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MEASUREMENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: OCCUPATIONAL SELF EFFICACY, LOCUS OF CONTROL AND EMOTIONAL INTELLIGENCE (LITERATURE REVIEW STUDY)

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ABSTRACT

Literature review articles on Organizational Citizenship Behavior (OCB) measurement models: Occupational Self Efficacy, Locus of Control, Emotional intelligence are scientific articles that aim to build a research hypothesis on the influence between variables that will be used in further research within the scope of Human Resource Management. The method of writing this literature review article is the library research method, which comes from library studies, Google Scholar and online media. The results of this literature review article are that: 1) Occupational self-efficacy influences Organizational Citizenship Behavior; 2) Locus of control influences Organizational Citizenship Behavior; and 3) Emotional intelligence influences Organizational Citizenship Behavior. Finally, even though it is exploratory in nature, this study can provide implications and suggestions to leaders on how to focus and improve the three exogenous variables in shaping employee OCB so that it leads to organizational success effectively.

Keywords : Occupational Self Efficacy, Locus of Control, Emotional Intelligence, Organizational Citizenship Behavior

INTRODUCTION

Over the past three decades, many human resource researchers have focused on employee behavior as one of the key factors influencing organizational success (Dirican & Erdil, 2016). Among the various employee behaviors are Organizational Citizenship Behavior (OCB). In the organizational behavior literature it is stated that OCB is a valuable managerial tool for organizations and if managed properly it will have a positive effect on the organization (Arda et al., 2017). The development and progress of science is certainly very dependent on a number of research results in the fields of technology, social and human resource management. Related to this, 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 is 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 research. Relevant research articles are needed to strengthen and develop theoretical studies that are useful for building hypotheses in research. This research will specifically discuss the variables Occupational Self Efficacy, Locus of Control and Emotional Intelligence that affect Organizational Citizenship Behavior (OCB). Based on the background above, the formulation of the problem in this study is:

1. Does Occupational Self efficacy affect Organizational Citizenship Behavior?
2. Does Locus of control affect Organizational Citizenship Behavior?
3. Does Emotional Intelligence affect Organizational Citizenship Behavior?

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

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

(Richard, 2003) suggests that OCB is work behavior that exceeds work requirements and contributes to organizational success, meanwhile (Al-Zu'bi, 2011) defines OCB as behavior that is not recognized or valued by the formal organizational system, but is capable of increasing organizational effectiveness. OCB is an independent individual attitude or behavior, not directly or explicitly related to the reward system, can improve the effective functioning of the organization. In the last three decades, OCB has received increasing attention from academics and practitioners in examining and further analyzing this behavioral notion and its impact on the field of organizational behavior (Takeuchi et al., 2005). (Organ, 1988) divides OCB into five dimensions as follows:

1. Altruism
2. Conscientiousness
3. Sportmanship
4. Courtesy
5. Virtue

Occupational Self Efficacy

Occupational self-efficacy is a competency that a person feels about their ability to succeed at work (Petthe et al., 1999). Occupational self-efficacy can also be seen as a subcomponent of career-self-efficacy that describes individual beliefs about their ability to succeed at work (Schyns & Collani, 2002). Occupational self-efficacy is a competency that a person feels about their ability to succeed at work (Rigotti et al., 2008).

Individuals who feel they have a close relationship with work will lead individuals to work hard and be responsible, hard work and responsibility will arise because individuals have positive characteristics and confidence from within themselves that they are able to complete their work or are called occupational self-efficacy, individuals who having high occupational self- efficacy does not easily give up and despair when experiencing difficulties, but will more actively engage himself with work (Ivancevich et al., 2004), (Guarnaccia et al., 2018). (Bandura, 1997) divides the dimensions of self-efficacy into three dimensions, namely:

1. Magnitude
2. Generality
3. Strength

Locus of Control

Locus of control according to Spector is defined as a reflection of an individual's tendency to believe that he controls the events that occur in his life (internal) or that control over the events that occur in his life comes from other things, for example the power of other people (external). (Rotter, 1966) mentions that when reinforcement is felt by a person as his own action, but does not depend on his actions alone, it is considered as the result of luck, chance, fate or chance, as under the control of another force or as something that is unforeseen, unexpected due to pressure from the environment,

this is interpreted as an external locus of control. If the person has the belief that all of 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 causal 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 in uncontrollable outside. (Rotter, 1966) the dimensions of locus of control are:

1. Internal locus of control
2. Eksternal locus of control

Emotional Intelligence

Emotions are expressions of feelings (Critchley & Garfinkel, 2017), usually addressed to someone, for example a co-worker, supervisor or customer (Cumming et al., 2011), (Yen et al., 2017). (Hopkins & Yonker, 2015) states that emotions can affect human relationships and social interactions. One definition that more specifically describes emotional intelligence is 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) states that emotional intelligence is intelligence that consists of adaptive emotional functions involving competencies related to the perception, understanding, use and sacrifice of emotions in oneself and others.

Meanwhile (Barreiro & Treglown, 2020) states that emotional intelligence is social intelligence which consists of knowing and distinguishing between one's own emotions and the emotions of others and using this information as a basis for thinking and acting. (Goleman, 2006)) a character who popularizes emotional intelligence, argues that emotional intelligence is the ability to motivate oneself and endure frustration, control impulses and not exaggerate pleasure, regulate moods and keep stress from crippling the ability to think, empathize and pray. Emotional intelligence according to (Goleman, 2006) has five dimensions that can guide individuals to achieve success in everyday life, namely:

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

Previous Research

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 Efficiency and Organizational Citizenship Behaviors	483 Teachers in the City Center of the Malatya Province of Turkey	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 Lagos State, Nigeria	Self efficacy has a positive effect on Organizational Citizenship Behavior
3	(Choong, Y. O., Ng, L. P., Na, S. A., & Tan, 2019)	The Role of Teachers' Self Efficacy between Trust and Organisational Citizenship Behaviour among Secondary School Teachers	431 Teachers in Middle 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 Justiceand	265 Employee Staff of Isfahan Education Organization Iran	Locus of control has a positive effect on Organizational Citizenship Behavior
		Work Locus of Control among Employees		

No	Author (Year)	Title	Sample	Results
5	(Turnipseed, 2017)	Emotional Intelligence and OCB: The Moderating Role of Work Locus of Control	290 Students	Locus of Control provides a significant moderating effect on the relationship between Emotional Intelligence and Organizational Citizenship Behavior and Emotional Intelligence has a positive effect on 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 at Parsian Azadi Khazar Hotel Iran	Emotional Intelligence has a positive effect on Organizational Citizenship Behavior
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	348 Nurses	Emotional Intelligence has a positive effect on Organizational Citizenship Behavior

No	Author (Year)	Title	Sample	Results
		Value Congruence		
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 of writing this article is to use qualitative methods, reviewing theories and reviewing literature books that are in accordance with the theories discussed, especially in the scope of human resource management, besides that it is also strengthened by analyzing various articles and reputable scientific journals. In qualitative research, literature review must be used consistently with methodological assumptions, meaning that it must be used inductively so that it does not lead to the questions posed by the researcher. One of the main reasons for conducting qualitative research is that it is exploratory in nature (Ali & Limakrisna, 2013). At this stage it will be discussed in depth in the literature review section as the basis for formulating hypotheses and at the final stage is the conclusion in making comparisons with the results and findings revealed in the research (Ali & Limakrisna, 2013).

RESULTS AND DISCUSSION

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

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

In research (Adewale & Ghavifeks, 2019) it is explained how the role of self-efficacy can increase the role of employees in organizational citizenship behavior and this indirectly provides a positive value for the organization. (Pradhan et al., 2020) explains self-efficacy as a belief that significantly predicts employee behavior in efforts to complete tasks, achievements and actual roles at work. Self efficacy is positively related to the formation of organizational citizenship behavior so that it can increase the success of employees as a group or individually. This research is also supported (Celik & Konan, 2021) that self-efficacy is positively related to organizational citizenship behavior. This can be seen from the behavior of employees collectively improving and building ideal behavior both individually and in groups so that organizational achievements are more effective. (Choo ng et al., 2019) also emphasized that self-efficacy and organizational citizenship behavior will make a positive contribution to organizational success and effectiveness.

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

Locus of control can affect organizational citizenship behavior because someone who has strong control over himself over events in life can encourage himself to work (George & Brief, 1992). (Turnipseed, 2017) researched the effect of locus of control on organizational citizenship behavior and concluded that there was a positive direct effect of locus of control on organizational citizenship behavior. (Nadi & Aghanouri, 2017) researched the effect of locus of control on organizational citizenship behavior and concluded that there was a positive direct effect of locus of control on organizational citizenship behavior. Next is the research conducted (Paramitha, 2019) which found a positive effect of internal locus of control on organizational citizenship behavior, (Agarwal, 2020) in his research results stated that locus of control can also have a significant moderating effect on organizational citizenship behavior.

3. The Effect of Emotional Intelligence on Organizational Citizenship Behavior

In research(Khalili, 2017) states that emotional intelligence has a positive and significant effect on organizational citizenship behavior. This means that employees who have high emotional intelligence will automatically lead to organizational citizenship behavior. Meanwhile the research conducted (Miao et al., 2017) shows that emotional intelligence has a significant 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 the normal expectations of their work, besides that employees do work based on their own desires in their work. (Antony, 2013) in his research also states that emotional intelligence has a positive effect on organizational citizenship behavior.

CONCLUSION

Conclusions

Referring to the formulation of the problem, the theoretical study and discussion above, the researcher can provide hypothetical conclusions for further research, namely:

1. Occupational self-efficacy affects Organizational Citizenship Behavior.
2. Locus of control affects Organizational Citizenship Behavior.
3. Emotional Intelligence influences Organizational Citizenship Behavior.

Suggestions

Based on the above conclusions, in addition to occupational self-efficacy factors, locus of control and emotional intelligence that influence organizational citizenship behavior. There are several other variables that need attention in future research, namely: job crafting, perceived organizational support, organizational justice and work engagement.

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