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The Effect of Self-Efficacy to Organizational Citizenship Behavior at the XL Axiata Jakarta

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Abstract

This research investigated the association between five self-efficacy variables namely; past performance, vicarious experience, verbal persuasion, internal physiological states and Organizational Citizenship Behavior (OCB). OCB was made up of five components namely; altruism, conscientiousness, civic virtue, sportsmanship and courtesy. A questionnaire survey was conducted on thirty employees XL Axiata Provider in Jakarta with purposive sampling. The results show that vicarious experience is all significantly correlated with all components of OCB. Overall, the study contributes to theories and application of self-efficacy and OCB.

Introduction

In telecommunication business wants to look for high individual performance in organizations. Vuuren, *et al.* (2008) have found that self-efficacy contribute to affective, normative and continuance commitment. Accordingly, an organization should be capable of shifting its members' attitudes and behaviors which act for organizational development from egoistic behaviors Lee, *et al.*, (2013). In a recent meta-analysis of the past fifteen years of organizational citizenship research, Podsakoff *et al*. (2000) outlined the extent to which a

compendium of variables influenced various dimensions of citizenship behavior. Organizational citizenship behaviors (OCB) come in a variety of forms such as loyalty, helping others, and organizational compliance (Podsakoff *et al*., 2000) and organizations benefit employees who are willing to contribute their efforts and abilities to the organizations even though that is not officially required of them (Lee, *et al.*, 2013). This contribution of OCB to organizations has received much attention in the business area (Todd, 2003).

Its means, in very general language, organizational citizenship behaviors describe actions in which employees are willing to go above and beyond their prescribed role requirements (Sharma, *et al.*, 2011). In modern organization state that most employees important asset as a human capital, but this claim does not always translate into management practices. In line with Mansor, Darus and Dali (2013) that relationship found between self-efficacy and organizational citizenship behavior. It can also be found among employees whose work primarily involves achievement sales of the available voucher by telecommunication provider.

Personality, perception, and attitudes are the prosocial/organizational citizenship behaviors, simply known as OCBs. This now very popular construct in organizational behavior was first introduced over 25 years ago with a cognitively based theoretical foundation. Organ (1988) in Luthans (2011) defines OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization." Luthans (2011) added that the personality foundation for these OCBs reflects the employee's predisposition traits to be cooperative, helpful, caring, and conscientious. The attitudinal foundation indicates that employees engage in OCBs in order to reciprocate the actions of their organizations.

Organ (1997) states that besides being extra-role or going beyond "the call of duty," other major dimensions are that OCBs are discretionary or voluntary in nature and that they are not necessarily recognized by the formal reward system of the organization. Morrison (1994) said that OCBs can take many forms, but the

major ones could be summarized as: (1) altruism (for example, helping out when a coworker is not feeling well), (2) conscientiousness (e.g., staying late to finish a project), (3) civic virtue (e.g., volunteering for a community program to represent the firm), (4) sportsmanship (e.g., sharing failure of a team project that would have been successful by following the member's advice), and (5) courtesy (e.g., being understanding and empathetic even when provoked).

Altruism (thinking of others, selflessness, helpfulness) is a voluntary behavior that includes a direct and volunteer help for the other worker in the face of a problem or task of the organization (Yildirim, 2013). Behaviors that listen to others' problems more and help and consider other workers more, compared to other workers, are included in altruism (Yildirim, 2013). These behaviors are performed voluntarily and for love (Allison, Voss and Dryer, 2001). Altruism is sometimes mistaken with conscientiousness. The clearest different between altruism and conscientiousness is that individual acts in order to help somebody in altruism while in conscientiousness, individual -in the general sense- performs in accordance with the helpful behaviors for the organization rather than performing behaviors that directly affect others (Allison, Voss and Dryer, 2001).

Organizational citizenship behavior was described by Organ and his colleagues (Smith, Organ, and Near, 1983) as having two basic dimensions; altruism and generalized compliance (Jahangir, Akbar and Haq, 2004). Altruism is helping behavior directed at specific individuals. When individuals have specific problems, need assistance, or seek help, altruistic people go the extra mile in assisting them. The other class of citizenship behavior is generalized compliance, which is a more impersonal conscientiousness: doing things "right and proper" for their own sake rather than for any specific person. Organizational participants' behavior far surpasses any enforceable minimum standards; workers willingly go far beyond stated expectations (Smith, Organ, and Near, 1983) in (Jahangir, Akbar and Haq, 2004).

There are two approaches in explaining OCB in an organization. The first approach rests on the psychological findings the member of the organization is

ready to undergo as prosocial behavior, due to a positive mood which is instantaneous (George, 1991) in Uymaz (2014). The positive mood approach suggests the OCB may be somewhat spontaneous in gesture resulting from the individual's psychological wellbeing which is instantaneous and temporary (Organ and Konovsky, 1989) in Uymaz (2014). The explanation of why positive mood state would tend to influence helping behavior is perhaps nested in affect priming (Ahmad, 2011). An individual in a positive mood is more likely to feel positive toward co-workers and is more likely to help them (Forgas, 2011). Consistent with this relationship, Carlson, Charlin, and Miller (1988) have suggested that good moods result in an enhanced social outlook, which facilitates helping behavior.

Civic virtue is shown in an employee's willingness to participate in meetings, engage in policy debates, and keep the company's best interest in mind, even at great personal costs (Ahmad, 2011). Many studies have focused specifically on civic virtue in OCB (Robinson and Morrison, 1995; LePine and Van Dyne, 1998; and Coyle-Shapiro, 2002). It is consistent with Organ's (1988) initial delineation of citizenship as multidimensional (Ahmad, 2011). Understanding predictors of civic virtue citizenship behavior is important because prosocial behaviors based on employee initiative and active participation are increasingly critical to ongoing organizational performance, given the dynamic nature of the competitive environment (Ahmad, 2011).

Sportsmanship is defined as the "willingness to tolerate the inevitable inconveniences and impositions of work without complaining" (Organ, 1990). Sportsmanship describes employees' willingness to tolerate minor setbacks in the workplace (e.g., not complaining about trivial matters, not finding fault with other employees) (Ackfeldta and Coote, 2003). Sportsmanship means workers' avoidance from the behaviors that may cause possible tensions in the organization (Yildirim, 2013). Sportsmanship is keeping positive position in the face of an annoying event or events, not complaining and being tolerant (Yildirim, 2013). Those who do not exaggerate negative issues in the organization, complain less

and behave in a tolerant way possess the quality of sportsmanship (Ozdevecioglu, 2003) in (Yildirim, 2013).

Barksdalea, and Werner (2001) said that conscientiousness refers to behavior that goes beyond minimum standards (i.e., in attendance, use of work time, adherence to rules). Conscientious employees maintain predictable work schedules and thus increase the reliability of the service (Parasuraman, Berry and Zeithaml, 1991). Providing ideas that enhance customer service would qualify as acts of civic virtue, as long as they are not part of employees' official job description (Kozlowski and Bell, 2001).

Courtesy includes a worker's preventive behaviors such as giving advice for solutions, helping or preventing the problems from occurring by determining possible points of problems for his workmates (Yildirim, 2013). Courtesy means positive communication among workers who are tied to each other as a result of division of work (Podsakoff et al. 2000). An example would be an employee coming across a piece of information that might not bear much relevance to him/her, but could be important for other colleagues and thus passing the information to them (Ahmad, 2011).

In a recent meta-analysis of the past fifteen years of organizational citizenship research, Podsakoff et al. (2000) outlined the extent to which a compendium of variables influenced various dimensions of OCB. Among those variables that showed consistent relationships with OCB were task-related variables such as intrinsically satisfying tasks, task routinization, and task feedback (Ahmad, 2011). Although there has not been much empirical attention given to the relationships among other task-related variables (such as training) and OCB, the meta-analysis of Podsakoff et al. (2000) suggests this to be a fruitful area of study and thus investigated in this research (Ahmad, 2011).

The formal definition of self-efficacy that is usually used is Bandura's early statement of personal judgment or belief of "how well one can execute courses of action required dealing with prospective situations (Bandura, 1982) in Luthans (2011). A somewhat broader, more workable definition for positive

organizational behavior is provided by Stajkovic and Luthans (1998): “Self-efficacy refers to an individual’s conviction (or confidence) about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context”. The self-efficacy process affects human functioning not only directly, but has an indirect impact on other determinants as well. Directly, the self-efficacy process starts before individuals select their choices and initiate their effort (Luthans, 2011).

Maurer, Weiss, and Barbeite (2003) said that social cognitive theory also emphasizes the importance of self-efficacy, a person’s belief about his or her ability to perform a particular behavior successfully, in the learning process. George and Jones (2012) exemplifies by one secretary may believe that she can learn how to use a new software package on her own, and another may have strong doubts about his ability to learn new software without taking a formal training course. Self-efficacy has powerful effects on learning because people try to learn only those behaviors that they think they will be able to perform successfully Gist and Mitchell (1992) in George and Jones (2012).

According to Bandura (1982) in George and Jones (2012) self-efficacy affects learning in three ways: (1) Self-efficacy influences the activities and goals that individuals choose for themselves. (2) Self-efficacy affects learning by influencing the effort that individuals exert on the job. (3) Self-efficacy affects the persistence with which a person tries to master new and sometimes difficult tasks. Because self-efficacy can have such powerful effects on learning and performance in organizations, it is important to identify where it comes from.

Bandura (1982) in George and Jones (2012) has identified four principal sources.

1. Past Performance

One of the most powerful sources of self-efficacy. Employees who have succeeded on job-related activities in the past are likely to have higher self-efficacy for such activities than employees who have failed. Managers can boost low levels of self-efficacy by ensuring that employees can and do succeed on

certain tasks. “Small successes” boost self-efficacy and enable more substantial accomplishments in the future.

2. Vicarious Experience or Observation of Others

Another source of self-efficacy. Seeing coworkers succeed at a particular task may heighten the observer’s self-efficacy. Conversely, seeing coworkers fail is likely to discourage the observer.

3. Verbal Persuasion

That is, trying to convince people that they have the ability to learn and succeed at a particular task, can give rise to self-efficacy. Research has shown that when managers are confident that their subordinates can succeed at a particular task, the subordinates actually perform at a higher level (Eden and Shani, 1982) in George and Jones (2012).

4. An Individual’s Reading of Internal Physiological States

The fourth source of self-efficacy that Bandura (1982) in George and Jones (2012) identified. A person who expects to fail at some task or to find something too demanding is likely to experience certain physiological symptoms: a pounding or racing heart, feeling flushed, sweaty hands, headaches, and so on. The particular symptoms vary from individual to individual but over time become associated with doing poorly. If the symptoms start to occur in any given situation, self-efficacy for dealing with that situation may plummet.

High self-efficacy is thought to contribute to improved performance in a range of situations due to its association with effective behavioral strategies (Beauregard, 2012). Self-efficacy theory posits that individuals judge their ability to cope successfully with challenges when faced with environmental demands, and that based on this judgment, individuals initiate and persist with behavioral strategies to manage challenges effectively and attain desired outcomes (Bandura, 1997) in (Beauregard, 2012). Maddux (1995) said these behavioral strategies consist of self-regulatory, active cognitive engagement referred to self-regulatory activities, superficial engagement comprised strategies to complete work with

minimal effort techniques such as goal setting, development of rules for influencing the environment, and monitoring the self.

Motowidlo et al. (1997) in Sparrow, Chadrakumara, and Perera (2010) states that the contextual skills and knowledge which conceive as predictors of OCB are likely to be influenced by an individual's degree of self-efficacy. As individuals high in self-efficacy make greater use of adaptive behavioral strategies, this occurs because efficacy beliefs motivate individuals to anticipate positive and negative outcomes of different pursuits and to plan a specific course of action to realize valued outcomes. (Raghuram, Wiesenfeld, and Garud, 2003), these individuals are apt to have knowledge of both what citizenship behaviors are appropriate in a particular workplace situation and how to plan for and conduct these behaviors effectively (Beauregard, 2012).

Base on the literature review, so the following hypotheses were developed:

Hypothesis 1: There is a positive relationship between past performance and altruism, conscientiousness, civic virtue, sportsmanship, courtesy.

Hypothesis 2: There is a positive relationship between vicarious experience and altruism, conscientiousness, civic virtue, sportsmanship, courtesy.

Hypothesis 3: There is a positive relationship between verbal persuasion on the one hand and altruism, conscientiousness, civic virtue, sportsmanship, courtesy.

Hypothesis 4: There is a positive relationship between an individual's reading of internal physiological states and altruism, conscientiousness, civic virtue, sportsmanship, courtesy.

Figure 1: Conceptual Framework

Methodology

This study explores a new way to evaluate the outcome of self-efficacy in organizations, by examining the relationship between self-efficacy and OCB. The purpose of the present research was to test the hypotheses regarding the relations between the variables in self-efficacy and OCB. These variables can form a model that can be used by top management to enhance the level of OCB of their employees. Therefore the main objective of this study is to investigate the association of past performance, vicarious experience, verbal persuasion, and an individual's reading of internal physiological states on the one hand, with altruism, conscientiousness, civic virtue, sportsmanship, and courtesy and the overall OCB on the other.

In this study a convenience sample was used. Fifty questionnaires were distributed to XL Axiata employees in Jakarta, Indonesia. Thirty questionnaires were returned and used for the final analysis. This represents an overall response rate of 60 percent. The sampling technique used was purposive sampling. Podsakoff and MacKenzie, (1994) in Ahmad (2011) 21 items scale were incorporated in this section. The respondents need to indicate the extent to which they agreed with the statements by circling the appropriate numbers (1, 2, 3, 4 or 5) which represents the following meaning: 1, Strongly Disagree; 2, Disagree; 3, Uncertain; 4, Agree; or 5, Strongly Agree i.e. on a Likert Scale. Scores on negative items were reversed.

The survey was conducted over a two-week period using self-administered methods. Each of the survey questionnaires included a cover letter explaining the purpose of the survey. The subjects were told that filling out the questionnaire was optional and were assured that their anonymity would be protected. To ensure anonymity, they were not required to write their name on the questionnaire sheets.

Results

There were more female respondents than male respondents in this sample. There were 19 females (63.3%) as compared to 11 males (36.7%). Majority of the respondents were below 30 years old (69.2%). Also in the sample, a large proportion of the respondents report that they have obtained a bachelor degree (65.8%), while the remaining only completed high school (1.7%), diplomas (28.3%), and masters (4.2%).

In the sample, a large population of the respondents reported that they earned yearly income below IDR 10 million (68.3%), the job status of executive level and below (71.7%), and tenure with the current organization of 1-5 years (76.7%).

Table 1
Cronbach's Alpha

Statement	Cronbach's Alpha values N=30
Component 1	0,87
Component 2	0,93
Component 3	0,80
Component 4	0,86
Component 5	0,79
Component 6	0,73
Component 7	0,93
Component 8	0,73
Component 9	0,85
Overall Component	0,77

Since, according to Nunnally (1978) in Noor (2013), an alpha coefficient of 0.7 or higher is necessary for an exploratory research or survey to be considered reliable, this questionnaire can be therefore be regarded as reliable (see Table 1). In this study Bivariate Pearson Product-moment correlation was used to

test the relationship between the independent variables of self-efficacy and the dependent variables of OCB.

Table 2
Correlations

	Past Performance	Vicarious Experience	Verbal Persuasion	Internal Physiological
OCB1 Altruism	Not Sig	0.376*	0.844**	0.431*
OCB2 Conscientiousness	Not Sig	0.422*	Not Sig	0.767**
OCB3 Civic Virtue	0.642**	0.926**	0.414**	0.617**
OCB4 Sportsmanship	0.541**	0.499**	Not Sig	Not Sig
OCB5 Courtesy	0.916**	0.729**	Not Sig	Not Sig
OCB Total	0.767**	0.870**	0.670*	0.755**

It can be seen from Table 2 that all four variables of self-efficacy namely; past performance, vicarious experience, verbal persuasion and internal physiological states are significantly positively correlated with the total scores for OCB at the 0.01 level (0.767, 0.870, 0.670 and 0.755 respectively). All four self-efficacy variables aforementioned were also significantly correlated with the OCB variable of civic virtue. The highest correlation is between vicarious experience and the OCB variable of civic virtue (as high as 0.926).

Discussion

The major findings of this study suggest that individual perception of self-efficacy plays an important role in affecting organizational citizenship. It was found that all four variables of self-efficacy, vicarious experience is significantly positively correlated with the total scores for OCB. This suggests that if organizations are desirous of increasing the level of OCB of their employees, they should boost low levels of self-efficacy their workers. They could do this by ensuring that employees can and do succeed on certain tasks.

One method to boost self-efficacy is that of the self-fulfilling prophecy, in which managers convey to subordinates the belief that they are capable of successful performance and likely to excel; subordinates, in turn, become more likely to believe they will excel, and go on to achieve higher levels of

performance. An alternative approach takes the form of providing employees with opportunities to achieve success, in order to reinforce their self-concept as a capable worker (providing "mastery experience"), using verbal persuasion to enhance workers' sense of capability, and enabling vicarious experience through the observation of referent others performing successfully (see Bandura, 1997) in Beauregard (2012), and may be a more effective tactic (Eden and Aviram, 1993) in Beauregard (2012). Individuals who feel competent in their ability to perform successfully in the workplace are apt to have higher levels of self-confidence and engage in a greater number of extra-role behaviors.

The highest correlation is between vicarious experience and the OCB variable of civic virtue (as high as 0.926). This provides strong evidence that if employee sees another employee accomplish a task, the vicarious experience of observing a model can also have a strong influence on self-efficacy. By observing others like themselves perform tasks, individuals make judgments about their own capabilities. If employee sees another employee positions increased, he might believe he can also have one increased. The more employees relate to the model being observed, the more likely the model's performance will have an impact on them. Unlike the self-efficacy beliefs derived from past experience, self-efficacy information gleaned through observation is less stable. Once strong self-efficacy is developed from one's own personal successes, an occasional failure may not have negative effects; however, self-efficacy based on observing others succeed will diminish rapidly if observers subsequently have unsuccessful experiences of their own.

Conscientiousness, sportsmanship and courtesy were not significantly correlated with verbal persuasion. Perhaps the reasons were i.e. telling your employees, "You can do this," can also increase their confidence to do a task. Although verbal persuasion such as this can be important, it does not contribute as much as an individual's own experiences or vicarious experiences. The short-term effects of persuasion need to be coupled with actual successes. Sportsmanship and courtesy were not significantly correlated with internal physiological. Perhaps the

reasons were that the final source upon which self-efficacy beliefs are based are internal physiological. Sweaty hands or a dry mouth are often interpreted as signs of nervousness. Employees may feel that such signs indicate they are not capable of succeeding at a particular task. Conversely, employees may be aware of feeling relaxed before confronting a new situation and develop a higher sense of efficacy toward the task they face.

Conclusions

Based on the study findings and their discussions, several conclusions can be drawn from this study.

1. There is a positive and significantly relationship between past performance and civic virtue, sportsmanship, courtesy, whereas altruism and conscientiousness were not significantly.
2. There is a positive relationship between vicarious experience and all component of OCB.
3. There is a positive relationship between verbal persuasion and altruism and civic virtue, whereas conscientiousness, sportsmanship and courtesy were not significantly.
4. There is a positive relationship between an individual's reading of internal physiological states and altruism, conscientiousness, and civic virtue, whereas sportsmanship and courtesy were not significantly.

Implication

Past performance was significantly correlated with OCB variables of sportsmanship and courtesy. Surprisingly however, the OCB variable of altruism and conscientiousness was not significantly correlated with past performance of the self-efficacy variables. Perhaps the reasons were the impact of past performance (namely, success and/or failure) on self-beliefs depends on the individual's interpretation of that performance and the attributions that are made. Individuals who have successful experiences and who attribute that success to

themselves are more likely to experience an increase in self-efficacy, which in turn and over time impacts OCB.

Limitations of the Study

This study was limited to a targeted population within telecommunication Business only, it focused on only on employees' telecommunication provider. However, it is conceivable that the same relationship would exist in other occupations. On the positive side, the study was for the most part consistent with previous studies conducted in Western countries. Future research should be conducted on people with other jobs, and perhaps other company.

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