The Role of Job Characteristics, Organizational Citizenship Behavior, Self-Efficacy in the Relationship to Employee Performance

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ABSTRACT
Employee productivity is crucial since it forms the basis and guide for every firm. However, the nature and formality of the work organization play a significant role in determining job characteristics, and although they have an impact on other workplace circumstances, changing job characteristics has inherent restrictions. The purpose of this study is to examine the structural relations among job characteristics, organizational citizenship behavior, self-efficacy related employee performance. The samples of this study consist of 351 representatives utilizing a straightforward irregular inspecting procedure and information from respondents utilizing research instruments utilizing on the web surveys. The exploration technique utilized in this study is Structural Equation Modelling examination and information investigation instruments utilizing SmartPLS 3.3.3. Analysis and interpretation of the data indicate that; self-efficacy have a relationship with employee performance, job characteristics have a relationship with employee performance, organizational citizenship behavior have a relationship with employee performance. The implementation of job characteristics, organizational citizenship behavior, and self-efficacy will greatly impact and make a positive contribution to the hotel activities in improving the performance of its employees.

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1. INTRODUCTION

The development of the business world is now increasingly rapid, which brings the entry into the era of the industrial revolution 4.0, which makes business competition also increasing, one of which is in the service industry (Asbari et al., 2021; Hendarysyah, 2019). In today's fiercely competitive market, effective, efficient, and optimal management of human resources is crucial for success. Not only is HR a component of production, but it also plays a role in deciding how well management of the business is conducted. Companies may successfully carry out organizational functions and accomplish company goals when they have superior human resources. This is demonstrated by how well its personnel perform (Burhan, 2019; Nurcahyo et al., 2017; Singh et al., 2019). The hotel industry proliferates in the service industry. They are judging from the number of hotels built and the number of tourists from various countries utilizing hotel services. Employees with good performance and maximum productivity can increase the targets expected by the company so that the company can compete and even last a long time.

Performance results from an activity, activities are carried out by working as efficiently and effectively as possible to produce performance from these activities. The Human Resource Department Hotel in Tangerang stated that several reasons become problems at work, including there are still employees who feel less confident in completing their work, there are still employees who are negligent in carrying out their responsibilities to complete their work, and there are still employees who have deadlines (Casidy et al., 2018; Desky et al., 2020; Hussain et al., 2016). From the statement above, it is necessary to observe and analyze what factors affect employee performance. The principal factor that can influence representative execution is the self-adequacy of individual workers and what is seen as self-viability alludes to confidence in one’s capacity to coordinate and complete the activities expected to deliver explicit accomplishments (Barbu et al., 2021; Chang, Y.-W., & Chen, 2021; Daragmeh et al., 2021). Given past exploration, many have made sense that self-adequacy affects representative execution. In any case, a few past investigations make sense that self-viability significantly affects worker execution (Asbari et al., 2021; Desky et al., 2020).

Work aspects as a trigger for three mental conditions is essential, work qualities affect worker execution in light of exploration (Domí et al., 2019; María del Rosario et al., 2017). All possible human resources have an impact on the organization’s attempts to accomplish its objectives. No matter how cutting-edge the technology, information development, capital, and material are, a company cannot succeed without human resources. Due to its potential to impact organizational performance, OCB is currently a particularly attractive topic in management literature. Employee turnover and absenteeism will be decreased by a high degree of employee OCB at the workplace, which can also boost output, organizational effectiveness, and customer happiness. Additionally, OCB influences manufacturing cost reduction through improved organizational performance (Akinbode, 2011; Almoudadi, 2018; Crawley et al., 2015).

Work attributes adversely influence worker execution. The third element that influences representative execution is workers who have hierarchical citizenship conduct. Hierarchical citizenship conduct is a commitment that could be compensated. Because of past examination, it is expressed that authoritative citizenship conduct affects worker execution is the consequence of a movement (Keskin, 2020; Kim, 2019; Koswara et al., 2021). Additionally, prior studies have revealed that women are 1.24 times more likely than men to exhibit OCBs. Organizational citizenship behavior positively influences employee performance (Indarti et al., 2017; Jawahar & Liu, 2016; Shahn et al., 2014). Exercises are completed by functioning as proficiently and actually as conceivable to deliver execution from these exercises. One more meaning of execution or work execution is an outcome accomplished by an individual in doing the errands relegated to him (Justus et al., 2022; Kaakeh et al., 2020; Tang & Wei, 2022).

Execution is the inspiration and capacity to follow through with tasks’ responsibilities. Worker execution results from work are far as quality and amount accomplished by representatives completing their obligation. In the meantime, the accomplishment of assignments, where workers at work should follow the association’s work program to show the degree of authoritative execution in accomplishing the association’s vision, mission, and objectives (Nasiatin et al., 2020; Novitasari et al., 2020). Organizations can create occupations that are ideal depending on their requirements, and it’s crucial to support staff in maintaining a psychological state of purpose and accountability. Job features have an impact on how well a job is done (Adil et al., 2020; Han et al., 2020). Employees who voluntarily behave as responsible members of the organization are said to be engaging in organizational citizenship behaviors (Eren, 2021; Shiau et al., 2020; Zhang et al., 2020).

Elements of self-adequacy, including level This aspect is connected with the degree of undertaking trouble. On straightforward errands, an individual’s self-adequacy will be high, while on complex undertakings that require high ability, self-adequity will be below. In general, an individual with high self-adequacy will pick an assignment whose degree of trouble is as per his capacity Consensus, this aspect connects with an individual’s authority of the field or occupation obligations (Nasiatin et al., 2020;
An individual can express that he has self-adequacy in comprehensive exercises or is restricted to specific exercises. Some people with high self-adequacy will want to dominate a few fields without a moment’s delay in finishing a responsibility. In contrast, somebody with low self-viability will dominate a couple of fields expected to finish a job. Strength, this aspect accentuates an individual’s degree of solidarity or dependability against conviction (Çetin & Aşkun, 2018; Mohd Sanusi et al., 2018; Tims et al., 2014). Self-viability shows that the activities taken will give results accurate to form somebody. Individuals who have areas of strength in their capacities will continue in their undertakings, not with standing multitudinous hardships and deterrents (Alhadabi, A., & Karpinski, 2020; Shiu et al., 2020). They are not effortlessly overpowered by affliction.

Profoundly work aspects as a trigger for three mental states. The Diagnostic Job Survey instrument depends on a particular hypothesis about what occupation configuration means for work inspiration and gives a goal proportion of occupation aspects individual mental states coming about because of these aspects, representatives’ emotional responses to work and settings. Work and individual development require strength (characterized as the singular’s status to answer an enhanced work) (Cai et al., 2019; Lesener et al., 2019). The components of occupation qualities are essential. The Characteristic Job Model depends on 5 (five) center work aspects, to be specific; Expertise assortment the degree to which a task requires an assortment of exercises and various approaches to finishing the work, which includes utilizing various abilities and gifts of the individual (Keskin, 2020; Kim, J., 2019). Task Identity how much the occupation requires fruition of an “entirety” and recognizable work, the importance of finishing the work beginning to end with noticeable outcomes. Task Significance is how much work considerably affects the lives or work of others, either in the quick association or in the extreme climate. Independence The degree to which work gives significant opportunity, freedom, and tact to people in booking work and deciding the systems to be utilized. The degree to which completing work exercises expected by the work brings about people are acquiring immediate and precise data about the adequacy of their presentation (Harris et al., 2019; Venkateswaran et al., 2019; Wolter et al., 2019).

Self Efficacy is the outcome of an action. Exercises are done by filling in as productively and successfully as could be expected to deliver Execution from these exercises. Previous studies states that self-efficacy is the inspiration and capacity to finish responsibilities in a task. Representative Self Efficacy is the aftereffect of work as far as quality and amount accomplished by workers in doing their obligations (Baird, L., & Yamamoto, 2020; Ghislieri et al., 2019). Other study said self-efficacy is the accomplishment of undertakings, where representatives at work should be as per the association’s work program to show the degree of hierarchical self-efficacy in accomplishing the association’s vision, mission, and objectives (Piscoya et al., 2020). Self-adequacy alludes to confidence in one's capacity to sort out and complete the activities expected to deliver specific accomplishments. A singular’s conviction that he can complete the errand self-viability is a self-appraisal of the capacity to follow through with something. Self-viability is an individual's capacity to coordinate and complete the activities expected to oversee planned circumstances (Stajkovic et al., 2018; Ursic-Bedoya et al., 2014). Self-efficacy demonstrated a positive association employee performance (De Clercq et al., 2018; Kusumah et al., 2021; Thundiyil et al., 2016). Base on those description and result from previous study, this study conducted in order to examine the structural relations among job characteristics, organizational citizenship behavior, self-efficacy related employee performance.

2. METHODS

The type of research used in this research is quantitative research. Surveys and experiments are frequently needed for quantitative research. The data in this study were obtained by distributing questionnaires using a Likert scale (Bryman, 2012; Sekaran & Bougie, 2016). This study focuses on primary data collected through a structured questionnaire developed and adapted from existing literature. For self-efficacy, we use five indicator items (SE1–SE5) (Cassidy, 2015; Lunenburg, 2011). Five items to measure self-efficacy are past performance, vicarious experience, verbal persuasion and emotional cues. For employee performance, we use five indicator items (EP1–EP5) (Beltran-Martín and Bou-Llusar, 2018; Chen et al., 2014). Five items to measure employee performance are work quality, work quantity, work time schedule and responsibility. For Organizational Citizenship Behavior (OCB1–OCB5), we use five indicator (Dekas et al., 2013; Harvey et al., 2018; Shahin et al., 2014). Five items to measure organizational citizenship behavior are helping coworkers, social participation, being involved, discipline, employee sustainability. The Job Diagnostic Survey was the first to introduce job characteristics (JC1-JC5) (Hackman, J.R. and Oldham, 1976; Han et al., 2020). Variety, identity, work significance, autonomy, and feedback are included in this.
Online questionnaires were distributed directly to hotel employees in Tangerang. The sample of this study is all hotel employees in Tangerang, totaling 351 people. The sampling method used a simple random sampling technique. Data were obtained from respondents using online questionnaires. The research method used in this study is Structural Equation Modeling analysis and data analysis tools using SmartPLS 3.3.3 (Purwanto & Juliana, 2022). The research model that used in this study is show in Figure 1.

![Figure 1. Research Model](image)

3. RESULTS AND DISCUSSIONS

Results

Validity Test

SmartPLS 3.0 software can be used to test the validity. The validity test results are valid if there is an outer loading value of the indicator for each variable more than 0.70. The result of validity test is show in Figure 2.

![Figure 2. Validity Testing](image)
Base on Figure 2, at the beginning of the research, the loading value between 0.50 and 0.60 is said to be sufficient. It proves that all variables have outer loadings above 0.05, so all variables have good convergent validity.

Reliability Test

The dependability test assumes it has a composite unwavering quality worth of more than 0.70 and shows great dependability. The result of reliability test is show in Table 1.

Table 1. Average Variance Extracted (AVE)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s Alpha</th>
<th>Composite Reliability</th>
<th>(AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Efficacy (SE)</td>
<td>0.734</td>
<td>0.821</td>
<td>0.632</td>
</tr>
<tr>
<td>Job Characteristics (JS)</td>
<td>0.777</td>
<td>0.821</td>
<td>0.621</td>
</tr>
<tr>
<td>Organizational Citizenship Behavior (OCB)</td>
<td>0.739</td>
<td>0.869</td>
<td>0.645</td>
</tr>
<tr>
<td>Employee Performance (EP)</td>
<td>0.777</td>
<td>0.821</td>
<td>0.621</td>
</tr>
</tbody>
</table>

Table 1 shows that every variable has composite dependability esteem higher than 0.70. Hence, the above factors incorporate excellent composite dependability. Cronbach's alpha's worth can be utilized if the worth is above 0.60. Base on result above makes sense that every variable has a worth higher than 0.60. So it very well may be reasoned that it is a decent Cronbach's alpha. The result of R square analysis is show in Table 2.

Table 2. R Square

<table>
<thead>
<tr>
<th>Dependent variables</th>
<th>R Square</th>
<th>R Square Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance</td>
<td>0.950</td>
<td>0.923</td>
</tr>
</tbody>
</table>

In Table 2, the model of the impact of Self-Efficacy (SE), Job Characteristics (JS), and Organizational Citizenship Behavior (OCB) on Employee Performance (EP) gets an R-square with a worth of 0.950. It can likewise be deciphered that the Self-Efficacy (SE) variable, Job Characteristics (JS), and Organizational Citizenship Behavior (OCB) can make sense of 95% of Employee Performance (EP) and 5% of different factors not found in this review. Causality Test result is show in Figure 3.

Figure 3. Hypothesis Testing

In Figure 3, it is explained that the t-statistics value of the influence between variables with a value > 1.96 and p-value < 0.050. Thus, it can be explained that the independent variable can significantly influence the dependent variable. Hypothesis testing result is show in Table 3.
Table 3. Hypothesis Testing

<table>
<thead>
<tr>
<th>Correlation</th>
<th>Original Sample (O)</th>
<th>T Statistic</th>
<th>P Value</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Efficacy (SE) - Employee Performance</td>
<td>0.267</td>
<td>3.102</td>
<td>0.001</td>
<td>Supported</td>
</tr>
<tr>
<td>Job Characteristics (JS) -&gt; Employee Performance</td>
<td>0.577</td>
<td>2.265</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>Organizational Citizenship Behavior (OCB) -&gt; Employee Performance</td>
<td>0.152</td>
<td>5.326</td>
<td>0.001</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Discussion

The purpose of this paper is to examine the structural relations among job characteristics, organizational citizenship behavior, self-efficacy related employee performance. According to each variable, the findings of the investigation of the link between variables are explained.

Self-Efficacy on Employee Performance

These results indicate that representatives believe in their capacity to perform their functions admirably to develop workers’ performance further. Representatives also felt they could have done better with earlier meetings that helped gain or increase certainty in managing their responsibilities. In the same way, sharing information affects the development of representatives. Thus, the consequences of exploration show that information sharing affects the relationship between self-authority and worker progress. The results of this study are in line with the result (Justus et al., 2022; Tang & Wei, 2022; Thundiyil et al., 2016) stated that self-efficacy demonstrated a positive association employee performance, the hypothesis is supported, meaning that it can be generalized at the population level.

Job Characteristics on Employee Performance

These outcomes demonstrate believe in their capacities to have the option to do and finish their function admirably so they can further develop worker execution to the greatest. The results of this study are in line with the results of research stated that job characteristics effect on employee performance (Wood et al., 2012; Zhao & Ghiselli, 2016). The viewpoint hypothesis, self-efficacy alludes to confidence in an individual’s capacity to arrange and do the activities expected to create specific accomplishments. The Effect of Job Characteristics on Employee Performance the hypothesis is supported, meaning that it can be generalized at the population level. This shows that hotel employee representatives are offered the chance to show their abilities to do different existing positions (Basu et al., 2017; Jawahar & Liu, 2016). Hotel employee are also allowed to finish their work so workers can work ideally can further develop representative execution. The five center work aspects incorporate ability assortment, task personality, task importance, independence, and criticism. Lodging professionals need to respect the innovative work of their workers and build a hierarchical culture to assist creative practice to increase representative inventiveness (Johari et al., 2019; Ling & Toh, 2014). Human capital and authorized capital are promoted by establishing and following long-term associations with essential partners. The importance of intellectual capital in the financial execution of small and medium-sized lodging (Caya & Mosconi, 2022; Shahin et al., 2014). HR administration navigation is regarding the implementation and execution of training in MSME associations. HR inkeepers survey strategies for increasing HR growth in training and directing the preparation of vital HR in their MSMEs.

Organizational Citizenship Behavior on Employee Performance

Organizational Citizenship Behavior on Employee Performance Based on the consequences of joint or synchronous testing, there is a match between the information and the examination model. The results of this study are in line with the results of research stated that Organizational citizenship behavior positively influences employee performance the hypothesis is supported, meaning that it can be generalized at the population level (Azila-Gbettor et al., 2020; Indarti et al., 2017).

Improvements in hotel management, employee development, and self-confidence must continue to be improved so that employees can better adapt and complete work well. The hotel management is expected to improve the understanding of the system for employees about each task performed by providing work instructions by explaining tasks in sentences that are easy to understand and clear. From the research results, it is hoped that the hotel management can improve routine activities that aim to advance the hotel even better. Hotel management is also expected to improve the monitoring system to act appropriately and
complete work on time. Further research can add other variables that affect the performance of other employees, such as work environment, organizational commitment, and work discipline.

4. CONCLUSION

Based on the results and discussions that have been carried out, it can be concluded that job characteristics, organizational citizenship behavior, self-efficacy positively influences employee performance the hypothesis is supported, meaning that it can be generalized at the population level. This means that when the variables of job characteristics, organizational citizenship behavior, self-efficacy the performance variable will also increase, as well as better. The implementation of job characteristics, organizational citizenship behavior, self-efficacy will greatly impact and make a positive contribution to the hotel activities in improving the performance of its employees.

5. REFERENCES


