



The Influence of Organization-Based Self-Esteem and Employee Engagement toward Organizational Citizenship Behavior

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Abstract:

This study aimed to investigate the effect of Organization based Self Esteem (OBSE) and Employee Engagement on Organizational Citizen Behavior (OCB) of foreign-owned bank in Cirebon. To obtain data, a sample of 103 employees was taken at several banks with foreign ownership status in Cirebon using an *accidental sampling* technique. The analytical tool used is multiple regression analysis. The results showed that both *OBSE* and *Employee Engagement* had a positive and significant effect on the *OCB* of employees at several banks with foreign ownership status in Cirebon.

Keywords: Organization Based Self Esteem; Employee Engagement; Organizational Citizenship Behavior

JEL Classification: M12, M14

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Research Background

Human resources have an important role in the survival of the organization. Therefore, human resources must be appropriately managed in order for the firm to develop individuals who perform at their best. Flexibility is critical in today's dynamic workplace, where assignments are often completed in team. Organizations want employees who are willing to perform tasks that are not merely listed in their job descriptions. Widayanti & Farida (2016) stated that successful organizations need employees who are willing to do more than just their formal tasks and strive to offer performance that exceed expectation. Such employee behavior according to Organ et al. (2006) is known as *Organizational Citizenship Behavior* (OCB).

The fact is that not all of the employees exhibit OCB in the workplace. This is because the behavior is not a necessity. One of the factors that may affect the OCB is considered as *OBSE*. OBSE reflects an employee's assessment or evaluation of the ability or personal significance in carrying out tasks as a member of the organization (Indrayanto 2012). Employee pride is emphasized in OBSE by making the organization the determining element of self-pride. Logahan et al. (2014) stated that employees with a high OBSE will also have a high OCB. Another factor that is considered to affect the OCB is the factor of *employee engagement*. According to Hughes & Rog (2008), employee engagement is the relationship of emotional and intellectual owned by employees towards work, organization, manager, or co-workers who give effect to increase *discretionary effort* at work. Kataria et al. (2013) stated that employee engagement has the potential to encourage OCB.

Previous studies that examined the effect of OBSE and employee engagement on OCB have been conducted. However, the results have been varied. For example, Sridhar & Thiruvankadam (2014) findings showed that *employee engagement* has a significant effect on OCB of construction company workers in Chennai, India. A different finding was shown by Wirawan, (2018) where the OBSE did not significantly affect the OCB of employees of PT Garuda Indonesia (Persero) Tbk. Different findings were shown by Prabasari et al., (2018) where *employee engagement* had no significant effect on OCB for employees of PT PLN (Persero) Tbk Bali.

Some of the previous research findings above indicated that there were still inconsistent findings related to the effect of OBSE and *employee engagement* on OCB. This becomes the basis for consideration of the need to review the effect of these variables on OCB. This study takes the object of employees at several banks with foreign ownership status in Cirebon. The research object was chosen as mentioned above because an interesting phenomenon was found in connection with OCB during the pre-survey. This objective of study is to determine whether there is an influence of Organization Based Self Esteem on Organizational Citizenship Behavior of banking company employees with foreign ownership status in Cirebon and to determine whether there is an influence of Employee Engagement on Organizational Citizenship Behavior of banking company employees with foreign ownership status in Cirebon.

Method

This study uses a quantitative descriptive approach. Quantitative descriptive approach is carried out through a questionnaire. Sample of 103 employees was taken at several banks with foreign ownership status in Cirebon using *accidental sampling* technique. Accidental sampling methods place primary emphasis on generalizability and the elements may be selected in the sample simply as they just happen to be situated, spatially or administratively. The data collecting method in this study is by using a questionnaire. The questionnaire used is a *structured questionnaire* meaning that the answers to the questions asked have been provided. The research process consists of several stages: data measurement or research instrument development, data collection, classical assumption test such as normality test, validity and reliability testing, multicollinearity test and descriptive statistic. In order to test the hypothesis in this study, the researcher conduct multiple regression analysis method.

Result

This study involved 103 employees from Cirebon-based banks with foreign ownership status. The respondents in this survey held a wide range of roles, from Branch Manager to employees, with the majority of them working in Customer Service and Teller positions. Some of the characteristics of the respondent's description that can be disclosed include gender, age, last education, and length of work at the bank. The following is an overview of the respondents in Table 1.

Table 1. Respondents Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	45	43,7%
	Female	58	56,3%
Age	18 - 25	55	53,4%
	25 - 40	44	42,7%
	> 40	4	3,9%
Last Education	Diploma	40	38,8%
	S1	61	59,3%
	S2	2	1,9%
Length of Work	< 1 year	20	19,4%
	1 - 5 years	59	57,3%
	6 - 10 years	21	20,4%
	> 10 years	3	2,9%

Sources: Primary Data processed, 2021

Table 2. Variable Validity Test Results

Variable	Empirical Indicator	Corrected item-total correlation	Evaluation
Organization Based Self Esteem	OBSE1	0,503	Valid
	OBSE2	0,242	Valid
	OBSE3	0,440	Valid
	OBSE4	0,560	Valid
	OBSE5	0,144	Invalid
	OBSE6	0,407	Valid
	OBSE7	0,419	Valid
	OBSE8	0,363	Valid
	OBSE9	0,263	Valid
	OBSE10	0,323	Valid
Employee Engagement	EE1	0,262	Valid
	EE2	0,375	Valid
	EE3	0,335	Valid
	EE4	0,356	Valid
	EE5	0,342	Valid
	EE6	0,490	Valid
	EE7	0,360	Valid
	EE8	0,340	Valid
	EE9	0,385	Valid
	EE10	0,404	Valid
Organizational Citizenship Behavior	OCB1	0,180	Invalid
	OCB2	0,457	Valid
	OCB3	0,297	Valid
	OCB4	0,350	Valid
	OCB5	0,144	Invalid
	OCB6	0,368	Valid
	OCB7	0,472	Valid
	OCB8	0,357	Valid
	OCB9	0,434	Valid
	OCB10	0,358	Valid
	OCB11	0,454	Valid
	OCB12	0,300	Valid
	OCB13	0,350	Valid
	OCB14	0,351	Valid
	OCB15	0,264	Valid

Sources: Primary Data processed, 2021

Validity and reliability testing was carried out on the variables of *Organization Based Self Esteem*, *Employee Engagement*, and *Organizational Citizenship Behavior*. Each variable is measured using several empirical indicators. The results of the validity test are presented in Table 2. Based on Table 2, it appears that the validity test for the *Organization Based Self Esteem* variable shows the *corrected item-total correlation* or *r hit* value ranging from 0.144 to 0.560 and it turns out that there is one empirical indicator that is not valid, namely OBSE1 because it has a value of $r_{hit} < r_{0,05}$ (0.194). The validity test for the *Employee Engagement* variable shows that the *corrected item-total correlation* or *r hit* ranges from 0.262 to 0.490 and all empirical indicators are declared valid because the value of $r_{hit} > r_{0,05}$ (0.194). Meanwhile, for the *Organizational Citizenship Behavior* variable, it shows that the *corrected item-total correlation* or *r hit* ranges from 0.144 to 0.472 and it turns out that there are two invalid empirical indicators, namely OBSE5, OCB1 and OCB5 because they have an *r hit* the value of $< r_{0,05}$ (0.194). These invalid indicators were not used for further analysis. Furthermore, in testing the reliability of the variables OBSE, Employee Engagement, and OCB which is an integral part of the validity test, the results are shown in Table 3 below.

Table 3. Reliability Test Results

Variable	Cronbach Alpha	Evaluation
Organization Based Self Esteem	0,711	Reliable
Employee Engagement	0,706	Reliable
Organizational Citizenship Behavior	0,756	Reliable

Sources: Primary Data processed, 2021

Table 3 shows that during the reliability test that all *Cronbach alpha* values of the *OBSE*, *Employee Engagement*, and *OCB* variables are declared reliable because they have a *Cronbach alpha* value > 0.70 . Descriptive data shows a description of each research variable, namely *OBSE*, *Employee Engagement*, and *OCB*. The data used to describe each research variable are data on the average (*mean*) score of each empirical indicator and data on the average (*mean*) score of all empirical indicators.

Table 4. Organization Based Self-Esteem Descriptive Data Variable

Dimensions	Mean	Category
Self confidence	4,26	Very High
Self depreciation	4,17	High
Organization Based Self Esteem Average	4,22	Very High

Sources: Primary Data processed, 2021

Based on Table 4, self depreciation dimension is lower than self confidence, it can be seen that the lowest *mean* value is in the indicator "Workers wish they could respect themselves more." with a *mean* value of 3.87. Meanwhile, the highest *mean* value was found in indicator "Workers feel satisfactory within themselves" and also indicator "Workers having a good feeling within themselves" with a *mean* value of 4.34 each. Overall, the average value of the *Organization Based Self Esteem* variable is 4.22 which is included in the very high category.

Table 5. Employee Engagement Descriptive Data Variable

Dimensions	Mean	Category
Vigor	4,25	Very High
Absorption	4,14	High
Dedication	4,23	Very High
Employee Engagement Average	4,21	Very High

Sources: Primary Data processed, 2021

Among three dimensions that can be seen in Table 5, Absorption is the dimension with lowest average, and the highest is on vigor dimension. One of the reason can be seen that the lowest *mean* value is found in the indicator "Feel challenged with the given job" of absorption dimension with a *mean* value of 4.08. While the highest *mean* value is found in the indicator "Have great energy to work" with a value of 4.33. Overall, the average value of the *Employee Engagement* variable is 4.21 which is included in the very high category. Table 6 below displays descriptive data on the assessment of the *Organizational Citizenship Behavior* variable.

The dimensions of OCB ranging from altruism with the highest average, followed by sportmanship, then civic virtue to Conscientiousness and courtesy with the same average of 4.23. The lowest *mean* value is found in the indicator "Willing to go to work early so that they are ready to work when working hours start" with a *mean* value of 4.15. While the highest *mean* value is found in the indicator "Willing to help new employees to adapt to

the work environment even though not ordered by superiors" with a value of 4.42. Overall, the average value of the *Organizational Citizenship Behavior* variable is 4.28 which is included in the very high category.

Table 6. *Organizational Citizenship Behavior* Descriptive Data Variable

Dimensions	Mean	Category
Altruism	4,33	Very High
Civic virtue	4,30	Very High
Conscientiousness	4,23	Very High
Courtesy	4,23	Very High
Sportmanship	4,32	Very High
Organizational Citizenship Behavior Average	4,28	Very High

Sources: Primary Data processed, 2021

Hypothesis testing is carried out after all the classical regression assumption tests have been met. Hypothesis testing in this study uses a partial test (t-test) where the test results are presented in Table 7. below.

Tabel 7. Hypothesis Testing Results

Variable X	Variable Y	Koef B	t Value	Sig	Adj. RSquare
OBSE	OCB	0,139	1,677	0,097	0,433
Employee Engagement	OCB	0,747	8,131	0,000	
Constant = 18,910					

Sources: Primary Data processed, 2021

Table 7 above shows, there is a significant influence of *OBSE* on the *OCB* of employees at several banks with foreign ownership status in Cirebon. This is based on the t arithmetic value of 1.677 > t table 1.660 at the significant level $\alpha = 10\%$ or the sig number of 0.097 < 0.10 so that H1 is accepted. The influence shown has a positive direction which means that the higher *Organization Based Self Esteem* felt by employees, the higher the *Organizational Citizenship Behavior* of employees at several banks with foreign ownership status in Cirebon.

In addition, there is a significant effect of *Employee Engagement* on the *Organizational Citizenship Behavior* of employees at several banks with foreign ownership status in Cirebon. This is based on the t arithmetic value of 8.131 > t table 1.984 at the significant level $\alpha = 10\%$ or the sig number of 0.00 < 0.010 so that H2 is accepted. The influence shown has a positive direction which means that the stronger *Employee Engagement* felt by employees, the higher the *Organizational Citizenship Behavior* of employees at several banks with foreign ownership status in Cirebon. Furthermore, from Table 7 above, the results of the regression equation can also be described as follows: $Y = 18,910 + 0,139 X_1 + 0,747 X_2 + e$

Based on the regression equation above, it is known that the constant value of 18.910 means that if there is no *Organization Based Self Esteem* or *Employee Engagement* or it is considered zero, then the *Organizational Citizenship Behavior* of employees is 18.910 units. *Organization Based Self Esteem* has a regression coefficient of 0.139 which means that if the respondent's opinion increases by one degree of agreement with *Organization Based Self Esteem*, the respondent's opinion will also increase by 0.139 degrees of agreement with the *OCB* of employees. *Employee Engagement* has a regression coefficient of 0.747 which means that if the respondent's opinion increases by one degree of agreement with *Employee Engagement*, the respondent's opinion will also increase by 0.747 degrees of agreement with the *OCB* of employees.

The contribution of the influence of *Organization Based Self Esteem* and *Employee Engagement* variables on the *OCB* of employees at several banks with foreign ownership status in Cirebon can be seen from the *Adjusted R Square* value of 0.433 which means that 43.3% of the influence of *OCB* can be explained in detail. together by *OBSE* and *Employee Engagement* variables. Meanwhile, 56.7% of the influence of *OCB* is explained by other variables that were not tested in this study.

Discussion

The influence of Organization Based Self Esteem (OBSE) on Organizational Citizenship Behavior OCB

The influence of *Organization Based Self Esteem* (OBSE) on *OCB* can be caused because as long as respondents are in the bank where they work, they feel that they are considered important and valuable for the

company. This shows that the average respondent has a high OBSE. Such self-assessment is not without basis. At least some self-evaluation indicators assessed by respondents indicate that they believe they have many good qualities, that they can perform tasks as well as their colleagues, that they have much to be proud of, that they do not feel like a failure, and that they are generally satisfied with themselves.

Based on some of the self-evaluation indicators above, it can be said that respondents have high *self-confidence* and do not have *self-depreciation*. The existence of high self-confidence makes respondents feel like someone important, valuable, and worthy of being maintained in the organization where they work. This is in line with Rosenberg, (2015) which states that a *self-confident* individual has positive feelings of self-respect when he considers himself to be a valuable person and is as good as others his age, can control his actions, and can accept criticism well. likes challenging tasks don't get confused if something goes wrong, and doesn't worry about facing environmental demands.

The high OBSE of employees in this study will make them have full awareness and responsibility at work. This is as stated by Indrayanto (2012) that employees who are aware of their value in the organization tend to have full awareness of their duties and responsibilities so that employees will try to do all their work well. Not only that, employees who have high OBSE will voluntarily do more than just their formal duties and are willing to provide performance that exceeds expectations. Such behavior is better known as *Organizational Citizenship Behavior* (OCB).

Several indicators showed a number of OCB behaviors as a result of the high OBSE of employees, such as on average they are willing to help new employees adapt to the work environment even if they are not ordered to do so by their superiors, as well they will work better than find excuses not to come to work, and finally, they will provide constructive criticism to improve the quality of customer service. OCB behavior displayed by employees in this study is unlikely to occur if they feel unimportant, insignificant, or unappreciated by the company. In other words, when employees feel that they have a high OBSE, they automatically feel that they are important, meaningful, effective and useful for the organization or company where they work. The existence of a feeling of self-esteem like that encourages employees to voluntarily perform actions or work outside of their duties and responsibilities. This confirms the opinion of Cottrill (2011) which explains that employees who have a high OBSE will lead to ideal behavior beyond the expectations of the organization, because they will become confident and proud to be part of the organization.

The influence of OBSE on OCB in the findings of this study supports the statement of Widjajani et al. (2014) which explains that employees who have high OBSE will lead to ideal behavior beyond organizational expectations (OCB), because they will believe in themselves, and proud to be part of the organization. Therefore, the organization or company also needs to strive for the feeling of self-esteem of its employees to continue to increase so that they can contribute more to the company.

The findings of this study are consistent with previous research as stated by Ogunleye et al. (2014) that there is a significant influence of OBSE on OCB of selected secondary school teachers in Ado Ekiti, Nigeria. The findings of this study also support the findings of Royle (2010) that OBSE has a significant influence on *Organizational Citizenship Behavior* on employees in recreational facilities located at a large university in the southeastern United States. The consistency of the findings of this study with the two previous research findings shows evidence that although the objects studied are different, the evidence provides the same results where OBSE is one of the factors that influence OCB

Employee involvement and attention is the main thing needed by the organization. This will be very useful to increase the effectiveness and efficiency of the company. *Employee engagement* is an effort by employees physically, cognitively, and emotionally to bind themselves to their role in work. This *employee engagement* behavior is a behavior that arises from within the individual himself where they have passion and feel a bond to the organization.

The influence of Employee Engagement (OBSE) on Organizational Citizenship Behavior

The influence of *Employee Engagement* on OCB can occur as long as respondents have a career at the bank at this time, they feel that they are always focused, passionate and enthusiastic about what they do. This shows that the average respondent has a high *Employee Engagement*. At least several *Employee Engagement* indicators assessed by respondents indicate that on average they have great energy to work, they carry out their work wholeheartedly, on average they work with a high totality, on average they do not give up easily on working.

The high level of *Employee Engagement* in the findings of this study shows evidence of one way for employees to repay the organization for their services through *engagement*, employees will choose to involve themselves voluntarily in various behaviors and actions. Employees will show the behavior of accepting all

situations that occur in the organization and contributing to the progress of the organization. This is in line with the opinion of Markos & Sridevi (2010) which states that when an employee feels attached to the company where he works, he not only becomes loyal no matter how hard the work he has to do, but the employee will feel caring and belonging, and feel a sense of belonging. important part of the company. They are willing to give something of themselves to help the company's success and prosperity.

The high level of *Employee Engagement* in the findings of this study which motivates employees to actively perform favorably outside of their job responsibilities without expecting any special reward. *Citizenship* behavior is shown by employees in this finding, such as on average they want to help co-workers when the main task has been completed, on average they will feel disappointed if the work results are not in line with expectations, on average they feel no need to dramatize unsatisfactory things to coworkers. One of the reasons for such *citizenship* behavior is because employees have strong *engagement* with the company where they work. This supports the statement of Indryani & Ardana (2019) which states that when employees feel attached to the company, there will be a high awareness to take on an extra role in their work, known as *Organizational Citizenship Behavior*. The behavior of *engaged* employees will make an extra effort by focusing on the overall development of the organization. One of these is through extra-role activity relating to the company's employee performance evaluation. Employees participating in extra-role activity act in ways that go beyond the scope of their jobs. Employees that are engaged with the company work because they have an emotional attachment to it.

The findings of this study are consistent with the findings of previous studies as stated by Fauziridwan et al. (2018) that Employee Engagement has a significant influence on Organizational Citizenship Behavior on the marketing staff of a state-owned bank in Purwokerto. Another finding Riad et al. (2019) stated by is that there is a significant effect of Employee Engagement on OCB of faculty staff at Ain Shams University, Egypt. The consistency of the findings of this study with the two previous research findings shows that although the objects studied are different, the evidence provides the same results where Employee Engagement is one of the factors that influence OCB.

Conclusion

The results showed that both Organization Based Self Esteem and Employee Engagement had a positive and significant effect on the Organizational Citizenship Behavior of employees at several banks with foreign ownership status in Cirebon. The applied implications relate to suggestions addressed to banks with foreign ownership status in Cirebon based on the findings of the research. The practical implications that can be given are that efforts need to be made to further improve the OCB of employees in the following ways: First, Organization Based Self Esteem is can be improved by giving encouraging feedback, appraisal and recognition that makes the employee feel appreciated and worthy as an organizational member. Secondly, improvement in Employee Engagement ca lead be done by focusing on giving employees the opportunity to apply their creative ideas and also to conduct job rotations in order to provide new bigger challenges and to avoid boredom.

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