deviation from Linearity is 0.449. Because the sig value. greater than 0.05, it can be concluded that there is a significant linear relationship between the employee engagement variable (X2) and the organizational citizenship behavior variable (Y). Thus, data on both variables can be used to carry out analysis in hypothesis testing.

**Table 14. Multicollinearity Test Results**

**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,743	7,763		,224	,824		
	Self-Efficacy	,777	,286	,392	2,722	,010	,851	1,176
	Employee Engagement	,731	,336	,314	2,177	,036	,851	1,176

a. Dependent Variable: OCB

Source: SPSS Processed Data, 2024

The results of the multicollinearity test show that based on the output table of the multicollinearity test results in section "*Collinearity Statistics*"The tolerance value obtained for the self-efficacy variable (X1) and employee engagement variable (X2) was 0.851. This value is greater than 0.10. This means that there are no symptoms of multicollinearity in the regression model. Furthermore, for the second independent variable, a VIF value of 1.176 was obtained. Thus, because the VIF value is <10, there is no multicollinearity in the regression model.

## Multiple Linear Regression Analysis

**Table 15. Results of Multiple Linear Regression Analysis**  
**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,743	7,763		,224	,824



	Self-Efficacy	,777	,286	,392	2,722	,010
	Employee Engagement	,731	,336	,314	2,177	,036
a. Dependent Variable: OCB						

Source: SPSS Processed Data, 2024

The regression equation obtained is  $Y = 1.743 + 0.777X_1 + 0.731X_2$ . This means that if self-efficacy ( $X_1$ ) and employee engagement ( $X_2$ ) are worth 1 then organizational citizenship behavior is worth 1,743 units. Next, the results of the multiple linear regression equation can be explained as follows:

1. The multiple regression coefficient value for the self-efficacy variable ( $X_1$ ) was obtained at 0.777, meaning that if the self-efficacy variable ( $X_1$ ) increased by 1 (one) unit, then organizational citizenship behavior ( $Y$ ) would increase by 0.777. Thus, the direction of the relationship between the two variables is positive.
2. The multiple regression coefficient value for the employee engagement variable ( $X_2$ ) was obtained at 0.731, meaning that if the employee engagement variable ( $X_2$ ) increased by 1 (one) unit then organizational citizenship behavior ( $Y$ ) would increase by 0.731. Thus, the direction of the relationship between the two variables is positive.

## Multiple Correlation Coefficient Analysis

**Table 16. Results of Correlation Coefficient Analysis**

### Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616a	.380	.346	.138
a. Predictors: (Constant), Employee Engagement, Self-Efficacy				
b. Dependent Variable: OCB				

Source: SPSS Processed Data, 2024

The results of the data analysis above show that the magnitude of the relationship between self-efficacy ( $X_1$ ) and employee engagement ( $X_2$ ) on organizational citizenship behavior ( $Y$ ) as calculated by the correlation coefficient is 0.616. This value is in the range 0.600 – 0.799 in the strong category. This means that there is a strong relationship between self-efficacy and employee engagement with organizational citizenship behavior in this research.

## Coefficient of Determination ( $R^2$ )

It is known that the coefficient of determination or R Square value is 0.380 or equal to 38.0%. This figure means that the variables self-efficacy ( $X_1$ ) and employee engagement ( $X_2$ ) influence the variable organizational citizenship behavior ( $Y$ ) by 38.0%, while 62.0% is influenced or determined by other variables.

## Simultaneous Test (F Test)

**Table 17. Simultaneous Test Results (F Test)**

### ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,432	2	,216	11,320	,000b
	Residual	,706	37	.019		

	Total	1,138	39			
a. Dependent Variable: OCB						
b. Predictors: (Constant), Employee Engagement, Self-Efficacy						

Source: SPSS Processed Data, 2024

Based on the table above, it is known that the calculated F value obtained is 11.320. Fcount value  $11,320 > F_{table} 3.24$ , it can be concluded that  $H_a$  is accepted and  $H_o$  is rejected, meaning that simultaneously (simultaneously) self-efficacy and employee engagement have a significant effect on organizational citizenship behavior of employees at the Women's Empowerment and Child Protection Service of West Kalimantan Province.

### Partial Test (t Test)

**Table 18. Partial Test Results (t Test)**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,034	,264		,129	,898
	Self-Efficacy	,549	,169	,452	3,243	,003
	Employees Engagement	,383	,189	,283	2,026	,050
a. Dependent Variable: OCB						

Source: SPSS Processed Data, 2024

Based on the table above, the influence of each variable of self-efficacy (X1) and employee engagement (X2) on organizational citizenship behavior (Y) of employees of the Women's Empowerment and Child Protection Service of West Kalimantan Province is as follows:

1. The influence of self-efficacy and employee engagement on organizational citizenship behavior in the table above can be seen that the value of tcount ( $3.243 > t_{table} 1.68$ ) so that  $H_o$  is rejected and  $H_a$  is accepted. This means that there is a partially significant influence between self-efficacy and organizational citizenship behavior.
2. The partial influence of employee engagement on organizational citizenship behavior in the table above shows that tcount ( $2.026 > t_{table} 1.68$ ) so that  $H_o$  is rejected and  $H_a$  is accepted. This means that there is a partially significant influence between employee engagement on organizational citizenship behavior.

### CONCLUSION

The results of the data analysis and discussion above can be concluded as follows:

1. The characteristics of the respondents were that most of the respondents were female, aged 50-59 years, had a bachelor's degree, worked in the secretarial sector, with a working period of 11-20 years, class/room stylist (III/c).
2. The formula for multiple linear regression is  $Y = 1.743 + 0.777X_1 + 0.731X_2$
3. The correlation coefficient is 0.616, meaning, there is a strong relationship between self-efficacy and employee engagement with organizational citizenship behavior (OCB).
4. The coefficient of determination ( $R^2$ ) obtained is 0.380 or equal to 38.0%. This figure means that the self-efficacy and employee engagement variables influence the organizational citizenship behavior (OCB) variable by 38.0%, while 62.0% is influenced or determined by other variables not included in this research.

5. The F test shows that the calculated F value obtained is 11.320. The Fcount value is  $11,320 > F_{table} 3.24$ , it can be concluded that  $H_a$  is accepted and  $H_o$  is rejected, meaning that simultaneously (simultaneously) self-efficacy and employee engagement have a significant effect on Organizational Citizenship Behavior (OCB) of employees at the Women's Empowerment and Child Protection Service of West Kalimantan Province.

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