



THE EFFECT OF SELF-EFFICACY, PERCEIVED ORGANIZATIONAL SUPPORT, AND ORGANIZATIONAL COMMITMENTS ON EMPLOYEE ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT PT SURVEYOR INDONESIA

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Abstract

The research aims to analyze the effect of self-efficacy, perceived organizational support, and organizational commitment on organizational citizenship behavior of employees of PT Surveyor Indonesia (Persero) in Jakarta. The research used a survey method. The population was all permanent employees with total 437. With slovin formula, the number of samples obtained for this study is 82 respondents. The data were collected using questionnaire that distributed to the target samples using simple random sampling technique. All data will be tested for validity and reliability before continuing to analysis technique using multiple linear regression analysis. The results showed all variables have influence on organizational citizenship behavior at PT Surveyor Indonesia (Persero). Adjusted R^2 0,965, meaning that 96,5% of organizational citizenship behavior can be explained by self-efficacy, perceived organizational support, and organizational commitment.

Keywords: self-efficacy, perceived organizational support, organizational commitment, organizational citizenship behavior.

INTRODUCTION

Currently, the world is entering an era of information and communication technology advancement known as the Industrial Revolution 4.0. Almost all business sectors will shift to the basis of information and communication technology so that it will also have an impact on leadership changes that are suitable for a team and company. The company's leaders realize that only by improving the quality of human resources (HR), the company can continue to grow and survive.

To achieve quality human resources, employee behavior is needed in accordance with the demands of the company or organization. According to Arda et al. (2017), in the organizational behavior literature, there are those who state that organizational citizenship behavior is a valuable managerial tool for organizations, and if managed properly, will have a positive effect on individual and organizational performance.

Organizational citizenship behavior is a form of behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness. Company employees with high organizational citizenship behavior will increase the success of themselves and their companies. Not all employees have high organizational citizenship behavior as expected by the company. As also

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happened to the employees of PT Surveyor (Persero) in Jakarta. Currently, PT Surveyor Indonesia (Persero) in Jakarta has four core business sectors, namely: survey services, consultancy, inspection, and verification, but continues to make changes. In terms of human resources, PT Surveyor Indonesia (Persero) in Jakarta divides employees into two groups, namely permanent employees and employees based on a certain contractual employment agreement. There are only about 437 permanent employees of this Persero, while the contractual employee is around 2.400 people. The phenomenon of organizational citizenship behavior problems that occurred at PT Surveyor Indonesia (Persero) in Jakarta was mainly shown by permanent employees. It can be seen from the decrease in the percentage of employees who are voluntarily willing to work overtime. Problems with permanent employees can be indicated, including work behavior that is less than optimal, less creative, emotional, uncontrollable discipline, and often skipping work.

There are several factors that influence the low organizational citizenship behavior shown by employees. Empirical study support for this proposition finds that in general self-efficacy has a positive effect on organizational citizenship behavior (Speier & Frese and Morrison & Phelps, in Dewi & Sudibya, 2016; Anfajaya & Rahayu, 2020; Rahayu, Rasid, & Tannady, 2018).

There are still many factors that have the potential to influence organizational citizenship behavior, including perceived organizational support. The research conducted by Miao found that the perceived organizational support had a positive effect on organizational citizenship behavior (Sutanto & Setiawan, 2018). Organizations that continuously provide support to their employees will make employees more enthusiastic at work and provide extra-role behavior to their organization. Organizational commitment factors also have the potential to influence organizational citizenship behavior. Employees with positive perceptions tend to feel more satisfied with their work, which in turn

encourages high organizational commitment and results in the emergence of positive organizational citizenship behavior (Claudia, 2018). Human Resources Management of PT Surveyor Indonesia (Persero) in Jakarta has certainly tried to provide the best for its employees through training and career development as well as employee welfare. However, some employees still have not maximized themselves in realizing the company's goals, especially in relation to organizational citizenship behavior for the company. This can be influenced by internal and external factors. Internal factors may be related to self-efficacy and organizational commitment, while external factors may be related to the perceived organizational support. Thus, the researchers are interested to be studied further in a study entitled: "The Effect of Self-Efficacy, Perceived Organizational Support, and Organizational Commitment on Organizational Citizenship Behavior at PT Surveyor Indonesia".

LITERATURE REVIEW

Self-Efficacy

According to Bandura, in Gebregergis, Mehari, Gebretinsae, and Tesfamariam (2020), self-efficacy is a person's belief in his own ability to organize and implement actions to produce the desired achievements and results. A person is said to be effective if he can solve problems effectively, maximize opportunities, and continuously learn and integrate other principles in a growth spiral. Hammil, in Utami & Helmi (2017), states that self-efficacy is an individual's belief in his ability to mobilize motivation, cognitive resources, and institutions to exercise control over certain events. Someone with high self-efficacy will achieve a better performance because the individual has strong motivation, clear goals, and stable emotions (Greenberg & Baron, 2014).

Perceived Organizational Support

Perceived organizational support is the degree to which employees believe that the organization values their contributions,

provides support, and cares about their well-being (Robbin & Judge, 2015; Cullen, Edwards, Casper, & Gue, 2018; Alcover, Chambel, Fernandez, & Rodriguez, 2018). Conceptualizes organizational support behavior as an employee's perception of the extent to which the organization provides support to its employees, and the extent to which the organization is ready to provide assistance when needed (Pack, in Claudia, 2018). Le & Lei (2019) argue that perceived organizational support indicates employees' best efforts to act in accordance with organizational goals and perform personal tasks as a positive response stemming from their acceptance of being valued and caring for their well-being, also by having considerable support from organization.

Organizational Commitment

Organizational Commitment is a bond that occurs between individuals and organizations where the individual has high loyalty to the organization and has a strong drive to achieve organizational goals. Moorhead & Griffin (2013) say that organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. Colquitt (2014), also adds that organizational commitment is the desire of an employee to remain a member of the organization. An attitude that reflects employee loyalty to the organization and the ongoing process in which members of the organization express their concern for the organization and its continued success and progress (Meyer & Allen, 2016; Luthans, 2018).

Organizational Citizenship Behavior

Robbins and Judge (2016) state that organizational citizenship behavior is behavior of freedom of choice that is not part of the formal requirements of the job but contributes to the psychological and social environment of the workplace. Likewise, according to Gary (in Hermawan & Susilo, 2020), organizational citizenship behavior is the voluntary behavior of an employee to perform tasks or work outside of his responsibilities or obligations for the advancement or benefit of his organization.

Organizational citizenship behavior should "promote the effective functioning of the organization" (Organ, in Thiruvankadam & Durairaj, 2017). Organizational citizenship behavior includes organizational-related actions such as working overtime without expecting remuneration, or volunteering to manage office functions (Van Scotter, Motowildo, & Cross, in Thiruvankadam & Durairaj, 2017).

Self-Efficacy, Perceived Organizational Support, Organizational Commitment, and Organizational Citizenship Behavior

Self-efficacy has an effect on emotions, feelings or decision making as a determinant of how much effort employees apply in carrying out each activity. Self-efficacy has a positive effect on organizational citizenship behavior (Ringgasa, in Ullah et al., 2021). This opinion is supported by Dussault, in Na-Nan, Kanthong & Joungrakul (2021), which suggests that self-efficacy is related to organizational citizenship behavior.

According to Colquitt, in Syamsuddin and Badarwan (2017), that employees with a strong sense of competence (self-efficacy) believe that they can carry out the extra behaviors needed to achieve success in the workplace. The opinion above is supported by the results of research conducted by Anfajaya and Rahayu (2020) showing that self-efficacy can affect organizational citizenship behavior. Individuals who have high self-efficacy can cause organizational citizenship behavior to become more frequent.

H₁: Self-efficacy has a positive and significant effect on organizational citizenship behavior at PT Surveyor Indonesia (Persero)

Perceived organizational support that arise in employees as a result of evaluating their organization to the extent that their organization rewards employees' contributions and performance. Chiu, Huang, Cheng, and Sun (2016), emphasizes the importance of perceived organizational support in the relationship between organizations and employees. The results of research on the

effect of organizational support on organizational citizenship behavior have been identified in several literatures. Among them, a study conducted by Miao and Kim, quoted by Aledeinat and Alrfou (2017) found that organizational citizenship behavior is positively and significantly influenced by perceptions of organizational support. Research conducted by Alshaabani, Naz, Magda, and Rudnak (2021) shows that the perception of organizational support positively influences organizational citizenship behavior. Likewise, the research results of Andriyanti and Supartha (2021) found that the perception of organizational support had a positive and significant effect on organizational citizenship behavior. Increasing the perception of organizational support can be done by increasing the company's attention to employee welfare.

H₂: Perception of organizational support has a positive and significant effect on organizational citizenship behavior at PT Surveyor Indonesia (Persero).

High job involvement means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruited the individual. Moday, Porter, and Steers, in Silvana, Abdhy, and Ginting (2019), organizational commitment can be a driving force for the creation of employee organizational citizenship behavior. This is because employees who are committed to the organization will have the will to show greater effort. The results of previous research from MacKenzie et al, in Prasetio, Yuniarsih, and Ahman (2017), found that organizational commitment is the key to work attitudes that can support and predict organizational citizenship behavior. Employees who have high organizational commitment will influence the formation of organizational citizenship behavior in the work environment. Similarly, the results of research conducted by Alshaabani et al. (2021) show that organizational commitment has a direct positive effect on organizational citizenship behavior. This is supported by the results of

research by Wilkanandya and Sudarma (2020) that organizational commitment has a positive and significant effect on organizational citizenship behavior.

H₃: Organizational commitment has a positive and significant effect on organizational citizenship behavior at PT Surveyor Indonesia (Persero).

Organizational motives and self-efficacy are the core factors that can encourage individual organizational citizenship behavior. Satisfaction with the quality of work life is the determination of organizational citizenship behavior of an employee. Organizational citizenship behavior is influenced by beliefs about abilities or more precisely self-efficacy than these factors. Self-efficacy leads to organizational citizenship behavior (Ullah et al., 2021).

In addition, organizational citizenship behavior is also influenced by perceptions of organizational support and organizational commitment. Kusumaninggati, Mukhtar, and Sujanto (2018) stated that there was a positive direct influence on self-efficacy, job satisfaction, and organizational commitment on organizational citizenship behavior.

Similarly, the results of research conducted by Aprilani, Maidin, Noor, Muhammad, and Hamzah (2021) found that perceived organizational support and organizational commitment have a direct effect on organizational citizenship behavior.

H₄: Self-efficacy, perceived organizational support, and organizational commitment together have a positive and significant effect on organizational citizenship behavior of at PT Surveyor Indonesia (Persero).

Based on the literature review and hypothesis development, the framework of the research is depicted in Figure 1.

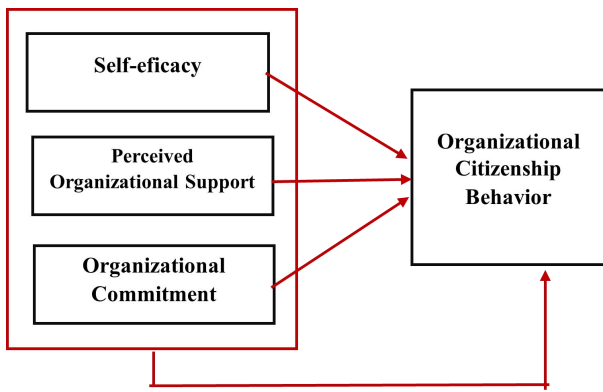


Figure 1. Framework

MATERIALS AND METHODS

This study uses quantitative approach for analyzing the effect of self-eficacy, perceived organizational support, and organizational commitments on employee organizational citizenship behavior at PT Surveyor Indonesia. This study used survey method to collect the research data. The researcher had developed a questionnaire that consist of 3 indicators for self-eficacy, 3 indicators for perceived organizational support, 3 indicators for organizational commitment, and 5 indicators for organizational citizenship behavior.

The population of this study is all permanent employees of PT Surveyor Indonesia with total 437. With slovin formula, the number of samples obtained for this study is 82 respondents. The questionnaire then distributed to the target samples using simple random sampling technique Data obtained from respondents were then processed with multiple linear regression analysis. Firstly, the collected data will be tested for validity and reliability, then proceed with classical assumption testing and multiple regression test.

RESULTS AND DISCUSSIONS

Validity and Reliability Test Results

There are 80 question items for all variables which are 20 question items for self-eficacy, 20 items for perceived organization support, 20 items for organizational commitment, and 20 items for organizational citizenship behavior. The result of all items in each variabel have shown r-statistic (based on *Corrected Item-Total Correlation* column) greater than 0.4444. The value of r-count in

each question item is greater than 0.1690, so it can be concluded that all questions in each variable are valid.

The reliability test results from the data obtained shows that the reliability value of self-eficacy is 0.960 (good reliability), perceived organization support is 0.962 (good reliability), organizational commitment is 0.963 (good reliability) and organizational citizenship behavior reliability value is 0.970 (good reliability). Thus, it can be concluded that all questions on the self-eficacy, perceived organization support, organizational commitment, and organizational citizenship behavior are reliable.

Classical Assumption Test

Classical assumptions include testing for normality, linearity, multicollinearity, heteroscedasticity, and autocorrelation.

Normality test was conducted using One Sample Kolmogorov Smirnov Test. The result showed that Sig 0.200 that greater than 0.05. Thus, it can be concluded that the data are normally distributed and can be used for multiple linear regression analysis.

Linearity test was conducted by using the ANOVA table. The sig value of linearity of each variable self-eficacy, perceived organizational support, organizational commitment with respect to organizational citizenship behavior is 0.000 where the value of each sig is smaller than 0.05 ($0.000 < 0.05$), then linear regression can be used to explain the influence between the existing variables.

Multicollinearity test was conducted by using the VIF value or collinearity tolerance value. The tolerance value of the self-eficacy variable (X1) is 0.129; Perceived Organizational Support (X2) 0,196; and Organizational Commitment (X3) 0,196 is greater than 0,10 ($0,129 > 0,10$; $0,196 > 0,10$; $0,196 > 0,10$). Meanwhile, the value of VIF Self-Efficacy (X1) is 7,750; Perception of Organizational Support (X2) 5,094; and Organizational Commitment (X3) 5,109 less than 10 ($7,750 < 10$; $5,094 < 10$; $5,109 < 10$).

Thus, it can be concluded that the independent variables (predictors) do not occur multicollinearity.

All independent variables (Self-Efficacy, Perception of Organizational Support, and Organizational Commitment) in this study are not correlated between one independent variable and another and can be used for multiple linear regression analysis. Heteroscedasticity test was conducted by using scatterplot diagram. Figure 2 showed that the points spread randomly and are spread both above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model in this study.

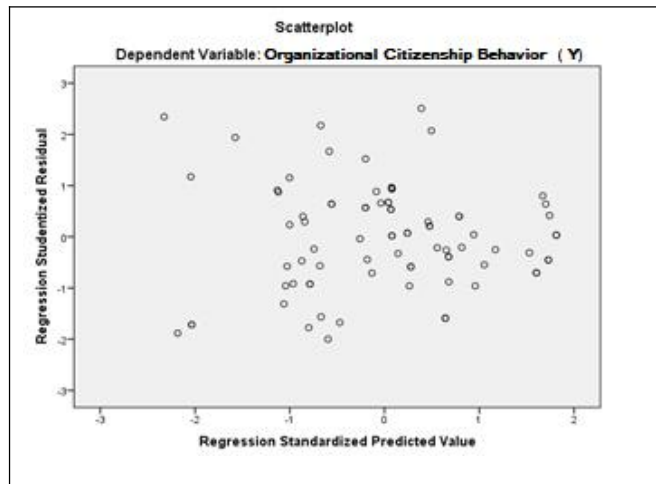


Figure 2. Scatterplot Diagram

Autocorrelation test was conducted by runs test. Based on the test results obtained the value of Sig. (2-tailed) 0,709 greater than 0,05 (0,709 > 0,05). Thus, it can be concluded that there is no autocorrelation, and the data can be used for multiple linear regression analysis.

Hypotheses Test

The hypotheses test was conducted by using sig value and t-statistics for partial regression and f-statistics for simultaneous regression.

Table 1. Matrix of Research Results

No	Variable Description	Sig	T-stat / F Stat	Result
1	SE on OCB (X1 → Y)	0.000	8,354	H ₁ accepted
2	POS on OCB (X2 → Y)	0.008	2,726	H ₂ accepted
3	OC on OCB (X3 → Y)	0.000	8,554	H ₃ accepted
4	SE, POS, OC on OCB (X1, X2, X3 → Y)	0.000	736,579	H ₃ accepted

Source: SPSS Data Management Results

Based on Table 1, Hypotheses 1, 2, and 3 have shown Sig value less than 0,05 and T-stat value greater than 1,991. It can be concluded that H₁, H₂, and H₃ are accepted. Partially, self-efficacy, perceived organizational support, and organizational commitment has impact on organizational citizenship behavior. Hypothesis 4 result has shown sig value 0,000 which is less than 0,05 and F statistics 736,579 > 2,720, thus it can be concluded that self-efficacy, perceived organizational support, and organizational commitment simultaneously

have a positive and significant effect on organizational citizenship behavior.

Table 2. Coefficient of Determination

Model	R ²	Adjusted R ²
SE, POS, OC on OCB	0,966	0,965

Table 2 shows that the contribution of self-efficacy (X1), perceived organizational support (X2), and organizational commitment (X3) simultaneously on organizational citizenship behavior (Y) is 0,965. Which means that 96,5% Organizational Citizenship Behavior

(Y) can be explained by Self-Efficacy (X1), Perception of Organizational Support (X2), and Organizational Commitment (X3). While the remaining 3.5% is influenced by other variables that are not used as research material.

Discussions

Self-efficacy has a positive and significant effect on Organizational Citizenship Behavior. That is, an increase in organizational citizenship behavior can be done by increasing employee self-efficacy. The results of this study support the theory presented by Colquitt, in Syamsuddin and Badarwan (2017), that employees with a strong sense of competence (self-efficacy) believe that they can carry out the extra behaviors needed to achieve success in the workplace. The results of this study also support the results of research conducted by Speier & Frese and Morrison & Phelps, in Dewi and Sudibya (2016), which found that in general self-efficacy has a positive effect on organizational citizenship behavior. The research of Cherian & Jacob, in Rahayu et al. (2018), shows that one of the variables that can influence organizational citizenship behavior is self-efficacy. Research conducted by Anfajaya and Rahayu (2020) shows that self-efficacy can affect organizational citizenship behavior. Individuals who have high self-efficacy can cause organizational citizenship behavior to become more frequent. Research conducted by Ringgasa, in Ullah et al. (2021), states that self-efficacy influences emotions, feelings or decision making as a determinant of how much effort employees apply in carrying out each activity. Likewise, Dussault, in Na-Nan et al. (2021), suggests that self-efficacy is related to organizational citizenship behavior.

Perceived Organizational Support has a positive and significant effect on Organizational Citizenship Behavior. Improving organizational citizenship behavior can be done by increasing the perception of employee organizational support. The results of this study support the theory presented by Robbins and Judge (2015) that employees who have a strong perception of organizational support are more likely to have higher levels of organizational citizenship

behavior, lower tardiness, and better customer service. The results of this study also support the results of research conducted by Miao, in Sutanto and Setiawan (2018), finding that the perception of organizational support has a positive effect on organizational citizenship behavior. Organizations that continuously provide support to their employees will make employees more enthusiastic about work and provide extra-role behavior to the company. Chiu et al. (2016) emphasizes the importance of perceived organizational support in the relationship between organizations and employees. Miao and Kim's research, quoted by Aledeinat and Alrfou (2017), finds that organizational citizenship behavior is positively and significantly influenced by perceptions of organizational support. Another study conducted by Alshaabani et al. (2021) showed that perceived organizational support positively influences organizational citizenship behavior. Similarly, the results of research by Andriyanti and Supartha (2021) found that the perception of organizational support has a positive and significant effect on organizational citizenship behavior. High trust in an organization will make employees have a high sense of loyalty and work extra-role. Increasing the perception of organizational support can be done by increasing the organization's attention to employee welfare.

Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior. The results of this study support the theory presented by Moday, Porter, and Steers, in Silvana et al. (2019), organizational commitment can be a driving force for the creation of employee organizational citizenship behavior. This is because employees who are committed to the organization will have the will to show greater effort. The results of this study also support the results of research conducted by MacKenzie et al, in Prasetio et al. (2017), finding that organizational commitment is the key to work attitudes that can support and predict organizational citizenship behavior. Employees who have high organizational commitment will

influence the formation of organizational citizenship behavior in the work environment.

Claudia (2018) shows that employees with positive perceptions of making them feel more satisfied with their work, which in turn encourages high organizational commitment and results in the emergence of positive organizational citizenship behavior. Similarly, the results of research conducted by Alshaabani et al. (2021) show that organizational commitment has a direct positive effect on organizational citizenship behavior. This is supported by the results of research by Wilkanandya and Sudarma (2020) that organizational commitment has a positive and significant effect on organizational citizenship behavior.

Self-efficacy, perceived organizational support, and organizational commitment simultaneously have a positive and significant effect on organizational citizenship behavior. The results of this study support the theory presented by Ahdiyana (2012), the factors that influence organizational citizenship behavior are organizational culture and climate, personality and mood, perceived organizational support, the perception of the quality of the relationship or interaction between superiors and subordinates (organizational commitment), working period (self-efficacy), and gender. Likewise, according to Organ, in Titisari (2014: 15), that the increase in organizational citizenship behavior is influenced by two main factors, as follows. (1) Internal factors, namely factors that come from the employees themselves, such as self-ability, job satisfaction, job characteristics, organizational commitment, personality, loyalty, employee morale, motivation, and so on. (2) External factors, namely: factors that come from outside the employee, such as leadership style, trust in the leader, organizational culture, organizational support, and so on. The results of this study also support the results of research conducted by Ullah et al. (2021) that self-efficacy leads to organizational citizenship behavior. In addition, organizational citizenship behavior is also influenced by perceptions of organizational

support and organizational commitment. The results of the research by Kusumaninggati et al. (2018) stated that there was a positive direct influence on self-efficacy, job satisfaction, and organizational commitment on organizational citizenship behavior. Similarly, the results of a study conducted by Aprilani et al. (2021) found that perceptions of organizational support and organizational commitment have a direct effect on organizational citizenship behavior.

CONCLUSIONS

Quality human resources are a key asset that is needed to develop and achieve company goals. The company will not be able to survive without improving the quality of its human resources to support its productivity. To achieve quality human resources, employee behavior is needed in accordance with the demands of the company or organization. Research conducted at PT Surveyor Indonesia in Jakarta found that self-efficacy, perceived organizational support, and organizational commitment both partially and jointly have an influence on organizational citizenship behavior. Human Resources Management should pay more attention to the problem of civic behavior of the employee organization of PT Surveyor Indonesia (Persero) in Jakarta so that there are no longer employees who perform marginally, carelessly, are less tolerant of the environment, and are selfish in working together. Employees should avoid work behavior that is less than optimal, less creative, emotional, uncontrollable discipline, and often skipping work. In addition, employees should also avoid being absent from work for various reasons such as illness, extending leave, and always working at a lower level of performance.

It is suggested that companies conduct psychological tests or assessments regarding self-efficacy, perceived organizational support, and organizational commitment to each permanent employee who is considered problematic. The results of the assessment can be used as a self-evaluation of each problematic permanent employee. In future research, it is recommended to take more samples so that the accuracy of the data is

better. In addition, it is necessary to add other variables that may also affect organizational citizenship behavior. This is intended to add to the theoretical repertoire of the factors that influence organizational citizenship behavior.

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