

The Mediating Effect of Organizational Citizenship Behaviour on Relationship Between Self Efficacy and Employee Performance

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ARTICLE INFO

Keywords: Self Efficacy, Organizational Citizenship Behaviour, Employee Performance

Received : 28, August

Revised : 13, September

Accepted: 15, October

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ABSTRACT

This study examined the impact of self-efficacy on employee performance, specifically through organizational citizenship behavior. The goal was to understand how these factors influenced employee performance, considering that work often went beyond job descriptions. The study used a quantitative approach, with the population drawn from the employees of PT SIER, and purposive sampling was employed to select participants from the Development and PIER Area divisions. Data were collected through a questionnaire based on indicators of each research variable and analyzed using SmartPLS software. The findings revealed that self-efficacy directly affected employee performance, while self efficacy has indirect influence on employee performance when through organizational citizenship behavior. Overall, this research highlighted the significance of enhancing employee self-efficacy to improve performance in the modern workplace.

INTRODUCTION

PT SIER is a state-owned company that manages the largest industrial estate in East Java. Established in 1974, PT SIER has more than 250 employees who support the company's main and supporting businesses. The Indonesian Ministry of Industry encourages industrial estates to take progressive steps to drive economic growth, with an emphasis on the concept of sustainable smart-eco industrial. In carrying out the company's strategy, PT SIER requires qualified human resources. The success of the company depends on the individual performance of all employees, from top managers to entry level. According to Putra et al. (2023), performance reflects the ability that each workforce must have in completing the responsibilities and obligations given by the company.

Currently, some divisions of PT SIER employees have experienced a decline in performance, while other divisions experience fluctuations in performance every year. PT SIER uses Key Performance Indicators (KPI) to assess individual performance. KPI teams from several divisions assess the performance of employees in other divisions, with the aim of minimizing fraud in the assessment. The results of employee assessments are then accumulated in the division KPI.

PT SIER's KPI data shows mixed performance trends in the company's divisions. Some divisions have experienced a decline in performance over the past three years, including the Marketing, Logistics, Development and Finance Divisions. The Development Division experienced a significant decline, with its score falling from 110.00% in 2021 to 97.78% in 2023. Other divisions, such as Support Services, General and Procurement, Corporate Secretary, and SIER Estate, experienced fluctuations in performance. For example, the SIER Area Division achieved a perfect score in 2021 at 110.00%, experienced a decline in the following year at 97.88%, and slightly increased in 2023 at 101.56%. Meanwhile, the PIER Area Division has not reached the performance target for the last three years. This decline in performance can affect the company's productivity and needs to be considered in carrying out the company's strategy.

Gibson et al. (1987) identified three factors that influence employee performance: individual factors, psychological factors, and organizational factors. Self-efficacy also play a role in shaping employee performance. Employees with strong self-efficacy will focus and try their best in facing challenges, even if there are obstacles. A good state of self-efficacy will help employees complete tasks optimally, contribute to good performance, and support the achievement of company goals. Self-efficacy arises naturally from within employees, but companies have an important role in encouraging the development of self-efficacy in employees. Currently, PT SIER employees are under the auspices of a state-owned company and often feel proud. However, sometimes this feeling of pride can take away from positive self-efficacy. Employees sometimes only complete tasks with the aim of completing them, without regard to optimal quality.

The results of interviews with the Head of the Strategic HR Department show that the majority of PT SIER employees have not always been able to complete tasks optimally, especially if the task is new and different from previous

experience. Some task results are not even in accordance with the expectations of the leadership. This happens because the tasks given are not always in accordance with the competence of employees, so they feel difficult.

Employees' lack of confidence in completing tasks can affect company goals and strategies. The company expects that employees, once accepted and working, can complete tasks well. According to the assessment of the Head of the Strategic HR Department, the tasks assigned have been adjusted to the employee's placement and educational background. Therefore, the company hopes that employees' confidence in completing tasks can achieve optimal results. Employees often have to work on tasks outside their main responsibilities due to the need for collaboration with other divisions. For example, some employees are assigned to be the committee for a company event. Although some objected, in certain situations, employees still completed the task because they realized the importance of cooperation and company productivity. However, the impact on the main performance of employees who take on tasks outside their responsibilities still needs to be considered. Based on the problems that exist in the background of research problems, researchers are interested in examining the topic of the role of OCB as mediation in the influence of self efficacy on employee performance.

LITERATURE REVIEW

Self Efficacy

Self efficacy is an individual's belief in their own abilities. Factors such as motivation and life choices affect self-efficacy. In the context of employees, self efficacy affects emotions, feelings, and decision making regarding the tasks to be achieved (Na-Nan et al., 2021). In Fahmi (2021) view, self efficacy is a positive belief held by an employee in their ability to face a task or achieve a goal.

Individuals who have strong efficacy will exert all the attention and effort they have to undergo the demands of the situation and are encouraged to make even greater efforts despite obstacles. Assessment of self-efficacy also provides insight into how much effort an individual employee will expend and how strong an employee is in surviving and facing obstacles or bad experiences experienced by the employee (Bandura, 1982).

A strong sense of accomplishment can help in completing work tasks and improve psychological well-being. With positive beliefs, difficult tasks can be perceived as a challenge rather than something daunting Viardhillah & Rini (2023). According to Sari & Rini (2023), self efficacy influences employee behavior and can affect their attitude towards entering the workforce. According to Bandura (1982), self efficacy can be measured by three indicators, namely the level of task difficulty (Magnitude), generalization (Generality) and strength (Strength).

Organizational Citizenship Behaviour

Organizational citizenship behavior (OCB) includes employee behaviors that, although they may not seem individually significant, have a large positive impact on organizational effectiveness (Organ, 1988). Grasiawaty (2021)

describes OCB as voluntary behavior or self-initiative that is not always recognized by the organization, even though it provides benefits to the company. Podsakoff et al. (2000) state that OCB involves behavior that goes beyond formal duties and employee contributions to create a more efficient and effective work environment. In addition, according to Triyanto et al., OCB can be influenced by dominant motives or values in individuals, and volunteer behavior does not always reflect the true willingness of employees. According to Allison (2001) OCB can be measured by four indicators, namely altruism, courtesy, conscientiousness and civic virtue.

The opinion of Triyanto et al. (2009) states that OCB can be based on a motive or value that is dominant in an individual. The real form or show of volunteer behavior does not necessarily reflect the true willingness of the employee. A leadership approach that prioritizes the growth and needs of team members is thought to motivate them to show additional behavior, known as OCB (Amir, 2019). OCB is voluntary behavior or a form of activity carried out by employees without being asked and outside of formal duties in an organization. This activity can be shown in several actions, including helping colleagues who are experiencing difficulties, actively participating in organizational activities, and supporting organizational goals. Although this behavior is not required in the approved employment contract, this behavior can increase organizational effectiveness to achieve organizational strategy (Bolino et al., 2002).

Employee Performance

According to (Huo & Jiang, 2023), employee performance can experience a significant decline due to work conflicts, obstacles, and challenges faced. Another approach, as expressed by Robbins & Judge (2017), measures employee performance based on their achievements. Performance includes the results of work produced by employees, which are influenced by a combination of ability, effort, and opportunity. Overall, performance reflects the positive contribution of employees in accordance with the assigned tasks and responsibilities, in line with the company's strategic direction.

Employee performance is the result of employee work seen from both factors, namely quality and quantity. How the employee process in carrying out their duties according to the job description given by the organization or company. Not only fixated on the final result but also assessed on the responsibility and suitability of the tasks performed. In achieving company goals, employee performance has an important role (Mangkunegara, 2000). According to Gebremedhn et al. (2022) the concept of employee performance can be seen from two roles, namely in-role and extra-role performance. In-role is related to duties and responsibilities, while extra-role is an important discretionary practice.

According to Viardhillah & Rini (2023), employee performance includes results obtained qualitatively and quantitatively based on responsibilities in accordance with the assigned tasks. Another approach, expressed by Novitasari & Asbari (2020) through Refi & Rini (2023), defines performance as behavior or activities aimed at achieving organizational goals and contributing to business success. Specifically, individuals' performance is reflected in the way they

complete job tasks with satisfaction. According to Robbins & Judge (2017) employee performance can be measured by three indicators, namely work quality, quantity and timeliness.

METHODOLOGY

This study uses quantitative methods with data collection by distributing questionnaires. The sampling technique uses purposive sampling based on predetermined criteria. The criteria for this sample are divisions that have experienced a decline in performance, as well as divisions that have not met KPI values for the last 3 years. Thus, two divisions that have not performed well based on KPIs over the past three years were taken as samples for this study. The sample is the staff of the Development Division and the PIER Area Division, the number of samples is 41 employees. Data analysis was carried out using SmartPLS software because this method is suitable for all types of data scales and does not require many assumptions and large samples.

Conceptual Framework and Hypothesis

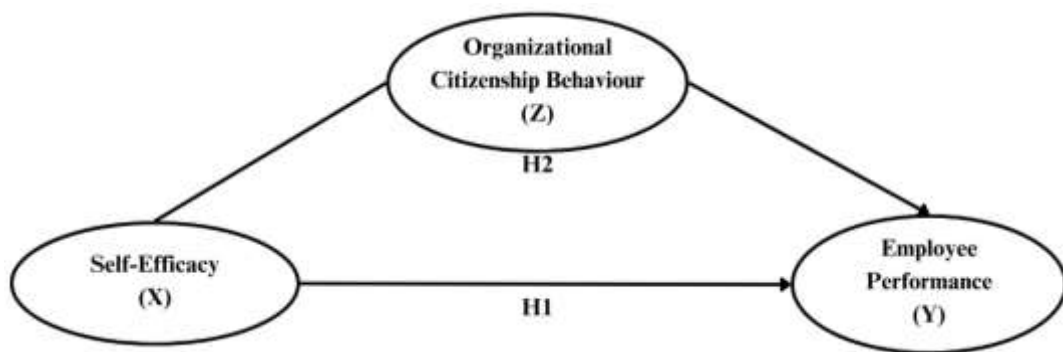


Figure 1. Conceptual Framework

H1: Self-Efficacy has a positive effect on Performance

H2: Self-Efficacy has a positive effect on Performance through the mediation of Organizational Citizenship Behaviour

RESEARCH RESULT
PLS modeling analysis

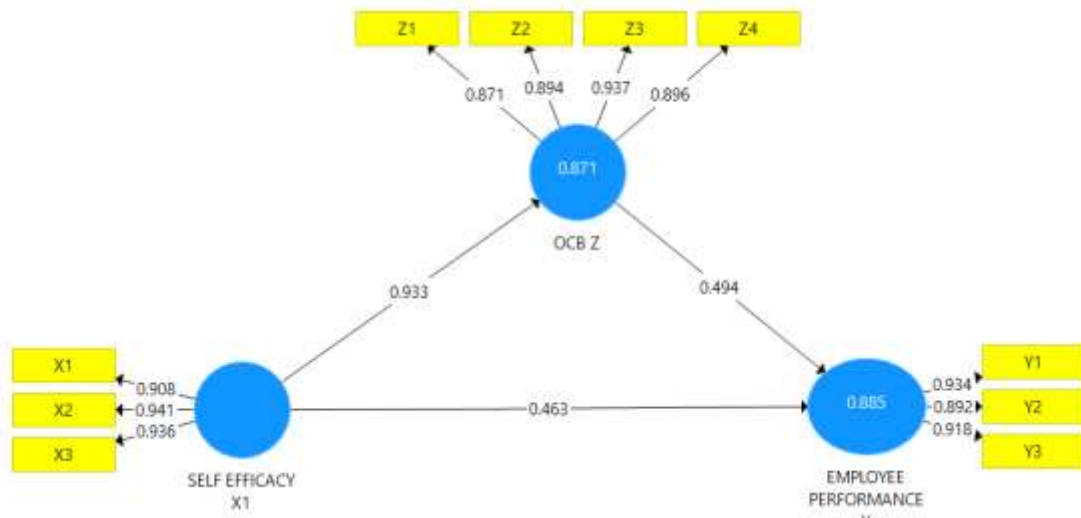


Figure 2. Path Model of PLS Output Results

From the PLS output image above, it can be seen that the factor loading value of each indicator is located above the arrow between the variable and the indicator, besides that it can also be seen from the path coefficient value which is above the arrow line between exogenous, intervening and endogenous variables. The amount of R-Square which is right inside the endogenous and intervening variable circle. Therefore, the indicator with the highest loading coefficient for self efficacy is strength with a factor loading of 0.936. For organizational citizenship behavior, the indicator with the highest factor loading is conscientiousness with a value of 0.937. For employee performance, the indicator with the highest factor loading is quality with a value of 0.934.

Structural Model Test

Table 1. R-Square

	R-square	R-square adjusted
Employee Performance (Y)	0.885	0.876
Organizational Citizenship Behaviour (Z)	0.871	0.868

The R-Square value for employee performance is 0.885 indicates that this model is able to explain 88% of the phenomenon in employee performance influenced by independent and intervening variables, such as self efficacy and organizational citizenship behavior, while the remaining 12% is influenced by other factors outside this study including job satisfaction, work motivation and work environment. In addition, the R-Square value for organizational citizenship behavior is 0.871 indicates that the model can explain 87% of the phenomenon of organizational citizenship behavior influenced by self efficacy, while the remaining 13% is caused by other variables outside this study.

Hypothesis Testing

Table 2. Path Coefficients

Hypothesis	Path Coefficients	T Statistics	P Values	Information
Self Efficacy -> Employee Performance	0.463	3.474	0.001	Positive and Significant
Self Efficacy -> OCB -> Employee Performance	0.461	3.781	0.000	Positive and Significant

Self efficacy has a significant positive effect on employee performance, with path coefficients is 0.463, and T Statistics value is 3.474, greater than the Z value $\alpha = 0.05$ (5%) = 1.96, then Significant and Positive. Self efficacy has a significant effect on employee performance through organizational citizenship behavior, with path coefficients is 0.461 and a T statistics value is 3.781, more than the Z value $\alpha = 0.05$ (5%) = 1.96, so it is significant.

DISCUSSION

Based on the results of the research conducted, it was found that self efficacy has a significant and positive influence on employee performance at PT SIER. This finding indicates that there is a strong relationship between self efficacy and employee performance. In other words, the higher the quality of self efficacy possessed by employees, the better the performance shown by PT SIER employees. This research supports the view that increasing self efficacy directly contributes to improving employee performance in the company, so the researcher concludes that the hypothesis regarding the positive effect of self efficacy on employee performance at PT SIER can be accepted.

The results of this study indicate that the role of organizational citizenship behavior is able to indirectly influence the relationship between self efficacy and employee performance. If employees already have strong self-confidence, but are influenced by company demands, in this case required to provide results above the target given, it have an impact on the results of the work done.

CONCLUSIONS AND RECOMMENDATIONS

The research findings show that self efficacy significantly and positively affects employee performance and self efficacy significantly and positively influence on employee performance through OCB. The results of this study are in line with previous research by Pratiwi & Nawangsari (2021), which explains that there is a positive and significant relationship between self efficacy, organizational citizenship behavior and employee performance. For future research, this study can be used as a research reference related to self efficacy, organizational citizenship behavior, and employee performance. and employee performance which can be used as a reference for further research reference for

further research to use different variables in order to know the variables that can affect employee performance. Companies can implement resilience training to develop stress management skills in the work environment and control employee emotions to create employee confidence and strength. Deep planting of organizational culture can be implemented so that the embedded organizational culture can be used as a guide for employees in working and carrying out tasks. It is also expected that the company can maintain the pressure of work targets on employees in order to increase employee performance efficiently.

ADVANCED RESEARCH

This research still has limitations so that further research needs to be done regarding the role of self efficacy on performance through organizational citizenship behavior. This study only uses samples from PT SIER employees in the Development and PIER Area divisions. This may limit the generalization of research results to other companies or sectors that may have different characteristics. It is hoped that future researchers will be able to refine this research, especially regarding the role of organizational citizenship behavior as an intervening variable.

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