

## The Influence of Self-Efficacy on Organizational Citizenship Behavior: The Mediating Roles of Job Satisfaction and Employee Engagement among Employees at the Head Office of Bank Nagari

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### ABSTRACT

This study aims to analyze the effect of self-efficacy on organizational citizenship behavior (OCB) through job satisfaction and employee engagement in employees of Bank Nagari Head Office. This study employs a quantitative causal approach using primary data collected through a questionnaire distributed to employees, with a sample size of 170 respondents. The analysis used was PLS-SEM with SmartPLS. The results of the study show that self-efficacy, job satisfaction, and employee engagement significantly affect OCB. Self-efficacy also has a significant effect on job satisfaction and employee engagement. In addition, job satisfaction and employee engagement have been shown to mediate the relationship between self-efficacy and OCB. Therefore, companies need to improve self-confidence, job satisfaction, and employee engagement to encourage OCB behavior.

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## **INTRODUCTION**

The modern era is marked by increasing attention to sustainability, social responsibility, and environmental issues in organizational practices. Companies are no longer only profit-oriented, but are also required to maintain a balance between economic, social, and environmental aspects (triple bottom line). In the banking sector, especially in institutions with a strong public role such as Bank Nagari Head Office, these demands are becoming increasingly important because banks not only function as financial service providers, but also as agents of regional development.

As a regional financial institution, Bank Nagari Head Office has a strategic role in driving the development of the West Sumatra region. This role demands that employees not only perform formal duties, but also exhibit extra-role behaviors or Organizational Citizenship Behaviour (OCB). OCB is voluntary behavior that is not listed in the formal job description, but contributes to the effectiveness of the organization, such as helping colleagues, maintaining harmonious working relationships, and participating in organizational activities (Guiling et al., 2022). OCB includes the dimensions of altruism, conscientiousness, courtesy, sportsmanship, and civic virtue, and is classified into OCB-I and OCB-O based on behavioral targets (Neves et al., 2024).

Various studies show that OCB has an important role in improving organizational effectiveness, productivity, and the quality of work relationships (Podsakoff et al., 2009; Pulakos et al., 2019). In addition, OCB also contributes to the sustainability of the organization and the company's reputation through positive employee behavior (Paillé et al., 2014). In the context of banking, this behavior is a strategic factor in increasing operational effectiveness and strengthening organizational performance in a sustainable manner. In the context of banking, this behavior is a strategic factor in increasing operational effectiveness and strengthening organizational performance in a sustainable manner.

Nonetheless, banking sector employees face high work pressures, such as heavy workloads, tight targets, and error-free service demands, which can degrade their ability to demonstrate OCB (Montgomery et al., 1996). Work stress and emotional fatigue have been shown to reduce employees' tendency to engage in extra-role behaviors (Carmona-Márquez et al., 2019). In addition, role conflicts, unclear tasks, low organizational support, and lack of work involvement are also factors that hinder the emergence of OCB (P. M. Podsakoff et al., 2000; Saks, 2006).

Various factors are known to affect OCB, including self-efficacy, Job Satisfaction, and employee engagement (Na-Nan et al., 2021); Alshaabani et al., 2021; (Freire & Pieta, 2022). Self-efficacy, which is defined as an individual's belief in his or her ability to complete tasks (Peiffer et al., 2020), has been shown to have a positive influence on OCB because it encourages confidence and work motivation (Abdullah & Wider, 2022; Choong & Ng, 2024). In addition, Job Satisfaction play a role in improving employee welfare and work motivation, as well as facilitating the emergence of prosocial behaviors such as OCB (Masum et al., 2015; Sinval & Morocco, 2020; Ray, 2022).

On the other hand, employee engagement It is also an important factor that reflects an employee's emotional, cognitive, and physical attachment to his or her work (Schaufeli & Bakker, 2004). Employees who have a high level of engagement tend to show extra effort and volunteer behavior that supports the organization. Some studies show that employee engagement can mediate the relationship between self-efficacy and OCB (Na-Nan et al., 2021).

The relationship between self-efficacy, job satisfaction, employee engagement, and OCB can be explained through Social Exchange Theory (SET), which states that employees will reciprocate the organization's positive treatment through behaviors that benefit the organization. In this context, self-efficacy increases self-confidence, which in turn strengthens job satisfaction and employee engagement, thus encouraging the emergence of OCB as a form of positive reciprocity.

However, the results of previous studies show inconsistencies. Some studies have found significant influences self-efficacy to OCB either directly or through mediation (Na-Nan et al., 2021), while other studies have shown an unstable relationship between self-efficacy and employee engagement (Zeeshan et al., 2021), as well as variations in influence Job Satisfaction to OCB in various organizational contexts (Shrestha, 2022). In addition, research examining the simultaneous relationship of these four variables is still limited, especially in the banking sector (Pujiati et al., 2025); Na-nan et al., 2020).

Due to the inconsistency of previous research findings and the limitations found in earlier research contexts, there remains both an empirical and contextual research gap. Therefore, this study seeks to examine the effect of self-efficacy on Organizational Citizenship Behavior (OCB), with job satisfaction and employee engagement acting as mediating variables among employees at Bank Nagari Head Office.

## **THEORETICAL REVIEW**

### ***Social Exchange Theory***

Social Exchange Theory (SET) pioneered by Peter Blau explains that the relationship between individuals and organizations is based on the principle of reciprocal exchange, in which individuals evaluate the costs and benefits of a relationship and respond to the treatment received with commensurate action. According to Cropanzano & Mitchell, (2005), this theory is one of the main paradigms for understanding organizational behavior. The theory explains that when employees receive support, attention, and resources from the organization, they tend to reciprocate in the form of positive attitudes and behaviors, such as loyalty, work engagement, and extra-role behavior or Organizational Citizenship Behavior (OCB) (Ahmad et al., 2023; Elstad et al., 2011).

In addition, the positive treatment of the organization also encourages the formation of self-efficacy through the provision of trust, training, and feedback that increases an individual's confidence in his or her abilities (Stajkovic & Luthans, 1998), as well as producing Job Satisfaction as a form of psychological retribution for fair and supportive employment relationships (Cropanzano & Mitchell, 2005; Eisenberger et al., 2001). In a broader context, SET also explains that employee

engagement arises as a reciprocal response to the emotional and structural support that the organization provides, in which employees are encouraged to increase energy, dedication, and engagement at work (Saks, 2006; Crawford, 2010). Thus, the SET provides a strong theoretical foundation in explaining the relationship between self-efficacy, Job Satisfaction, employee engagement, and OCB as a result of mutually beneficial social interactions between employees and organizations.

### ***Organizational Citizenship Behaviour (OCB)***

Organizational Citizenship Behaviour (OCB) refers to the voluntary behavior of employees that is discretionary, not directly regulated or rewarded by the formal system, but contributes to the effectiveness of the organization as a whole (Organ, 1997). OCB includes extra-role actions such as assisting colleagues, maintaining order, and supporting the organization's image, which in aggregate improves organizational performance and efficiency (Podsakoff et al., 2009). This definition is in line with Na-Nan et al. (2021) who stated that OCB is an extra effort beyond the demands of formal work without expecting direct rewards, but has a significant contribution to organizational performance.

Conceptually, OCB differs from task performance in that it is not included in the core job description, but is closely related to job satisfaction, organizational support, and commitment through social exchange mechanisms as described in Social Exchange Theory, as well as being influenced by the emotional experience of working within the framework of Affective Events Theory (Podsakoff et al., 2009). In addition, OCB is influenced by several main factors such as self-efficacy, job satisfaction, and employee engagement (Na-Nan et al., 2021), and has main dimensions including altruism, courtesy, civic virtue, sportsmanship, and conscientiousness that reflect helpful behavior, maintaining work relationships, organizational participation, tolerance, and compliance beyond standards (Fan et al., 2023). Thus, OCB is a voluntary contribution that is not mandatory but essential in creating a positive work environment and supporting the success of the organization.

### ***Self-efficacy (SE)***

Self-efficacy is an individual's belief in his or her ability and competence to perform work tasks with a certain level of success (Orgambidez et al., 2019), and reflect the ability to adapt effectively to problems and complete complex tasks (Mujeeb et al., 2021). In the context of the organization, self-efficacy It is seen as an important personal resource because it can influence work behavior, including innovative and pro-social behavior through positive energy that encourages good interactions with colleagues and organizations (Abdullah & Wider, 2022; Mujeeb et al., 2021).

Conceptually, self-efficacy is a domain-specific and situational psychological construct that determines how individuals respond to challenges, obstacles, and opportunities in work and contributes to the persistence and sustainability of efforts in the face of failure (Alessandri et al., 2021). Recent studies show that self-efficacy have main characteristics in the form of domain-specificity, situational dynamics, and behavioral implications that affect motivation, job satisfaction, engagement, and extra-role behaviors such as Organizational Citizenship

Behaviour (OCB) (Wang et al., 2023). In addition, self-efficacy It has three main dimensions, namely Generality which indicates the scope of the application of beliefs, Strength which reflects the strength level of individual beliefs, and levels that describe the difficulty level of the task that is believed to be able to be completed (Street et al., 2017).

### ***Job satisfaction (JS)***

Job satisfaction (job satisfaction) is one of the important factors in the context of an organization that relates to how individuals assess and feel about their work as a whole. Conceptually, Job Satisfaction refers to cognitive-affective attitudes that reflect the level of satisfaction or dissatisfaction of employees with various aspects of work (Lu et al., 2012). Job satisfaction also involves feelings of liking or disliking related to responsibilities as well as operational aspects of the job ((Nan-Nan et al., 2021), which in the motivational literature is seen as the result of an assessment of work performance. This factor encourages employees to optimize their abilities, knowledge, and experience in achieving organizational targets effectively. In addition, job satisfaction is influenced by intrinsic and extrinsic motivations, where intrinsic motivation comes from an individual's internal drives, while extrinsic motivation comes from external factors such as rewards and incentives (Singh, 2016). Further, the dimensions Job Satisfaction include salary, promotions, supplemental benefits, co-workers, nature of the job, and communication that overall contribute to employee satisfaction levels within the organization (Karaferis et al., 2022).

### ***Employee engagement (EE)***

Employee engagement is a concept that describes an employee's emotional, cognitive, and physical attachment to their work and organization. In general, employee engagement It is understood as a positive emotional relationship between employees and their work which is reflected through passion, dedication, and commitment in carrying out tasks (Orgambidez et al., 2019). This concept was first introduced by Kahn, (1990) which emphasizes that employee attachment is multidimensional, including emotional, cognitive, and physical aspects that are integrated with each other, and is influenced by psychological conditions such as the meaning of work, sense of security, and the availability of support in the work environment. Furthermore, employee engagement is also reflected in three main dimensions, namely physical engagement, cognitive engagement, and emotional engagement (Ravhudzulo & Eresia-eke, n.d.), where physical engagement is related to physical energy and effort at work, cognitive engagement reflects the level of focus and understanding of the work and organizational goals, while emotional engagement shows emotional attachment and positive feelings towards work, coworkers, and the organization. Thus, employee engagement It can be understood as a positive psychological condition that encourages employees to be fully engaged, whether physically, cognitively, or emotionally, in supporting the achievement of organizational goals.

### ***The Relationship of Self-efficacy to Job Satisfaction***

In the literature review, self-efficacy have a positive and significant relationship with Job Satisfaction, where an individual's confidence in his or her ability increases confidence, motivation, and the ability to face work challenges so that it has an impact on job satisfaction. Individuals with self-efficacy High tends to be more optimistic, committed, and achieve better performance. This is supported by research Demir, (2020) and Xiao & Zheng, (2025) that found a significant positive influence between self-efficacy and Job Satisfaction. In the perspective of Social Exchange Theory, this relationship is explained through the principle of reciprocity, where organizational support for employee abilities encourages increased job satisfaction.

H1: Self-efficacy has a positive and significant effect on job satisfaction

### ***The Relationship of Self-Efficacy to Employee Engagement***

Self-efficacy have a positive relationship with employee engagement Because it acts as a personal resource that encourages employee confidence in completing tasks and achieving goals. Employees with self-efficacy are more likely to invest physical, cognitive, and emotional energy in work, as well as be more motivated to face challenges. It is supported by Zeeshan et al., (2021) who find positive and significant influences self-efficacy against employee engagement. In addition, based on Social Exchange Theory (SET), organizational support will encourage employees to reciprocate through higher work engagement (Saks, 2006), so that self-efficacy Strengthen the relationship

H2: Self-efficacy has a positive and significant effect on employee engagement

### ***The Relationship of Job Satisfaction to Organizational Citizenship Behaviour***

The relationship between Job Satisfaction and Organizational Citizenship Behaviour (OCB) indicates that job satisfaction motivates employees to engage in voluntary behaviors beyond their formal responsibilities that contribute to organizational effectiveness. Based on Social Exchange Theory (SET), job satisfaction is seen as a form of positive treatment from the organization that employees reciprocate through OCB (Ahmad et al., 2023). Foote (2008) also asserts that Job Satisfaction plays an important role as a mechanism in strengthening the emergence of OCB through social relations in the organization. This finding is supported by Shrestha (2022), who stated that Job Satisfaction positively influences OCB, which in turn enhances organizational performance and effectiveness. Therefore, higher levels of Job Satisfaction are associated with a greater tendency for employees to exhibit OCB.

H3: Job satisfaction has a positive and significant effect on organizational citizenship behaviours

### ***The relationship between employee engagement and organizational citizenship behaviour***

The literature shows that employee engagement positively relate to Organizational Citizenship Behaviour (OCB). Employees' emotional, cognitive, and physical attachment to work encourages the emergence of voluntary

behaviors outside of formal roles, such as helping colleagues and actively participating in organizations. In the perspective of Social Exchange Theory (SET), this relationship is explained through a reciprocity mechanism, where the support and positive work experience of the organization encourages employees to reciprocate through high engagement and extra-role behavior (reciprocal interdependence). Empirical findings by Khairy et al., (2023) also shows that employee engagement has a positive and significant effect on OCB, so that the higher the employee involvement, the greater their tendency to show organizational civic behavior.

H4: Employee engagement has a positive and significant effect on organizational citizenship behaviour

#### ***The Relationship of Self-efficacy to Organizational Citizenship Behaviour***

Relationship between self-efficacy and Organizational Citizenship Behaviour (OCB) indicates that individuals who possess strong confidence in their capabilities are more likely to demonstrate voluntary behaviors that contribute positively to the organization, including assisting colleagues, showing proactive attitudes, and taking responsibility beyond formal job requirements. Based on Social Exchange Theory, this behavior is a form of reciprocity for organizational support (Cropanzano & Mitchell, 2005). Previous studies have also demonstrated that self-efficacy has a significant positive influence on Organizational Citizenship Behavior (OCB), as individuals with higher levels of self-efficacy are more likely to exhibit cooperative and constructive behaviors in the workplace. (Na-Nan et al., 2021); Anfajaya & Rahayu, 2020).

H5: self-efficacy has a positive and significant effect on organizational citizenship behaviour

#### ***The Relationship of Self-Efficacy to Organizational Citizenship Behavior and Job Satisfaction as a Mediating Variable***

Self-efficacy has a positive effect on organizational citizenship behavior (OCB) through job satisfaction as a mediator, where employees who have high self-confidence tend to be more satisfied with their work and are encouraged to show extra-role behavior. Na-Nan et al. (2021) emphasized that job satisfaction is a partial mediator that connects self-efficacy with OCB. This relationship is in line with Social Exchange Theory (SET), which explains that job satisfaction encourages employees to reciprocate organizational support through positive behaviors such as OCB (Na-Nan et al., 2021).

H6: Self-efficacy has a positive and significant effect on organizational citizenship behaviors with job satisfaction as a mediating variable.

#### ***The Relationship of Self-Efficacy to Organizational Citizenship Behavior and Employee Engagement as a Mediation Variable***

The relationship between self-efficacy and organizational citizenship behaviour (OCB) can be explained through the mediating role of employee engagement. Self-efficacy increases employee energy, dedication, and focus, which in turn reinforces work engagement and encourages the emergence of

voluntary OCB behaviors. This is in line with Social Exchange Theory (SET) which states that employees reciprocate organizational support through positive behavior, including engagement and OCB. In addition, (Na-Nan et al., 2021) found that self-efficacy had a significant indirect effect on OCB through employee engagement as a mediating variable.

H7: Self-efficacy has a positive and significant effect on organizational citizenship behaviours with employee engagement as a mediating variable

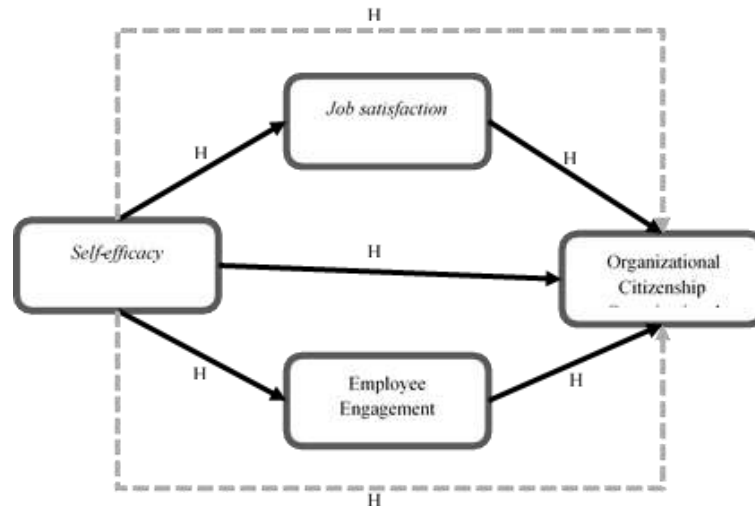


Figure 1. Conceptual framework

**METHODOLOGY**

This study employs a quantitative approach aimed at testing hypotheses and examining the causal relationships among variables. The research design adopted is a causal study intended to investigate the effect of self-efficacy on organizational citizenship behavior (OCB), with job satisfaction and employee engagement serving as mediating variables. The population of this study consists of employees at PT. Bank Nagari Head Office in Padang, West Sumatra. The sampling technique applied is probability sampling using the proportionate stratified random sampling method based on specific criteria, ensuring that each member of the population has an equal opportunity to be selected as a respondent. Data were collected through the distribution of structured questionnaires utilizing a Likert scale to assess respondents’ perceptions. Furthermore, the data were analyzed using Structural Equation Modeling (SEM) with the assistance of SmartPLS software to examine both direct and indirect relationships among the variables.

**RESEARCH RESULTS**

*Respondent Characteristics*

Table 1. Respondent Characteristics

Criteria	Characteristics	Frequency (People)	Percentage (%)
Gender	Male	109	64.1
	Women	61	35.9

Age	<25	11	6.5
	25-30	37	21.8
	31-35	28	16.5
	36-40	51	30
	>40	43	25.3
Marital status	Unmarried	46	27
	Married	124	73
Education	High	5	2.9
	School/Vocational		
	School/MA		
	Diploma	7	4.1
	Bachelor	136	80
	Master	22	12.9
Working period	1-5 years	38	22.4
	6-10 years	32	18.8
	11-15 years	51	30
	16-20 years	29	17.1
	>20 years old	20	11.8

Source: data processing (2026)

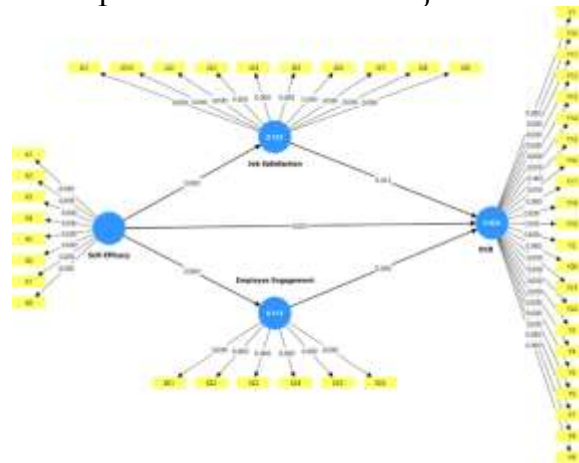
Based on Table 1, the majority of respondents were male as many as 109 people (64.1%), while women were 61 people (35.9%). Judging from age, respondents were dominated by the 36–40 years (30%) group, followed by the age of >40 years (25.3%) and 25–30 years (21.8%). Based on marital status, most respondents are married (73%), while 27% are unmarried. In terms of education, the majority have a bachelor's degree (80%), followed by master's (12.9%), while diplomas and high schools have a small proportion.

Based on the length of service, the most respondents had 11–15 years of experience (30%), followed by 1–5 years (22.4%) and 6–10 years (18.8%). This shows that the majority of respondents have sufficient work experience.

### *Direct Effect Test*

The direct effect test in this study uses a two-tailed approach, because the hypothesis does not specifically indicate the direction of the relationship

(positive or negative). The test decision is based on the p-value, where the hypothesis is accepted if the p-value is  $< 0.05$  and rejected if the p-value is  $> 0.05$ .



Source: SmartPLS (2026)

**Figure 2. Output graphics bootstrapping**

Based on the figure, it can be seen that the significance value of the effect of self-efficacy on job satisfaction is  $0.000 < 0.05$ , so it can be concluded that self-efficacy has a significant effect on job satisfaction. Furthermore, the significance value of self-efficacy on employee engagement is  $0.000 < 0.05$ , which means that self-efficacy also has a significant effect on employee engagement.

Then, the significance value of self-efficacy on OCB (organizational citizenship behaviour) was  $0.001 < 0.05$ , thus showing that self-efficacy had a significant effect on OCB. For the mediation relationship, the significance value of job satisfaction to OCB was  $0.012 < 0.05$ , which means that job satisfaction had a significant effect on OCB. Meanwhile, the significance value of employee engagement to OCB was  $0.000 < 0.05$ , which shows that employee engagement also has a significant effect on OCB.

Table 2. Path Coefficients - Mean, STDEV, T Values, P Values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
EE -> OCB	0.354	0.343	0.093	3.806	0.000
JS -> OCB	0.225	0.225	0.090	2.501	0.012
OR -> EE	0.336	0.368	0.075	4.453	0.000
SE -> JS	0.347	0.386	0.095	3.645	0.000
SE -> OCB	0.248	0.259	0.076	3.288	0.001

Source: SmartPLS data processing (2026)

Based on the results of the Path Coefficients – Mean, STDEV, T-Values, and P-Values in the Table, it can be concluded that Self-efficacy (SE), Job satisfaction (JS), and Employee engagement (EE) have a positive and significant influence on organizational citizenship behavior (OCB). This is shown by the value of the respective P-Values, namely SE → OCB of  $0.001 < 0.05$ , JS → OCB of  $0.012 < 0.05$ , and EE → OCB of  $0.000 < 0.05$ , so that the proposed hypothesis is accepted.

In addition, Self-efficacy (SE) also has a positive and significant effect on Job satisfaction (JS) and Employee engagement (EE), which is evidenced by the P-Values of  $0.000 < 0.05$ , respectively. Thus, it can be concluded that all variables in this research model have a positive and significant relationship, so that all research hypotheses are accepted.

**Indirect Effects Test**

Indirect influences in the basic mediation model show the degree of influence of independent variables on dependent variables through mediator variables. The P-value is 0.000, which is smaller than 0.05, so the hypothesis is accepted.

Table 3. Specific Indirect Effects - Mean, STDEV, T Values, P Values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
SE -> JS -> OCB	0.078	0.085	0.040	1.966	0.049
SE-> EE-> OCB	0.119	0.127	0.046	2.579	0.010

Source: SmartPLS data processing (2026)

Based on the results of the calculation of Specific Indirect Effects, including the Mean, Standard Deviation (STDEV), T-Values, and P-Values presented in Table 2, it can be concluded that Job Satisfaction (JS) and Employee Engagement (EE) significantly mediate the relationship between Self-Efficacy (SE) and Organizational Citizenship Behavior (OCB).

This is shown by the P-Values on the SE → JS → OCB line of 0.049 and SE → EE → OCB of 0.010, both of which are smaller than 0.05. Thus, the two variables were proven to play a significant role as mediators, so that the proposed hypothesis was accepted.

**DISCUSSION**

***The Effect of Self-efficacy on Job Satisfaction***

The test results showed that self-efficacy had a positive and significant effect on job satisfaction in employees of Bank Nagari Head Office. This shows that the higher the employee's confidence in their abilities, the higher the level of job satisfaction felt. Self-efficacy encourages employees to be more confident, able to

face challenges, and have a positive perception of work, thereby increasing job satisfaction.

These results are in line with Social Exchange Theory (Cropanzano & Mitchell, 2005) which emphasizes the reciprocal relationship between employees and organizations. When employees feel capable and trusted, they will respond with a positive attitude, including increased job satisfaction. These findings are also supported by previous research, such as Demir (2020), as well as Xiao & Zheng (2025) and Na-Nan et al. (2021). The findings indicate that self-efficacy exerts a positive influence on job satisfaction.

However, some other research suggests that factors such as compensation and organizational support can also be more dominant in influencing job satisfaction. Therefore, organizations need to increase self-efficacy through training, trust, and support from superiors, so that employee job satisfaction can increase optimally.

### ***The Effect of Self-efficacy on Employee Engagement***

The test results showed that self-efficacy had a positive and significant effect on employee engagement in employees of Bank Nagari Head Office. This means that the higher the employee's confidence in their abilities, the higher the employee's involvement in work, both physically, emotionally, and cognitively.

These results are in line with Social Exchange Theory (Cropanzano & Mitchell, 2005) which states that when employees feel capable and trusted, they will respond with higher work engagement. These findings are also supported by research Asli et al., (2020) and Na-Nan et al. (2021). Therefore, organizations need to improve self-efficacy through training, trust, and support to employee engagement employees are getting more optimal.

### ***The Effect of Job Satisfaction on Organizational Citizenship Behaviour (OCB)***

The test results showed that job satisfaction had a positive and significant effect on organizational citizenship behavior (OCB) in employees of PT Bank Nagari Head Office. This means that the higher the job satisfaction felt, the higher the tendency of employees to exhibit extra-role behaviors such as helping colleagues, maintaining a work environment, and showing loyalty to the organization.

This result is in line with Social Exchange Theory which states that employees will respond to positive treatment from the organization with positive behavior (Cropanzano & Mitchell, 2005). These findings are also supported by previous research, such as Na-Nan et al. (2021), Sinval & Marôco (2020), and Organ (1997) which confirm that job satisfaction is a major factor in the emergence of OCB. In addition, Podsakoff et al. (2009), Chiang & Hsieh, (2012), and Paliga et al., (2022) also found that Job Satisfaction encourage extra-role behavior.

Therefore, organizations need to increase job satisfaction through a good work environment, harmonious relationships, and a fair reward system so that employee OCB is more optimal.

### ***The Effect of Employee Engagement on Organizational Citizenship Behaviour (OCB)***

The test results showed that employee engagement had a positive and significant effect on organizational citizenship behavior (OCB) in employees of Bank Nagari Head Office. This means that the higher the employee's involvement, whether emotionally, cognitively, or physically, the higher their tendency to exhibit extra-role behaviors such as helping colleagues, maintaining a work environment, and contributing voluntarily.

This result is in line with Social Exchange Theory which states that employees will reciprocate organizational support with positive behavior (Cropanzano & Mitchell, 2005). These findings are also supported by Na-Nan et al. (2021) and Khairy et al., (2023) that show a positive influence employee engagement to OCB, and Schaufeli & Bakker, (2004) and Podsakoff et al. (2009) who affirm that high engagement increases employee contribution.

Therefore, organizations need to increase employee engagement through a supportive work environment, good working relationships, and development opportunities, so that employee OCB behavior is more optimal.

### ***The Effect of Self-efficacy on Organizational Citizenship Behaviour (OCB)***

The test results showed that self-efficacy had a positive and significant effect on organizational citizenship behavior (OCB) in employees of Bank Nagari Head Office. This suggests that the higher the employee's confidence in their abilities, the higher their tendency to engage in extra-role behaviors, such as helping colleagues, taking initiative, and contributing outside of formal tasks.

This result is in line with Social Exchange Theory which states that employees will reciprocate organizational support with positive behavior, including OCB (Cropanzano & Mitchell, 2005). These findings are also supported by previous research, such as Abdullah & Wider (2022), Na-Nan et al. (2021), and Choong & Ng, (2024) which shows that self-efficacy positively affect OCB and encourage employee voluntary contributions.

Therefore, organizations need to improve self-efficacy through training, trust, and constructive feedback so that employees are more confident and encouraged to exhibit extra-role behaviors that support organizational effectiveness.

### ***The Effect of Self-efficacy on Organizational Citizenship Behavior (OCB) with Job Satisfaction as a Mediating Variable***

The test results showed that self-efficacy had an effect on organizational citizenship behavior (OCB) through job satisfaction as a mediating variable in employees of Bank Nagari Head Office. That is, high self-efficacy increases job satisfaction, which in turn encourages the emergence of extra-role behaviors (OCB), although the effect is relatively small.

These results are in line with Social Exchange Theory (Cropanzano & Mitchell, 2005) which states that positive work experiences will be counterbalanced with positive behaviors. These findings are also supported by Na-Nan et al. (2021) and Tang et al., (2019) that shows the role of mediation Job Satisfaction between self-efficacy and OCB.

However, because the influence is small, job satisfaction only acts as partial mediation, so there may be other factors that are more dominant in encouraging OCB.

### *The Effect of Self-efficacy on Organizational Citizenship Behavior (OCB) with Employee Engagement as a Mediation Variable*

The test results showed that self-efficacy had an effect on organizational citizenship behavior (OCB) through employee engagement as a mediating variable in employees of Bank Nagari Head Office. This means that the higher the self-efficacy, the higher the employee engagement, which ultimately drives the increase in extra-role behavior (OCB).

These findings show that employees who have high confidence in their abilities tend to be more confident, proactive, and have a stronger attachment to work, both emotionally, cognitively, and physically. This involvement then encourages the emergence of OCB behaviors such as helping colleagues and contributing voluntarily.

These results are in line with Social Exchange Theory (Cropanzano & Mitchell, 2005) which states that employees will reciprocate the support and confidence given by the organization with positive engagement and behavior. These findings are also supported by Na-Nan et al. (2021) and Saks, (2006) which shows that employee engagement mediate the relationship between self-efficacy and OCB.

Therefore, organizations need to increase self-efficacy and employee engagement simultaneously through training, trust, and a supportive work environment so that the OCB behavior of employees is more optimal.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of the analysis and previous discussion, several conclusions can be drawn: self-efficacy has a significant effect on job satisfaction, employee engagement, and OCB in employees of Bank Nagari Head Office. Job satisfaction and employee engagement also have a significant effect on OCB. In addition, self-efficacy has a significant effect on OCB through job satisfaction and employee engagement as a mediating variable, both partially and simultaneously, where employee engagement has a stronger mediation role.

This study provides important implications within the organizational context, indicating that high self-efficacy not only directly enhances Organizational Citizenship Behavior (OCB), but also indirectly strengthens it through job satisfaction and employee engagement. Employees who possess strong confidence in their abilities, experience satisfaction in their work, and demonstrate high levels of engagement are more likely to perform extra-role behaviors, such as assisting coworkers, maintaining a positive work environment, and contributing beyond formal job responsibilities. These findings suggest that job satisfaction and employee engagement play a strategic role in reinforcing the effect of self-efficacy on OCB.

In connection with these results, Bank Nagari is expected to increase employee self-efficacy through training, competency development, and confidence in work. In addition, companies need to strengthen employee

engagement by creating a supportive work environment, improving communication, and appreciating employee performance. Increasing job satisfaction also needs to be done through fair compensation, a balanced workload, and harmonious working relationships. Thus, employees will be more motivated, engaged, and encouraged to contribute more to the organization.

### **FURTHER STUDY**

This research still has limitations. Therefore, researchers are further advised to explore other factors that may influence Organizational Citizenship Behaviour (OCB) to identify the most dominant factors in encouraging such behavior in employees of Bank Nagari Head Office. Variables that can be considered include organizational commitment, perceived organizational support, or leadership style. This is expected to produce more comprehensive findings.

In addition, further research is also recommended to be carried out in different locations or sectors of the organization in order to compare the results of the research and obtain broader generalizations.

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