

The Role of Self-Efficacy in Organizational Citizenship Behavior

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Abstract: *The writing purpose of this article is to review research journals about the role of self-efficacy in Organizational Citizenship Behavior (OCB). The review was carried out in 6 international scientific research journals in 2014-2018. The findings of the research journal found that self-efficacy is one of the important factors in influencing organizational citizenship behavior (OCB). In this study, there was a direct positive effect of self-efficacy on organizational citizenship behavior. Most of the research results show that high self-efficacy individuals tend to have high organizational citizenship behavior and vice versa.*

Keywords: *self-efficacy, organizational citizenship behavior, agency*

Introduction

Human resource management is a series of organizational activities aimed at attracting, developing, and maintaining an effective workforce. Organizational success can not be separated from the hard work of employees to produce output. Employees who have reliable and competent competence will bring changes to the organization. Simamora said that an important aspect for a company to be considered is human resources.

On the other hand, human resources have a significant role in bringing the company in achieving its stated goals. By managing human resources professionally, employees are expected to work effectively and increase efficiency. One of the most influential factors in improving organizational performance is the behavior exhibited by employees or members of the organization, where the expected behavior is not always related to tasks that have been set (in-role), but tasks that are not written down in the job description (extra-role) in the organization is able to make a positive impact and contribution to the organization.

OCB is a kind of contribution of workers "above and beyond" formal job descriptions. OCB consists of the behavior of performing selfless tasks helping individuals, engaging in charitable (voluntary) activities, complying with applicable regulations and procedures that exist in the workplace — visualized behavior with "appreciation of extra work" which is part of prosocial behavior.

OCB has the benefits of changing the formal work atmosphere a little relaxed and full of cooperation. It is expected that with such an atmosphere, employee tension can be reduced, and it is expected that employee productivity will increase so that effectiveness and efficiency will be achieved. OCB is a personal impulse that has been obtained from the results of the cognition process related to the environment. Podsakoff (2000) argues that an effective work environment will provide an understanding for employees to always be productive by working extra-roles. OCB has several elements including, altruism

(behavior helps others), courtesy (preventing problems), sportsmanship (attitudes of tolerance), civic virtue (responsibility in organizational activities), and conscientiousness (behaviors that are beneficial to organizations). If in an organization every employee has a good OCB, it will improve good performance so that it can support the development of a better organization.

Self-efficacy is a belief in one's ability to influence the way people think, feel, and motivate themselves to act. Confidence in the ability of an individual self can be a motivating pumping spirit to act or behave effectively by the pressures and responsibilities in the job. What is meant by confidence inability is the ability to understand or feel the situation and condition of the organization by performing positively.

Self-efficacy in individuals depends on the environment and cognitive conditions. Someone who has high self-efficacy tends to be more confident because he believes he can get a job done. According to Alwisol, there are two expectations related to efficacy and expectations. Self-efficacy or self-expectations are self-perceptions about how well the self can function in certain situations and conditions. This also relates to the belief that the self has the ability to take the expected action. The action taken by the employee is nothing but the process of the company's environmental results and also the results of its cognitive processes. The relationship between employee behavior with company conditions and cognition found in employees. If employee cognition captures well the company environment, such as if there are employees who excel will be a stimulus for other employees to be able to excel. Advice from superiors can also affect employee employees well and have a positive impact on behavior to be carried out by employees. Results expectation (outcome expectation) is an estimate or self-estimation that behavior carried out by individuals can achieve certain results. Employees who have good self-efficacy aspects can predict what behaviors can be done especially in work to fit the company's vision and mission.

Literature Review

Organizational citizenship behavior is individual discretionary behavior that is not explicitly or directly recognized by the formal reward system and promotes the functioning of the organization effectively. (Organ, 2006). And then, Discretionary behavior which is not part of the employee's formal job requirements, but promotes the organization's effective functioning. (Robbins & Coulter, 2012). Include behavior that goes beyond the call of duty is, behavior that is indirectly needed by members but is still needed for the survival and effectiveness of the organization. It means that the member is assumed to have fulfilled the obligations that have been mandated to him, but he demands himself more than the demands that have been mandated (George & Jones, 2012). Then, extra people who do extra work in their work interpreted that OCB is only owned by minority people, it means that in a group of people only a small portion has OCB behavior because OCB is a behavior that requires awareness for itself, especially in improving quality in various matters such as discipline, integrity, commitment, and others (Schermerhorn, 2011). Discretionary and beneficial actions above and beyond the call of duty that promotes organizational success (Newstrom, 2015). Discretionary behavior which is not part of the employee's formal job requirements, and contributes to the environment of the workplace psychologically and socially (Robbins & Judge, 2017). Organizational effectiveness which influenced by organizational citizenship behaviour assist in using organizational resources effectively for productive results: Increase the need to provide organizational resources for productive results, coordinate effective activities between members and groups, improve the stability of work skills in the organization, improve the organization's ability to adapt to changes in the work environment (Podsakoff, 2000)

Five dimensions of behavior in OCB: altruism, which prioritizes the interests of others, such as helping co-workers in completing their work, conscientiousness, such as being efficient in using time, high attendance, and arriving early, self-virtue (civic virtue), political self-involvement but responsible for taking organizational policy, honesty (sportsmanship), ignoring and not complaining about the pressures and minor disturbances that arise at work, courtesy, avoiding behavior that can cause problems for other coworkers (Baron & Greenberg, 2003). OCB in 7 dimensions helping behavior, honesty (sportsmanship), organizational loyalty (organizational loyalty), behave according to organizational rules (organizational compliance), self-initiative (individual initiative), self-virtue (civic virtue), and self-development

Self-efficacy is People's beliefs about their ability to produce designs that affect their lives. It is about how people feel, think, motivate themselves, and behave. Such beliefs produce effects through four main processes including cognitive, motivational, affective,

and selection processes (Bandura, 1994). Robbin and Coulter (2012) said that self-efficacy is the confidence of an employee in his ability to get the job done. The belief in which a person can perform well in certain situations. Self-efficacy is a matter of the individual's perceiving about the ability to deal with specific situations about assessing the ability to take actions related to carrying out certain tasks or situations (Ivancevich, Konopaske, & Matteson, 2013). The belief about someone can do anything in a situation adequately (Gibson, Donnelly Jr, Ivancevich, & Konopaske, 2012). Social cognitive or social learning theory refers to an individual's belief which they can do a task (Robbins & Judge, 2017). A person's general belief in his ability to take action in certain situations (Andre, 2008). Confidence in a person's ability to organize and carry out the actions needed to produce the given achievement. Self-efficacy refers to an individual's conviction (or self-confidence) about his ability to mobilize the motivation, cognitive, resources, and actions needed to carry out certain tasks in certain contexts (Luthans, 2011). Self-efficacy is the belief in which we can do in certain situations adequately (Gibson et al., 2012). The belief that someone has the skills needed for the behavior needed for the success of a task (Colquitt, Lepine, & Wesson, 2011). A person's beliefs about his chances of completing certain tasks (Kinicki & Fugate, 2013). The dimension of self-efficacy refers to the level of difficulty of the task that is believed to be handled by individuals. For example, A is sure that he can solve 8 questions out of 10 questions given, and B feels confident that he can work on 7 problems out of 10, then A has a higher level of self-efficacy than B; Strength, how strong is the belief of an individual completing a job at a certain level. In the example point, a self-efficacy A is strong, and self-efficacy B is weak; Generalization (generality), how broad the situation where the belief in the ability applies. If B thinks he can solve different problems with the same answer quality as the previous problem, while A does not think so, then B's generality is better than A. (Baron & Greenberg, 2003).

Discussion

Teachers who have high self-efficacy, high job satisfaction at work, and consequently conduct organizational citizenship behavior more frequently. By equipping individuals with high self-efficacy, they can help carry out productive activities, dare to take risks, and maximize their abilities at work. Besides, teachers become aware that the teaching profession is challenging and useful. Therefore positive behavior can help teachers carry out their duties and responsibilities effectively to achieve the national mission of educating students. So with employees who have high self-efficacy, they also have high job satisfaction at work and conduct organizational citizenship behavior more frequently and consequently. "There are positive characteristics which show that when employees have high self-efficacy, they will get satisfaction with work,

also further influences the more intense organizational citizenship behavior.” Based on the statement above, both conceptualized and empirical, self-efficacy has a direct positive effect on organizational citizenship behavior. Incentivize teachers, and provide the facilities needed by teachers to support teaching and learning activities. The headmaster must ensure that all teachers are given teaching assignments according to their educational background and competencies, which allows teachers to develop themselves by including teachers in training outside of school and allow them to take positions as committees in turn in activities held at school. The teacher must understand the vision and mission of the school, be willing to provide ideas and be willing to take concrete steps to add value to the school. Teachers must recognize their potential and be willing to develop their potential through participation in various training and subject teacher meetings to become quality teachers so that they can achieve school progress.

Not surprisingly then Baron and Greenberg (2003) said that it is not surprising that someone who has high self-efficacy tends to prefer work and life in general. Teachers to improve their self-efficacy by confident in completing assignments at school on time, confident in dealing with problems at school both problems with the principal, colleagues and students and confidence in controlling the situation while at school, giving performance feedback to staff employees and corrective assessment of their abilities can improve efficacy. Management can create an environment conducive to maintaining the physical and mental health of employees, fostering a sense of self-worth leading to an increase in citizenship behavior. In-service training courses proposed in programs relating to efficacy, self-knowledge improvement, and relationship management are also included and respected authorities in their meetings with managers and education representatives talk more about the importance of organizational citizenship behavior in productivity. Faculty members in carrying out their roles in teaching and researching at universities, to be more efficient based on their abilities and competencies (self-efficacy), must pay more attention to organizational citizenship. By adopting organizational citizenship behavior, behavior faculty members can enhance their self-efficacy. Because all components of organizational citizenship behavior have a significant relationship with self-efficacy, it can be said that teaching staff altruism, courtesy, conscientiousness, civic virtue, and sportsmanship can increase self-efficacy.

Conclusion

Efficacy can affect OCB. Individuals who have high self-efficacy could result OCB to be more frequent. However, not all teacher's OCB concerns can be answered in this research. There are still many factors that have the potential to influence teacher's OCB that must be explained through further research,

such as personality, organizational commitment, and others.

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