

Self-Efficacy as a predictor of Organizational Citizenship Behavior among Employees of Beta Glass Plc, Ughelli, Delta State, Nigeria

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Abstract

This study examined the relationship between self-efficacy (SE) and organizational citizenship behavior (OCB) among employees of Beta Glass Plc, Ughelli, Delta State, Nigeria. The study used a descriptive survey research design to assess the link between SE and OCB. Consequently, a total number of two hundred (200) copies of questionnaire were administered to the respondents of the study, out of which one hundred and forty-eight (148) were retrieved. The data generated from the study respondents were analyzed using descriptive statistics, and structural equation modelling (SEM). Pearson product moment correlation coefficient was used to establish the relationship between the study variables while path analysis (SEM) was used to test the research hypothesis. Finding of this study showed that there is a significant positive relationship between SE and OCB. Based on this finding, it was recommended that both managers and employees of Beta Glass Plc be trained on how to increase their level of SE in order to improve their performance of citizenship behavior.

Keywords: Self-Efficacy, Organizational Citizenship Behavior, Structural Equation Modelling, Employee Performance

INTRODUCTION

Organizational Citizenship Behavior (OCB) has drawn a lot of interest over time, particularly from academics, management experts, and practitioners (Kaur & Randhawa, 2021). OCB is a crucial metric that can have a direct impact on an individual's and an organization's overall efficiency and effectiveness (Acaray & Akturan, 2015). Effective employee behavior is defined by three factors, according to Katz (1964): joining and remaining with the company, reaching and surpassing performance criteria, and voluntarily going above and beyond assigned duties. We refer to these actions as OCB. Thus, employee behavior that goes beyond the duties outlined in their job descriptions is known as OCB. Because employees prioritize the efficiency of the organization's operations, they willingly take on extra tasks without anticipating any compensation.

High work performance, cost reduction, increased operational efficiency, staff retention, and client satisfaction are all related positively with OCB (Podsakoff, Whiting, Podsakoff, & Blume, 2009). A wide range of topics pertaining to individual characteristics, work environments, and attitudinal variables are covered by empirical research on OCB determinants (Easo, Balaji, & Anbazhagan, 2020).

Self-efficacy (SE) is one of these individual characteristics. A personal asset, SE is the conviction that one can accomplish particular activities. The positive energy that SE gives can improve pro-social conduct by having a positive attitude toward superiors, subordinates, coworkers, or the organization (Ullah, Raza, Ali, Amjad, & Jadoon, 2021). However, research on the effects of various proactive behaviors in the presence of self-efficacy resources is still lacking (Aftab & Waheed, 2021). Pradhan, Jena, and Panigrahy (2020) pointed out that few studies had predicted the connection between OCB and SE, particularly in an organizational setting like Beta Glass Plc, Ughelli, Nigeria. Furthermore, it is essential to comprehend the circumstances surrounding SE and how it affects attitudes and behavior at work because, in the absence of contextual elements like OCB, the impacts of SE would be overestimated, leading to a false assumption about its validity (Ozyilmaz, Erdogan, & Karaeminogullari, 2017). Therefore, this study aims to investigate the relationship between OCB and SE.

LITERATURE REVIEW

Conceptual Review

Organizational Citizenship Behavior

When an employee goes above and beyond the call of duty to support organizational goals, this is known as OCB. It leads to employees of a company voluntarily helping their colleagues and the organization (Aina & Atan, 2020). According to Aruoren (2018), OCB also describes a person's willingness to go above and beyond the call of duty in their job. In addition, Kuncoro & Wibowo (2019) describe OCB as an action that members of the organization take that goes beyond the official requirements of their job. Podsakoff, MacKenzie, Moorman and Fetter (1990) classified organizational citizenship behavior into five components (altruism, civic virtue, conscientiousness, courtesy, and sportsmanship). (1) Behavior that involves making independent decisions to assist other employees in resolving their work-related issues is referred to as altruism; (2) Civic virtue is when an employee voluntarily participates and gets involved in organizational matters; (3) Conscientiousness is the quality of going above and beyond what is necessary to meet the minimum requirements; (4) Courtesy refer to people's kindness and regard for others; and (5) Sportsmanship shows that a person is more concerned with the organization's positive elements than its negative aspects.

Despite not being a direct or explicit component of the formal reward system, OCB promotes overall organizational effectiveness and functioning. As a result of one's own performance, the manifestation of citizenship behavior is crucial. Thus, human resource management needs to concentrate on improving employees' OCB in order to support and encourage long-term success in the workplace.

Self-Efficacy

Self-Efficacy (SE) is a measure of an individual's level of confidence, specifically in their ability to do a certain task. It affects people's emotions, thoughts, and reactions in a variety of situations (Sahagun, 2022). According to the social cognition theory, self-efficacy is the conviction that one can effectively finish any work that is provided to them directly. It is the notion that one can perform the tasks that have been allocated to one by their management (Li, 2020). SE is a person's confidence in fulfilling their obligations in the face of uncertainty, and numerous studies have demonstrated that it significantly improves an individual's performance (Udemba, 2021).

SE is a person's degree of confidence in their ability to do a task successfully, which is essential to achieving desired results. It also refers to an employee's self-awareness and belief in their ability to think through and take the necessary actions to solve problems and achieve success (Kanapathipillai, Shaari, & Mahbob, 2021). Furthermore, SE is a person's strong belief in their ability to perform tasks that call for the application of abilities, according to the Social Cognitive Theory (Koutroubas & Galanakis, 2022). Therefore, a person may develop a high sense of self-confidence or conviction in their abilities through the learning process rather than being born with it. SE is not a completely innate quality; it can develop with experience and show itself as opinions about a variety of life situations (Hadi, 2023). Workers with strong self-efficacy tend to be more confident in themselves, which can help them perform better and handle difficult situations more easily (Miraglia, Cenciotti, Alessandri, & Borgogni, 2017). Figure 1 shows the conceptual framework for the study.

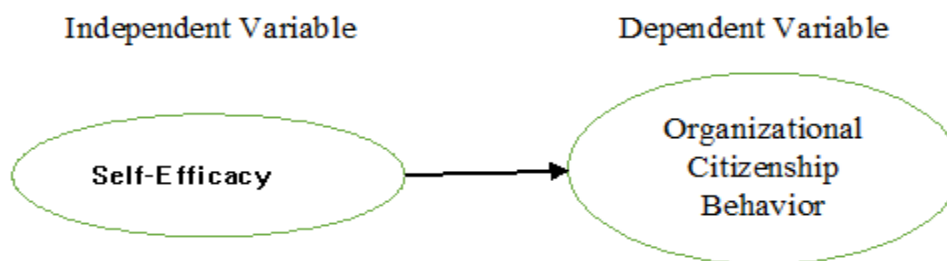


Figure 1: Conceptual Framework

Source: Researcher's Conceptualization, 2025

Theoretical Review

In order to comprehend the social interactions between two parties inside an organization, this study uses the Social Exchange Theory (SET) as its foundation. SET is defined as a form of exchange relationship that extends beyond an employment contract and exists when two or more parties do an action that result in reciprocal exchange obligations (Cropanzano & Mitchell, 2005). The quality of the relationship is based on the reciprocity principle, which an individual views as an acceptable commodity for exchange with an organization (Coyle-Shapiro & Kessler, 2003). It simply indicates that a person has a tendency to act in a manner that is thought to be commensurate with how an organization has treated them (Cohen & Eyal, 2015).

Empirical Review

Saffariantoosi and Khaleghi (2024) investigated whether OCB functions as a mediating factor between career success and career self-efficacy (CSE) among Mashhad's construction project managers (CPMs). A positive and significant association between CSE and OCB was found in the results of structural equation modeling (SEM), which involved 60 participants from Mashhad city's CPMs (15 women and 45 males). In their 2024 study, Choong and Ng examined how teacher SE mediated the relationship between OCB and colleague trust in 408 teachers employed by Malaysian government schools. A positive relationship between OCB and teacher SE was found

using partial least square SEM (PLS-SEM). Bahtiar (2023) examined the impact of SE on the OCB of 78 science teachers at Mataram Universitas Islam Negeri Mataram. The results of a simple linear model showed that in technology-based learning, the SE of science teacher significantly influences OCB.

Triningsih, Setyaningsih, and Herfina (2018) examined the impact of SE and transformational leadership on primary school teachers' OCB. 302 instructors from forty Indonesian elementary schools made up the research sample. The outcomes of the path analysis demonstrated that the OCB of primary school teachers was positively impacted by transformational leadership and SE. Harmeka, Asmony, and Nurmayanti (2023) using psychological ownership and SE examined the influence of spiritual leadership on OCB as mediators. 205 workers at the Hara pan Keluarga Mataram Hospital in Lombok provided 136 responses, which were selected using a simple random sampling technique. According to the results from SEM-PLS, OCB is significantly improved by SE. Using OCB as a mediator, Pratiwi and Nawangsari (2021) investigated the impact of SE, servant leadership, and organizational culture on employee performance among 52 employees of Kharisma Potensia Indonesia. The findings of SEM showed that SE significantly and positively influences OCB. In their 2020 study, Pradhan, Jena, and Panigrahy investigated how sustainability practices influenced the relationship between SE and OCB in 527 full-time executives working in the public and private manufacturing sectors of India. The results of the moderated regression analysis showed that OCB and SE were positively related. Based on these studies, this research proposes that:

H₀₁: There is no relationship between self-efficacy and organizational citizenship behavior.

METHODS

Research Design

To ascertain whether SE and OCB are related, the study uses a descriptive cross-sectional research design. The descriptive survey describes the features of a population or phenomenon by using a cross-sectional approach (Tarurhor, Aruoren, & Owolabi, 2022). This entails choosing a sample, creating a survey tool, gathering information, evaluating it, and interpreting the findings.

Participants

Full-time workers of Beta Glass Plc in Ughelli, Delta State, Nigeria, participated in the study. This company is the biggest producer of glass containers in West and Central Africa. They make a variety of glass containers in white, amber, and green colors, ranging in size from 30ml to 1.5 Litres. Convenience sampling was used to gather data for the study from 148 full-time employees.

Measurement of Variables

The primary source of data for the study was a questionnaire containing closed-ended statements on a 5-point Likert scale. There are three sections in the questionnaire. Data on the respondents' demographics, including gender, age, marital status, educational attainment, and work experience, are included in Section 1. Section 2 contains the dependent variable (OCB) and was assessed by items adopted from Spector, Bauer, and Fox (2010). This scale consists of ten items and respondents were required to indicate the frequency with which they have exhibited certain behavior in their present job, using a five point Likert scale ranging from '1 = never' to '5 = everyday'. Sample items were 'Helped a co-worker who had too much to do' and 'Volunteered

for extra work assignments'. Furthermore, section 3 contains the independent variable (self-efficacy) and was assessed by eight items adopted from Chen, Gully and Eden (2001). Respondents were given statements and asked how much they agreed or didn't agree on a five point likert scale ranging from '1 = strongly disagree' to '5 = strongly agree'. Sample items were 'I will be able to achieve most of the goals that I have set for myself' and 'When facing difficult tasks, I am certain that I will accomplish them'.

RESULTS

Demographic Profile of Participants

The combined demographic information of 148 respondents is presented in the Table 1. According to Table 1, the gender distribution indicates that 95 (64.19%) of participants identified as male, while 53 (35.81%) identified as female. Relating to the age of participants, 23 (15.54%) of respondents are between the ages of 20 and 29 years, 50 (33.78%) between 30 – 39 years, 51 (34.46%) between 40 – 49 years, while 24 (16.22%) were above 50 years. The data discloses that 25 (16.89%) of participants identified as single, 96 (64.86%) as married, 12 (8.11%) as divorced, 10 (6.76%) as widowed, and 5 (3.38%) as separated. Pertaining to the educational backgrounds of respondents, 28 (18.92%) have earned a diploma, 90 (60.81%) have earned Bachelor degree, while 30 (20.27%) have earned a postgraduate degree. Furthermore, pertaining to work experience of respondents, 30 (20.27%) of respondents have spent below 10 years in the organization, 72 (48.65%) between 10 – 19 years, 30 (20.27%) between 20 – 29 years, while 16 (10.81%) had spent above 30 years.

Table 1: Demographic Profile of Respondents

Demographic Distribution (N=148)		Frequency	Percentage
Gender	Male	95	64.19
	Female	53	35.81
Age	20 – 29 years	23	15.54
	30 – 39 years	50	33.78
	40 – 49 years	51	34.46
	Above 50 years	24	16.22
Marital Status	Single	25	16.89
	Married	96	64.86
	Divorced	12	8.11
	Widowed	10	6.76
	Separated	5	3.38
Education Level	Diploma	28	18.92
	Bachelor Degree	90	60.81
	Postgraduate Degree	30	20.27
Work Experience	Below 10 years	30	20.27
	10 – 19 years	72	48.65
	20 – 29 years	30	20.27
	Above 30 years	16	10.81

Source: Researcher's compilation, 2025

Descriptive Statistics and Correlation Matrix

Table 2 shows the descriptive statistics, which is mean, and standard deviation (SD) as well as the correlation between the dependent variable (OCB) and independent variable (SE). The mean for the study variables (OCB and SE) were 4.635 and 3.874 respectively. Using a 5-point Likert scale, these were above the midpoint of 2.50. Moreover, the standard deviation (SD) for OCB and SE were 0.965 and 0.851 respectively, indicating adequate spread among the respondents (Aruoren & Isiaka, 2023). Additionally, Pearson Correlation was used to examine the relationship between OCB and SE. Notably, there exist a correlation of 0.302 between the study variables, shows a positive and significant link with a p -value less than 0.05. The presence of positive and significant correlation between the independent and dependent variables enhances the credibility of the results (Osazevbaru, Aruoren, & Okunima, 2021).

Table 2: Correlation Matrix

Variables	Obs	Mean	SD	min	max	se	ocb
se	148	4.635	0.965	1	5	1.000	
ocb	148	3.874	0.851	1	5	0.302*	1.000

Source: Researcher's compilation, 2025; * $p < 0.05$

Measurement Model Assessment

The evaluation of the measurement model is crucial in determining the study construct's quality. Assessing discriminant validity, composite reliability (CR), average variance extracted (AVE), Cronbach alpha (α), and exploratory factor analysis (EFA) are all part of this process. Table 3 presents these findings. EFA extracted two factors (OCB and SE), whose eigenvalues were 5.939 and 2.521 respectively (Figure 2), and accounted for 79.34% of the total variance in the data set. Hair, Risher, Sarstedt and Ringle (2019) note that factor loadings less than 0.5 should be discarded. As shown in Table 3, although 10 items measured OCB, two items (ocb5 and ocb10) were discarded because their factor loadings were below 0.5, however 8 items (ocb1, ocb2, ocb3, ocb4, ocb6, ocb7, ocb8, and ocb9) were retained and these explained 42.67% of the variation. Furthermore, even though 8 items measured SE, an item (se6) was discarded because of low factor loading while 7 items (se1, se2, se3, se4, se5, se7, and se8) were retained and these explained 36.67% of the variation.

In order to assess construct reliability, CR and AVE were computed. Considering the scale and model structure of the final measurement (Table 3), the CR scores for OCB and SE were 0.93 and 0.96, which are more than 0.7, so the reliability was at a good level, whereas the AVE were 0.64 and 0.77, which are higher than the set criterion ($AVE > 0.50$). Thus, all the theoretical structures were acceptable in their psychological attributes (Hair et al., 2019). Internal consistency reliability was measured by Cronbach's alpha, which typically falls between 0 and 1. Cronbach's alpha values for OCB and SE were 0.89 and 0.80 respectively. These values are above the commonly recommended criterion of 0.70 (Hair et al., 2019), showing high internal consistency reliability. The criteria developed by Fornell and Larcker (1981) were used to evaluate discriminant validity. The correlation coefficients (off diagonal entries) of the other variables were less than the square root of the AVE (diagonal entries), as shown in Table 4. This demonstrates that the variables are discriminately valid. All of these outcomes assured the validity and reliability of the measures.

Table 3: Factor loadings, Composite Reliability (CR), Average Variance Extracted (AVE), and Cronbach Alpha (α)

Variables	Factor Loadings	CR	AVE	α
ocb9	0.88	0.93	0.64	0.89
ocb2	0.85			
ocb8	0.83			
ocb1	0.80			
ocb4	0.79			
ocb6	0.77			
ocb7	0.74			
ocb3	0.72			
se1	0.95	0.96	0.77	0.80
se5	0.92			
se4	0.90			
se8	0.87			
se3	0.85			
se7	0.84			
se2	0.82			

Source: Researcher's Compilation, 2025

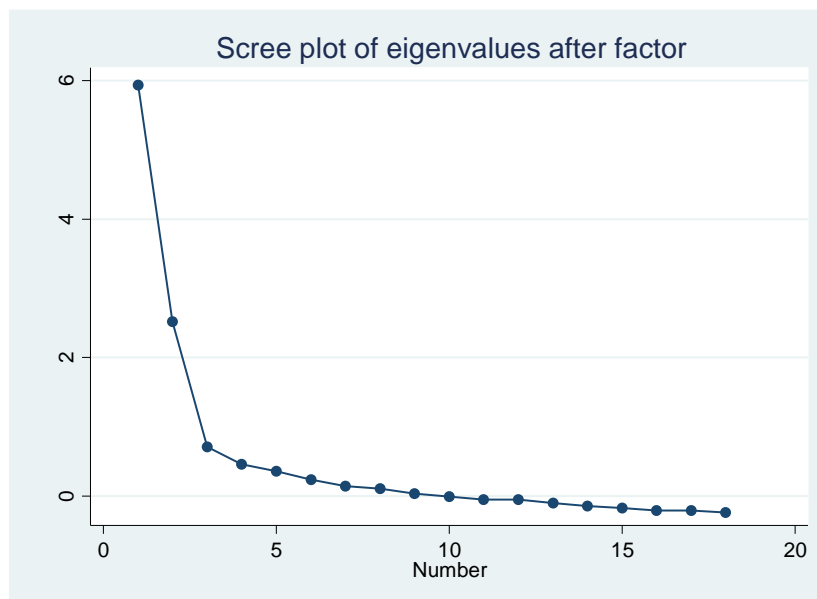


Figure 2: Scree Plot

Source: STATA Result.

Table 4: Discriminant Validity

Variable	ocb	se
ocb	(0.877)	
se	0.302	(0.800)

Source: Researcher's compilation, 2025

Hypothesis Testing

The proposed relationship was tested using structural equation modelling. The structural model evaluates the relationship between latent variables and the measurement model in conjunction with the indicators (Hair, Hult, Ringle, & Sarstedt, 2017). Figure 3 and Table 5 demonstrated that SE significantly influences OCB ($\beta = +0.373$, $z = 2.80$, $p = 0.005 < 0.05$). Hence, H_{01} was rejected. Thus, SE and OCB have a positive and significant relationship. A unit increase in self-efficacy will lead to a 37.3 percent increase in OCB.

Table 5: Path Coefficient

Path	Coef.	Std. Err.	z	$p > z $	[95% Conf. Interval]
se \rightarrow ocb	+0.373	0.133	2.80	0.005	(0.112 0.634)

Source: Researcher's compilation, 2025

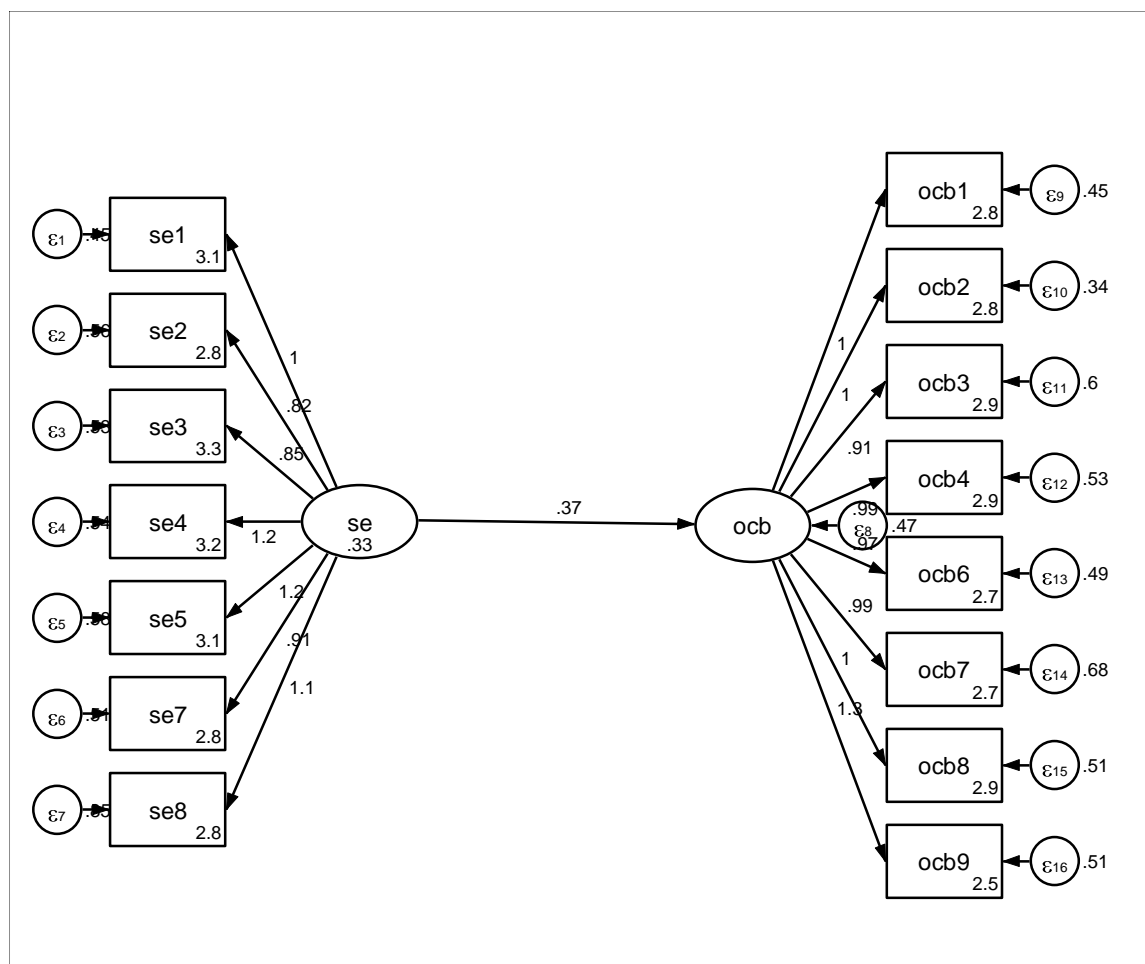


Figure 3: Path Diagram
Source: STATA Result

DISCUSSION

Examining the connection between SE and OCB among Beta Glass Plc employees is the goal of the study. The result of path analysis revealed that SE showed a significant positive relationship with OCB. The result agrees with earlier studies that emphasized the significance of SE in supporting employees in participating in OCB (Saffariantoosi & Khaleghi, 2024; Choong & Ng, 2024; Bahtiar, 2023; and Harmeka et al., 2023). An individual with a high level of SE is more involved in OCB. As a self-motivating technique and personal resource, SE inspires competent employees to overcome challenges at work. Therefore, self-confidence is crucial for enhancing communication and decision-making skills so that one can act more pro-actively and assist coworkers and the organization without expecting payment or recognition (Aruoren, Odiri, & Erhuen, 2023).

CONCLUSION AND RECOMMENDATIONS

The findings indicate a positive relationship between SE and OCB. As demonstrated by the results, SE is a key factor in promoting workplace behaviors like OCB. By including the impact of SE on OCB, this study contributes to the body of knowledge within the field of organizational behavior, particularly as it relates to employee performance. By addressing this gap in the literature, especially with regard to OCB, the study advances our knowledge of how SE affects citizenship behavior in Nigeria's manufacturing sector, specifically at Beta Glass Plc in Ughelli, Delta State. It is recommended that:

1. Training on the value of OCB in improving organizational performance and effectiveness should be provided to employees and managers.
2. In order to improve their performance of citizenship behavior, employees should receive training that increases their levels of self-efficacy.

LIMITATIONS AND SUGGESTION FOR FUTURE STUDIES

This study has some limitations. First, because this study focused on a manufacturing company, Beta Glass Plc, located in Ughelli, Delta State, it is not appropriate to generalize the findings to other contexts. There may be a number of variations in at work including, the scope of the task, and personal traits, all of which are influenced by organizational culture. Hence, employees in each company have different social and cultural backgrounds, and thus perceive the constructs differently than participants in other organizations. Therefore, the results ought to be limited to this specific company. For examination that is more comprehensive and to effectively generalize these results to other situations, future study might consider public organizations like state, and local government institutions or other manufacturing firms.

Additionally, the cross-sectional survey used in this study was carried out over a particular time period. This rule out drawing any inferences on the relationship's implied causality. Using a longitudinal research methodology, conclusive findings on cause and effect at various times may be established. Future studies should think about employing multi-source data gathering techniques, even though common method bias was not a significant issue in this investigation. For example, information can be obtained from supervisors, coworkers, and subordinates to determine the specific nature of the connection between employees' SE and OCB.

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