

## **THE MODERATING ROLE OF SELF-EFFICACY ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)**

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### **ABSTRACT**

The aim of this research is to determine and analyze the influence of work life balance and job crafting on organizational citizenship behavior (OCB) with self-efficacy as a moderating variable at PT. Socfin Indonesia Medan. method used in This research is an approach quantitative associative. Population in This research is all employees at PT. Socfin Indonesia Medan. Number of samples which is used in This research consisted of 127 respondents. Data collection techniques used in this research is an interview and questionnaires/questionnaires. Data analysis techniques in This research provides descriptive statistical analysis and data analysis using partial least squares (PLS). Data processing in this research uses the SmartPLS 3.0 software program. Based on research results, work life balance has an effect to organizational citizenship behaviour(OCB), job crafting influence on organizational citizenship behaviour (OCB), work life balance moderated by self-efficacy influences organizational citizenship behavior (OCB) and job crafting moderated by self-efficacy influences organizational citizenship behavior(OCB).

### **INTRODUCTION**

Successful organizations need employees who not only do work according to their main job demands or are often called in-role, but organizations need employees who have the initiative to do additional work outside of their job demands or are often called extra-role. Extra-role behavior among employees in organizations is called organizational citizenship behavior (OCB). The OCB function is the key to increasing co-worker productivity, increasing manager productivity, helping save organizational resources and maintaining good relations between co-workers. Factors that influence the emergence of organizational citizenship behavior (OCB) at PT. Socfin Indonesia Medan, one of which is work life balance. The work life balance function is the main key so that employees feel happier so that when doing their work they can be more focused, more productive and able to provide innovations for better performance, employees can also maintain healthy boundaries between their personal and work lives and can make employees to explore hobbies outside of work. Furthermore factors that influential on organizational emergence citizenship behavior(OCB) at PT. Socfin Indonesia Medan is job crafting. The main function of job crafting is the main key for employees to be able to improve their abilities in challenging areas of their work, improve social relations and improve good performance for the company's human resources. This organizational citizenship behavior (OCB) arises because of the work-life balance and job crafting attitudes in employees which

are moderated by self-efficacy. The main function of self-efficacy is the main key so that employees can survive in facing challenges or obstacles that arise, do not hesitate in making decisions if they are in difficulty and make employees better at thinking, behaving and able to motivate themselves for better things.

### **Research Overview**

OCB is functional, extra-role, pro-social behavior that directs individuals and groups to contribute to organizational effectiveness (Fiernaningsih & Herijanto, 2020). Factors that influence organizational citizenship behavior (OCB) are transformational leadership, a type of leadership in which the leader encourages, inspires and motivates employees to innovate and create change to achieve good results in the organization, job satisfaction, pleasant employee emotional attitudes towards successful work. he finished. Organizational commitment, a condition where employees are very interested in the goals, values and targets of their organization (Purwanto et al., 2021). Indicators of organizational citizenship behavior (OCB) are as follows: Altruism (helping behavior), helping co-worker who is experiencing difficulties in the situation at hand, regarding the task company or personal problems. This aspect provides assistance that is not the responsibility of the main task. Conscientiousness (awareness), the voluntary nature of employees without considering the rewards or benefits they will receive. Sportsmanship (sportsmanship), tolerant behavior carried out by employees when organizational conditions are lacking ideal without raising objections. This behavior supports a positive climate at work because of more polite behavior and collaborate with other employees. Courtesy (politeness), maintaining good relations with fellow co-workers to avoid conflict and tend to show caring behavior towards fellow co-workers. Civic Virtue (civil virtue), employee behavior that is responsible for the organization such as keep up with changes in the organization, take initiative for recommendations a degenerative change as well as progress organization (Das, 2020). Self-efficacy basically it is results process cognitive form decision, belief or appreciation about the extent to which a person estimates his or her ability to carry out a task or action necessary to achieve desired result (Lesmana, 2019). Factors that influence self-efficacy are past experiences of success and failure, vicarious experience or modeling, where observing the successes and failures of people around serves to increase or decrease a person's self-efficacy, social persuasion (encouragement or decision) from other people, people's beliefs about their abilities (Haerazi & Irawan, 2020). There are several indicators self-efficacy namely: level (difficulty level), dimensions This associated with difficulty task. Generality (wide field of behavior), dimensions this is related with the broad field of behavior that an individual feels confident about his abilities. Strength (strength), this dimension emphasizes the level of strength or steadiness of a person in his beliefs (Mirzawati et al., 2020). Work life balance defined as fulfillment of those demands satisfying in three areas the basis of life namely work, family and a person's personality (Erwin et al., 2019). Factors that can affect work-life balance balance, are individual factors, including the individual himself which is related to personality, well-being and emotional intelligence. Family factors, which include child care arrangements, family support and other family factors. Social life factors, individuals also have a responsibility to the surrounding community groups (Wolor et al., 2020). Work life balance

includes several indicators, namely time balance, which concerns the amount of time a person spends on work and roles outside of work. Involvement balance (balance of involvement), concerns the psychological level of involvement or commitment For Work and outside of work. Involvement satisfaction balance level (satisfaction balance), level satisfaction felt by an individual through their work or things outside their work. Job crafting is defined as an individual's self-inflicted physical and cognitive changes within the boundaries of tangible work roles and perceptions of intangible work roles (Wang et al., 2020). Factors that influence job crafting are individual characteristics, attitudes, job characteristics, job demands, person job fit, collegial level, supervisor or leader (Singh & Singh, 2018). Indicators in job crafting include task crafting (change task), relational crafting (relationship changes), cognitive crafting (change perception) (Romeo et al., 2020).

### **Theoretical study**

Organizational citizenship behavior (OCB) is an employee's willingness to carry out work outside of his general job obligations (Yaqin et al., 2022). Self-efficacy is beliefs and expectations about abilities someone in facing his duties (Hidayat & Panggabean, 2022). Work life balance defined as a necessity someone in improving their performance at work and improving their personal quality of life (Abdirahman et al., 2018). Job crafting is how employees initiate and use their strengths and opportunities to modify tasks and responsibility they with way effective in place Work (Nguyen et al., 2019).

### **Hypothesis Study**

#### **Hypothesis Development**

#### **Work Life Balance Against Organizational Citizenship Behaviour (OCB)**

From this research, the direct effect of work life balance on organizational citizenship behavior was obtained (OCB) is 0.379 (positive), meaning that if work life balance increases then organizational citizenship behavior (OCB) also increases. And the P-Value is  $0.009 < 0.005$  so the influence of work life balance on organizational citizenship behavior (OCB) is significant.

Hypothesis 1 (H1): Work Life Balance positive and significant effect on organizational citizenship behavior (OCB)

#### **Job Crafting To Organizational Citizenship Behavior (OCB)**

From this research, direct job effect results were obtained crafting on organizational citizenship behavior (OCB) of 0.241 (positive), meaning that job crafting increases, so does organizational citizenship behavior (OCB). increase. And the P-Value is  $0.047 < 0.005$  so the influence of job crafting on organizational citizenship behavior (OCB) is significant.

Hypothesis 2 (H2): Job crafting has an effect positive and significant towards organizational citizenship behaviour (OCB)

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### **Work Life Balance Which is Moderated by Self Efficacy Against Organizational Citizenship Behavior(OCB)**

From this research, the indirect effect of work life balance which is moderated by self efficacy on organizational citizenship behavior (OCB) is 0.653 (positive), meaning that self efficacy can strengthen work life balance to improve organizational citizenship behavior (OCB), and the P-Value is  $0.000 < 0.005$  so the influence of work life balance moderated by self-efficacy on organizational citizenship behavior (OCB) is significant.

Hypothesis 3 (H3): Work Life Balance moderated by self-efficacy has a positive and significant effect towards organizational citizenship behaviour (OCB)

### **Job Crafting Moderated by Self Efficacy on Organizational Citizenship Behavior (OCB)**

From this research, the indirect effect of job crafting which is moderated by self-efficacy on organizational citizenship behavior (OCB) is -0.500 (negative), meaning that self-efficacy weakens work life balance to improve organizational citizenship behavior (OCB), and the P-Value is  $0.008 < 0.005$  so the effect of job crafting which is moderated by self-efficacy on organizational citizenship behavior (OCB) is significant.

Hypothesis 4 (H4): Job crafting moderated by self-efficacy has a negative and significant effect on organizational citizenship behavior (OCB)

## **METHOD**

### **Measurement Items and Questionnaire Design**

This study adopts a structural modeling approach because of the multiple levels of causal relationships in which this investigation is of interest. Table 1 below is a breakdown of the statements relevant to the various constructs and variables included in this research.

**Table 1. Questionnaire Items**

Build	Survey Item Statement	Inspirational Source
Organizational Citizenship Behavior(OCB) (Y)	Y1I can provide useful input with colleagues Work I	(Das, 2021)
	Y2I will help a colleague I'm working at the moment need help	
	Y3I tidy up the documents in the work room if looks messy	
	Y4I responsible responsible for all work given to me	
	Y5I can accept coworkers' input when available debate in meetings	
	Y6I feel happy with all the work I do given to me	
	Y7I greet other coworkers when I meet them	

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	office	
	Y8I say hello if you want to come in working room	
	Y9I respect my co-workers even though my co-workers are lower in rank than me	
	Y10I often come early to the office, so ready to work on during working hours started	
	Y11I always participate in company functions	
Self Efficacy(Z)	Z1I've never had any trouble with it Work	
	Z2I have to understand work procedures the one I	
	Z3No There is barriers to work what I experienced at the company This	
	Z4When I'm tired, I... always remember family to raise power I'm at work	(Mirzawati et al., 2020)
	Z5I feel experienced in my job	
	Z6I understand the tools Which needed in completing the task	
	Z7I feel familiar with the product being produced by the company	
	Z8 I dig information regarding how to work that Good	
	Z9I feel clear with the task given by superiors	
	Z10I get rewards for performance I Good	
	Z11I am still enthusiastic about working even without it superior supervision.	
	Z12I feel like I can complete tasks in work	
	Z13I try hard to achieve results nice work	
Work Life Balance(X1)	X1.1I have time to exercise	
	X1.2I usually don't work more than 6 days in 1 week	
	X1.3I usually doesn't work more than 12 hours in a day	(Wardani & Firmansyah, 2019)
	X1.4After coming home I'm still working excited to do various other things I want	

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	X1.5I do not ignore my personal needs although there are job demands	
	X1.6My personal life doesn't drain my energy I need to work	
	X1.7Burden work makes it difficult for me to carry out life personal	
	X1.8While working, I no longer worrying various other things necessary I do it outside work (Example: hobbies, taking care of parents)	
	X1.9Life Personally, I give strength or enthusiasm in work	
	X1.10My personal life makes me feel ready For work during the day next	
	X1.11I am still eager to work more effective although various things happened in life personal	
	X1.12My job is permanent pleasant although many things what happens in personal life I	
	X1.13Deep atmosphere work supports activities the one I love in life personal	
Job Crafting(X2)	X2.1I proactively make changes and breakthrough way of working	
	X2.2I have a different work dynamic with other employees	
	X2.3I am willing to make job changes and work initiative	
	X2.4I feel happy when my relationship with my colleagues work is going well	
	X2.5My coworkers and I give it to each other enter into every difficulty of the job	(Romeo et al., 2020)
	X2.6When I'm happy I want to treat my colleagues my work	
	X2.7I took the initiative to do something positive in work	
	X2.8I have an idea to get the job done in a way that I like	
	X2.9I am very enthusiastic to provide suggestions in	

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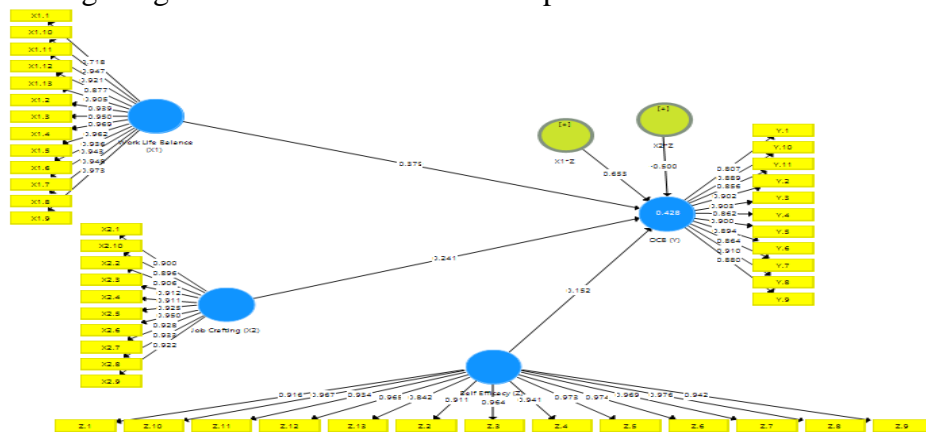
meeting

X2.10I continue to learn new things outside of work

to sharpen my mind at work

### Structural Model

The following image shows the structural model processed with SEM-PLS



**Figure 2. Results of the Bosstrapping Process**

### Reliability of Variable Indicators

**Table 2. Cronbach's Alpha and Composite Reliability**

	Cronbach's Alpha	Composite Reliability	Information
Work Life Balance(X1)	0.986	0.987	Reliable
Job Crafting(X2)	0.980	0.982	Reliable
OCB (Y)	0.974	0.974	Reliable
Self Efficacy(Z)	0.990	0.991	Reliable

### Internal Consistency

The work life balance variable (X1) is reliable, because of the Cronbach's alpha & composite values reliability work life balance(X1) is  $0.987 > 0.7$ . Variable job crafting (X2) is reliable, because mark Cronbach's Alpha & Composite reliability of job crafting(X2) is  $0.982 > 0.7$ . Variable organizational citizenship behavior(OCB) (Y) is reliable because of value Cronbach's alpha & composite reliabilityOCB (Y) is  $0.974 > 0.7$ . The self efficacy variable (Z) is reliable, because the Cronbach's alpha & composite reliability self efficacy(Z) is  $0.991 > 0.7$ .

### Convergent Validity

Convergent validity is the loading value factors on latent variables with the indicators. The value expected  $> 0.7$  loading factor (factor weight) (Wuisan et al., 2020). In the

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research, each variable is valid because it meets the convergent validity test criteria, where the value for each variable indicator is  $> 0.7$ .

### Discriminant Validity

Discriminant validity is a reflexive measurement indicators evaluated by cross loading and then compared with FLC value by square. If the FLC value of each construct greater than value correlation between constructs within model then it can be said the construct has good discriminant validity values (Fathurahman & Ahman, 2020).

**Table 3. Discriminant Validity (Fornell Lacker criteria)**

Discriminant Validity (Fornell Lacker Criterium)				
	X1	X2	Y	Z
X1	0.924	0.534	0.275	0.380
X2	0	0.918	0	0
Y	0	0.539	0.879	0
Z	0	0.289	0.297	0

Based on the table above, it can be seen that indicators X1, X2 and Y have largest FLC value on latent construct yourself compared with the FLC value on other constructs, but the Z indicator with a value of (0) has a small FLC value when compared to the FLC value on the X1 indicator with a value of (0.380). This explains that the indicators X1, X2 and Y are used in this research has been has discriminant validity the good one in forming their respective variables while the Z indicator does not yet have one mark discriminant validity the good one.

### Model Fit Index

**Table 4. Total Effect**

	Original Sample	P-Values	Note.
X1 -> Y	0.379	0.009	Significant Positive
X2 -> Y	0.241	0.047	Positive Significant
X1*Z -> Y	0.653	0,000	Significant Positive
X2*Z -> Y	-0.500	0.008	Negative Significant

Influence value variable X1 (Work Life Balance) to Y (OCB) is 0.379 with a P-Value of 0.009 ( $< 0.05$ ), meaning that work life balance has a positive effect And significant impact on organizational citizenship behavior (OCB). The influence value of X2 (Job Crafting) on Y (OCB) is 0.241 with a P-Value of 0.047 ( $> 0.05$ ), meaning Job Crafting has an effect positive and significant towards organizational citizenship behavior (OCB). The influence value of citizenship behavior (OCB). The influence value of citizenship behaviour(OCB).



**DISCUSSION**

This study establishes that work life balance has influence positive and significant towards organizational citizenship behaviour (OCB). Job crafting has a positive and significant influence on organizational citizenship behavior (OCB). Work life balance moderated by self-efficacy has an influence positive and significant to organizational citizenship behavior (OCB). Job crafting which is moderated by self-efficacy has a negative but significant influence on organizational citizenship behavior (OCB).

**Limitations**

This study faces a number of limitations that may cause challenges in the data collection, analysis, and reporting process. First, time limitations in distributing and filling out this research questionnaire were due to the busy schedule of employees. Second, there are still answers the questionnaire No consistent according to the researcher's observations, because the respondents which tends to be less be careful about that statement it's on the questionnaire so questionnaire answers are inconsistent.

**Conclusions and Future Research**

This study determines that all variables in this research have a significant effect on other variables. This effect is linked through work life balance to organizational citizenship behaviour(OCB). Job crafting against organizational citizenship behavior(OCB). Work Life Balance is moderated by self-efficacy towards organizational citizenship behavior (OCB). Job crafting is moderated by self-efficacy towards organizational citizenship behavior (OCB). However, this idea may require further investigation considering the effect of respondents' busyness that is inconsistent with completing the questionnaire. Future research should consider testing the direct influence of self-efficacy on organizational citizenship behavior(OCB).

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