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Measuring Organizational Citizenship Behavior: Self-efficacy, Locus of Control and Emotional Intelligence (Literature Review Study)

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ABSTRACT

The literature review article - Organizational Citizenship Behavior Measurement Model: Self-efficacy, Locus of Control and Emotional Intelligence is a scientific article that aims to build a research hypothesis on the influence between variables which will be used in further research within the scope of Human Resource Management science. The method for writing this literature review article is library research, which comes from library studies, Google Scholar, and online media. The results of this literature review article are that: 1) Self-efficacy has a positive effect on Organizational Citizenship Behavior; 2) Locus of control has a positive effect on Organizational Citizenship Behavior; and 3) Emotional intelligence has a positive effect on Organizational Citizenship Behavior. Finally, even though it is exploratory in nature, this study can provide implications and suggestions to organizational leaders about how to focus and improve these three exogenous variables in shaping employee Organizational Citizenship Behavior so that it leads to effective organizational success.

Keywords : Self-efficacy, Locus of Control, Emotional Intelligence, Organizational Citizenship Behavior.

INTRODUCTION

Over the last three decades, many researchers in the field of human resources have focused on employee behavior as one of the key factors influencing organizational success (Dirican & Erdil, 2016). Among the various employee behaviors is Organizational Citizenship Behavior (OCB). In organizational behavior literature, it is stated that OCB is a valuable managerial tool for organizations and if managed correctly will have a positive effect on the organization (Arda et al., 2017). The development and progress of science certainly depends on a number of research results in the fields of technology, and social and human resources. In this regard, continuity in research must continue to be carried out in order to find various theoretical studies that can have an impact on their practical use in people's lives. Through data and field observations it is known that a problem or phenomenon in a particular field of science, a number of studies produced are of course very necessary in determining the progress and development of a number of studies, but unfortunately, based on empirical experience, many researchers have difficulty finding relevant supporting articles for their scientific work. as a basis for conducting further research. Relevant research articles are needed to strengthen and develop theoretical studies that are useful for looking at the relationships between variables in building hypotheses and discussing the results of the research being developed. This research will specifically discuss the factors of Self-efficacy, Locus of Control, and Emotional Intelligence that influence Organizational Citizenship Behavior (OCB).

Based on the background above, the problem formulation in this research is:

1. Does Self-efficacy have a positive effect on Organizational Citizenship Behavior?
2. Does Locus of Control have a positive effect on Organizational Citizenship Behavior?
3. Does Emotional Intelligence have a positive effect on Organizational Citizenship Behavior?

LITERATURE REVIEW

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is defined as independent individual behavior, not directly recognized by formal reward systems, employee OCB contributes to the effective functioning of any organization (Organ, 1988). OCB is also very important for creating better and higher social relationships at the individual, group, and organizational levels (Podsakoff et al., 2014). Thus, it can be said that OCB is extra employee behavior that is not formally recognized but can influence the effective functioning of the organization.

Richard (2003) suggests that OCB is work behavior that exceeds job requirements and plays a role in organizational success. Meanwhile, Al-Zu'bi (2011) defines OCB as behavior that is not recognized or rewarded by the formal organizational system but is able to increase organizational effectiveness. OCB is an independent individual attitude or behavior, not directly or explicitly related to the reward system, that can improve the effective functioning of an organization (Mehboob & Bhutto, 2012). In the last three decades, OCB has received increasing attention from academics and practitioners in further examining and analyzing the idea of this behavior and its impact on the field of organizational behavior (Takeuchi et al., 2005). Organ (1988) divides OCB into five indicators, namely:

1. Altruism
2. Civic virtue
3. Conscientiousness
4. Courtesy
5. Sportsmanship

Self-efficacy

Self-efficacy has been defined as one of the self-concepts that most influence employee perceptions and behavior in successfully completing tasks (Chen et al., 2004; Kim et al., 2015). Self-efficacy refers to individuals' beliefs about their ability to carry out certain tasks successfully (Klassen & Chiu, 2010). Bandura (1997) defines self-efficacy as the ability to carry out tasks and achieve certain goals. Ormrod (2008) said that self-efficacy is a person's assessment of their own ability to carry out certain behaviors or achieve certain goals. Woolfolk (2008) stated that self-efficacy is a specific assessment related to competence to carry out a specific task. Stipek (2002) self-efficacy is a belief or confidence in one's own abilities.

Self-efficacy is belief in one's ability to carry out tasks. People who are confident in their abilities tend to succeed, while people who always feel like they are failing tend to fail. A person's confidence in their abilities will influence the way the individual responds to certain situations or conditions (Bandura, 1997). Thus, it can be said that people who have high self-efficacy are those who will achieve better work results, those who have high confidence and self-confidence will be more likely to succeed than those with low self-efficacy. Bandura (1997) divides self-efficacy into three indicators, namely:

1. Magnitude
2. Generality
3. Strength

Locus of Control

According to Ovie (1983), locus of control is an individual characteristic that is based on the belief that a person's life is determined by a combination of internal and external forces. Rotter (1966) states that when reinforcement is felt by a person as his own action, but does not depend on his actions alone, then it is considered to be the result of luck, chance, fate, or chance, as under the control of another force or as something that cannot be unexpectedly due to pressure from the environment, this is interpreted as an external locus of control. If the person has the belief that all his behavior and characteristics depend on himself, this belief is called an internal locus of control. Aremu et al., (2015) stated that individuals with an internal locus of control orientation view reinforcement as a cause-and-effect relationship so that individuals with an internal orientation believe that they are able to control the reinforcement they receive, while individuals with an external orientation view reinforcement as something that is outside themselves

and cannot be controlled. Rotter (1966) divides the locus of control into two indicators, namely:

1. Internal locus of control
2. External locus of control

Emotional Intelligence

Emotions are expressions of feelings (Critchley & Garfinkel, 2017), usually directed towards someone, for example, a colleague, supervisor, or customer (Cumming et al., 2011). Hopkins & Yonker (2015) state that emotions can influence human relationships and social interactions. One definition more specifically describes emotional intelligence as an individual's ability to understand and control their emotions (Lee, 2019), another definition describes emotional intelligence as a psychological resource consisting of a series of abilities in managing emotions (Extremera et al., 2018). Schutte et al. (2013) stated that emotional intelligence is intelligence consisting of adaptive emotional functions that involve competencies related to the perception, understanding, utilization, and sacrifice of emotions in oneself and others. Meanwhile, Barreiro & Treglown (2020) state that emotional intelligence is social intelligence which consists of knowing and distinguishing between one's own emotions and the emotions of other people and using this information as a basis for thinking and acting. Goleman (2006), the figure who popularized emotional intelligence, believes that emotional intelligence is the ability to motivate oneself and withstand frustration, control impulses and not exaggerate pleasure, regulate mood, and keep stress from paralyzing the ability to think. According to Goleman (2006), emotional intelligence has five indicators, namely:

1. Self-awareness
2. Self-regulation
3. Self-motivation
4. Empathy
5. Social skills

Table 1. Previous Research

No.	Author (Year)	Title	Sample	Results
1	Celik, O. T., & Konan (2021)	The Relationship between School Principals' Empowering Leadership with Teachers' Self-efficacy and Organizational Citizenship Behaviors	483 Teachers in the City Center of Malatya Province Türkiye	Self-efficacy has a positive effect on Organizational Citizenship Behavior
2	Adewale, A. S., & Ghavifeks (2019)	Leadership Self-efficacy and Staff Organizational Citizenship Behavior in Higher Education Institutions: Experience from Nigeria	410 staff of different Higher Education Institutions in the State Lagos, Nigeria	Self-efficacy has a positive effect on Organizational Citizenship Behavior

No.	Author (Year)	Title	Sample	Results
3	Choong, Y. O., Ng, L. P., Na, S. A., & Tan (2019)	The Role of Teachers' Self-efficacy between Trust and Organizational Citizenship Behavior among Secondary School Teachers	431 Teachers in Secondary Schools	Self-efficacy has a positive effect on Organizational Citizenship Behavior
4	Nadi, M. A., & Aghanouri (2017)	The Structural Model of Personality Traits on Organizational Citizenship Behavior with Mediation Role of Interactional Justice and Work Locus of Control among Employees	265 Staff Employees of Isfahan Iran Educational Organization	Locus of control has a positive effect on Organizational Citizenship Behavior
5	Turnipseed (2017)	Emotional Intelligence and OCB: The Moderating Role of Work Locus of Control	290 Students	Locus of Control exerts a significant moderating effect on relationship between Emotional Intelligence and Organizational Citizenship Behavior
6	Blakely, G. L., Srivastava, A., & Moorman (2005)	The Effects of Nationality Work Role Centrality and Work Locus of Control on Role Definitions of OCB	116 Chinese Managers and 109 USA Managers	Locus of Control has a positive effect on OCB as Role Definition
7	Jafar, B., Mehdi, K., Shahla, B., & Samira (2021)	Impact of Emotional Intelligence on Organizational Citizenship Behavior in the Hotel Industry (Case Study: Parsian Azadi Khazar Hotel)	89 Hospitality Staff	Emotional Intelligence has a positive effect on Organizational Citizenship Behavior

No.	Author (Year)	Title	Sample	Results
8	Kim, D., & Park (2020)	The Way to Improve Organizational Citizenship Behavior for The Employees Who Lack Emotional Intelligence	310 Hairdresser	Emotional Intelligence has a positive effect on Organizational Citizenship Behavior
9	Lim, S., Han, S., & Joo (2018)	Effects of Nurses' Emotional Intelligence on Their Organizational Citizenship Behavior, with Mediating Effects of Leader Trust and Value Congruence	348 Nurses	Emotional Intelligence has a positive effect on Organizational Citizenship Behavior
10	Shamim, M., & Siddiqui (2019)	Impact of Leader's Emotional Intelligence on Sub-Ordinates' Organizational Citizenship Behavior and Task Performance: The Mediatory Role of Organizational Culture	200 Managers in various Sectors in Pakistan	Emotional Intelligence has a positive effect on Organizational Citizenship Behavior

METHOD

The method for writing this scientific article is to use qualitative methods, reviewing theories and reviewing literature books that are in accordance with the theories discussed, especially within the scope of human resource management science, besides this, it is also strengthened by analyzing various reputable scientific articles and journals.

In qualitative research, literature review must be used consistently with methodological assumptions, meaning it must be used inductively so that it does not lead to questions asked by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory in nature (Ali & Limakrisna, 2013). In the next stage, the literature review will be discussed in depth as a basis for formulating hypotheses and also as a basis for making comparisons with the results and findings revealed in the research (Ali & Limakrisna, 2013).

RESULTS AND DISCUSSION

Based on theoretical studies and relevant previous research, the discussion of this literature review article in the concentration of human resource management science related to the above variables is as follows:

1. The Influence of Self-efficacy on Organizational Citizenship Behavior

Celik & Konan (2021) found in their research that self-efficacy has a positive relationship with organizational citizenship behavior (OCB). Another study by Probst et al. (2017); Adewale &

Ghavifeks (2019) also confirmed that self-efficacy encourages the emergence of OCB. Ocampo et al. (2018) stated that self-efficacy has a significant influence on OCB. Wombacher & Felfe (2017) also expressed the same thing, arguing that self-efficacy can motivate employees to carry out tasks outside their responsibilities. According to Pradhan et al. (2020), self-efficacy is a belief that significantly predicts employee behavior in completing tasks, achieving achievements, and carrying out work roles effectively. Thus, self-efficacy has a positive relationship with the formation of OCB, which in the end can increase employee success both individually and in groups.

2. The Influence of Locus of Control on Organizational Citizenship Behavior

Locus of control can influence organizational citizenship behavior because people who have strong control over themselves over events in life can encourage themselves to work hard (George & Brief, 1992). Nadi & Aghanouri (2017) researched the influence of locus of control on organizational citizenship behavior, concluding that there was a positive direct influence of locus of control on organizational citizenship behavior. Turnipseed (2017) researched the influence of locus of control on organizational citizenship behavior and concluded that there was a positive moderating effect of locus of control on organizational citizenship behavior. Agarwal (2020) in his research results also stated that locus of control can also have a significant moderating effect on organizational citizenship behavior.

3. The Influence of Emotional Intelligence on Organizational Citizenship Behavior

Khalili (2017), in his research results, stated that emotional intelligence has a positive effect on organizational citizenship behavior. This means that employees who have high emotional intelligence will automatically give rise to organizational citizenship behavior. Meanwhile, research conducted by Miao et al. (2017) shows that emotional intelligence has a positive effect on organizational citizenship behavior. Employees who have high emotional intelligence will more often speak positively about their company, help other individuals, and far exceed normal expectations from their work, besides that employees do work based on their own desires in their work. Antony (2013) in his research also stated that emotional intelligence has a positive effect on organizational citizenship behavior.

Conceptual Framework

Based on the problem formulation, theoretical studies, previous research, results, and discussion of the influence between variables, the following conceptual framework is obtained:



Figure 1: Conceptual Framework

Based on the conceptual framework above : Self-efficacy, Locus of Control, and Emotional Intelligence have a positive effect on Organizational Citizenship Behavior. Apart from the several variables above that influence Organizational Citizenship Behavior. There are several other variables that influence OCB, including the following:

- 1) Leadership: (Kim et al., 2019; Elche et al., 2020)
- 2) Perceived Organizational Support: (Chiang & Hsieh, 2012; Thompson et al., 2020)
- 3) Motivation: (Shareef & Atan, 2018; Han & Yan, 2019)
- 4) Organizational Justice: (Tran & Choi, 2019; Farid et al., 2019)

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the problem formulation, theoretical study, results and discussion above, researchers can provide hypothetical conclusions for further research, namely:

1. Self-efficacy has a positive effect on Organizational Citizenship Behavior.
2. Locus of Control has a positive effect on Organizational Citizenship Behavior.
3. Emotional Intelligence has a positive effect on Organizational Citizenship Behavior.

Suggestion

Based on the conclusions above, apart from the factors Self-efficacy, Locus of Control and Emotional Intelligence which influence Organizational Citizenship Behavior. There are several other variables that need attention in further research, namely: organizational learning culture, psychological empowerment, employee environmental engagement and green performance management.

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