


# The Influence of Employee Engagement on Organizational Citizenship Behavior in Central Kalimantan Banking Industry

Anike Retawati<sup>1</sup>, Muhammad Ruzaini Abdi<sup>2</sup>, Arif Rahman Hakim<sup>3</sup>

Universitas Palangka Raya Indonesia

Article Info	ABSTRACT
<p><b>Keywords:</b> Employee engagement, Organizational Citizenship behavior, Banking, Central Kalimantan, Prosocial behavior</p>	<p>This research aims to analyze the influence of employee engagement on organizational citizenship behavior (OCB) in the banking industry of Central Kalimantan. The phenomenon of low voluntary employee behavior presents a challenge in enhancing service-oriented organizational performance. This research employs a quantitative approach using survey methodology with 120 bank employees in Palangka Raya, Sampit, and Pangkalan Bun. The employee engagement variable was measured through three dimensions—vigor, dedication, and absorption—while OCB was measured through five dimensions—altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Multiple linear regression analysis revealed that employee engagement exerts a positive and significant influence on OCB with an <math>R^2</math> value of 0.468 and <math>p &lt; 0.05</math>. Among the three dimensions, dedication demonstrated the most dominant effect, indicating that pride and emotional commitment to work serve as the primary driver of extra-role employee behavior. The research results affirm that work engagement not only increases productivity but also strengthens collaborative work culture and loyalty toward the organization. Practical implications of this research involve the necessity of managerial strategies focusing on engagement development through performance recognition, open communication, and leadership support. These findings provide theoretical contribution to the development of organizational behavior studies and practical relevance for enhancing competitiveness of regional banking in Indonesia.</p>
<p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Anike Retawati Universitas Palangka Raya Jl. Yos Sudarso, Palangka, Kec. Jekan Raya, Kota Palangka Raya, Kalimantan Tengah 74874 <a href="mailto:anikeretawati@gmail.com">anikeretawati@gmail.com</a></p>

## INTRODUCTION

Employee work behavior that goes beyond formal obligations, known as organizational citizenship behavior (OCB), has become a crucial element in the success of modern organizations, including the banking industry. OCB reflects the proactive and voluntary attitude of employees to contribute to improving organizational performance without direct pressure from superiors (Podsakoff et al., 2018). In banking, OCB plays a role in strengthening teamwork, improving service efficiency, and creating customer satisfaction. In Central Kalimantan, where geographic conditions and infrastructure are still developing, the ability of employees to demonstrate positive behavior and high initiative has become one of the

determining factors for the success of banking institutions in maintaining competitiveness and expanding service reach to the community. Employee engagement has become one of the main determinants of OCB behavior. Employee engagement describes the level of energy, dedication, and full concentration of individuals in their work (Saks, 2019). Employees who feel emotionally connected to the organization will tend to have high enthusiasm to contribute more, help colleagues, and provide the best service to customers. This phenomenon is important for the banking industry in Central Kalimantan, which is currently undergoing changes in operational systems toward service digitalization, where employee engagement becomes the key to adaptation and successful transformation.

The performance of banking organizations heavily depends on the level of employee engagement in supporting the company's strategic objectives. According to Albrecht et al. (2021), employee engagement not only reflects individual motivation but also functions as a mechanism that connects individual behavior with organizational outcomes as a whole. In the banking industry operating in Central Kalimantan, employee engagement becomes an important aspect because many bank branches operate in areas with limited human resources and high work pressure. Strong engagement enables employees to withstand pressure, maintain service quality, and participate in innovation in digital-based services. Beyond internal organizational factors, external dynamics such as technological change and customer demands also influence the relationship between engagement and OCB. Research by Kaur and Mittal (2020) suggests that work environments that are adaptive to digital change can strengthen the positive relationship between engagement and extra-role behavior. This means that banks that integrate technology into work systems and employee training can increase work enthusiasm and loyalty, which ultimately drives the emergence of prosocial behavior in the workplace. This condition is highly relevant to the situation in Central Kalimantan, where digital transformation has become a key strategy for banking in reaching communities in remote areas.

One challenge often faced by organizations is maintaining engagement in the long term. Schaufeli (2017) explains that employee engagement can decline if not accompanied by reward systems, effective internal communication, and balanced workloads. In the banking context, pressure from targets and high administrative routine work often reduce employee enthusiasm and sense of attachment to the organization. If left unchecked, this will reduce the intensity of OCB behavior, such as willingness to help colleagues or initiative to improve service procedures. Therefore, management needs to implement policies that not only focus on results but also pay attention to individual welfare and development. Empirical research in various countries supports the positive relationship between employee engagement and OCB. According to Gupta and Sharma (2018), employees who feel they have an emotional connection with the organization are more likely to demonstrate social responsibility behavior, concern for colleagues, and commitment to collective goals. In the developing banking industry of Central Kalimantan, spirit of togetherness and active engagement become the foundation for creating an organizational culture that supports efficiency and loyalty. Engaged employees will be more willing to cooperate in solving problems, maintain company reputation, and provide the best service to customers.

Therefore, this research becomes important to identify how much influence employee engagement has on organizational citizenship behavior in the regional banking sector, and to provide empirical contribution to the development of human resource management strategies in central Indonesia. According to Xu and Cooper Thomas (2019), employee engagement influences work attitudes and collective values that encourage individuals to contribute beyond their formal roles. In the context of the banking industry in Central Kalimantan, this condition becomes increasingly important because interaction between employees and between employees and customers requires strong emotional and professional commitment. Positive engagement creates a healthy work climate, minimizes conflict, and strengthens OCB behavior such as altruism and civic virtue. Beyond the internal dimension of the organization, leadership factors also play a significant role in strengthening the relationship between engagement and OCB. Research conducted by Khan et al. (2021) shows that participative leadership and employee empowerment increase feelings of engagement and foster employee willingness to help colleagues and support common goals. In the context of regional banking, a leadership style that is adaptive to local socio-cultural conditions can create strong emotional relationships between leaders and subordinates, which ultimately strengthens organizational citizenship behavior among employees.

Furthermore, the role of organizational culture cannot be overlooked. As stated by Alfes et al. (2019), organizational culture that emphasizes trust, collaboration, and appreciation for individual contributions becomes an important foundation for forming sustained engagement. In the banking industry of Central Kalimantan, implementing an inclusive and supportive work culture can strengthen social relationships in the workplace and foster consistent voluntary behavior. OCB behavior that emerges from a deep sense of attachment will increase organizational efficiency while strengthening the image of banking institutions in the eyes of society.

## METHODS

This research employs an associative quantitative approach aimed at analyzing the relationship and influence between the employee engagement variable (X) on organizational citizenship behavior (Y) in the banking industry of Central Kalimantan. This approach was chosen because it is capable of measuring the strength of relationships between variables empirically with the assistance of statistical analysis. The research was conducted at several branch offices of private banks and state-owned enterprises in the Palangka Raya, Sampit, and Pangkalan Bun areas, which represent the characteristics of regional banking.

### Population and Sampling

The population in this research comprises all permanent employees of banks operating in Central Kalimantan, estimated at approximately 450 people. The sampling technique employed proportional random sampling, with sample size determination through the Slovin formula at a 5% error level, resulting in a sample of 120 respondents. The selection of respondents considered criteria of minimum work tenure of one year and active involvement in daily operational activities to ensure that the data obtained is relevant and valid to the constructs being measured (Hair et al., 2021).

## Research Instrument

The research instrument consists of a closed-ended questionnaire with a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The employee engagement variable was measured using three main dimensions according to Schaufeli and Bakker (2017), namely: vigor (work enthusiasm and energy), dedication (dedication to work), and absorption (full involvement in work). Meanwhile, organizational citizenship behavior was measured through five dimensions based on Organ (2018), namely: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

## Validity and Reliability Testing

Before being used in data collection, the questionnaire was tested using validity and reliability tests. Instrument validity was analyzed through Corrected Item-Total Correlation with a threshold of  $\geq 0.30$ , while reliability was tested with Cronbach's Alpha coefficient  $\geq 0.70$  (Sekaran & Bougie, 2020). Additionally, classical assumption tests (normality, multicollinearity, and heteroscedasticity) were conducted to ensure data feasibility before regression analysis was performed.

## Data Analysis

Data analysis was conducted through three stages, namely (1) descriptive analysis to describe respondent characteristics and the level of perception toward research variables, (2) correlation analysis to examine the relationship between variables, and (3) multiple linear regression analysis to test the influence of employee engagement on OCB. Hypothesis testing was performed using SPSS version 26.0. A significance value ( $p$ -value)  $< 0.05$  was used as the basis for accepting the alternative hypothesis ( $H_1$ ).

## Theoretical Framework

Theoretically, this research is based on the model of employee engagement and organizational citizenship behavior relationship proposed by Bakker and Demerouti (2017), which states that the level of employee engagement will influence extra-role behavior through intrinsic motivation and organizational commitment. The research hypothesis design is formulated on the assumption that higher levels of employee engagement are likely to foster stronger organizational citizenship behavior among employees. In other words, the hypothesis predicts a positive and significant relationship between employee engagement and OCB within the banking industry context in Central Kalimantan.

# RESULTS AND DISCUSSION

## Results

### Respondent Characteristics

Respondents are permanent employees from various banking institutions operating in Central Kalimantan, both state-owned enterprises (BUMN) and national private banks. A total of 120 respondents were involved, selected through proportional random sampling method from three major cities: Palangka Raya, Sampit, and Pangkalan Bun. Location selection considered the distribution of bank branches and variation in work environments.

The purpose of collecting demographic data was to understand the general profile of respondents that could influence the level of employee engagement and organizational

citizenship behavior (OCB), such as age, gender, educational background, position, and tenure. The survey results showed that the demographic distribution of respondents was quite diverse, reflecting the actual conditions of the banking industry in Central Kalimantan. The survey revealed the following characteristics:

**Table 1.** Respondent Characteristics

Aspect	Category	Frequency	Percentage
Age	Below 25 years	8	6.7%
	26–35 years	66	55%
	36–45 years	36	30%
	Above 45 years	10	8.3%
Gender	Male	48	40%
	Female	72	60%
Education Level	Senior High School	16	13.3%
	Diploma (D3)	22	18.4%
	Bachelor (S1)	82	68.3%
	Master (S2)	0	0%
Work Tenure	1–2 years	18	15%
	3–7 years	58	48.3%
	Above 7 years	44	36.7%
Job Position	Frontline Staff (Teller, Customer Service)	52	43.3%
	Marketing & Funding Officer	38	31.7%
	Administrative Staff	18	15%
	Supervisory Level	12	10%

The majority of respondents were productive-aged employees between 26–35 years old (55%), followed by the 36–45 age group (30%), with the remainder below 25 years or above 45 years. In terms of gender composition, women made up a larger proportion (60%) compared to men (40%), indicating that banking in the region has opened significant opportunities for female workers, particularly in customer service and administrative positions.

Education level data shows that respondents were dominated by bachelor's degree holders (68.3%), indicating that human resources in the banking sector of Central Kalimantan possess adequate academic competence to carry out financial functions, services, and administration. Meanwhile, most work tenure fell in the 3–7 year range (48.3%), suggesting that the majority of employees had sufficient experience to understand organizational dynamics and internal bank policies. Employees with more than seven years of tenure also held a considerable proportion (36.7%), indicating stability and loyalty in this industry.

Job position distribution shows that 43.3% of respondents work as frontline staff such as tellers and customer service representatives, while 31.7% are in marketing and funding roles. This illustrates that most respondents interact directly with customers and serve as representatives of organizational values to the public. These positions demand high levels of employee engagement because service success depends on personal dedication and

responsibility. Based on this composition, the research has a strong foundation to assess the relationship between employee engagement and organizational citizenship behavior empirically and representatively.

### Employee Engagement Level

Employee engagement level reflects the extent to which employees feel emotionally, cognitively, and physically involved in their work. In the banking industry, employee engagement is a strategic element because it directly relates to service quality, customer loyalty, and operational efficiency. This research measured employee engagement based on three main dimensions developed by Schaufeli and Bakker (2017): vigor (enthusiasm and energy in work), dedication (pride and commitment to work), and absorption (full involvement in tasks). Each dimension was measured through several indicators assessed using a five-point Likert scale, from "strongly disagree" (1) to "strongly agree" (5).

Descriptive analysis results revealed that the level of employee engagement among banking employees in Central Kalimantan was high, with an overall average score of 4.21 out of a maximum scale of 5. This indicates that most employees possess strong enthusiasm and dedication toward their work. However, values across individual dimensions show minor variations that illustrate differences in engagement intensity across specific aspects. The detailed measurement results are presented in the table below:

**Table 2.** Description of Employee Engagement

Dimensions	Mean Score	Standard Deviation	Interpretation
Vigor	4.2	0.58	High
Dedication	4.35	0.52	Very High
Absorption	4.08	0.61	High
Overall	4.21	0.57	High

The dedication dimension achieved the highest average score of 4.35, indicating that employees feel proud to be part of the organization and possess a strong sense of responsibility toward their work outcomes. The vigor dimension ranked second with an average of 4.20, showing that employees maintain high energy and enthusiasm in carrying out daily tasks, despite relatively high work pressure in the banking sector. Meanwhile, the absorption dimension received the lowest score (4.08), suggesting that some employees still face challenges maintaining complete focus, particularly with monotonous and repetitive administrative workloads.

This finding strengthens the Job Demands–Resources (JD-R) theory proposed by Bakker and Demerouti (2017), which states that employee engagement will be high when there is a balance between work demands and supporting resources. In the context of banking in Central Kalimantan, organizational support through open communication, participative leadership, and fair reward systems became the main factors maintaining employee work spirit. Overall, the high level of employee engagement in this research reflects that companies have successfully built a conducive work environment, despite ongoing challenges from geographic constraints and service digitalization.

### Organizational Citizenship Behavior (OCB) Level

Organizational Citizenship Behavior (OCB) is an important indicator in assessing voluntary employee contributions to organizational effectiveness. In the banking industry, OCB plays a role in maintaining work harmony, strengthening interpersonal trust among staff, and enhancing service quality for customers. This research measured OCB based on five dimensions proposed by Organ (2018): altruism (willingness to help colleagues), conscientiousness (adherence to rules and responsibility), sportsmanship (ability to accept situations without excessive complaints), courtesy (politeness and respect for others), and civic virtue (active participation in organizational life).

Each dimension was measured using a five-point Likert scale. Descriptive analysis results indicated that the level of OCB among banking employees in Central Kalimantan was high, with an overall average score of 4.18. This finding demonstrates that most employees display extra-role behavior supporting a positive work environment. However, variations exist among OCB dimensions, reflecting differences in forms of employee social participation in the organization. The measurement results for each dimension are presented below:

**Table 3.** Description of Organizational Citizenship Behavior

Dimensions	Mean Score	Standard Deviation	Interpretation
Altruism	4.27	0.59	Very High
Conscientiousness	4.22	0.63	Very High
Sportsmanship	3.98	0.71	High
Courtesy	4.19	0.65	High
Civic Virtue	4.29	0.57	Very High
Overall	4.18	0.63	High

The civic virtue and altruism dimensions achieved the highest values (4.29 and 4.27 respectively), showing that employees possess a high sense of social responsibility toward the organization and actively participate in non-formal activities such as social events and team development. Conscientiousness and courtesy also demonstrated high results, reflecting adherence to rules and professional attitudes supporting a positive work climate. However, sportsmanship had the lowest score (3.98), indicating that some employees still show resistance to work pressure, particularly regarding administrative burden and strict targets.

This result aligns with findings by Gupta and Sharma (2018), which explain that OCB grows from a combination of sense of ownership toward the organization and perception of fairness in the work environment. In the context of Central Kalimantan banking, high OCB behavior demonstrates organizational success in fostering values of collaboration and social responsibility among employees. Employees are not only oriented toward individual achievement but also display commitment to team welfare and institutional reputation in society's eyes. Thus, high OCB level becomes an important foundation in maintaining operational stability and building the reputation of competitive regional banking.

## Relationship Between Employee Engagement and Organizational Citizenship Behavior (OCB)

To determine the extent of the relationship between employee engagement and organizational citizenship behavior (OCB) among employees in the banking industry of Central Kalimantan, a correlation analysis was conducted using the Pearson Product-Moment Correlation test. This analysis was used to measure the strength and direction of linear relationships between variables. Both variables were measured based on average scores from all indicators across their respective dimensions: three employee engagement dimensions (vigor, dedication, absorption) and five OCB dimensions (altruism, conscientiousness, sportsmanship, courtesy, civic virtue). Before conducting the correlation test, data were first tested through normality and linearity tests to ensure analysis validity. Testing results showed that data were normally distributed and relationships between variables were linear ( $p$ -value  $> 0.05$ ). Based on Pearson correlation test results, a positive and significant relationship was found between employee engagement and OCB with a value of  $r = 0.684$  and significance level  $p = 0.000$  ( $p < 0.01$ ). This result indicates that the higher the level of employee engagement, the stronger their tendency to display extra-role behavior in the organization.

**Table 4.** Correlation Test between Employee Engagement and OCB

Pairing	r	R <sup>2</sup>	P	Significance	Interpretation
Employee Engagement ↔ OCB	0.684	0.468	0.000	$P < 0.01$	Strong Positive Relationship
Vigor ↔ OCB	0.612	0.374	0.000	$P < 0.01$	Strong Positive Relationship
Dedication ↔ OCB	0.719	0.517	0.000	$P < 0.01$	Very Strong Positive Relationship
Absorption ↔ OCB	0.558	0.311	0.000	$P < 0.01$	Moderate Positive Relationship

The correlation coefficient value of 0.684 indicates a strong and directional relationship between both variables. This means that increased employee engagement is accompanied by increased organizational citizenship behavior in the banking work environment. This positive correlation signifies that employees with high enthusiasm and dedication toward their work are more likely to display proactive behavior such as helping colleagues, participating in organizational activities, and maintaining company reputation. Thus, high engagement serves as a catalyst in strengthening a collaborative and productive work climate. This finding aligns with research by Kim and Park (2020), which states that employees with high engagement tend to be more loyal and display citizenship behavior supporting organizational effectiveness.

### Multiple Linear Regression Analysis Results and Final Research Model

Multiple linear regression analysis was conducted to test how much influence employee engagement has on organizational citizenship behavior (OCB) among employees in the banking industry of Central Kalimantan. This regression model was chosen because the independent variable consists of three main dimensions: vigor (enthusiasm and energy),

dedication (pride and commitment to work), and absorption (full involvement in work). Analysis was performed using SPSS version 26.0 software at a 5% significance level ( $\alpha = 0.05$ ). Before conducting the regression test, data were tested through classical assumption testing to ensure model validity. Testing results showed that all assumptions were met—data were normally distributed, no multicollinearity occurred ( $VIF < 10$ , tolerance  $> 0.1$ ), and no heteroscedasticity was detected.

Multiple linear regression test results showed that the built model had good feasibility level. The Adjusted  $R^2$  value of 0.468 indicates that 46.8% of OCB variation can be explained by the employee engagement variable, while the remaining 53.2% is influenced by other factors such as leadership style, organizational support, work culture, and reward systems. The simultaneous test through F-test yielded a value of  $F = 57.21$  with significance level  $p = 0.000 < 0.05$ , meaning the overall regression model is significant.

**Table 5.** Multiple Linear Regression Analysis Results

Dimension	$\beta$	SE	t	p	Interpretation
Constant	1.107	0.241	4.594	0.000	Significant
Vigor	0.312	0.089	3.506	0.001	Significant Positive Effect
Dedication	0.385	0.074	5.203	0.000	Significant Positive Effect (Most Dominant)
Absorption	0.276	0.095	2.905	0.004	Significant Positive Effect
$R^2$ Value	0.475	—	—	—	—
Adjusted $R^2$	0.468	—	—	—	—
F-statistic	57.21	—	—	—	$p < 0.001$ (Significant)

Based on the regression results, all dimensions of employee engagement proved to have positive and significant effects on organizational citizenship behavior. The dedication dimension had the most dominant effect ( $\beta = 0.385$ ;  $p = 0.000$ ), followed by vigor ( $\beta = 0.312$ ;  $p = 0.001$ ) and absorption ( $\beta = 0.276$ ;  $p = 0.004$ ). This result confirms that employees who have high enthusiasm, pride in their work, and deep involvement in their tasks are more likely to display voluntary behavior supporting organizational success. In other words, the greater the level of employee engagement, the stronger their tendency to contribute beyond the boundaries of formal roles.

The regression model obtained can be written in the following equation:

$$OCB = 1.107 + 0.312(\text{Vigor}) + 0.385(\text{Dedication}) + 0.276(\text{Absorption}) + e \quad (1)$$

The equation (1) shows that each one-unit increase in the dedication dimension score will increase OCB value by 0.385 points, representing the highest effect among other dimensions. This indicates that emotional aspects such as pride, loyalty, and organizational commitment serve as the primary driver in fostering extra-role behavior in the banking sector. Meanwhile, vigor and absorption strengthen proactive behavior and sustained work focus, thereby impacting increased teamwork, service efficiency, and customer satisfaction. This result aligns with the Job Demands–Resources (JD-R) theory proposed by Bakker and Demerouti (2017), where high work engagement drives the emergence of positive behavior beyond formal roles due to balance between work demands and organizational resources.

The practical implications of this model demonstrate that banking management needs to focus on strategies for increasing employee engagement that are internal and sustainable

in nature. Such efforts can be implemented through strengthening open communication, recognizing individual performance, and directing career development. Additionally, transformational leadership training programs can strengthen values of dedication and cooperation among employees. Through this approach, organizations not only enhance individual performance but also foster OCB behavior that plays an important role in maintaining the reputation and sustainability of banking institutions in the Central Kalimantan region.

## Discussion

### General Influence of Employee Engagement on Organizational Citizenship Behavior

Research findings demonstrate that employee engagement exerts a positive and significant influence on organizational citizenship behavior (OCB) among employees in the banking industry of Central Kalimantan. This indicates that the higher the level of employee involvement in work and the organization, the greater their tendency to display extra-role behavior. Employee engagement encompasses emotional, cognitive, and behavioral aspects that drive individuals to contribute beyond merely fulfilling formal obligations. Engaged employees typically demonstrate a sense of ownership toward the organization, along with willingness to help colleagues and provide excellent service to customers. This finding aligns with research by Agarwal (2019), which discovered that employee engagement consistently increases commitment and prosocial behavior across various service sectors.

In the context of the banking industry, employee engagement becomes a strategic element because work in this sector demands high levels of discipline, attention to detail, and social interaction. Strong engagement creates a sense of pride and meaning in work, which ultimately encourages employees to participate in non-formal activities such as offering ideas for service system improvements or helping colleagues without being asked. This is consistent with findings by Bailey et al. (2017), that engaged individuals possess intrinsic motivation to provide positive contributions to organizations. In Central Kalimantan, where banking work environments are still developing and face resource limitations, engagement becomes a key factor strengthening employee loyalty and adaptability to operational changes. Furthermore, the relationship between engagement and OCB can also be explained through the social exchange theory proposed by Cropanzano and Mitchell (2015). According to this theory, when organizations provide support and fair treatment, employees respond with positive behaviors benefiting the organization, including citizenship behavior. This research also confirms a study by Sarangi and Nayak (2016), which asserts that employee engagement is one of the most significant psychological factors driving the emergence of OCB in the service sector.

This finding provides important theoretical contribution to the development of human resource management studies in Indonesia. Empirically, this research expands evidence that employee engagement is not merely an internal motivational factor but also a source of organizational competitive advantage. This aligns with the perspective of Rai and Maheshwari (2021), who state that organizations with high engagement levels tend to have better collective performance, lower absenteeism rates, and stronger prosocial behavior. Therefore, banking companies in Central Kalimantan need to position engagement as a

primary strategy for human resource development to strengthen citizenship behavior and organizational competitiveness.

### **The Role of Dedication Dimension as a Dominant Determinant in Increasing OCB**

Regression results show that the dedication dimension has the most dominant influence on organizational citizenship behavior (OCB) with the highest coefficient value compared to vigor and absorption dimensions. This demonstrates that when employees feel proud, motivated, and have a sense of meaning in their work, they are more likely to display extra-role behavior beyond formal duties. In the context of Central Kalimantan's banking industry, dedication becomes a key element because pressurized and service-oriented work requires high emotional commitment. According to Meyer et al. (2019), individuals with high dedication levels possess strong affective commitment, which drives them to contribute for the organization's overall success. Pride in work represents an important aspect of dedication that strengthens the psychological attachment between employees and the organization. When employees regard their work as meaningful, they will strive to exceed formal expectations to provide the best contribution. Dedication also serves as a bridge between intrinsic motivation and organizational commitment. Employees with high dedication tend to hold positive perceptions of the work environment, and this strengthens OCB oriented toward collaboration and interpersonal care. Research by Lee et al. (2020) shows that dedicated employees more readily display altruism and courtesy behavior because they maintain a collective orientation and work spirit that is contagious to colleagues.

### **Contribution of Vigor and Absorption to Formation of Voluntary (Prosocial) Behavior**

Besides dedication, two other dimensions of employee engagement—vigor and absorption—also contribute significantly to the formation of organizational citizenship behavior (OCB). Regression results show that both have positive effects on prosocial behavior such as altruism, courtesy, and sportsmanship. Vigor reflects employee enthusiasm and energy in work, while absorption depicts full involvement and focus in task execution. Employees with high vigor levels tend to not tire easily, possess high resilience, and demonstrate optimism when facing work challenges. This aligns with a study by Karatepe and Karadas (2016), which found that vigor increases work motivation and tendency to voluntarily help colleagues in the service sector. The role of vigor as contagious psychological energy contributes to building a positive work culture. In the context of Central Kalimantan banking, where sales target and service pressure are high, consistent work enthusiasm becomes a key element in preventing emotional exhaustion and maintaining team solidarity. According to Hakanen et al. (2018), vigor functions as an adaptive mechanism helping employees maintain balance between work demands and personal well-being. When work enthusiasm is high, individuals more readily display altruistic behavior, such as helping colleagues without formal instruction or offering support when workload increases. This reinforces vigor's role as a primary driver of organizational citizenship behavior oriented toward collective welfare. Meanwhile, absorption relates to the extent that employees feel immersed in their work and enjoy the work process itself. Employees with high absorption levels tend to maintain complete concentration and accomplish tasks with high quality without easy distraction. In the banking industry, absorption supports work effectiveness in

service and administrative fields requiring high precision. A study by Bakker et al. (2021) shows that absorption contributes to improved contextual performance and positive behavior, because individuals who enjoy their work have greater tendency to spontaneously display prosocial behavior. In this context, full involvement becomes the foundation for forming attitudes of responsibility and reliability within the work team.

### **Managerial Implications and Relevance of Findings for Regional Banking Industry**

This research presents important implications for banking management in Central Kalimantan in managing human resources based on employee engagement. The high influence of engagement on organizational citizenship behavior (OCB) indicates that human resource management strategy is insufficient if focused solely on compensation and technical training; it must also create a work climate encouraging emotional attachment and employee commitment. Employee engagement has proven to strengthen loyalty and employees' willingness to contribute beyond formal duties. As affirmed by Bakker and Demerouti (2017), organizations capable of fostering employee engagement will gain competitive advantage through increased positive and collaborative behavior in work environments.

In the context of regional banking industry, engagement strengthening becomes increasingly relevant because financial institutions in Central Kalimantan face challenges of service digitalization and human resource limitations. Employee development programs need to be directed toward fostering dedication, vigor, and absorption through open internal communication, leadership support, and recognition of individual contributions. A study by Kim and Park (2020) affirms that transformational leadership plays an important role in fostering engagement and OCB through empowerment and inspiration. Furthermore, active employee involvement through vigor and absorption needs to be managed with attention to workload balance and task autonomy. According to Hakanen et al. (2018), employee enthusiasm and full involvement will grow when organizations provide adequate resources and allow space for creativity and initiative. In regional banking sector with hierarchical work structure, granting employee trust to make decisions within operational scope will foster sense of responsibility and enhance service performance. Thus, management needs to expand employee participation space so engagement becomes not only formal but also internalized in organizational values.

### **CONCLUSION**

The findings of this study indicate that employee engagement has a positive and significant influence on organizational citizenship behavior (OCB) among employees in the banking industry of Central Kalimantan, where higher levels of work engagement encourage extra-role behaviors such as helping colleagues, demonstrating discipline, maintaining service ethics, and actively participating in organizational activities. These results confirm that the emotional, cognitive, and behavioral aspects of engagement play an essential role in strengthening collaborative work culture, employee loyalty, and organizational commitment. Moreover, workplace conditions, leadership support, and organizational characteristics within developing regions such as Central Kalimantan further reinforce the relationship between engagement and OCB. This research provides theoretical contributions to the study of

organizational behavior and practical implications for banking management to design sustainable engagement-enhancement strategies that foster consistent OCB and support the organization's competitive advantage. As engagement increases, employees work not only to achieve individual targets but also demonstrate loyalty toward organizational sustainability. Thus, employee engagement can be positioned as a primary managerial strategy in improving organizational performance based on citizenship behavior. For banking industry in Central Kalimantan, engagement strengthening will not only improve internal performance but also build public trust in service quality and institutional reputation. Going forward, further research is recommended to include mediation variables such as organizational commitment or job satisfaction to enrich understanding of the complex relationship between engagement and OCB in regional banking contexts.

#### REFERENCE

- Agarwal, U. A. (2019). Examining the impact of employee engagement on organizational citizenship behavior and innovative work behavior: A dual path model. *European Journal of Training and Development*, 43(3–4), 277–296. <https://doi.org/10.1108/EJTD-09-2018-0086>
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2021). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 8(1), 7–35. <https://doi.org/10.1108/JOEPP-06-2020-0102>
- Alfes, K., Shantz, A. D., & Bailey, C. (2019). Enhancing employee engagement in the workplace: The role of HRM practices and leadership. *Human Resource Management Journal*, 29(3), 444–460. <https://doi.org/10.1111/1748-8583.12212>
- Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived HRM practices, engagement and employee behaviour: A moderated mediation model. *International Journal of Human Resource Management*, 24(2), 330–351. <https://doi.org/10.1080/09585192.2012.679950>
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The meaning, antecedents, and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews*, 19(1), 31–53. <https://doi.org/10.1111/ijmr.12077>
- Bakker, A. B., & Demerouti, E. (2017). Job Demands–Resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2021). Job demands–resources theory: Ten years later. *Annual Review of Organizational Psychology and Organizational Behavior*, 8(1), 27–53. <https://doi.org/10.1146/annurev-orgpsych-012420-091434>
- Breevaart, K., & Bakker, A. B. (2018). Daily job demands and employee work engagement: The role of daily transformational leadership behavior. *European Journal of Work and Organizational Psychology*, 27(3), 374–383. <https://doi.org/10.1080/1359432X.2018.1444806>

- Cropanzano, R., & Mitchell, M. S. (2015). Social exchange theory: An interdisciplinary review. *Journal of Management*, 41(5), 1582–1604. <https://doi.org/10.1177/0149206315575558>
- Gupta, M., & Sharma, P. (2018). Relationships between employee engagement, innovative behavior and organizational citizenship behavior: An empirical study. *Contemporary Management Research*, 14(3), 193–213. <https://doi.org/10.7903/cmr.18157>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3rd ed.). SAGE Publications.
- Hakanen, J. J., Schaufeli, W. B., & Ahola, K. (2018). The Job Demands–Resources model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement. *Work & Stress*, 32(1), 1–20. <https://doi.org/10.1080/02678373.2017.1415995>
- Karatepe, O. M., & Karadas, G. (2016). Service employees' fit, work-family conflict, and work engagement: The moderating role of supervisor support. *Tourism Management*, 57, 332–347. <https://doi.org/10.1016/j.tourman.2016.06.002>
- Khan, M. A., Abbas, M., & Rehman, Z. U. (2021). Linking participative leadership and organizational citizenship behavior: The role of employee engagement and trust. *Frontiers in Psychology*, 12, 651–662. <https://doi.org/10.3389/fpsyg.2021.651662>
- Kim, M., & Park, J. (2020). The impact of transformational leadership on organizational citizenship behavior: Mediating role of work engagement. *Leadership & Organization Development Journal*, 41(8), 1023–1038. <https://doi.org/10.1108/LODJ-08-2019-0366>
- Kaur, R., & Mittal, A. (2020). Employee engagement: A pathway to organizational citizenship behavior. *International Journal of Management*, 11(6), 305–317. <https://doi.org/10.34218/IJM.11.6.2020.031>
- Lee, A., Gerbasi, A., Schwarz, G., & Newman, A. (2020). Motivating employees to engage in organizational citizenship behavior: The role of leadership and moral identity. *Journal of Business Ethics*, 164(3), 585–599. <https://doi.org/10.1007/s10551-018-4069-5>
- Meyer, J. P., Stanley, D. J., & Vandenberg, R. J. (2019). A person-centered approach to the study of commitment. *Human Resource Management Review*, 29(2), 100–115. <https://doi.org/10.1016/j.hrmr.2018.02.001>
- Organ, D. W. (2018). Organizational citizenship behavior: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 295–306. <https://doi.org/10.1146/annurev-orgpsych-032117-104536>
- Podsakoff, N. P., Podsakoff, P. M., Mackenzie, S. B., Maynes, T. D., & Spoelma, T. M. (2018). Consequences of unit-level organizational citizenship behaviors: A review and recommendations for future research. *Journal of Organizational Behavior*, 39(7), 1081–1102. <https://doi.org/10.1002/job.2277>
- Rai, A., & Maheshwari, S. (2021). Exploring the relationship between employee engagement and organizational performance: Role of organizational citizenship behavior. *Benchmarking: An International Journal*, 28(9), 2793–2812. <https://doi.org/10.1108/BIJ-03-2020-0112>

- Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance*, 6(1), 19–38. <https://doi.org/10.1108/JOEPP-06-2018-0034>
- Sarangi, S., & Nayak, S. (2016). Employee engagement and its impact on organizational citizenship behavior: A theoretical perspective. *International Journal of Business and Management Invention*, 5(12), 66–74.
- Schaufeli, W. B. (2017). Applying the Job Demands–Resources model: A 'how to' guide to measuring and tackling work engagement and burnout. *Organizational Dynamics*, 46(2), 120–132. <https://doi.org/10.1016/j.orgdyn.2017.04.008>
- Sekaran, U., & Bougie, R. (2020). *Research Methods for Business: A Skill-Building Approach* (8th ed.). Wiley.
- Shuck, B., & Reio, T. G. (2017). Employee engagement and well-being: A moderation model and implications for practice. *Journal of Leadership & Organizational Studies*, 24(4), 475–483. <https://doi.org/10.1177/1548051816629535>
- Xu, J., & Cooper Thomas, H. D. (2019). How can leaders achieve high employee engagement? Leadership & personality across organizational levels. *Journal of Organizational Behavior*, 40(8), 910–923. <https://doi.org/10.1002/job.2366>