

THE EFFECT OF EMPLOYEE ENGAGEMENT, WORKLOAD, AND SELF-AWARENESS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AMONG MEMBERS OF THE CIVIL SERVICE POLICE UNIT IN PAKPAK BHARAT REGENCY

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Abstract

This study investigates the influence of employee engagement, workload, and self-awareness on organizational citizenship behavior (OCB) at the Civil Service Police Unit of Pakpak Bharat Regency. A quantitative research method with a descriptive associative approach was applied. Data were collected using a questionnaire and analyzed through multiple linear regression. This research aims to explore how psychological and work-related factors contribute to voluntary employee behaviors that go beyond formal job responsibilities. The study highlights the importance of building strong employee engagement, managing workload effectively, and fostering self-awareness to support positive organizational behavior.

Keywords: *Employee Engagement, Workload, Self-Awareness, Organizational Citizenship Behavior (OCB)*

INTRODUCTION

Organizational Citizenship Behavior (OCB) is a crucial component in achieving the success and effectiveness of an organization, especially in public sector institutions such as the Civil Service Police Unit (Satpol PP). OCB refers to the voluntary and extra-role behavior exhibited by employees that is not directly recognized by the formal reward system but contributes to the overall performance and functioning of the organization. In the public service sector, the presence of employees who demonstrate a strong sense of responsibility, willingness to help others, and commitment to organizational goals is essential for maintaining order and delivering services effectively. Employee performance is not solely influenced by technical competence but also by psychological and behavioral aspects, including employee engagement, workload, and self-awareness. According to Robbins and Judge (2021), employee engagement is a positive emotional state that involves vigor, dedication, and absorption in one's work. Engaged employees are more likely to exhibit OCB, as they feel emotionally connected to their organization and are motivated to contribute beyond their formal job descriptions.

Conversely, workload is often seen as a negative stressor that can hinder employee performance and reduce the likelihood of displaying OCB. High levels of workload may lead to stress, fatigue, and reduced motivation, making it difficult for employees to go the extra mile. Similarly, self-awareness is a personal competency that allows individuals to understand their emotions, strengths, weaknesses, and values. Employees with high self-awareness are generally more adaptable, empathetic, and cooperative—qualities that support the emergence of OCB. In the context of the Civil Service Police Unit of Pakpak Bharat Regency, challenges related to employee behavior, stress levels, and performance are becoming increasingly visible. Preliminary observations indicate that variations in engagement levels, excessive workloads, and a lack of self-awareness contribute to inconsistent patterns of discretionary behavior among personnel. These behavioral issues may affect overall organizational discipline, responsiveness, and public service delivery. Given these dynamics, it is necessary to investigate how employee engagement, workload, and self-awareness influence the organizational citizenship behavior of employees at Satpol PP Pakpak Bharat. This research aims to provide empirical evidence that can support human resource strategies aimed at improving employee behavior and strengthening public service outcomes. Thus, the title of this study is: "The Influence of Employee

Engagement, Workload, and Self-Awareness on Organizational Citizenship Behavior (OCB) at the Civil Service Police Unit of Pakpak Bharat Regency.

LITERATURE REVIEW

Employee Engagement

Employee engagement refers to the emotional and intellectual commitment of employees toward their work and organization. Engaged employees show enthusiasm, dedication, and a willingness to contribute beyond their formal responsibilities. According to Robbins and Judge (2021), employee engagement is characterized by vigor, absorption, and dedication. It plays a critical role in encouraging employees to take initiative and demonstrate Organizational Citizenship Behavior (OCB). High engagement is often associated with increased motivation, productivity, and job satisfaction, which in turn support the overall performance of the organization. In the public sector, particularly in law enforcement institutions like the Civil Service Police Unit, engaged employees tend to exhibit greater discipline, responsibility, and cooperation.

Workload

Workload refers to the volume and intensity of tasks assigned to an employee within a specific period. It includes both physical and mental aspects of work. Robbins (2020) notes that when job demands exceed an individual's capacity, stress and fatigue may occur, leading to decreased performance. Excessive workload can hinder employees from participating in activities beyond their formal duties, including OCB. In public service institutions where resources are limited and expectations are high, employees often face heavy workloads that reduce their willingness to contribute extra efforts. Managing workload effectively is essential to maintain productivity, morale, and positive work behavior.

Self-Awareness

Self-awareness is a personal attribute that reflects the ability to understand one's emotions, strengths, weaknesses, and values. According to Goleman (2021), self-awareness is a foundational component of emotional intelligence, which significantly influences workplace behavior. Employees with high self-awareness tend to regulate their emotions better, make more rational decisions, and collaborate effectively with others. In the organizational context, self-awareness helps individuals align their behavior with professional standards and adapt to various work situations, thereby fostering constructive behaviors such as helping colleagues, showing initiative, and maintaining discipline—all of which are aspects of OCB.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior refers to voluntary actions performed by employees that are not formally required but contribute to the overall effectiveness of the organization. According to Organ (1988), OCB includes behaviors such as helping others, being punctual, cooperating with coworkers, and showing loyalty to the organization. These behaviors, while not part of formal job descriptions, enhance organizational functioning and teamwork. Factors such as employee engagement, manageable workload, and strong self-awareness have been shown to significantly influence OCB. In public service settings, where formal rules and hierarchical structures are prominent, OCB can foster a more adaptive, responsive, and human-centered work environment.

METHOD

This study applied a quantitative research method with a descriptive associative approach to examine the influence of employee engagement, workload, and self-awareness on Organizational Citizenship Behavior (OCB) among employees of the Civil Service Police Unit (Satpol PP) in Pakpak Bharat Regency. The population consisted of 37 employees, all of whom were included in the study using a saturated sampling technique to ensure complete data representation. Data were collected through a structured questionnaire developed based on indicators for each variable and measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The employee engagement variable (X_1) was measured through indicators such as enthusiasm, dedication, and absorption. The workload variable (X_2) included indicators such as task demand, time pressure, and work capacity. The self-awareness variable (X_3) was measured through emotional understanding, self-evaluation, and behavior control. The dependent variable, OCB (Y), was measured using indicators including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Data analysis was carried out using IBM SPSS Statistics version 25. The analysis process began with validity and reliability tests to assess the quality of the instrument, followed by classical

assumption tests, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model met standard statistical assumptions. Multiple linear regression analysis was then used to examine the effect of the independent variables on OCB. The t-test was employed to determine the partial effect of each variable, the F-test to assess the simultaneous effect, and the coefficient of determination (R^2) was used to measure how much variation in OCB could be explained by employee engagement, workload, and self-awareness.

RESULTS AND DISCUSSION

Respondent Characteristics

This section presents the demographic characteristics of the respondents, which serve to provide a clearer understanding of the sample population used in this research. The following are the main attributes of the respondents.

Table 1. Respondent Characteristics

	Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 -30 tahun	3	8.1	8.1	8.1
	31-40 tahun	10	27.0	27.0	35.1
	41-50 tahun	21	56.8	56.8	91.9
	> 50 tahun	3	5.4	5.4	100
	Total	37	100	100	

Source: Data processed by researchers (2025)

Table 1 presents the age distribution of respondents in this study. Out of a total of 37 members of the Civil Service Police Unit (Satpol PP) of Pakpak Bharat Regency who participated in the survey, 7 respondents (18.9%) were aged between 26 and 30 years, 11 respondents (29.7%) were between 31 and 35 years, and 19 respondents (51.4%) were in the 36 to 40 age group. The majority fell within the 36–40 age range, indicating that most respondents are in a professionally mature phase of their careers. Individuals in this age group are typically characterized by sufficient work experience, emotional stability, and a strong capacity to cope with job pressure and organizational dynamics. Therefore, age may serve as a relevant factor in supporting the development of Organizational Citizenship Behavior (OCB) within the workplace environment of Satpol PP Pakpak Bharat.

Validity and Reliability Test

The validity test results show that all statement items for the variables of job stress, workload, work environment, and performance had r-values greater than 0.324, which indicates that each item was valid and suitable for further analysis. This means that the questionnaire items were able to accurately measure the intended constructs.

Table 2. Validity Test Results

No	Variabel Indikator	R Hasil	R tabel	Keterangan
1	Employee engagement (X_1)			
	Indikator 1	0,816	0,324	Valid
	Indikator 2	0,870	0,324	Valid
	Indikator 3	0,832	0,324	Valid
	Indikator 4	0,839	0,324	Valid
	Indikator 5	0,830	0,324	Valid
	Indikator 6	0,890	0,324	Valid
2	Work Load (X_2)			
	Indikator 1	0,702	0,324	Valid
	Indikator 2	0,758	0,324	Valid
	Indikator 3	0,736	0,324	Valid
	Indikator 4	0,609	0,324	Valid
	Indikator 5	0,725	0,324	Valid
3	Self Awareness (X_3)			

The Effect of Employee Engagement, Workload, and Self-Awareness on Organizational Citizenship Behavior (OCB) among Members of the Civil Service Police Unit in Pakpak Bharat Regency

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No	Variabel Indikator	R _{Hasil}	R _{tabel}	Keterangan
	Indikator 1	0,814	0,324	Valid
	Indikator 2	0,865	0,324	Valid
	Indikator 3	0,899	0,324	Valid
	Indikator 4	0,523	0,324	Valid
	OCB (Y)			
4	Indikator 1	0,897	0,324	Valid
	Indikator 2	0,710	0,324	Valid
	Indikator 3	0,906	0,324	Valid
	Indikator 4	0,783	0,324	Valid
	Indikator 5	0,353	0,324	Valid

Source: Data processed by researchers (2025)

The next step is the reliability test results revealed that all variables had Cronbach's Alpha coefficients greater than 0,60. This threshold indicates that the items for each variable demonstrated internal consistency and were reliable for use in this research. The results of the reliability test can be seen in the following table:

Table 3. Reliability Test Results

Variabel	Alpha	Threshold	Description
Employee engagement	0,774	0,60	Realibel
Work Load	0,776	0,60	Realibel
Self Awareness	0,808	0,60	Realibel
OCB	0,795	0,60	Reliabel

Source: Data processed by researchers (2025)

The reliability test results further confirm that the instruments used are consistent and dependable, with Cronbach's Alpha values exceeding the minimum threshold of 0.60 for all variables.

Results of Classical Assumption Test

Normality Test

To ensure the validity of the regression model used in this study, a normality test was conducted to assess whether the residuals were normally distributed. The normality assumption is a critical prerequisite in multiple linear regression analysis, as it affects the accuracy and reliability of the statistical inference. In this study, the normality of the residuals was evaluated using a Normal P-P Plot of standardized residuals. The results showed that the plotted points closely followed the diagonal line, indicating that the residuals were approximately normally distributed. Furthermore, the significance value obtained from the Kolmogorov-Smirnov test exceeded the threshold of 0.05, confirming that the residuals did not deviate significantly from a normal distribution. These findings imply that the data met the assumption of normality, which enhances the credibility of the regression model used to examine the influence of employee engagement, work load, and self-awareness on organizational citizenship behavior (OCB) among civil service officers at the Satpol PP office in Pakpak Bharat Regency. Meeting this assumption strengthens the validity of hypothesis testing, particularly the t-test and F-test, which are sensitive to non-normal distributions. As a result, the conclusions drawn from this analysis can be interpreted with greater confidence and reliability.

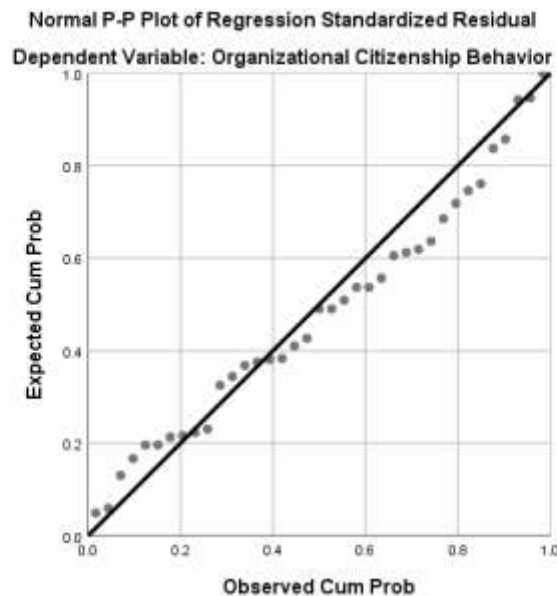


Image 1. Normality Test

Multicollinearity Test

To assess whether multicollinearity existed among the independent variables, this study employed the Variance Inflation Factor (VIF) and Tolerance value as indicators. Multicollinearity occurs when two or more independent variables in a regression model are highly correlated, which can distort the estimation of regression coefficients and weaken the interpretability of the results. The results of the multicollinearity test revealed that all independent variables—employee engagement, workload, and self-awareness—had VIF values below 10 and tolerance values above 0.10. These results indicate the absence of multicollinearity among the predictors. Specifically, each variable was sufficiently independent and did not exhibit strong intercorrelations that would threaten the stability of the regression model. This finding confirms that the data met the assumption of no multicollinearity, allowing for more accurate estimation of the individual effects of each independent variable on organizational citizenship behavior (OCB) among members of the Civil Service Police Unit (Satpol PP) in Pakpak Bharat Regency.

Table 3. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	<i>Employee Engagement</i>	0.486	2.056
	<i>Work Load</i>	0.762	1.313
	<i>Self Awareness</i>	0.581	1.720

a. Dependent Variable: OCB

Source: Data processed by researchers (2025)

Heteroscedasticity Test

To verify the assumption of homoscedasticity in the regression model, a heteroscedasticity test was conducted using the Scatterplot method. This test aims to assess whether the variance of the residuals is constant across all levels of the independent variables. The presence of heteroscedasticity may indicate that the error variance is not equal, which can compromise the reliability of statistical estimations. The scatterplot between standardized residuals and standardized predicted values demonstrated a random and evenly spread pattern, without forming a clear or systematic shape (such as a funnel or wave). This visual inspection suggests the absence of heteroscedasticity

in the model. Additionally, the residuals appeared to be distributed symmetrically around zero, further supporting this conclusion. Therefore, it can be concluded that the regression model satisfies the assumption of homoscedasticity. This ensures that the standard errors of the coefficients are not biased, allowing for valid hypothesis testing and accurate interpretation of the effects of employee engagement, workload, and self-awareness on organizational citizenship behavior (OCB) among Civil Service Police Unit officers in Pakpak Bharat Regency.

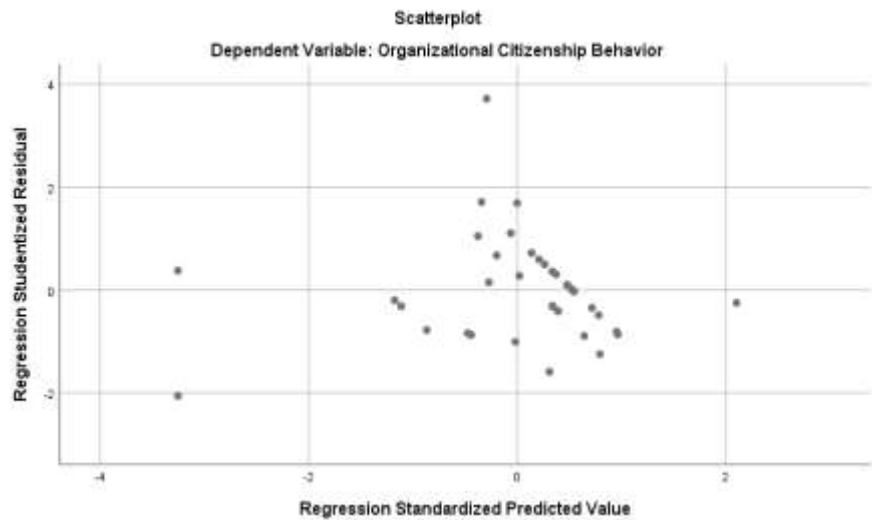


Image 2. Heteroscedasticity Test

Result of Data Analysis Methods
Multiple Linear Regression Analysis

To examine the combined and individual effects of employee engagement, workload, and self-awareness on organizational citizenship behavior (OCB), a multiple linear regression analysis was performed. This method allows the researcher to quantify the extent to which each independent variable contributes to the dependent variable, while controlling for the effects of the other variables in the model.

Table 4. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.681	.579		2.902	.007
	Employee Engagement	.559	.123	.530	4.535	.000
	Work Load	-.227	.072	-.292	-3.128	.004
	Self Awareness	.220	.099	.239	2.231	.033

a. Dependent Variable: *Organizational Citizenship Behavior*

Source: Data processed by researchers (2025)

The results of the multiple linear regression analysis produced the following equation:

$$Y = 1.681 + 0,559X_1 + (-0,227X_2) + 0220X_3+ e$$

The results of the analysis revealed that the model was statistically significant, as indicated by the F-test, suggesting that the independent variables jointly influence OCB. The coefficient of determination (R²) indicated that a substantial proportion of the variance in OCB could be explained by the three predictors. Individually, employee engagement and self-awareness showed positive and significant effects on OCB, indicating that higher engagement and greater self-awareness among civil service officers are associated with higher levels of discretionary, prosocial behavior. In contrast, workload had a negative and significant effect on OCB, suggesting that excessive workload may hinder employees’ willingness to engage in extra-role behaviors.

These results provide empirical support for the importance of fostering employee engagement and self-awareness while maintaining a manageable workload in order to enhance OCB among officers of the Civil Service Police Unit in Pakpak Bharat Regency.

Test Determination Coefficient (R²)

The coefficient of determination (R²) in this study was recorded at 0.780, indicating that 78.0% of the variation in Organizational Citizenship Behavior (OCB) can be explained by the three independent variables: employee engagement, workload, and self-awareness. This substantial proportion reflects a strong goodness-of-fit for the model, demonstrating that the predictors collectively have a significant influence on OCB among officers of the Civil Service Police Unit in Pakpak Bharat Regency. The remaining 22.0% of the variance may be attributed to other factors not included in the model, such as leadership style, organizational culture, or individual personality traits. Nevertheless, the high R² value confirms that the regression model is a reliable tool for estimating the influence of the studied variables on OCB in this context.

Table 5. Test Results of Correlation Coefficient (R) and Determination Coefficient (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,883	0,780	0,760	0,30660

b. Dependent Variable: *organizational citizenship behavior*

Source: Data processed by researchers (2025)

F Test Results

To evaluate whether employee engagement, workload, and self-awareness simultaneously influence organizational citizenship behavior (OCB), an F-test was conducted as part of the multiple linear regression analysis. The result showed that the F-value was 39.097 with a significance level (p-value) of 0.000, which is below the threshold of 0.05. This finding indicates that the regression model is statistically significant, meaning that the independent variables, taken together, have a significant effect on OCB. Thus, the model can reliably explain variations in OCB based on employee engagement, workload, and self-awareness among officers at the Civil Service Police Unit in Pakpak Bharat Regency. These results support the theoretical assumptions and demonstrate that the chosen variables are valid predictors of discretionary organizational behavior in this public sector context. The F test is used to measure the effect of independent variables simultaneously (together) on the dependent variable. The results of the F test can be seen in the following table:

Table 6. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11.025	3	3.675	39.097	.000 ^b
Residual	3.102	33	.094		
Total	14.128	36			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Self Awareness, *Work Load*, Employee Engagement

Source: Data processed by researchers (2025)

Partial Test Results (t)

The results of the partial t-test analysis revealed that all three independent variables—employee engagement, workload, and self-awareness—had a statistically significant effect on organizational citizenship behavior (OCB). Specifically, employee engagement showed a positive and significant influence on OCB, indicating that officers who are emotionally and cognitively engaged with their work are more likely to exhibit discretionary behaviors that support the organization. In contrast, workload had a negative and significant effect on OCB, suggesting that when employees experience excessive job demands, their willingness to engage in extra-role behavior tends to decrease. Lastly, self-awareness was found to have a positive and significant effect on OCB, implying that individuals who possess a higher level of self-awareness are more capable of regulating their behavior in a way that benefits their organization. These findings confirm that each variable independently contributes to the formation of citizenship behavior among civil service officers in Pakpak Bharat Regency.

Testing is done using a significance of 0.05 ($\alpha = 5\%$). The t test results can be seen in the following table:

Table 7. Partial Test Results (t)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.681	.579		2.902	.007
<i>Employee Engangement</i>	.559	.123	.530	4.535	.000
<i>Work Load</i>	-.227	.072	-.292	-3.128	.004
<i>Self Awareness</i>	.220	.099	.239	2.231	.033

a. Dependent Variable: *Organizational Citizenship Behavior*

Source: Data processed by researchers (2025)

CONCLUSION

This study aimed to examine the influence of employee engagement, workload, and self-awareness on organizational citizenship behavior (OCB) among officers of the Civil Service Police Unit in Pakpak Bharat Regency. Based on the results of multiple linear regression analysis, it was found that employee engagement and self-awareness have a positive and significant effect on OCB, while workload has a negative and significant effect. Furthermore, the F-test confirmed that the three variables jointly have a statistically significant impact on OCB, with a coefficient of determination (R^2) of 0.780, indicating that 78.0% of the variation in OCB can be explained by these predictors. These findings suggest that increasing employee engagement and fostering self-awareness can enhance organizational citizenship behavior, while excessive workload may hinder such behaviors. Therefore, it is recommended that organizational leaders prioritize strategies that strengthen employee involvement and self-reflection while managing workload effectively to create a productive and supportive work environment. Overall, this research contributes to the understanding of behavioral factors influencing discretionary work behavior in public sector organizations.

Research Limitations

Although this study provides valuable insights into the influence of employee engagement, workload, and self-awareness on organizational citizenship behavior (OCB), it is not without limitations. First, the research was limited to civil service officers at the Civil Service Police Unit (Satpol PP) in Pakpak Bharat Regency, which may affect the generalizability of the findings. The results may not fully represent other public sector institutions or private organizations with different organizational cultures and work environments. Second, the study employed a cross-sectional design, capturing data at a single point in time. This approach limits the ability to establish causal relationships between the variables. A longitudinal study would provide a better understanding of how changes in employee engagement, workload, and self-awareness influence OCB over time. Third, the data were collected using self-reported questionnaires, which are subject to social desirability bias. Respondents may have provided answers they deemed favorable rather than reflecting their true attitudes or behaviors. Lastly, other relevant variables such as leadership style, organizational commitment, or job satisfaction were not included in the model, which may also play a role in influencing OCB. Future research is encouraged to address these limitations by expanding the scope of the sample, incorporating additional variables, and applying longitudinal or mixed-method approaches.

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