

# THE ROLE OF SELF-EFFICACY, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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## ABSTRACT

*Organizational citizenship behavior is a voluntary, selfless act carried out by an employee outside of his work responsibilities as a form of contribution that can increase the effectiveness of the company. The formation of organizational citizenship behavior can be influenced by various factors, such as self-efficacy, organizational commitment, and job satisfaction. The purpose of this study was to determine the effect of self-efficacy, organizational commitment, and job satisfaction on organizational citizenship behavior. The sampling technique in this study used a non-probability sampling method. The sample of this study were all employees at PT XYZ which is engaged in food and beverages and has 36 members. The data collection technique used a questionnaire. The results showed that self-efficacy has a positive and significant effect on organizational citizenship behavior, organizational commitment has a positive and significant effect on organizational citizenship behavior, and job satisfaction has a positive and significant effect on employee organizational citizenship behavior. Companies can improve organizational citizenship behavior through providing intensive training so that employees can master more efficient work methods and can develop skills relevant to work. This can increase the self-efficacy of its employees in carrying out their work. This is expected to increase organizational citizenship behavior.*

**Keyword:** *organizational citizenship behavior; self-efficacy; organizational commitment; job satisfaction.*

## 1. INTRODUCTION

Human resource management is a combination of organizational actions oriented towards achieving, optimizing, and maintaining an efficient workforce. HR is an important aspect for the company and must be an important concern. In addition to maximizing company productivity, having employees with high abilities and skills can also certainly increase the efficiency and effectiveness of an employee's work. Organizational citizenship behavior is one form of employee behavior that can support the organization in achieving greater goals. [1] argue that organizational citizenship behavior is defined as the contribution of an individual voluntarily to improve the quality of work. Organizational citizenship behavior can be achieved through self-efficacy that exists from within an employee. According to [2] self-efficacy is positively related to organizational citizenship behavior. Apart from self-efficacy, organizational commitment also plays a role in influencing organizational citizenship behavior. [3] stated that the higher the organizational commitment possessed by employees, the higher the organizational citizenship behavior displayed. [4] stated, individuals who feel satisfied with their jobs will feel more attached and care about the success and development of the organization. This can encourage them to show organizational citizenship behavior.

[5] defines organizational citizenship behavior as the behavior of an employee outside of official requirements in order to contribute to the workplace. According to [6] organizational

citizenship behavior is stated as the preferred behavior of an individual that can increase the effectiveness of an organization without being related to the organization's reward system. According to [7] there are five indicators in organizational citizenship behavior, namely altruism, awareness, loyalty, courtesy and benevolence.

According to [8] self-efficacy is a person's hope or role model for personal competence when carrying out an activity and struggling to get through it. [9] state that self-efficacy is a real action that underlies an individual's perception to respond to certain situations or conditions. [10] defines self-efficacy as an individual's general belief in their performance to carry out activities in certain circumstances. According to [10] there are 3 dimensions of self-efficacy, namely level, general and strength.

According to [11], organizational commitment is an individual's effort to exert all energy, intelligence, and time in achieving the vision and mission of an organization due to his psychological attraction to an organization. [12] stated that organizational commitment is defined as behavior that shows the loyalty and concern of an employee for the success and development of an organization. [13] stated that there are three elements to organizational commitment, namely affective commitment, continuance commitment, and normative commitment.

[14] stated that job satisfaction is defined as the amount of satisfaction an employee feels towards his job. [15] stated that job satisfaction is the level of happiness and satisfaction felt by an employee. [13] stated that there are four indicators in job satisfaction, namely the work itself, rewards, inter-personal relationships, and the nature of work.

In research [2] and [16] showed a positive effect of self-efficacy and organizational citizenship behavior, explaining that individuals with high levels of self-efficacy tend to feel more capable and confident in carrying out their tasks at work. [17] stated, self-efficacy can encourage strong internal motivation to actively contribute and provide support to colleagues and the organization as a whole and be more courageous in taking risks in helping colleagues and the organization.

Based on scientific results conducted by Fitriyana & Khasanah, (2020) organizational commitment has a significant effect on organizational citizenship behavior so that high organizational commitment will be directly proportional to organizational citizenship behavior.

Organizational citizenship behavior is considered a manifestation of organizational commitment. When individuals are attached and committed to the organization, they tend to show positive organizational citizenship behavior as a form of expression of loyalty to the success of the organization.

Results from research [19] show that there is a significant influence between job satisfaction and organizational citizenship behavior. [4] stated, individuals who feel satisfied with their jobs will feel more attached and care about the success and development of the organization. The research model can be seen from the following figure

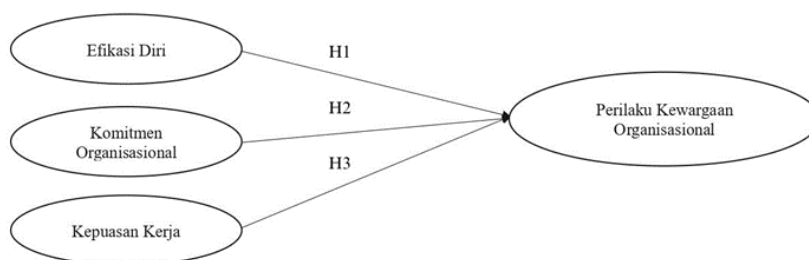


Figure 1. Research Model

The hypothesis in this study is as follows:

H1: Self-efficacy has a positive and significant effect on organizational citizenship behavior of PT XYZ employees.

H2: Organizational commitment has a positive and significant effect on organizational citizenship behavior of PT XYZ employees.

H3: Job satisfaction has a positive and significant effect on organizational citizenship behavior of PT XYZ employees.

## 2. RESEARCH METHOD

The research design used in this research is quantitative research. This research applies nonprobability sampling method with saturated sampling technique using questionnaire method through *Google Form* with a total of 36 respondents. The questionnaire data shows that the characteristics of the majority of respondents are female respondents (77.8%) with an age range of 24-29 years (80.6%) with the last education of SMA / K with a length of work > 1 year.

## 3. RESULTS AND DISCUSSIONS

Table 1. Outer Loadings

Code	Self- efficacy (X1)	Organizational Commitment (X2)	Job Satisfaction (X3)	Organizational Citizenship Behavior (Y)	Description
ED1	0.900				Valid
ED2	0.900				Valid
ED3	0.899				Valid
ED4	0.862				Valid
ED5	0.896				Valid
ED6	0.741				Valid
KO1		0.868			Valid
KO2		0.813			Valid
KO3		0.909			Valid
KO4		0.820			Valid
KO5		0.873			Valid
KO6		0.845			Valid
KK1			0.848		Valid
KK2			0.847		Valid
KK3			0.890		Valid
KK4			0.853		Valid
KK5			0.908		Valid
KK6			0.925		Valid
KK7			0.808		Valid
KK8			0.885		Valid
PKO1				0.828	Valid

PKO2	0.863	Valid
PKO3	0.846	Valid
PKO4	0.793	Valid
PKO5	0.819	Valid
PKO6	0.770	Valid
PKO7	0.827	Valid
PKO8	0.837	Valid
PKO9	0.672	Invalid
PKO10	0.789	Valid

Based on testing the first *outer loadings*, there is one invalid indicator, namely PKO9 with a value of  $0.672 < 0.7$ , so the item is invalid and unqualified.

Table 2. Second Validity Test Results on Each Indicator (*Outer Loadings*)

Code	Self-efficacy (X1)	Organizational Commitment (X2)	Job Satisfaction (X3)	Organizational Citizenship Behavior (Y)	Description
ED1	0.900				Valid
ED2	0.901				Valid
ED3	0.899				Valid
ED4	0.861				Valid
ED5	0.896				Valid
ED6	0.739				Valid
KO1		0.867			Valid
KO2		0.813			Valid
KO3		0.910			Valid
KO4		0.820			Valid
KO5		0.873			Valid
KO6		0.844			Valid
KK1			0.847		Valid
KK2			0.847		Valid
KK3			0.892		Valid
KK4			0.854		Valid
KK5			0.909		Valid
KK6			0.926		Valid
KK7			0.806		Valid
KK8			0.883		Valid
PKO1				0.809	Valid
PKO2				0.840	Valid
PKO3				0.857	Valid
PKO4				0.800	Valid
PKO5				0.843	Valid
PKO6				0.787	Valid
PKO7				0.838	Valid
PKO8				0.848	Valid
PKO10				0.769	Valid

The second outer loading test after eliminating one invalid indicator item, namely PKO9. Indicators on the variables of self-efficacy, organizational commitment, job satisfaction and organizational citizenship behavior produce output with a value greater than 0.7, so the items qualify.

Table 3. Results of Convergent Validity Test on Each Variable (AVE)

Variables	Average Variance Extracted (AVE) Value	Description
Self-efficacy (X1)	0.754	Valid

Organizational commitment (X2)	0.759	Valid
Job satisfaction (X3)	0.731	Valid
Organizational citizenship behavior (Y)	0.675	Valid

Based on the table above, the results of the AVE value for each variable are greater than 0.5, which means that the indicators are valid in validity and can be applied in this study.

Table 4. Reliability Test Results on values (*Composite Reliability* and *Cronbach's Alpha*)

Variables	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>	Description
Self-efficacy (X1)	0.943	0.934	Reliable
Organizational commitment (X2)	0.927	0.926	Reliable
Job satisfaction (X3)	0.960	0.954	Reliable
Organizational citizenship behavior (Y)	0.941	0.940	Reliable

Based on the data in table 3.10 that all variables used in the study produced a *composite reliability* value and *Cronbach's alpha* > 0.70, it can be concluded that the data for all indicators are reliable.

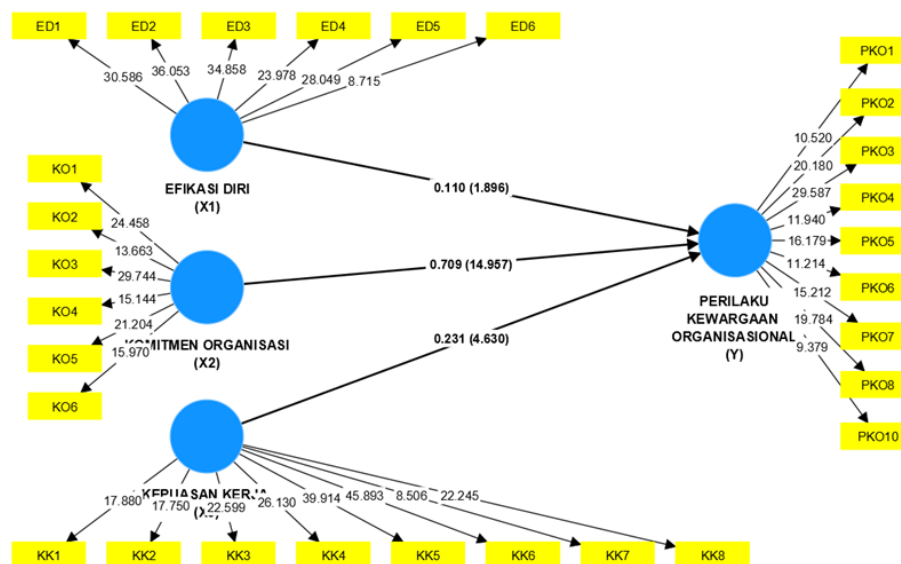


Figure 2 Output Results on SmartPLS4

Table 4. Hypothesis Test Results

Code	Hypothesis	<i>Original Sample</i>	<i>T statistic</i>	<i>P values</i>	Description
H1	Self-efficacy → Organizational Citizenship Behavior	0.110	1.896	0.029	H1 accepted
H2	Organizational commitment → Organizational Citizenship Behavior	0.231	4.630	0.000	H2 accepted

	Job Satisfaction →					
H3	Organizational Citizenship Behavior	0.709	14.957	0.000		H3 accepted

H1 on variable (X1), namely "Self-efficacy that has a positive and significant influence on organizational citizenship behavior at PT XYZ" based on statistical results is accepted. This is explained by the original sample output value of  $0.110 > 0$  then the t statistical value of  $1.896 > 1.645$  with p values of  $0.029 < 0.050$  which states that self-efficacy has a positive and significant effect on organizational citizenship behavior.

H2 on variable (X2), namely "Organizational commitment has a positive and significant effect on organizational citizenship behavior at PT XYZ" based on the statistical results are accepted. This is explained by the original sample value of  $0.709 > 0$  and then the t statistical value of  $4.630 > 1.645$  with p values of  $0.000 < 0.050$  which states that organizational commitment has a positive and significant effect on organizational citizenship behavior.

H3 on variable (X3), namely "Job satisfaction has a positive and significant effect on organizational citizenship behavior at PT XYZ" based on the statistical results are accepted. This is explained by the original sample value of  $0.231 > 0$  and then the t statistical value of  $14.957 > 1.645$  with p values of  $0.000 < 0.050$  which states that job satisfaction has a positive and significant effect on organizational citizenship behavior.

#### 4. CONCLUSIONS AND SUGGESTIONS

Based on the formulation of the problem, hypothesis, data processing results and discussion in this study, the final conclusion is found, namely: Self-efficacy has a positive effect on organizational citizenship behavior of PT XYZ employees; Organizational commitment has a positive effect on the organizational citizenship behavior of PT XYZ employees; Job satisfaction has a positive effect on organizational citizenship behavior of PT XYZ employees.

There are a number of limitations to the results of this study, which are as follows: The number of respondents is only 36, which is not enough to visualize the situation as it should be. This study only focuses on examining organizational citizenship behavior in the population of one company, so there is a chance of bias in the research results.

The implication of this research for companies in general is that companies can improve organizational citizenship behavior through providing intensive training so that employees can master more efficient work methods and can develop skills relevant to work. This can increase the self-efficacy of its employees in carrying out their work. This is expected to increase organizational citizenship behavior.

Future researchers are expected to add more samples and examine other variables. For companies, it is expected to provide relevant training and development programs for employees. Employees with confidence in their own abilities tend to be more motivated to achieve organizational goals.

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