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**SELF-EFFICACY, DEMOGRAPHIC CHARACTERISTICS AND ORGANIZATIONAL
CITIZENSHIP BEHAVIOR AMONG MANAGEMENT EMPLOYEES IN PUBLIC
ORGANIZATIONS IN KENYA**

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Strategy

**Self-Efficacy, Demographic
Characteristics and Organizational
Citizenship Behavior among Management
Employees in Public Organizations in
Kenya**

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Abstract

Purpose: Government institutions through its employees play a vital role in steering and implementing government's vision and policy for the benefit of the citizens. However, the work habits of many government employees are below expectation leading to perennial citizenry complaints. Globally, Self-efficacy and Organizational Citizenship Behavior are concepts commonly researched and practiced among private sector organizations for better work habits and performance. Advocating for the tenets of these constructs have not received favorable consideration among public sector scholars and practitioners in Africa, although entrenching positive work behavior among employees for improved service delivery is universal. Though it is a day today responsibility of managers, studies have bestowed this role on the organization in general rather than the specific drivers of positive work behavior. The purpose of this study was to examine whether self-efficacy and the demographic characteristics of senior public officers influence their engagement in citizenship behaviors.

Methodology: Guided by the social exchange and social cognitive theories, the study adopted a cross-sectional quantitative survey design. Target population was the middle level management employees in public organizations in Kenya. Data was collected using questionnaires, (N=389) determined by a stratified sampling procedure and analyzed using SPSS computer software to derive descriptive and inferential statistics. From the multiple regression model (1), $R^2 = 0.042$ showing that demographic characteristics accounted for 4.2% variation in OCB, while model (2) shows $R^2 = 0.17$ indicating that Self-efficacy accounted for 17.1% of OCB. Self-efficacy had significant relationship with Organizational citizenship behavior ($\beta_1 = 0.362, p < 0.05$). Age had a positive significant relationship with OCB ($\beta = .204, p < 0.05$). Tenure was found to relate negatively with OCB ($\beta = -.183, p < 0.05$).

Findings: The findings showed that Self-efficacy and age were strong determinant of OCB, thus the higher the employees' age and psychological and emotional self-belief the higher their tendency to exhibit extra role behavior at the work place. Employee's practice of discretionary behaviour to help colleagues solve organizational or personal problems is not just a matter of chance but a fully conscious decision informed of one's personal characteristics.

Unique Contribution to Theory, Practice and Policy: The study affirmed the applicability of the social exchange and social cognitive theories among public sector workers. In their endeavor to improve public service delivery, managers in public institutions should strive to identify, nurture and scale up employee's personal traits that contribute to practice of positive work behaviours like citizenship behaviour at the work place.

Keywords: *Self-Efficacy, Organizational Citizenship Behaviour, Demographic Characteristics*

INTRODUCTION

Empirical evidence suggesting work related employee behavior as key factor determining organizational success is abound. One of the most popular employee work habit which has received much attention from researchers and management practitioners for its relevance to the organizations' performance is Organizational Citizenship Behavior (aka extra-role behavior or citizenship behavior). Incontrovertibly, these positive employee work habits has been associated with improved organizational productivity and efficiency, increased customer satisfaction and reduced costs and employees turnover (Miao *et al.*, 2017). It is highly valued and critical in enhancing government organisations (Norasherin *et al.*, 2016); an important indicator which could directly contribute to an individual and the overall organizational efficiency and effectiveness (Acaray & Akturan, 2015).

Despite all these empirical evidence, institutions mandated in law to provide public services have continued to lack behind in instituting and promoting positive work behaviors among its employees. These organizations and departments remained behind in effectiveness and efficiency in delivering service to its customers, the community. Consequently, citizens persistently complain of poor services arising from inappropriate work behavior of the public officers. Instilling positive work behavior at the work place is therefore a critical managerial responsibility across organizations be it public or private. Scholars have a responsibility to generate empirical evidence and advance knowledge applicable within their jurisdictions to serve as tools of managing humans and human relations for improved service delivery and overall organizational effectiveness.

Over the years, studies on the role of Organizational Citizenship Behavior (OCB) in driving organizational effectiveness has gained considerable attention, specifically among researchers, management scholars and practitioners (Kaur *et al.*, 2020; Kaur & Randhawa, 2021), it is the most widely discussed topic in the organizational sciences (Klotz *et al.*, 2018). According to Bhatti, *et al.*, (2019), OCB does not mean working long hours and taking on extra assignments with no thought of reward, rather a means through which out of this type of behavior, employees provide the organization with many creative solutions to problems and provide suggestions to facilitate the implementation of strategies for the success of the organization. Despite the prominence of this concept, most of the studies are conducted in developed countries Cohen & Abedallah (2020), hence most literature reviewed highlights circumstances in United States, China and Canada (Pedro *et al.*, 2021). In Malaysia, studies were conducted mostly in private sectors (Yin Yin Lau *et al.*, 2020), academic institutions (Ramlee *et al.*, 2016), and few studies on the public sector (Nik *et al.*, 2018). The concept has attracted limited attention in Africa, though sporadic studies in Nigeria and Kenya has been noted.

Overall, the study and the advocacy for citizenship behavior practices as a work habit remains popular among private sector organizations because of the pursuit for a competitive advantage and profit. Yet the management principles applied in the private sector as well as the customers' and the employees'; and sometimes employers' expectation are not necessarily dissimilar from that of the public organizations. Most importantly, public sector employees are expected to carry the burden of meeting organizational goals directed towards the public interest by improving their efficiency and productivity (Dimitrios, 2016) in a similar manner as their counterparts in private

organizations. Therefore, positive work behaviors such as self-efficacy and organizational citizenship behavior are as equally applicable in public sector work setting. Certainly, Tsai & Lin (2014) suggested the inclusion of self-efficacy in a research model for OCB antecedents in a non-profit organization; the public sector in this case. There is every justification to believe that OCB has special salience in public organizations due to the relevance of generalized citizenship in government–citizen relationships and the goals of public administration reforms to achieve greater organizational responsiveness to citizens. And since civil service delivery in Kenya has been highlighted as below expectation (K’osuri *et al.*, 2018) and delivery of service is often compromised to the chagrin of the citizens, embedding citizenship behavior in the work culture of public organizations in Kenya is paramount.

Objectives

1. To establish the relationship between Self-efficacy and Organizational Citizenship Behavior of management employees working in public organizations in Kenya
2. To identify the relationship between demographic variables (gender, age, marital status, educational level, and work experience) and OCB among employees working in public service in Kenya

Theoretical Overview

The study was guided by Social exchange theory and Self-cognitive theory

Social Exchange Theory

The theory is regarded as one of the most influential conceptual paradigms that explain workplace behavior and social science phenomena in general. The basic principle of SET is that social phenomena involve a series of interactions that generate obligations (Rupp & Cropanzano, 2002). It assumes individuals will continue to participate in social situations as long as they perceive the participation will accrue beneficial outcomes (Blau (1964); Walster, Walster, & Berscheid, 1978). And that people are in relationships (economic, political or social) for gain, and will leave a relationship upon realizing that they no longer gain, or when the costs of staying in it outweigh the gains. In social exchange relationships, individuals who perceive their contribution to the organization is recognized may feel obligated to reciprocate and commit to the achievement of the organizations’ goals.

Organizational culture is considered one of the factors that contribute to the success of organisations, Wikhamn & Hall (2012) observed that organizational culture is the medium of exchange of beliefs, norms and values between the organization and the employees. Essentially, organizational culture is the means through which the organization transmits the desired norms and values to employees in order to shape their perceptions and work performance. The principle of distributive justice and equity is an element of the social exchange theory, it proclaims that human beings actively seek fair outcomes, distributive justice and equity. Therefore, organizations that uphold fairness and equity as an element of its culture are more likely to entrench the spirit of extra-role behavior in the organization. Saks (2006) posits that employees with high regard to procedural justice are more likely to exhibit higher work engagement.

It is apparent from the literature that various scholars have tested and affirmed the social exchange theory postulating that employees who feel supported by their organization feel the need to “*pay back*”, and would want to identify with it. This study proposes that tenets of OCB, in this case conscientiousness and civic virtue, imply that in engaging in extra-role behavior to help fellow employees and the organization, the employee is “*paying back*”. Besides, work engagement and OCB is associated with job satisfaction and organizational fairness (Organ 2018); the question is; - does the theory apply in the context of this study i.e. the Kenyan public service, a bureaucratic political system with its peculiarities?

Self-Efficacy Theory

Self-efficacy theory (SET) is a subset of Bandura's (1986) social cognitive theory, according to this approach, the two key determinants of behavior are;- *perceived self-efficacy* and *outcome expectancies*. The latter refers to the perceived positive and negative consequences of performing a behavior. Self-efficacy is a state in which an individual believes he has the capability and skills to achieve success in a particular subject. It is an individuals' belief in his ability to organize and execute courses of action required to attain designated types of performance. Mastery of experiences (performing repeatedly) is the most influential of the four cues of self-efficacy (Bandura, 1997; Goddard, Hoy, & Hoy, 2000). The theory assumes people make causal contributions to their own functioning through mechanisms of personal agency. Bandura (1997) further observes that among the mechanisms of agency, none is more central or pervasive than peoples' beliefs about their capabilities to exercise control over their own level of functioning and over events that affect their lives. Besides, social-cognitive theory postulates that the ability of people to achieve, based on their belief that they are able to attain a desired target, is due to their sense of self-efficacy.

Psychologists have suggested how to develop a stronger sense of self-efficacy to overcome challenges; - one needs to cultivate persistence, and self-motivation. The stronger the beliefs, the more vigorous and persistent the efforts. However, people with negative perceptions of self, are most likely not to act where action is expected, whereas positive perceptions of self may compel them to achieve (Bandura, 1997), while phobic anxiety is derived from both low self-efficacy for performing overtly, and from low self-efficacy for exercising control over scary thoughts (Steven *et al.*, 2017). It is therefore assumed that persons who have a strong sense in their abilities and belief in their capacity to achieve what they set to do, would voluntarily participate and involve themselves in organizational affairs and go well beyond what is expected as the minimum requirements, while focusing on positive aspects of the organization rather than the negative. As such, from the perspective of self-efficacy theory, high or low level self-efficacy could to be an important measure to predict organizational citizenship behavior as well as dysfunctional behavior at personal level and at the workplace among public officers in Kenya.

Concept of Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is deemed to be derived from the freewill, inner drive of members for the good of an organization (Organ, 1988; Park *et al.*, 2013). Organ (1997) defined OCB as any discretionary work-related behavior that goes beyond routine duties and supports one's social or psychological environment. Further, Organ *et al.*, (2006) in (Basu *et al.*, 2017)

elucidates the five primary dimensions of OCB as; *altruism* (assisting other colleagues, co-worker or supervisor), *civic virtue* (voluntarily participating and involving oneself in organizational affairs), *conscientiousness* (going beyond what is expected as the minimum requirements), *courtesy* (individuals' good deeds and respect to others), and *sportsmanship* (a focus on positive aspects instead of negative aspects of the organization).

Podsakoff *et al.* (2000) and Ocampo *et al.* (2018) observed that employees' work performance behaviors that go beyond job requirements and are outside the reward systems are regarded as extra-role behavior. Ersoy, *et al.*, (2015) argued that OCB relates to employee supports for the organization in terms of social and psychological support. Organ (2018) lately conceptualized OCB as a discretionary behavior of cooperation and contribution that participants view as a function of job satisfaction and perceived fairness. Thus, the people's willingness to help others to accomplish their job is important for the achievement of the purposes of the organization. Various studies assert that the dispositional factors of employees such as personality traits and job satisfaction have an important role in influencing their engagement in extra-role behavior (Singh *et al.*, 2017; Organ, 2018; Szabó *et al.*, 2018). While Ocampo *et al.* (2018) averred that OCB is influenced by factors such as employee engagement and self-efficacy; similarly assertions have been made by Abdulaziz *et al.*, (2019) among many researcher. Of particular interest is the study of public sector employees in Wales by Messersmith, *et al.*, (2011) in which psychological empowerment presented performance enhancing concept of organizational citizenship behavior of which we sought to test its applicability in the Kenyan context.

Concept of Self-Efficacy

Bandura (1997) defines Self-efficacy as a person's belief on his/her ability to manage his/her duty in proper ways. It is an individuals' judgment of ones' capabilities to organize and execute course of action required to attain designated types of performances (Halbesleben *et al.*, 2014). Self-efficacy is a personal characteristic, a belief in one's ability to perform specific tasks, thus it is a personal resource. While Robbins (2011) opines that self-efficacy is the more confidence you have in your ability to succeed, this opinion affirms that self-efficacy is essentially an employee's confidence in his ability to finish the job well. Self-efficacy is the belief that one can perform well in a given situation (Ivancevich & Konopaske, 2013). Other studies highlight that self-efficacy relates to people's confidence on their ability in managing their job effectively (Perera, *et al.*, 2018). It has been suggested that high self-efficacy people have chances to handle their job in a more effective way (Abdulaziz *et al.*, 2019). Therefore, self-efficacy is a matter of individuals' perceived ability to cope with special situations in relation to an assessment of the ability.

According to Bandura (2016), self-efficacy is perceived as people's beliefs about their capabilities to produce designs that influence their lives; and these beliefs determine how people feel, think, motivate themselves and behave. Such beliefs produce diverse effects through four major processes, namely *cognitive*, *motivational*, *affective* and *selection* processes. Fundamentally, Bandura asserts that self-efficacy is an employee's belief in the ability they have, especially in his efforts to constantly improve his performance. Choi *et al.*, (2021), perceives self-efficacy as important individual-level job resource which based on employment characteristics reflects people's perceptions of social and organizational situations that can influence innovative behavior.

The positive energy that self-efficacy brings could involve exhibiting pleasant attitude toward coworkers, superiors, subordinates, or the organization in order to enhance pro-social behavior (Ullah *et al.*, 2021). Previous studies have reported high correlation between self-efficacy and many work-related concepts including OCB. Kim *et al.*, (2020) and De Simone *et al.*, (2018) assert that self-efficacy relates positively with employee engagement and OCB. However, the effects of diverse proactive behavior when self-efficacy resources are present have not yet been investigated (Aftab & Waheed, 2021).

Besides, Pradhan *et al.*, (2020) noted inadequacy of studies on the relationship between self-efficacy and citizenship behavior, specifically in an organizational setup. From the foregoing, the concepts self-efficacy and citizenship behavior is rarely discussed in scholarly writings in the developing world, particularly Africa and for that matter, public service.

Relationship between Self-efficacy and OCB

Previous studies such as Probst *et al.*, (2017) and Wombacher & Felfe (2017) have asserted that self-efficacy leads to OCB. Furthermore, Ocampo *et al.* (2018) suggests self-efficacy has an influencing factor of OCB. Similarly, Wombacher & Felfe (2017) thought self-efficacy may lead to the willingness of employees to perform jobs beyond their obligation because they have confidence they will do their job properly, which in turn impacts on their willingness to help other employees to finish their jobs. Although OCB is not directly or explicitly part of the formal reward system, the behavior encourages the functioning and overall organizational effectiveness.

Various empirical researchers have identified wide varieties of determinants of OCB which range from aspects related to attitudinal variables, individual characteristics, and to work environment (Easo *et al.*, 2020). One significant predictor of extra-role behavior is self-efficacy. Many studies showed a positive relationship between specific self-efficacy (SSE) and OCBs but limited research has been conducted to examine the relationship between general self-efficacy (GSE) and OCBs in the context of this present study. Besides, studies with specific focus on the leadership cadre of employees in public sector has not been carried out despite this category of employees being the main influencers and drivers of work place behavior.

Relationship between Demographic Variables and Organizational Citizenship Behavior

Whereas most studies have focused on the psychological and relational factors as the determinants of practices of citizenship behavior at the work place, it is also important to explore the effects of the employees' demographics on citizenship behavior. Crawley, *et al.*, (2015); Mitonga-Monga, *et al.*, (2017) have suggested the need for sufficient investigations on the role demographic characteristics may have on citizenship behavior practices. Chou & Pearson, (2011); Tambe & Shanker, (2014) also argued for the need to understand demographics relevant to citizenship behavior among employees. Mahnaz, *et al.*, (2013) explored the relationship between OCB and demographic characteristics (sex, marital status, academic qualification, type of profession, salary and wages, ethnicity, job position and duration of employment) among hospital workers. The findings showed that all demographic characteristics except ethnicity, had significant effects on OCB. Rahman (2012) & Abdalla *et al.* (2013) reported significant effects of sex, marital status, age, academic qualification, duration of service, and monthly income on OCB. Chan & Lai (2017)

and Jena & Goswami (2014) also found gender, age, job level, and tenure exert a significant difference on OCB.

However, others have reported no relationship between employee demographics and OCB (Kamel *et al.*, (2015). Similarly, Abdullah *et al.*, (2020) observed no significant difference in levels of citizenship behavior in relations to age group, level of education and job tenure. Yadav & Rangnekar (2015) reported insignificant effects of demographic variables on OCB. Likewise, Kamel, *et al.*, (2015) found no significant relationship between demographic variables with the OCB among employees working in an electric and gas company in Algeria. Therefore, the findings remained mixed, nevertheless, a significant number of studies have highlighted the significant relationships between employees' OCB and their demographic characteristics including gender, age, education level, position and tenure.

Gender has been claimed to influence levels of engagement in OCB, (Altinkurt *et al.*, 2016; Chen, Hu, & King, 2018; Cohen & Abedallah, 2015; Elamin & Tlaiss, 2015). Similar findings were reported in Mirković & Cizmic (2019) who concluded that women show a higher level of citizenship behavior since they are more empathetic and caring for others. Bhatla (2016) also reported female employees have a positive opinion towards OCB, which was supported by Crawley *et al.*, (2015) but with a rider that female employees only engage in certain types of OCB. Notably, only a few studies have found no differences in gender and OCB score (Dirican & Erdil, 2016; Kamel *et al.*, 2015). As suggested by Basu *et al.*, (2017), further research on the aspects of demographic variables specifically gender differences, may provide interesting results about the effects of OCB within and among diverse organization types and socio-economic backgrounds.

In regard with age categories, studies have reported variegated findings on OCB; for instance, Elamin & Tlaiss (2015) and Kamel *et al.* (2015) found no significant impact of age on the overall OCB. No significant difference between age group and OCB was observed by Cohen & Abedallah, (2015); Campbell & Im, (2016); Mitonga-Monga *et al.*, (2017) and Chen *et al.*, (2018). But Gyekye & Haybatollahi (2015), noted that older workers participate more actively in citizenship behavior than younger employees, which is in congruence with Mirković & Cizmic (2019) who suggested that younger employees exhibit limited extra-role behavior because they have to go through the phases of adapting and adjusting themselves with the organization while older employees have a clear view in terms of work and can easily adapt to the needs of the organization.

In addition, most studies found significant differences between the levels of education and OCB (Nadiri & Tanova, 2010; Cohen *et al.*, 2015; Elamin & Tlaiss, 2015; Mitonga-Monga *et al.*, 2017 and Chen *et al.*, 2018). The reason being, employees with a higher educational level perceive more social advantages in the exchange with the organization compared to the less educated individuals whose focus is more on the economic exchange at the workplace (Jena & Goswami, 2014). Indeed, an individual with a high education would acknowledge the importance of informal support from and to colleagues and supervisors and would be more willing to spend more time on a social exchanges through citizenship practices. Pavalache-Ilie & Anitei (2014) asserts that level of education plays significant differences with OCB among employees in public institutions, and that employees with a higher education degree were more predisposed to helping co-workers while

developing good relations with others. Therefore, education is central in fostering positive work behaviors.

Experience is an important feature of a worker, the length of experience in a job could determine the level of work performance in most jobs. Various studies have reported that long term tenured employees shows a high level of engagement on OCB compared to short-term tenures (Chen *et al.*, 2018). A positive significance was also reported in (Cohen *et al.*, 2015; Campbell & Im, 2016; Mitonga-Monga *et al.*, 2017 and Chen *et al.*, 2018). Likewise, Abdullah *et al.*, (2020) observed significant difference in levels of extra-role behavior in relation to tenure. In contrast, Elamin & Tlaiss (2015) and Dirican & Erdil (2016) reported tenure had no significant impact on OCB.

Status in organizations has also been investigated, Campbell & Im (2016) as well as Chen *et al.* (2018) claimed a positive correlation between position/grade and OCB. It is anticipated that job position/grade determines of employees' citizenship behavior in the sense that the higher the position, the more persistent the employee engage in extra-role behavior towards colleagues and the organization. The reason being, the senior employees are required to manage the subordinates in a manner that they assist them meet their needs to perform tasks. Indeed, Pavalache-Ilie & Anitei (2014), holds that employees at upper positions feel effective and are willing to undertake extra roles to contribute towards organizational development. Bogler & Somech (2004) too argued that the higher the employees' position, the more likely they would regard citizenship behavior as part of their job. Though, Lambert, Kelley & Hogan (2013) argued that position negatively associates with OCB.

In general, the desire for voluntary cooperation of individuals to perform their duties beyond their official responsibilities in favor of organization remains indispensable. Organizational citizenship is about discretionary behavior, which is not part of the employee's formal job requirements, yet it contributes positive social and psychological work environment necessary for the organization to thrive (Robbins & Judge, 2017). Indeed, self-cognitive theory suggests that all individuals are competent and capable of achieving desired goals, as long as they have the opportunities and self-efficacy necessary to pursue those goals including exhibiting organizational citizenship behavior. As organizations strive to improve work performance and meet its objectives as a collective endeavor, it must engage employee in all levels. There is evidence that have associated organizational success with positive work behavior including OCB (Sadeghi *et al.*, 2016) The quality of work behavior largely depends on the type of employees engaged by organizations and their subsequent management by their superiors. Engagement in organizational citizenship behavior among employees of all cadres is highly desirable work place practice. However, widespread engagement in citizenship behavior and high self-efficacy in an organization depends on whether the superiors are themselves extraordinarily endowed with them.

Research has shown practicing leaders high in self-efficacy drive change in organizations, they enable the subordinates achieve more and thus its practices leads to improvements in an organizations' collective efficacy. Moreover, leadership self-efficacy affects the employees' work attitude and subsequent effort and commitment to work. Goddard & Salloum (2011) argues that leader's self-efficacy encourages their subordinates input and has positive influence on their

attitudes and enthusiasm for accomplishment and achievement. Robbin & Coulter (2012) observed that self-efficacy is the confidence an employee has in his ability to get the job done. However, lack in self-efficacy could impede the leader's ability to set higher goals (Versland, 2013). Bandura (1997) recommends self-efficacy as an essential skill for leadership because of their unrelenting exposure to challenges, but thinks new leaders' self-efficacy is susceptible to negative influence or harm as they face difficulties.

From the foregoing reviews, it is apparent that research in self-efficacy and organizational citizenship behavior has received fair scholarly coverage among employees in the private sector, however scanty attention on the same constructs among the leadership cadre of the employees in the public sector is quite ostensive. Besides, hypotheses testing demographic characteristics as predictors of citizenship behavior has turned out mixed finding across jurisdictions outside Africa. This study therefore sought to investigate the relationship between self-efficacy, demographic characteristics and organizational citizenship behavior among management employees in public service organizations in Kenya. The study is unique in the sense that it sought to evaluate the extent to which the self-efficacy and demographic traits of senior public officers influence their engagement in organizational citizenship behaviors. It is anticipated that characteristic of superior self-efficacy and citizenship behavior, as drivers of work place behavioral practices, managers would play a critical role in fostering positive behavior across the organization.

Research Methodology

The study used a cross-sectional survey design. The study participants were drawn from public service spread across the country. Stratified sampling procedure was used to select various state departments' organizations created for public services. Each of the department constituted the stratum. A sample of 389 respondents was proportionately selected from an estimated target population of 14,790 employees working in the quasi-independent public service organizations. Yamane (1967) formula was used to determine the sample size;

$$\frac{N}{1 + N(e^2)} = \frac{14363}{1 + 14363(0.05^2)} = 389$$

Where: The confidence level =95%, P=0.5, n=the sample size, N=the population size and e= the acceptance sampling error.

Self-administered questionnaires was used to collect data. The reliability coefficient for the scale was 0.91 on Cronbach alpha. Factor analysis was used to ascertain the validity of the study instruments and reliability of data was tested to ensure they meet the assumptions of regression including normality and linearity of the study variables. Descriptive statistics summarizing the demographic characteristics of the population and variables was generated and findings presented in form of means. Multiple regression analysis was applied to establish relationship between variables and test hypotheses.

Findings

Demographic Characteristics of the Respondents

There was a response rate of 83.5%, majority of the respondents were men, 71.4% (232) and female were 28.6% (93); majority (43.1%) were in the age bracket of 41-50. Whereas (>80%) had at least a bachelor's degree and the average work experience was (>10) years.

Table 1 Respondents Demographic Characteristics

	Response	Frequency	Percent
Gender	Male	232	71.4
	Female	93	28.6
	Total	325	100.0
Age bracket	21-30	25	7.7
	31-40	109	33.5
	41-50	140	43.1
	51 and above	51	15.7
	Total	325	100.0
Highest level of education	Diploma	55	16.9
	Bachelor's degree	127	39.1
	Master's degree	124	38.2
	PhD	11	3.4
	Others	8	2.5
	Total	325	100.0
Tenure	1-5 years	75	23.1
	6-10years	68	20.9
	above 10 years	182	56.0
	Total	325	100.0

Descriptive Statistics on Self-efficacy

The construct self-efficacy was operationalized in a questionnaire of 10 items, statements were computed to determine the mean score and standard deviation for each item measured in a 5 point Likert scale (Table 2). Most of the respondents agreed "having thought of a solution when in

trouble” (M=4.31, SD=.76), “always managed to solve their difficult problems after trying hard” (M=4.26, SD=.84); “capable of coping with trouble as they come” (M=4.17, SD=.84), this may explain why they “generally succeed when they try” (M=4.11, SD=.83); “confident that they could get the success they deserve in life” (M=4.10, SD=.85).

In addition, they “have several solutions to problems whenever they come by” (M=4.10, SD=.80), often “remained calm when faced with difficulties because of their superior coping abilities” (M=4.71, SD=.84). Many of the respondents “would stick to things aimed at attaining their goals” (M=3.96, SD=.91), they largely “have confidence that they could deal efficiently with unexpected events” (M=3.92, SD=.84), and knowledge of “handling unforeseen situations because of one’s resourcefulness” was also common (M=3.82, SD=.92).

These data indicates that many of the employees believed in their own skills to organize and execute courses of action to accomplish set goals as demonstrated by the fairly high composite rating of (M=4.07, SD=.60).

Table 2: Descriptive Statistics on Self-efficacy

Items	Mean	Std. Dev.	Skewedness	Kurtosis	Cronbach Alpha if Item Deleted
Can always manage to solve difficult problems if he/she try’s hard enough	4.26	.840	-1.69	4.20	.880
Is confident that he/she can get the success he/she deserves in life	4.10	.850	-1.15	1.85	.881
Finds it easy to stick to things aimed to attain goals	3.96	.910	-.950	.970	.882
When she/he try’s he/she generally succeeds	4.11	.830	-1.10	1.94	.879
Is confident that he/she can deal efficiently with unexpected events	3.92	.840	-.800	.970	.876
Knows how to handle unforeseen situations, thanks to his/her resourcefulness’	3.82	.920	-.550	.080	.877
Always remains calm when facing difficulties because he/she can rely on own coping abilities	3.98	.940	-1.04	1.11	.887
When confronted with a problem he/she can always find several solutions	4.10	.800	-1.07	2.070	.875
He/she usually thinks of a solution when in trouble	4.31	.760	-1.56	4.277	.875
Is capable of coping with most of his/her problems	4.17	.840	-1.33	2.544	.879
Composite Value	4.07	0.60	-1.40	4.80	.890

N=325

Source: Survey data

Descriptive Statistics on Organizational Citizenship Behavior

Organizational citizenship behavior was evaluated using the 8 statements instrument measured in a Likert scale of 1 to 5 (Table 3). Most of the respondents would “offer ideas to improve the functioning of their organization” (M=4.34, SD=.71); they would “take action to protect the organization from problems” (M=4.33, SD=.71); they would often “demonstrate their commitment towards fellow employees by giving them an helping hand when in problems” (M=4.23, SD=.72); they would “willingly defend the organization when other employees criticized it” (M=4.06, SD=.84). Fairly high ratings was also on their willingness to adjust their time to accommodate other requests for help (M=3.91, SD=.93), and they would “voluntarily assist them with their duties as they arise” (M=3.89, SD =.98) and would even go further to “sacrifice their time to help those with work or non-work problems” (M =3.7, SD =1.0).

Overall, these findings indicate that many of the employees exhibited Citizenship behavior at their work places, more so on matters relating to loyalty and commitment to organization and support for fellow employees, as indicated by the moderately high composite ratings of 3.95.

Table 3: Descriptive Statistics on Organizational Citizenship Behavior

	Mean	Std. Dev.	Skewed ness	Kurtosis	Cronbach Alpha if Item Deleted
The respondent is willing to help others with work related problems	4.23	.727	-1.49	4.84	.810
Can adjust time to accommodate other employees' requests	3.91	.932	-1.13	1.40	.807
Give up time to help others who have work or non-work problems	3.70	1.023	-.810	.270	.798
Assists others with their duties	3.89	.918	-1.13	1.61	.806
Attends functions that are not required but help the organizational image	3.56	1.046	-.620	-.110	.810
Offers ideas to improve the functioning of the organization	4.34	.713	-1.37	3.40	.804
Takes action to protect the organization from problems	4.33	.716	-1.25	2.81	.803
Defends the organization when other employees criticizes it	4.06	.844	-.850	.830	.812
Composite Value	3.97	0.61	-0.65	0.135	0.826

N=325

Source: Survey data

Hypothesis

A multiple regression model was used to explore the effect of the independent variables (demographic characteristics and self-efficacy) on OCB. In *model1* ($R^2 = 0.042$) indicating demographic characteristics accounted for a small 4.2% variation in OCB. In *model2* ($R^2 = 0.171$) demonstrating self-efficacy accounted for 17.1% variation in OCB in our sample. The model illustrates that R^2 changed when self-efficacy was added in *model2*. The change statistics was used to check whether the change in R^2 was significant using the F ratio. *Model2* caused adjusted R^2 to change from .030 to .158 which gave rise to F change of 49.82 which was significant at ($p < 0.01$). This indicates that perceived personal control and sense of competence propel the employees to meet the challenges of going beyond task completion, as exhibited in OCB.

Table 4: Model Summary of Effect of Self-efficacy on OCB

Model	R	R ²	Adjusted R ²	S.E	Change Statistics				
					R ² Change	F Change	df1	df2	Sig. F Change
I	.205 ^a	.042	.030	4.20227	.042	3.513	4	320	.008
II	.414 ^b	.171	.158	3.91427	.129	49.822	1	319	.000

a. Predictors: (Constant), Experience, Gender, Education, Age

(Source; Survey Data)

b. Predictors: (Constant), Experience, Gender, Education, Age, Self-efficacy

c. Dependent Variable: OCB

Analysis of variance (ANOVA) used to examine the goodness of fit of the model to the data showed that although *model1* (demographic) variable was significant with F ratio of 3.513, when self-efficacy was added in *model2*, the F- ratio improved to 13.203 which was significant at ($p < .01$) as depicted in Table 5. This indicates *model2* was significantly different from *model1* in predicting OCB, as such the null hypotheses suggesting that demographic characteristics and self-efficacy has no effect on OCB was not supported.

Table 5: ANOVA of Effect of Self-efficacy on OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
I	Regression	248.141	4	62.035	3.513	.008 ^b
	Residual	5650.902	320	17.659		
	Total	5899.043	324			
II	Regression	1011.486	5	202.297	13.203	.000 ^c
	Residual	4887.557	319	15.321		
	Total	5899.043	324			

a. Dependent Variable: OCB

(Source; Survey data)

b. Predictors: (Constant), Experience, Gender, Education, Age

c. Predictors: (Constant), Experience, Gender, Education, Age, Self-efficacy

Further, a standardized β coefficients for independent variable was generated from the model and subjected to a t-test to confirm whether the predictors were making a significant contribution to the model. Table 6 shows the coefficient results that predicted parameter in relation to the Self-efficacy was significant; ($\beta_1 = 0.362$, $p < 0.01$). Age had a positive significant relationship with OCB ($\beta = .204$, $p < 0.01$), while experience had a negative effect on OCB, ($\beta = -.183$ ($p < .01$)). The t-

test was significant, $t=7.06$, this meant the effect of Self-efficacy on OCB was seven times more than the effect attributed to its standard error ($\epsilon=0.04$), as such the predictor was making a significant contribution to the model. The study had hypothesized that there is no significant relationship between self-efficacy and OCB of employees in public organizations, however from the findings self-efficacy had significant relationship with OCB of employees ($\beta= .362$ and p value >0.05). This means an increase in Self-efficacy would led to improvement in OCB of employees, therefore, self-efficacy was a strong determinant of organizational citizenship behavior among the managers in public service institutions. The null hypothesis (H_0) was rejected.

Table 6: Coefficients of Effect of Self-efficacy on OCB

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	S.E	Beta		
1 (Constant)	27.557	1.286		21.429	.000
Gender	-.123	.523	-.013	-.235	.814
Age	1.172	.357	.228	3.288	.001
Education	.158	.266	.033	.595	.552
Exp.	-1.048	.356	-.203	-2.947	.003
2 (Constant)	16.733	1.946		8.600	.000
Gender	.142	.489	.015	.290	.772
Age	1.050	.333	.205	3.157	.002
Edu.	.291	.249	.060	1.172	.242
Exp.	-.969	.331	-.188	-2.924	.004
Self-efficacy	.279	.040	.362	7.058	.000

a. Dependent Variable: OCB

(Source; Survey data)

Discussion

From the findings, some of the aspects of the demographic characteristics related significantly with OCB, however gender and education had no significant effect; similar findings was reported by Dirican & Erdil, (2016), Kamel *et al.*, (2015) & (2020); so to Crawley *et al.*, (2015) and Jena & Goswami, (2014) . This implies there is no difference in levels of education in engagement in extra-role behavior, contrary to finding from an Israeli sample (Cohen & Abedallah, 2020). However, age is an important factor in determining employee's citizenship behavior at the work place; agrees with (Cohen & Abedallah, 2015, 2020), Campbell & Im, (2016); Mitonga-Monga *et al.*, (2017) and Chen *et al.*, (2018). A comparative sample of Ghanaian and Finish workers also turned a result that older workers engage in OCB compared to the younger. Mirković & Cizmic (2019) asserts that younger employees are low in citizenship behavior because they have to go through the phases of adapting and adjusting themselves with the organization, while older employees have a clear view in terms of work, as such they easily adapt to the needs of the organization and exhibit citizenship behaviors from time to time. Within the same ths findings, it was puzzling that a significant negative relationship between experience (tenure) was observed, contrary to findings by Chen *et al.*, (2018); (Cohen & Abedallah, 2015; Campbell & Im, 2016; Mitonga-Monga *et al.*, 2017; Chen *et al.*, 2018); there could be an underlying reason to explain why more experienced employees at managerial level perform less OCB. Probably this sample compost of fewer enthusiastic younger managers.

It is clearly evident in the literature that the assumption that demographic characteristics are predictors of OCB is not conclusive as indicated in the many mixed findings reported this far. However, self-efficacy had significant positive impact on OCB, this is in line with many other researches including Ulfiani (2013). This means that the higher the employee's self-efficacy, the higher the level of engagement in extra-role behavior. Similar findings were reported in Ocampo *et al.*, (2018); Probst *et al.*, (2017) suggesting self-efficacy will lead to OCB.

Conclusion

The study was grounded in the Social exchange and the Self-efficacy theories, it affirmed the application of these theories among managers of public organizations. Further, the findings has demonstrated that self-efficacy was a strong positive predictor of organization citizenship behavior among managers in public service organizations. This implies that the higher the employees' psychological and emotional self-belief the more they will exhibit extra role behavior at the work place. Age was found to have significant influence on OCB, however. Tenure was found to negatively relate with OCB although many other studies reported otherwise, probably in this sample the more experienced employees could have had other underlying complains such as stagnation in one position for long.

Self-efficacy is an important determinant of engaging citizenship behavior, it is an attribution trait that motivate an employee to act, gives one the confidence to finish the job, and to have high self-confidence do a good job as well as the desire to achieve success at the workplace. Identifying upon selection and enhancing employees' self-efficacy as a means of reducing counter-productive behavior and fostering OCB among employees has been reinforced as the case in many other studies. This study, carried in a Kenyan context, has contributed to knowledge development that self-efficacy and demographic characteristic (age) constitute antecedents of Organizational Citizenship Behavior and of most importance is that higher levels of self-efficacy among managers and enhances their engagement extra-role behavior. More research is recommended to establish the mechanism which managers can transmit their extra-role behavior to their subordinates in order to promote widespread engagement in the behavior in organizations.

Contribution to Practice and Policy

There is empirical evidence indicating that citizenship behavior practices and high self-efficacy among employees is beneficial to the effectiveness of the organization. Identifying and enhancing the self-efficacy of employees through managerial action is important to increase citizenship practices at the work place. These are individual positive work place habits that managers ought to be conversant with and to take deliberate managerial interventions to institute within the work culture of their organizations. Promoting self-efficacy and OCB principles could be a human resource strategy to address work performance. Example, practicing *helping* behaviors at the work place would be stimulating optimism towards equity, justice and fairness among white collar employees. Public sector organizations need to consider developing programs like training, consulting, and coaching, as well as behavioral modeling and soft skills training. Such human resource development initiatives will effectively encourage and assist employees in increasing

self-confidence which results in their availability and willingness to contribute to citizenship behavior practices at the work place.

Suggestions for Future Research

This study was carried out in public service in Kenya and its findings are limited to the context of a public institution. It may not be generalized to another contexts such as the private sector and academic institutions. Besides, this study focused on the middle level managers in sampled public service organizations, it was not representative of the mainstream public servants in the country. In addition, the results of the study have been assessed using self-reported data from the respondents, such self-reported data are known to have limited common method variance, as such future studies can replicate the framework and research design in different settings such as geographical areas (countries and regions), population or sectors, only to produce different results. Finally, more variables can be added, such as mediators or moderators, to further unravel the complete mechanism of OCB domains.

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