

THE EFFECT OF SELF-EFFICACY ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) EMPLOYEES OF INSTITUT AGAMA ISLAM NEGERI KENDARI

Syamsuddin¹, La Ringgasa², Badarwan³

¹Institut Agama Islam Negeri (IAIN) Kendari

²Institut Agama Islam Negeri (IAIN) Kendari

³Institute Agama Islam Negeri (IAIN) Kendari

Syamsuddinbugis@yahoo.co.id

Laringgasa@gmail.com

Badarwan.kdi@gmail.com

Abstract

The problem studied in this research is whether self-efficacy (X₂) has direct effect on Organizational Citizenship Behavior. The research method was done by using quantitative approach through survey method by collecting data through research instrument, and spreading questionnaire to the employee which the result then processed through SPSS program to know the influence between variables. The population in this study amounted to 103 people and a sample of 82 employees and lecturers who received additional duties as structural officials IAIN Kendari. Based on the results of this study, it is found that there is a direct positive effect of self-efficacy on IAIN Kendari organizational Citizenship Behavior (OCB) of 0.471 or self-efficacy had an effect on Organizational Citizenship Behavior (OCB) IAIN employees Kendari with 47.1%. Therefore, it is concluded that empowerment and self-efficacy have a direct positive and significant impact on IAIN Kendari Organizational Citizenship Behavior (OCB).

1. Introduction

One of the most important variables that is closely related to employee behavior that is now becoming a lot of attention of management experts because it is very instrumental in organizational productivity is Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is generally understood as extra individual behavior that is not directly or explicitly recognizable in a formal work system because its voluntary work behavior is not based on role requirements or job descriptions and occupations clearly defined in the employment contract and which aggregate as a personal choice to do more in their work so that Organizational Citizenship Behavior (OCB) is regarded as a behavior that enhances its ability as an individual performance that further affects team performance and ultimately affects the performance and productivity of the institution as a whole.

In addition, Organizational Citizenship Behavior (OCB) is often used to identify employee behavior and then an employee can be assessed to behave well or not by management experts. This is because if employees have Organizational Citizenship Behavior (OCB) then the effort to control the behavior of employees can run more optimal because they can control their own behavior or be able to choose the best behavior for the interests of the institution and can cause its own satisfaction if able to do more against the institution. Therefore, it is necessarily that the leaders of an organization or institution let alone the educational institution should pay more attention in raising or increasing Organizational Citizenship Behavior (OCB) employees.

Basically there are various alternatives that can be done by institutional leaders in influencing Organizational Citizenship Behavior (OCB) employees. One of the things that can be done and discussed by many management experts is by increasing the self-efficacy variable of employees. Effectiveness (self-efficacy) of employees can also be a concern related to the Organizational Citizenship Behavior (OCB) employees. This is because self-efficacy is a belief about the probability that a person can perform a task well to get optimal results. Self-efficacy reflects an individual's beliefs momentarily while their ability to perform a specific task at a specific level of performance. In addition, self-efficacy is the foundation for growing innovation. Employees who have self-efficacy will always be professional in an effort to complete quality work or in providing satisfactory service so that it can become an embryo in growing Organizational Citizenship Behavior (OCB) employees.

Based on the above concepts, it is very clear that Organizational Citizenship Behavior (OCB) variables, self-efficacy and self-efficacy influence on Organizational Citizenship Behavior (OCB) are interesting and important. For example, Jason A. Colquitt (2011: 199) in his research found that "employees with a strong sense of competence (self-efficacy) believe they can execute the particular behaviors needed to achieve success at work". As well as in the study entitled "Studying The Relationship Between Self Efficacy and Organizational Citizenship Behavior (Case Study: Islamic Azad University Zone" written by NimaShahidi, Seyed Ali Shamsnia, and Sara Baezat found that there is a significant relationship between self- efficacy with Organizational Citizenship Behavior (OCB) (2015).

Based on the above matters, this research is important to describe the effect of self- efficacy on Organizational Citizenship Behavior (OCB), especially at Institut Agama Islam NegeriKendari.

2. Literature Review

a. Organizational Citizenship Behavior (OCB)

Stephen P. Robbins (2012: 373) explained that "Organizational Citizenship Behavior (OCB) is discretionary behavior that is not part of an employee's formal job requirements, but which promotes the effective functioning of the organization." This opinion describes that OCB is a voluntary behavior (Discretionary) personnel that is not part of the employee's formal employment

requirements, but which encourage the effective functioning of the organization, confirming that the OCB reflects behaviors outside the roles and responsibilities of reasonable members of the organization. However, formally the behavior of OCB is not necessary, but conscious or Not the need for extra-role behavior greatly contributes to organizational effectiveness as described by Timothy Baldwin (2103: 241) that, "OCB is employee behaviors that contribute to the overall effectiveness of the organization tasks " therefore, OCB is an employee's behavior that has willing to perform or complete work outside of the main job.

The more detailed explanation is expressed by Jennifer M. George and Gareth R. Jones (2002: 95) that "OCB is the behavior that is above and beyond the call of duty-that is, the behavior that is not required of organizational members but nonetheless necessary for organizational Survival and effectiveness. Example of OCB include helping co-workers; Protecting the organization from fire, theft, vandalism, and other misfortunes; Making constructive suggestions; Developing one's skills and capabilities; And spreading goodwill in the larger community ". The OCB concept gives us a fairly clear description that employees with OCB have an important role in the existence and development of an institution. This is because, OCB is a behavior that contracts work that is not stipulated but still having a willing even voluntary and being happy to do everything related to the efficiency and effectiveness of the institution and try to avoid actions that can harm the institution.

Furthermore, Organizational Citizenship Behavior (OCB) consists of 5 (five) dimensions, namely (1) Altruism, (2) Courtesy, (3) sportsmanship, Organizational Citizenship Behavior (OCB) (4) civic virtue, and (5) conscientiousness. As for what is meant by the five dimensions are:

1) Altruism

Altruism is a helpful behavior to alleviate work addressed to colleagues in an organization. Examples of behaviors of this dimension include helping a co-worker who has a heavier workload, helping to provide direction to a new employee who is not obligated to replace his or her coworkers' job to attend (Organ, 2006: 78).

2) Courtesy

Courtesy is a behavior of willingness to help preventing problems with coworkers. Examples of behaviors of this dimension include considering the impact of actions they will take on their colleagues, providing consultations and information needed to colleagues, maintaining good relationships with colleagues, and respecting their rights and privacy (Organ, 2006: 79).

3) Sportsmanship

Sportsmanship is tolerance in less ideal or uncomfortable situations that occur in the workplace without complaint. An example of the behavior of this dimension is that employees do not spend time complaining about things related to their work or work environment, not exaggerating the problems that occur in

the organization, able to take the positive side of the conditions that occur (Organ, 2006: 79).

4) Civic Virtue

Civic Virtue is a behavior of willingness to engage and take responsibility in organizational activities and care about organizational survival. Not only active in expressing opinions but actively attending meetings and keeping abreast of issues that occur in the organization. Taking initiative recommendations or innovative suggestions to improve the quality of the organization (Organ, 2006: 79).

5) Conscientiousness

Conscientiousness is a behavior of willingness to do things that benefit the organization beyond the minimum requirements required. Examples of behaviors of this dimension include obeying the rules of the organization even though no one is watching, always on time in matters relating to work, not wasting work time, cleaning and tidying up the place or equipment works after use, Resources and matters related to internal maintenance (Organ, 2006: 79).

Based on the above concepts, the operational definition used as the reference in this research is Organizational Citizenship Behavior (OCB) is voluntary behavior of IAIN Kendari employees (administrative staff and Lecturer of structural officials) beyond the job description explicitly not recognized by formal reward system but can directly improve the effectiveness of institutions with indicators (1) altruism, (2) conscientiousness, (3) sportsmanship, (4) courtesy, (5) and civic virtue. Therefore, the instrument grille for Organizational Citizenship Behavior (OCB)

b. Self-Efficacy

The term self-efficacy is not a foreign variable but has been quite familiar in the world of management since its introduction by Bandura in 1994. Self-efficacy is widely researched because it is very influential on various variables. One study that can be used as a reference is a study conducted by Jacob Cherian and Jolly Jacob entitled "Impact of Self Efficacy on Motivation and Performance of Employees". In this study, it is found that self-efficacy affects employee motivation and performance (2013). The self-efficacy was first introduced by Albert Bandura. Self-efficacy is a construct that Bandura uses based on social cognitive theory. According to Bandura (2016), self-efficacy is perceived self-efficacy as defining as people's beliefs about their capabilities to produce designs that influence their lives. Self-efficacy beliefs determine how people feel, think, motivate themselves and behave. Such beliefs produce these diverse effects through four major processes. They include cognitive, motivational, affective and selection processes.

Fundamentally, Bandura asserts that self-efficacy is an employee's belief in the ability they have, especially in its efforts to constantly improve its performance. While according to Stephen P. Robbins (2011: 251) himself that "self-efficacy is the more confidence you have in your ability to succeed". Robbins's opinion confirms

that self-efficacy is essentially an employee's confidence in his ability to finish the job well. John M. Ivancevich and Robert Konopaske (2013: 222) say that "self-efficacy is the belief that one can perform well in a given situation". This indicates that self-efficacy is a matter of individual perceived ability to cope with special situations in relation to an assessment of the ability to perform an action that is related to performing a particular task or situation. While, James L. Gibson et. Al (2012: 113) argues that "self-efficacy is the belief that one can perform adequately in a situation. Self-efficacy has three dimensions: magnitude, strength, and generality.

Therefore, self-efficacy involves not only the belief in the ability to demonstrate specific motor activity but also the belief in the ability to coordinate and develop the capabilities and skills in dealing with changing, and more challenging situations. In this case, Self-efficacy is also not a simple approximation of behavior. Self-efficacy is not a belief in what to do but is a belief in what can be done. Self-efficacy is defined and measured not as a feature but as a belief about the ability to organize various skills and abilities to achieve desired goals, in specific domains and special conditions or circumstances.

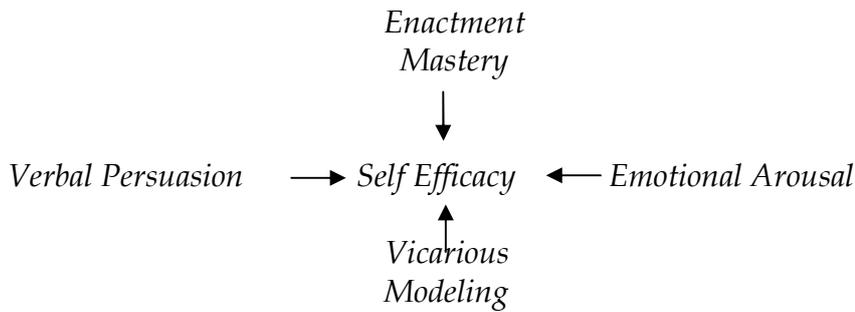
Furthermore, self-efficacy is an assessment and self-confidence whether or not someone is capable of doing something or not. Thus, a person who has high self-efficacy has confidence in his ability then to be sure can do something well. Someone self-confidence is influenced by cognitive factors. Self-confidence and self-efficacy are manifested in results expectations. Self-efficacy is not a perceived skill, but a belief and belief that one has toward himself or herself. Self-efficacy is not an expected outcome and not an encouragement, or a controlled need, but a belief that drives the individual toward a result. The expected result of behavior is a person's beliefs about behaviors that can drive him toward a result in a particular situation.

A self-efficacy expected simply puts the belief that one can exercise or display productive behavior. Therefore, self-efficacy is not a perceivable skill, but what one believes or believes one has to do or accomplish something. So self-efficacy belief is not just a belief to do something, but the belief to be able to do it. Self-efficacy is an individual's belief in the ability he has to deal with a task and solve it well based on the learning outcomes that have been obtained before. So that self-efficacy affects humans is not only directly, but also has an indirect effect on other factors. Self-efficacy is expressed as the belief of a person that someone is capable of performing a task on a certain level, and is one of the factors affecting personal activity towards the accomplishment of a task. Directly, the self-efficacy process begins before the individual chooses their thoughts and initiates their efforts.

Employees tend to consider, evaluate and integrate information about perceived capabilities. The initial steps of the process are less related to the ability or the source of the individual, but rather how they judge or believe that they can use these capabilities and resources to accomplish their tasks. Meanwhile, self-efficacy also plays a vital role in determining performance such as goal aspirations,

yield incentives, and perceived opportunities. Whatever level of objective is chosen, how much effort is spent to achieve a particular goal, and how a person's reactions / resilience when faced with problems in the process of achieving goals are greatly influenced by self-efficacy.

John R. Schermerhorn (2010: 360) adds how to improve self-efficacy "(1) enactment mastery, (2) emotional arousal, (3) vicarious modeling, (4) verbal persuasion".



Gambar 2.1 Teori *self efficacy* by John R. Schermerhorn (2010: 360).

Based on figure 2.1 above it can be seen that (1) enactment mastery, (2) emotional arousal, (3) vicarious modeling, and (4) verbal persuasion can affect low self-efficacy then the quality is also low so it can produce failure or ineffectiveness of performance therefore it will bring physiological reactions, either fun or not. When a person feels the emergence of an unpleasant physiological reaction, then this will affect him or herself so that he may doubt his ability (in completing something). The same thing happen for a comfortable physiological reaction may make a person feel confident about his/her ability. Signs of the expected physiological reaction of self-efficacy, however, will extend beyond the autonomic appearance.

Self-efficacy can be changed by experience, as it is also confirmed that in order to build a high self-confidence an individual must be accustomed to face various new tasks and problems in his/her life. It also explains how performance experiences (past accomplishments), being the most powerful self-efficacy modifiers. Performance success has proven to be the most effective type of intervention. Thus, the more an individual successfully performs the task and solves the problem, the higher will be and the better the confidence a person has.

The concept of self-efficacy in Islam is described in several verses, one of which is in Q.S al-Baqarah (2) verse 286:

لَا يُكَلِّفُ اللَّهُ نَفْسًا إِلَّا وُسْعَهَا ۗ لَهَا مَا كَسَبَتْ وَعَلَيْهَا مَا اكْتَسَبَتْ ۗ رَبَّنَا لَا تُؤَاخِذْنَا إِن نَّسِينَا أَوْ أَخْطَأْنَا ۗ رَبَّنَا وَلَا تَحْمِلْ عَلَيْنَا إصْرًا كَمَا حَمَلْتَهُ عَلَى الَّذِينَ مِن قَبْلِنَا ۗ رَبَّنَا

وَلَا تُحْمَلْنَ مَا لَا طَاقَةَ لَنَا بِهِ ۗ وَاعْفُ عَنَّا وَارْحَمْنَا ۗ أَنْتَ مَوْلَانَا فَانصُرْنَا عَلَى

الْقَوْمِ الْكَافِرِينَ ﴿٢٨٦﴾

Translation:

Allah does not burden a person but according to his ability. He gets the reward (of virtue) he endeavors and he gets the punishment (from evil) he does. (They pray): "Our Lord, do not be Our law if We forget or We are wrong, O Lord, do not burden us with Him as a heavy burden as You have burdened upon the people before us." Our Lord, unto us that which we cannot bear, give us forgiveness: forgive us, and grace us, You are our helper, and help us against the disbelieving. "

In this verse it is explained that God gives the ability to individuals in the world based on their abilities so that in carrying out a task in life as in solving problems must be with confidence. This is because Allah SWT fulfill every promise. Similarly, every employee in his workplace has different abilities and problems, so they must be sure they have the ability to get it done properly. Every employee should have a firm belief that with the ability possessed, problems or work faced can be solved well. Furthermore in Q.S Ali Imran (3) verse 139:

﴿١٣٩﴾ مُؤْمِنِينَ كُنْتُمْ إِنْ أَلَّ عَلَوْنَ وَأَنْتُمْ تَحْزَنُونَ وَلَا تَهِنُوا وَلَا

Terjemahannya:

"Do not be weak, and do not grieve, in fact you are the highest (degrees), if you are believers."

The above verse explains that Allah created man with a more perfect superiority than the other creatures of other beings so that man must be convinced that he is able to solve all the problems he faces with the advantages that God has given. So, man should not be weak and passive with all the problems faced but must be strong and have a more positive mind.

Based on the above concepts, the operational definition used as the reference in this research is self-efficacy is belief and trust owned by IAIN staff of Kendari (administrative staff and Lecturer of structural officer) to him / her to do or finish something with indicator; (1) Be able to motivate oneself to act, (2) Be confidence to finish the job, (3) have high self-confidence, (4) do a good job, (5) desire to achieve success in the workplace.

1. Method

a. Population and sample

The population of this study was all IAIN staff of Kendari (administrative staff and structural lecturer). The total population in this study as many as 103 people. The sample technique used was simple random sampling used with the assumption that the population has the same characteristics (homogeneous).

Determination of the number of samples in this study using the Slovin formula with 5% error rate (precision) or the confidence level reached 95%. The formula of determining the number of samples Slovin method with error rate of 5% as follows:

$$n = \frac{N}{1 + (Ne^2)}$$

n = Number of samples

N = Total population

e = Error tolerance

Therefore the number of sample according to Slovin will be:

$$n = \frac{N}{1 + (Ne^2)}$$

$$n = \frac{103}{1 + (103(0,05)^2)} = 81,91 = 82$$

a. Grating Instrument

As for the grating instrument used in this study is:

1) Organizational Citizenship Behavior variable(OCB)

No	Indicator	Number of item before trial	Number of item after trial
1	<i>Altruism</i>	1,2,3,4,5,6	1,2,3,4,5,6
2.	<i>Conscientiouness</i>	7,8,9,10,11,12	7,8,9,10,11,12
3.	<i>Sportsmanship</i>	13,14,15,16,17,18	13,14,15,16,17
4.	<i>Courtesy</i>	19,20,21,22,23,24	18,19,20,21,22
5.	<i>Civic virtue</i>	25,26,27,28,29,30	23,24,25

2) Self-efficacy Variable

No	Indicator	Number of item before test	Number of item after test
1	Be able to motivate oneself to act	1,2,3,4,5,6	1,2,3,4,5,6

2.	Be Confidence to finish the job	7,8,9,10,11,12	7,8,9,10,11
3.	Have high self-confidence	13,14,15,16,17,18	12,13,14,15,16,17
4.	Do a good job	19,20,21,22,23,24	18,19,20,21,22
5.	Desire to achieve success in the workplace	25,26,27,28,29,30	23,24,25

b. Test Instrument

Test instrument was conducted to 20 respondents in the form of validity test by using Pearson Product Moment as follows:

$$r_{hitung} = \frac{N \sum xy - (\sum x)(\sum y)}{\sqrt{\{N \sum x^2 - (\sum x)^2\} \{N \sum y^2 - (\sum y)^2\}}}$$

The instrument test in the form of reliability test was conducted by using Cronbach Alpha formulaas follows:

$$r_{11} = \left[\frac{k}{k-1} \right] \left[1 - \frac{\sum t_b^2}{V_t^2} \right]$$

r_{11} = realibility instrument

k = the number of questions

$\sum t_b^2$ = number of variants/item

V_t^2 = total of variant

c. Data analysis technique

Technical analysis of data used is descriptive and inferential analysis (hypothesis test). The use of descriptive data analysis was used to describe the data state of each variable, ie lowest score, highest score, median mean score, mode, standard deviation, variance, frequency distribution, and histogram. While inferential analysis (hypothesis test) was used to test the research hypothesis. All hypothesis testing using = 0.05. Prior to testing hypothesis testing: 1) Normality test by using Liliefors test; 2) Test of significance and regression linearity by using F-test.

3. Results

The reslts of this study are described as followst:

a. Data Description

1) Organizational Citizenship Behavior Variable (OCB)

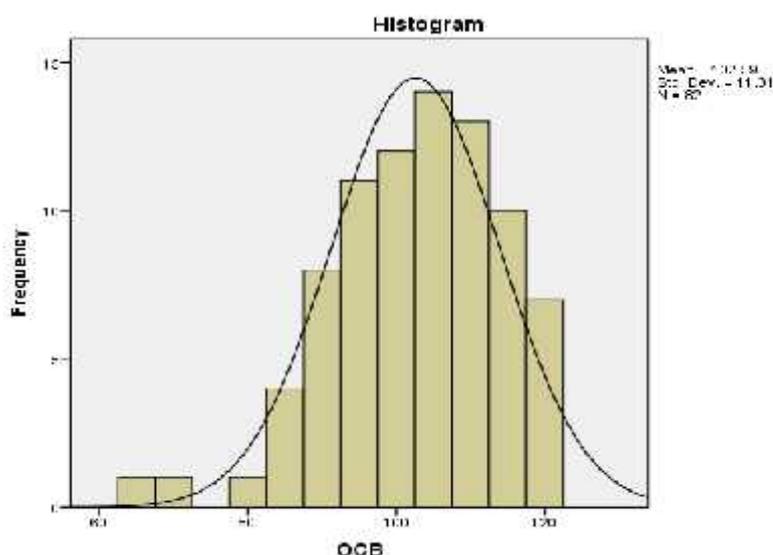
From the data obtained in the field which is then processed statistically into the frequency distribution list. Obtained values as follows:

Mean	102,59
Median	104,50
Mode	96

Std. Deviation	11,31
Variance	127,925
Range	55
Minimum	65
Maximum	120
Sum	8412

Table 4.1 List of frequency distribution OCB

As for the histogram graph of the data distribution of Organizational Citizenship(OCB) instrumentis shown in the following picture:



4.1 Frequency distribution graph OCB

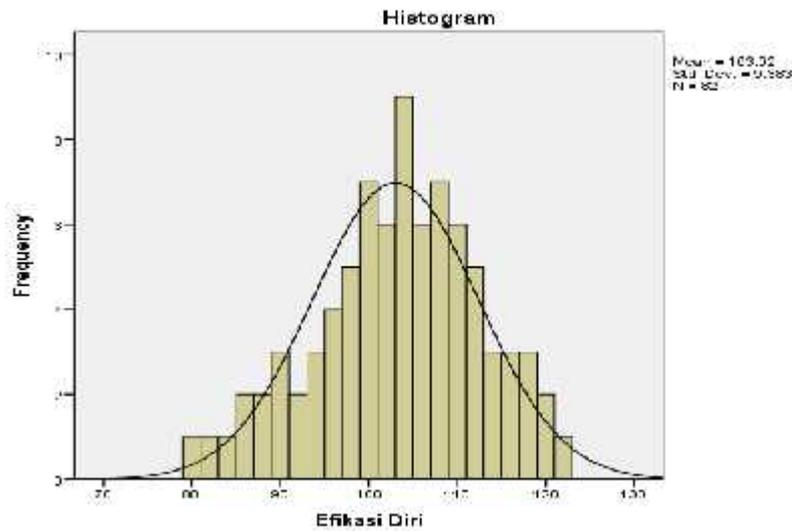
1) Self-efficacy Variable

Based on the data obtained in the field which was then processed statistically into the frequency distribution list obtained values as follows:

Mean	103.02
Median	103.50
Mode	108
Std. Deviation	9.383
Variance	88.049
Range	42
Minimum	80
Maximum	122
Sum	8448

Table 4.1 Self-efficacy distribution list

As for the histogram graph of the instrument data distribution of self-efficacy instrument is shown in the following picture:



Picture 4.1 Self-efficacy frequency distribution graph

b. Testing requirements analysis

1) Normality Test

a) Organizational Citizenship Behavior Variable

Based on normality test result on the Organizational Citizenship Behavior variable obtained the following result:

One-Sample Kolmogorov-Smirnov Test

		OCB
N		82
Normal Parameters ^{a,b}	Mean	102.59
	Std. Deviation	11.310
Most Extreme Differences	Absolute	.085
	Positive	.062
	Negative	-.085
Kolmogorov-Smirnov Z		.765
Asymp. Sig. (2-tailed)		.601

a. Test distribution is Normal.

b. Calculated from data.

Table 4.3 Normality test OCB result

Based on the table of assumptions test of normality data above, indicating that significance value for OCB independent variable that tested, obtained probability value or Sig. Equal to 0.601 bigger than alpha (α) = 0,05, then H_0 received (sample comes from normally distributed population). This means that the independent variables used in Kolmogorov-Smirnov testing have normal data distribution.

b) Self Efficacy Variables

Based on normality test results on Self Efficacy variables obtained results as follows:

One-Sample Kolmogorov-Smirnov Test

		EfikasiDiri
		i
N		82
Normal Parameters ^{a,b}	Mean	103.02
	Std. Deviation	9.383
Most Extreme Differences	Absolute	.057
	Positive	.039
	Negative	-.057
Kolmogorov-Smirnov Z		.512
Asymp. Sig. (2-tailed)		.956

a. Test distribution is Normal.

b. Calculated from data.

Table 4.4 Self efficacy normality test result

Based on the table of assumptions test of normality data above, indicating that the significance value for self-efficacy independent variable tested, obtained probability value or Sig. Equal to 0.960 bigger than alpha (α) = 0,05, then Ho received (sample comes from normally distributed population). This means that the independent variables used in Kolmogorov-Smirnov testing have normal data distribution Uji Normalitas

As for the result of normality test can be seen as follows:

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
(Combined)		7299.402	33	221.194	3.467	.000
OCB * EfikasiDiri	Between Groups	4878.915	1	4878.915	76.470	.000
	Deviation from Linearity	2420.487	32	75.640	1.186	.292
	Within Groups	3062.500	48	63.802		
Total		10361.902	81			

Tabel 4.5 Result of Test for Linearity Variable table
Self-efficacy with OCB

Based on the table Output linearity test results above can be seen that the value of significance of 0.292 > from α = 0.05, it can be concluded that independent variable self-efficacy with the dependent variable OCB is there linear influence where the value at Linearity of 0.000 smaller than the value of α = 0.05.

c. Hypothesis Testing

Partial hypothesis testing about the effect of self-Efficacy on OCB used simple linear regression. The statistical hypothesis tested is as follows:

- $H_0: \rho_{y z} = 0$: Self-efficacy has no significant direct effect on Organizational Citizenship Behavior (OCB) employees at IAIN Kendari
 $H_1: \rho_{y z} > 0$: Self-efficacy significantly affects Organizational Citizenship Behavior (OCB) employees at IAIN Kendari
 Ho rejected : If $F_{count} > F_{table}$, $t_{count} > t_{table}$ or probability (sig.) $< \alpha = 0,05$.

To test the hypothesis of the direct effect of self-efficacy against OCB, can be explained based on the table results of data processing as follows:

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4878.915	1	4878.915	71.186	.000 ^b
	Residual	5482.987	80	68.537		
	Total	10361.902	81			

a. Predictors: (Constant), Self-efficacy

b. Dependent Variable: OCB

Table 4.13 self-efficacy Output ANOVA of OCB

The results of hypothesis testing on ANOVA Output table above, can be explained based on the test criteria that; If the value of $F_{count} < F_{table}$ or value of Sig. $\geq \alpha = 0,05$, then H_0 is accepted, and if the value of $F_{count} > F_{table}$ or sig. value. $< \alpha = 0,05$, then H_0 is rejected. Based on these criteria obtained $F_{count} = 71,186 > F_{table} = 3,110$ and Sig value = $0,000 < \alpha = 0,05$, it can be concluded that self efficacy has a direct positive effect on OCB.

Furthermore, to test the significance of the effect of self efficacy variables on OCB whose data processing results can be seen in the following table:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.374	10.141		1.713	.091
	EfikasiDiri	.827	.098	.686	8.437	.000

a. Dependent Variable: OCB

Table 4.6 self efficacy Output Coefficient of OCB

Based on the results of the significance of the direct effect of the effectiveness of OCB in the above coefficient table, the value of $t_{count} = 8,437$ bigger than the

value of $t_{table} = 2,000$ at the level $\alpha = 0,05$. It can also be seen from the probability value (sig) = $0,000 < \alpha = 0,05$. Since the coefficient value of $t_{count} > t_{table}$ and probability value of (sig) $< \alpha = 0,05$, so H_0 is rejected and H_1 is accepted, it means that self- efficacy has a direct positive and significant effect on OCB. Thus it can be stated that OCB is directly affected positively and significantly by self efficacy. Increased self-efficacy will lead to an increase in OCB.

Furthermore, to determine the coefficient of determination or the amount of contribution of self efficacy variables to OCB, then the results of data processing can be seen in the table of regression coefficients as follows:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.686 ^a	.471	.464	8.279	.471	71.186	1	80	.000

a. Predictors: (Constant), Self-efficacy

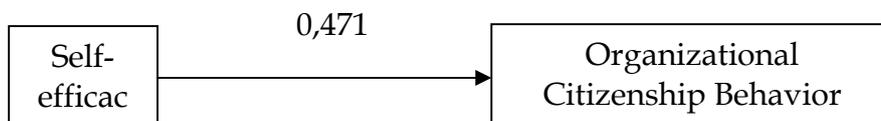
b. Dependent Variable: OCB

Tabel 4.7 Linear Regression Coefficients Self Efficacy to OCB

Based on the above table, the coefficient of determination (R^2) is 0.471 which means that self-efficacy contributes directly and significantly to OCB of 47.1%.

4. Discussion

Referring to the literature review that has been discussed and empirical studies above, the following will be discussed about research results as an attempt to synthesis between theory studies with empirical findings. The summary of the findings of this study can be seen in the picture below:



Based on the findings above it can be said that both theoretically and empirically, self-efficacy has a direct and significant effect on Organizational Citizenship Behavior (OCB) of 47.1%. This means that self-efficacy will positively affect the Organizational Citizenship Behavior (OCB) of IAIN Kendari employees.

This is in line with the opinion of UlfianiRaham et. Al (2014: 259) that "the positive traits show that when employee have high self-efficacy, they also have high job satisfaction at work and consequently performed organizational citizenship behavior more frequently". There are positive characteristics that indicate that when employees have high self-efficacy then they will have job

satisfaction as well which further affects the behavior of Organizational Citizenship Behavior (OCB) is more intense.

Based on the above statement then both the concept and empirical, self-efficacy has a direct positive effect on Organizational Citizenship Behavior (OCB) IAIN employees Kendari. Especially if we use self-efficacy indicators (1) can motivate ourselves to act, (2) confidence to finish the job, (3) have high self-confidence, (4) do a good job, (5) desire to achieve success workplace.

Likewise on the Organizational Citizenship Behavior (OCB) variable of the employee if we use the indicator of (1) altruism, that is the behavior helps to alleviate the work of colleagues, (2) conscientiousness, that is behaviors that help prevent problems with coworkers, (3) sportsmanship, that is tolerance in less ideal or uncomfortable situations that occur in the workplace without complaint, (4) courtesy, that is involved and responsible in the activities of the institution and concerned with the institutional organization's survival, (5) and civic virtue, things that benefit the institution beyond the minimum requirements required.

Furthermore, issues related to the influence and relevance of self-efficacy to Organizational Citizenship Behavior (OCB) employees have been examined by several management experts, especially organizational behavioral experts. For example, research conducted by Royle, M. et. Al found that high self-efficacy and increased accountability will be associated with increased organizational behavior (2005). In another study conducted at Universitas Islam Ahad conducted by NimaShahidi et. Al (2015) found that self-efficacy has a significant relationship with all dimensions of Organizational Citizenship Behavior (OCB).

Finally, this study concluded that in improving Organizational Citizenship Behavior (OCB) employees can be done by improving self-efficacy employees.

5. Conclusion

Based on the result of this research, it can be concluded that in order to increase the Organizational Citizenship Behavior (OCB) the employees are (1) Altruism, (2) Courtesy, (3) sportsmanship, (4) civic virtue, and (5) conscientiousness efforts should be made to improve employees' self-efficacy.

References

- Baldwin, Timothy T. William H. Bommerdan Robert S. Rubin, (2013). *Managing Organizational Behavior, Second Edition*. New York: McGraw-Hill International edition.
- Bandura, A. *Self Efficacy*. In V. S. Ramachaudran (Ed.) (2016), *Encyclopedia of Human Behavior* (Vol. 4, pp. 71-81). New York: Academic Press. (Reprinted in H. Friedman [Ed.], *Encyclopedia of Mental Health*. San Diego: Academic Press, 1998). Tersedia di: <http://www.emory.edu/EDUCATION/mfp/BanGrowingPri.pdf>.

- Colquitt, Jason A. Jeffery A. Lepine, dan Michael J. Wesson. (2011). *Organizational Behavior*. New York: McGraw-Hill.
- Departemen Agama RI. (2011) *Al-Qur'an dan Terjemahannya*. Jakarta: PT. Syaamil. Cipta Media.
- Daft, Richard L. (2008). *The Leadership Experience*. South Western: Thompson Corporation.
-, (2010) *New Era of Management*. South-Western: Cengage Learning.
- George, Jennifer M., Gareth R. Jones, (2002) *Understanding and Managing Organizational Behavior*. New Jersey: Prentice Hall.
- Gibson, James L. et. al, (2012) *Organizations Behavior, Structure, Processes*. New York: Mc Grwa-Hill.
- Ivancevich, John M. dan Robert Konopaske. (2013) *Human Resource Management*. New York: McGraw-Hill.
- Moorhead, Griffin. (2007) *Organizational Behavior*. Boston: HoughtonMifflin. 2007.
- Newstrom, John W. dan Keith Davis, (2002) *Organizational Behavior* (New York: McGraw-Hill.
- Organ, D.W., (2006) *Organizational Citizenship Behavior: The Good Soldier Syndrome* . Lexington: Lexington Books. 2006.
- Raham, Ulfiani, dkk, (2014) *The Role of Job Satisfaction as Mediator in the Relationship between Self Efficacy and Organizational Citizenship Behavior among Indonesian Teacher*, (International Journal of Business and Social Science:, Vol. 5, No. 9.
- Robbins, Stephen P. dan Mary Coulter. (2012). *Management. 11th edition*. New Jersey: Pearson Education Inc.
- , dan Timothy A. Judge. (2011) *Organizational Behavior*. New Jersey: Pearson Education.
- Schermerhorn, John R. (2010) *Introduction to Management*. New Jersey: John Wiley & Sons.
- Shahidi,, NimaSeyed Ali Shamsnia, dan Sara Baezat.(2015).*Studying The Relationship Between Self Efficacy And Organizational Citizenship Behavior(Case Study: Islamic Azad University Zone*, (Iran: International Research Journal of Applied and Basic Sciences, Vol. 9)

Shane, Mc dan Von Glinow, (2010) *Organizational Behavior*. New York; McGraw-Hill.

Yukl, Gary.(2010) *Leadership in Organizations*. New Jersey: PearsonEducation.