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

Richard Kipter Rotich (PhD)
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 have failed to meet public expectations thus perennial complaints. Globally, Self-efficacy and Organizational Citizenship Behavior are concepts commonly researched and practiced among private sector organizations for better work performance. Although, these constructs have not received favorable consideration among public sector scholars and practitioners in Africa, entrenching positive work behavior among employees for improved service delivery is universal and widely advocated for in the literature. It is a day today responsibility of managers, however, studies have bestowed this role in the organization in general rather than the actual 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 social exchange theory and social cognitive theory, the study adopted a cross-sectional quantitative survey design. Target population was the middle level employees in public service in Kenya. Data was collected using questionnaires, (N=389) determined by stratified sampling procedure and analyzed to derive descriptive and inferential statistics using SPSS computer software. From the multiple regression model (1), R² = 0.042 showing that demographic characteristics accounted for 4.2% variation in OCB, while model (2) shows R² = 0.17 indicating that Self-efficacy accounted for 17.1% of OCB. Self-efficacy had significant relationship with Organizational citizenship behavior (β = 0.362, p<0.05). Age had a positive significant relationship (β = 0.204, p<0.05) with OCB. Tenure was found to relate negatively with OCB (β = -0.183, 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 workplace. Employee’s practice of discretionary behavior to help colleagues solve organizational or personal problems is not just a matter of chance but a fully conscious decision informed of ones’ 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. As such, managers in public institutions should strive to identify, promote and nurture employee’s personal traits that contribute to practice of positive work behaviors like citizenship behavior at the workplace in their endeavor to improve public service delivery.

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

Empirical evidence suggesting that work related employee behavior is a 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 cost and employees turnover (Miao et al., 2017). It is highly valued and critical in enhancing government organisations (Norasherin et al., 2016). It is an important indicator which could directly contribute to an individual and the overall organizational efficiency and effectiveness (Acaray and 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. 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 private or public. Scholars have a responsibility to generate empirical evidence of the kind of knowledge applicable within their jurisdictions to serve as tools of managing humans and human relations for effectiveness in organizations.

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 and 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, it means that, through 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. However, most of these studies were 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 has mainly been popular among private sector organizations because of the pursuit for a competitive advantage and profit. Yet the management principles applied in the private sector work setting as well as the customers’, the employees’ and employers’ expectation are not necessarily dissimilar from that of the public organizations. And most importantly, public sector employees 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 and Lin (2014) suggested the inclusion of self-efficacy in a research model for OCB antecedents in a non-profit organization, such as the public sector. 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). 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). Accordingly, people are in relationships (economic, political or social) for gain, and people leave relationships 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. Managers have a duty to

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 asserts 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 it back” to the organization, 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. Given that engagement in 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 construct 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 individual’s belief of 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). 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 that 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), and 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 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 contributions that participants view as a function of job satisfaction and perceived fairness. Thus, the people’s willingness to help other people to accomplish their job is important for the achievement of the purposes of the organization. Studies have proven 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 and Ocampo et al. (2018) asserted that OCB is influenced by factors such as employee engagement and self-efficacy, similarly 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 presents performance enhancing concept of organizational citizenship behavior in the Kenyan context.

Concept of Self-Efficacy

Bandura (1997) defines Self-efficacy as a person 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 resource and a belief in one’s ability to perform specific tasks. While Robbins (2011) opines that self-efficacy is the more confidence you have in your ability to succeed. Robbins's opinion affirms that self-efficacy is essentially an employee's confidence in his ability to finish the job well. Ivancevich and Konopaske (2013) say that self-efficacy is the belief that one can perform well in a given situation. This indicates that self-efficacy is a matter of individual perceived ability to cope with special situations in relation to an assessment of the ability. Other studies highlight that self-efficacy relates to people 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).

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 its efforts to constantly improve its 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. Positive energy that self-efficacy brings may involve exhibiting pleasant attitude toward coworkers, superiors, subordinates, or the organization in order to enhance pro-social behavior.
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 and Waheed, 2021). While 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 extra-role behavior rarely discussed in scholarly writings in the developing world, particularly Africa sub sector.

**Relationship between Self-efficacy and OCB**

Previous studies such as Probst et al., (2017) and Wombacher and Felfe (2017) have asserted that self-efficacy leads to OCB. Furthermore, Ocampo et al. (2018) have highlighted that self-efficacy is an influencing factor of OCB. Wombacher and Felfe (2017) suggested self-efficacy may lead to the willingness of employees to perform jobs beyond their obligation because employee will have better confidence that he/she will do their job properly and it will have an impact on his/her willingness to help other employees to finish their job. Although OCB is not directly or explicitly part of the formal reward system, the behavior encourages functioning and overall organizational effectiveness.

Various empirical researcher have identified wide varieties of determinants of OCB which range from aspects related to attitudinal variables, individual characteristics, and the 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 examining 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 them being the main 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 of 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 (including 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) and Abdalla et al. (2013) revealed significant effects of sex, marital status, age, academic qualification, duration of service, and monthly income on OCB. However, others have reported no relationship between employee demographics and OCB (Kamel et al., (2015). Therefore, the findings remained mixed.
For instance, Chan and Lai (2017) and Jena and Goswami (2014) found that gender, age, job level, and tenure exert a significant difference on OCB. However, Abdullah et al., (2020) observed no significant difference in levels of citizenship behavior in relations to age group, level of education and job tenure. Similarly Yadav and Rangnekar (2015) found no differences between demographic variables with 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. Nevertheless, a significant number of studies have highlighted the relationship 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 and Cizmic (2019). Their study concludes 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 who affirmed 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 aspect of demographic variables specifically in 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 and 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 & Mohamed Abedallah, (2015); Campbell & Im, (2016); Mitonga-Monga et al., (2017) and Chen et al., (2018). Further, Gyekeye and Haybatollahi (2015), noted that older workers participate more actively in citizenship behavior than younger employees, which is in congruence with Mirković and 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 colleagues and supervisors and is willing to spend more time on a social exchange such as through OCB. Pavalache-Ilie and 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.
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 show 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). Similarly Abdullan et al., (2020) observed significant difference in levels of extra-role behavior in relation to tenure. In contrast, Elamin and Tlaiss (2015) and Dirican and Erdil (2016) reported tenure had no significant impact on OCB. Status in organizations has also been investigated, Campbell and 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 within the organization in the sense that the higher the position, the more persistent employees 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 and Anitei (2014), holds that employees at upper positions feel effective and are willing to undertake extra roles to contribute towards organizational development. Bogler and 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, and 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 extraordinarily endowed with them.

Research has shown practicing leaders high in self-efficacy drive change in organizations that enables the subordinates achieve more; 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 and 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 and Coulter (2012) observed that self-efficacy is the confidence an employee has in his ability to get the job done. However, lack self-efficacy could impede the leader’s ability to set higher goals (Versland, 2013). Bandura (1997) holds that self-efficacy as an essential skill for leadership because their unrelenting exposure to
challenges, though 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 there is no or scant attention on the same constructs among the leadership cadre of the employees in the public sector. Besides, hypothesis testing demographic characteristics as predictors of citizenship behavior has turned out mixed finding as across jurisdictions outside Africa. This study sought to investigate the relationship between self-efficacy, demographic characteristics and organizational citizenship behavior among management employees in public service organizations in Kenya. This 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, and as drivers of work place practices, they would play a critical role in driving practices of citizenship 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. Purposive 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.

The 389 respondents were sampled proportionately from the 38 departments of public service. 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

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

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

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

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); 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

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

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 on the predictors. In model1 (R² = 0.042)
showing that demographic characteristics accounted for a small 4.2% variation in OCB. In model 2 ($R^2 = 0.171$) thus Self-efficacy accounted for 17.1% variation in OCB in our sample. Further, demographic characteristics and self-efficacy predictors used in the model captured the variation in the OCB in public service as shown in Table 4.

The model illustrates that $R^2$ changed from .042 in model 1 to 0.171 when self-efficacy was added in model 2, therefore demographic variables account for a mere 4.2% of variability in OCB, whereas self-efficacy accounted for 17.1%. The change statistics was used to check whether the change in $R^2$ was significant using the F ratio. Model 2 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**

<table>
<thead>
<tr>
<th>Model</th>
<th>$R$</th>
<th>$R^2$</th>
<th>Adjusted $R^2$</th>
<th>S.E</th>
<th>Change Statistics</th>
<th>$R^2$ Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>.205$^a$</td>
<td>.042</td>
<td>.030</td>
<td>4.20227</td>
<td>.042</td>
<td>3.513</td>
<td>4</td>
<td>320</td>
<td>.008</td>
<td></td>
</tr>
<tr>
<td>II</td>
<td>.414$^b$</td>
<td>.171</td>
<td>.158</td>
<td>3.91427</td>
<td>.129</td>
<td>49.822</td>
<td>1</td>
<td>319</td>
<td>.000</td>
<td></td>
</tr>
</tbody>
</table>

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 should that although model 1 (demographic) variable was significant with F ratio of 3.513, when self-efficacy was added in model 2, the F-ratio improved to 13.203 which was significant at (p<0.01) as depicted in Table 5. This indicates model 2 was significantly different from model 1 in predicting OCB, as such the null hypothesis 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**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Regression</td>
<td>248.141</td>
<td>4</td>
<td>62.035</td>
<td>3.513</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>5650.902</td>
<td>320</td>
<td>17.659</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>5899.043</td>
<td>324</td>
<td></td>
<td></td>
</tr>
<tr>
<td>II</td>
<td>Regression</td>
<td>1011.486</td>
<td>5</td>
<td>202.297</td>
<td>13.203</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>4887.557</td>
<td>319</td>
<td>15.321</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>5899.043</td>
<td>324</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: OCB  
b. Predictors: (Constant), Experience, Gender, Education, Age  
c. Predictors: (Constant), Experience, Gender, Education, Age, Self-efficacy  
(Source: Survey data)
Further, a standardized β coefficient 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 coefficients results showed that the predicted parameter in relation to the Self-efficacy was significant; (β₁= 0.362, p < 0.01). Age had a positive significant relationship with OCB (β= .204, p<0.01), while experience had a negative effect on OCB, (β= -.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 its standard error (ε=0.04), as such the predictor was making a significant contribution to the model. Therefore, Self-efficacy was a strong determinant of Organizational citizenship behavior among the employees in public service institutions.

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

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>S.E</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>27.557</td>
<td>1.286</td>
<td>21.429</td>
<td>.000</td>
</tr>
<tr>
<td>Gender</td>
<td>-.123</td>
<td>.523</td>
<td>-.013</td>
<td>-.235</td>
</tr>
<tr>
<td>Age</td>
<td>1.172</td>
<td>.357</td>
<td>.228</td>
<td>3.288</td>
</tr>
<tr>
<td>Education</td>
<td>.158</td>
<td>.266</td>
<td>.033</td>
<td>.595</td>
</tr>
<tr>
<td>Exp.</td>
<td>-1.048</td>
<td>.356</td>
<td>-.203</td>
<td>-2.947</td>
</tr>
<tr>
<td>2 (Constant)</td>
<td>16.733</td>
<td>1.946</td>
<td>8.600</td>
<td>.000</td>
</tr>
<tr>
<td>Gender</td>
<td>.142</td>
<td>.489</td>
<td>.015</td>
<td>.290</td>
</tr>
<tr>
<td>Age</td>
<td>1.050</td>
<td>.333</td>
<td>.205</td>
<td>3.157</td>
</tr>
<tr>
<td>Edu.</td>
<td>.291</td>
<td>.249</td>
<td>.060</td>
<td>1.172</td>
</tr>
<tr>
<td>Exp.</td>
<td>-.969</td>
<td>.331</td>
<td>-.188</td>
<td>-2.924</td>
</tr>
<tr>
<td>Self-efficacy</td>
<td>.279</td>
<td>.040</td>
<td>.362</td>
<td>7.058</td>
</tr>
</tbody>
</table>

a. Dependent Variable: OCB (Source: Survey data)

The study had hypothesized that there is no significant relationship between Self-efficacy and OCB of employees in public organizations. From the findings Self-efficacy had significant relationship with OCB of employees (β=.362 and p value >0.05). This means an increase in Self-efficacy would led to improvement in OCB of employees, therefore the null hypothesis (Ho) was rejected.

Discussion

The results established that there was no significant relationship between OCB and some demographic variables gender and education. This agrees with (Dirican & Erdil, 2016; Kamel et al., 2015, 2020) and also (Crawley et al., 2015; Jena & Goswami, 2014) this means, the level of education mean little in employees engagement in extra-role behavior, contrary to finding from Israeli sample (Cohen Abedallah,2020). However, age is an important factor in determining employee’s citizenship behavior at the work place, agrees with (Cohen and Abedallah, 2015, 2020) other studies with similar findings are Campbell & Im, (2016); Mitonga-Monga et al., (2017) and Chen et al., (2018), and comparative sample of Ghanian and Finish workers also turned to agree that older workers engage in OCB compared to the younger. Also Mirković and Cizmic (2019), indeed younger employees 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.
However, the findings indicated that there was a significant but negative relationship between Experience and the OCB, contrary to findings by Chen et al., (2018); (Cohen & Mohamed Abedallah, 2015; Campbell & Im, 2016; Mitonga-Monga et al., 2017; Chen et al., 2018). In this sample of middle level manager, there could be an underlying reason to explain why more experienced employees perform less OCB.

It is clearly evident in the literature that demographic characteristics as predictor of OCB is not conclusive as indicated in the many mixed findings reported in the literature. 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, the study 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 other underlying complains; example stagnation in one position for long.

Self-efficacy is an important determinant of performing citizenship behavior, it is an attribution trait that motivate an employees to act, gives one the confidence to finish the job, and to have high self-confidence do a good job and the desire to achieve success at the workplace. Enhancing employees’ self-efficacy as a means of reducing counter-productive behavior and encouraging 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 of 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 may want to consider development 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.
REFERENCES


