IMPACT OF POSITIVE ORGANIZATIONAL BEHAVIOR ON SELF-EFFICACY IN IMPROVING THE QUALITY OF WORK OF PT KARETA SABILA EMPLOYEES

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ABSTRACT

Positive Organizational Behavior has a wide reach, from the organization's past buried in by business ideology, through the present with urgent needs and emerging opportunities. This qualitative study aims to find out positive organizational behavior on self-efficacy. Positive Organizational Behavior is not just explicit knowledge, skills, and abilities that can only be built through educational and training programs, or even through work experience. Positive Organizational Behavior is also not equivalent to organization-specific tacit knowledge built by managers and employees over time by taking time and immersing themselves in the socialization process to build motivation in improving the quality of employee work. Positive Organizational Behavior also brings new and exciting opportunities above and above that are provided by social relationships and networks across individuals, departments, and organizations. Positive Organizational Behavior has triggered a paradigm shift far from just a negative emphasis on pathology that fills handbooks, dictionaries and classification systems of clinical psychologists. Similarly, Positive organizational behaviour offers organizational behaviour and human resource management researchers and practitioners a new positive perspective, far from the 'gloom and doom' focusing on dysfunctional employees, aggression in the workplace, incompetent leaders, stress and conflict, unethical behaviour, ineffective strategies and counterproductive organizational structures and cultures

KEYWORDS	*Organizational Behavior, Self-efficacy, Quality of Work*

INTRODUCTION

Every day, every time we meet with other people, with different employee backgrounds kita see different behaviors from the habits we do which means different understanding. We see, hear, smell, and strange and unexpected taste things. After all in today's business world, there are many unique habits of the people we meet. For decades now, there has been an increasing emphasis in research and management practices in human capital investment. Four positive psychological capacities have been identified as the best that meet the criteria of Positive organizational behavior as a positive, unique and research-based, measurable, evolving, and manageable theory for workplace performance impact. These capacities are: self-efficacy/self-confidence, hope, optimism and resilience (Luthans & Youssef, 2017). These positive organizational behaviors are in terms of their theoretical framework and how they can be developed and managed for performance impact within the organization. So Culture is something that is formed by the development and transmission of human beliefs through certain symbols, for example language symbols as a series of symbols used to transfer cultural beliefs among employees. Examoles is a priority given to age and seniorty, the role of expectations for female employees with their families, and expectations about how superiors should behave towards subordinates. Representativelearning, or simply modeling, is another widely recognized approach to developing self-efficacy. This approach is particularly relevant in settings when the actual mastery experience is difficult, risky or too expensive to provide. Vicarious learning utilizes individual observation capacity, allowing learning to occur as relevant role models are observed to experience success in tasks similar to what is expected to be performed by a manager or employee who is developing. Interestingly, even when relevant role models cannot be found, people also seem to be able to draw their confidence from imaginary experiences.

Other approaches to developing self-efficacy include social persuasion and physiological/psychological arousal (Bandura, 2020). For the development of efficacy to be strong, even when individuals directly experience success, their perception and attribution need to internalize this success. The social, psychological and physical context in which the mastery of the experience is introduced can be managed for further improvement of efficacy. This can be achieved through positive feedback, social recognition, empowerment, and work-life balance. Finally, self-confidence can become built on belief in the capacity of an integrated team (i.e. collective efficacy), rather than just one's individual abilities and actions.

Positional organizational behavior is a form of responsible and adaptive optimism. The individual carefully considers and learns from both positive and negative events, as well as their causes and consequences, before taking credit for success or alienating and externalizing failure. Utility type Positive organizational behavior is a very relevant optimism in the workplace. PT Kareta Sabila in positive organizational behavior pays attention to the environment, responsibility and accountability has become the need of employees where at the same time external factors can cause many aspects of a person to take decisions and actions beyond full control.

Effective developmental approaches to organizational behavioral optimism include: (Schneider & Neumaier, 2021) three-step process: leniency for the past,

rewards for the present and looking for opportunities for the future. As managers and employees work hard with the reality of their situation, they must be sensitive in distinguishing facts from perceptions, giving themselves the benefit of doubts for misfortunes that may be beyond their control. They must carefully assess the usefulness of holding feelings of guilt or shame, since these negative feelings can devastatingly affect their optimism. They can paralyze their appreciation and learn from the positives of a situation. They can also hinder future risk-taking and result in stagnation and complacency. Once these negative thoughts and feelings are realistically ignored, they can be replaced with optimistic, positive ones that should lead to a better future.

Foundation of Theory

Positive organizational behavior

Again drawing from clinical and positive psychology, we define Positive organizational behavior resilience as 'the positive psychological capacity to recover, to "bounce" back" from difficulties, uncertainties, conflicts, failures or even positive changes, progress and increased responsibility (Luthans & Youssef, 2017) also see (Youssef & Luthans, 2015).

Tenacious individuals have a 'firm acceptance of reality; a deep conviction, often sustained by deeply held values, that life is meaningful; and an uncanny ability to improvise' (Coutu, 2022). Resilient organizations have also been defined along the dimensions of effective power structures, relationships, sense of reality, attitudes to change, differentiation and communication (Hind et al., 2016).

These definitions suggest resilience does not imply a fortunate and risk-free life, but rather the effective management of scarce resources towards a more fortunate life despite risks and difficulties. Along these lines, (Masten & Reed, 2022) define resilience at the individual level as a class of phenomena characterized by positive adaptation patterns in the context of significant difficulties or risks'. (Worline, 2020) and (Klarreich, 2018) see resilience at the organizational level as a structural and processual dynamic that equips organizations with the necessary capacities to absorb tension, maintain coherence and bounce back, thus enabling continued risk engagement. The various strategies for developing PsyCap resilience can be classified into three sets: asset-focused strategies, risk-focused strategies and process-focused strategies (Masten & Reed, 2022). In a time marked by stability or gradual change, leaders and their peers, as well as their organization as a whole, can be encouraged and supported in accumulating different types of assets. These assets include at the structural, financial and technological organizational level, and at the individual level of human capital, social and psychological. Development of such an asset-focused strategy can help reduce various risk factors and time difficulties.

For example, employees who build their employability assets are more resilient in this era of rapid downsizing and change. In the same way, it is also prudent for the organization and its members to avoid or form excessive risks that can harm their well-being. Focusing on risk resilience strategies is primarily about proactively reducing risk exposure through various protection mechanisms. Like hope and optimism, resilience development is not limited to highlighting the positive and eliminating or reducing the negative. It goes beyond that, to proactively engage in calculated risks and leverage on a variety of assets that can turn those risk

factors into opportunities for future growth and development. Process-focused strategies emphasize this dynamic interaction between assets and risks, in which effective handling of difficulties and setbacks can result in a bounce back even beyond one's original performance level, into the realm of unexpected learning and growth (Youssef & Luthans, 2015).

In other words, despite the inevitability of facing adversity, handling adversity effectively may be necessary for the development of resilience.

Managing overall Positive Organizational Behavior

Although efficacy/confidence, expectation, optimism, and resilience best meet our criteria for PsyCap inclusion, and each has proven positively related to performance outcomes within organizations, our research suggests that PsyCap may be a high-level core construct.

Although great attention has been paid to conceptual independence (e.g. see Luthans and Jensen, 2002; Snyder, 2002) and the empirically demonstrated discriminant validity (Magaletta & Oliver, 2019) of the four positive states, there is also a convergence underlying positivity and 'moving forward' between them. PsyCap as a core construct adds value to each of the statuses discussed above and has implications for development interventions and development returns or what we call ROD.

Self-efficacy

Self efficacy is one of the perceptions of a person who considers that the person can do something important enough to achieve a goal. It includes feeling about knowing what needs to be done and emotionally being able to do that.

Quoting from (Woolfolk & Shaughnessy, 2014), it is revealed that self-efficacy is a specific assessment related to competence to do a specific task as well. Whereas in (Bandura, 2020), it is revealed that a person's belief in their abilities will affect the way the individual responds to certain situations or conditions.

In general, self-efficacy is an individual's self-confidence or belief in their ability to do something, produce something, organize, achieve their goals, and also implement actions to realize certain skills.

A. Characteristics of employees who have self-efficacy
1) Have a strong commitment to interests and activities carried out
2) It didn't take long to get up and get back on his feet from despair or disappointment
3) Can float interest in order to participate in various activities that are being participated in
4) Considering challenges is something to be mastered

B. Dimensions of Self-Efficacy
1) Magnitude

The magnitude of the dimension of self-efficacy refers to the level of difficulty that is considered to be handled by individuals. For example, a person has believed that he will place an arrow right in the middle of the target 5 times to 7 attempts. However, there are other individuals who believe that He can hit the target 8 times. That means, the second person has a higher self-efficacy compared to the first person.

2) Strength

Strength here refers to a belief related to strong or weak self-efficacy. If you look at the previous example, the first person is only sure that he can hit the target 5 times, while the second person believes that he can hit the target 8 times. Then the second person shows stronger self-efficacy than the first person.

3) Generalities

This shows how broad your confidence in your abilities is. If the first person thought that he could hit the target using a rifle, arrow, or pistol. As for the second person, he doesn't think that way. Then the first person has a broader generality than the second person.

C. Self-efficacy classification

Self Efficacy is divided into two types, namely high Self Efficacy and low Self Efficacy. Someone who has high Self Efficacy tends to directly intervene in doing their duties, while for people who have low Self Efficacy, they tend to procrastinate and even avoid the job.

Those who have high Self Efficacy will usually work on certain and more difficult tasks. They do not consider the tasks or jobs they work on as a burden or threat to them. In addition, they will choose to develop their passions for an activity to be able to achieve their goals.

They also have the potential to prevent possible failures from occurring. A person who has high Self Efficacy when they experience failure, they will quickly get up and immediately get their Self Efficacy back. They always think that failure is a form of effort that has not been maximized.

On the other hand, those who have low Self Efficacy will avoid all the tasks they carry out. They consider that duty is a burden and a threat to them. A low Self Efficacy has low motivation and weak commitment, they feel unsure of their ability to achieve their goals.

When they work on difficult tasks, they will overthink and think about their shortcomings. All of that will just be time-consuming as well as wasted. They minimize the effort and will choose to give up.

D. Quality of Work

In terms of linguistics the quality comes from the Latin qualis which means 'as in reality'. The international definition of quality (BS EN ISO 9000:2000) is a level that indicates a series of characteristics that are inherent and meet a certain size (Dale et al., 2005).

According to (Flippo et al., 2018) work quality is a result that can be measured by the effectiveness and efficiency of a work carried out by human resources or other resources in achieving the company's goals or objectives properly and efficiently.

Some quality experts define quality by a variety of interpretations. (Juran & Christopher, 2019), defines quality simply as 'suitability for use'. This definition includes the specialty of a product that meets consumer needs and is free from deficiencies.

Meanwhile, Deming argues that quality is to bring together the needs and expectations of consumers in a sustainable manner for the price they have paid'. Deming's philosophy establishes quality as a system.

E. Organizational Behavior and Self-efficacy in the Quality of Human Resource Work

1) The responsibility and interest of the leadership to create an environment of quality improvement.
2) Mutually agreed values, attitudes and behaviors are needed to improve quality.
3) Quality improvement goals implemented by the organization.
4) Open communication and teamwork are good.
5) Recognition can encourage actions that are in accordance with values, attitudes and behaviors to improve quality

From the above opinion, it is clear that the quality of work can be measured through accuracy, completeness, and neatness. What is meant by accuracy is accuracy in carrying out tasks and work, meaning that there is a compatibility between the activity plan and the direction or goals that have been set. What is meant by completeness is the completeness of accuracy in carrying out its duties. What is meant by neatness is neatness in carrying out their duties and work.

Human resources need to be developed continuously in order to obtain quality human resource work in the true sense, that is, the work they carry out will produce something that is really desired. Qualified is not only clever, but meets all the qualitative conditions that the work demands, so that the work can really be completed as planned.

The main purpose of implementing several employee work quality programs in a company is programs aimed at motivating employees through efforts to meet their high-level needs for achievement, self-esteem, and self-realization. These programs include goal-based management, quality clusters, bending time, and job enrichment that aims to give employees the opportunity to meet their high levels in the workplace, through the creation of more challenging and flexible elements in their work.

RESEARCH METHOD

This study uses a qualitative research approach. Qualitative research as a scientific method is often used and implemented by a group of researchers in the field of social sciences, including science education. A number of reasons were also put forward, the essence of which was research qualitatively enriches the results of quantitative research. Qualitative research implemented to build knowledge through understanding and discovery. The qualitative research approach is a process of research and understanding which is based on a method that investigates a social phenomenon and human problem.

RESULT AND DISCUSSION

In summarizing positive psychology and the background of positive organizational behavior and defining the newly emerging concept of psychological capital. Measurement and intervention models show applicability. not only the development and performance butalso the return on investment is impressive. Although efficacy/confidence, hope, optimism, and resilience best meet The

positive behavior of the organization is related to performance outcomes in the organization. In this case it suggests that Positive organizational behavior may be a high-level core construct. In particular, it shows that overall organizational behavior is better as a predictor of the performance and satisfaction of individual employees. Although great attention has been paid to the conceptual independence and efficacy of empirically indicated discriminants.

Dfrom the four positive states, there is also a convergence underlying positivity and 'moving forward' between them. Positive organizational behavior as the core construct adds value to each of the statuses discussed above and has implications for employee character building interventions so as to have the passion and motivation to improve the quality of work. To meet the developmental criteria Positive organizational behavior there were four components that had been tested with a diverse sample ofhighly controlled conditions (random assignments) undergoing significant one-hour sessions. Group control, on the other hand, that undergoes an hour-long group exercise, but is relevant, shows no improvement. Similar results were obtained using a cross-sectional sample of managers with several in-depth interviews with several interview questions including:

1. I feel confident helping to set goals/objectives in my work area.
2. I feel confident presenting information to a group of colleagues.
3. There are many ways to solve the problem.
4. I can think of many ways to achieve my work goals while in
5. When I experience setbacks at work, I struggle to recover and move in the Company
6. I usually take stressful things at work quietly.
7. When things are uncertain for me at work, I usually expect the best.
8. I am optimistic about what will happen to me in the future with respect to work.

From some of the questions above, the achievement of maximum performance caused by the level of self-efficacy, especially for indicators of ability and competence possessed by individual employees should be an important concern for the management of PT Kareta Sabila. Until now, the management has not been able to build a perception of the ability and competence of employees in displaying good performance in various types of tasks and work situations. This condition is shown from the inability of employees to keep up with the development of computer technology to facilitate work, support, and accelerate land services which ultimately has an impact on the level of employee performance. In an effort to improve the self-efficacy of employees who are still low, one trust that employees must have about wanting to succeed. The survey findings explain that the indicators of appreciation from the organization and the attention given by the organization have a below-average value, so it can be seen that there has been no effort by PT Cahaya Buana Baru to provide support in accordance with what is expected by employees such as awards in the form of motivation and praise from superiors. In an effort to improve employee performance, this really needs to be considered by the management of PT Kareta Sabila. Further efforts to improve employee performance should be the management to pay more attention to the aspects of organizational support in terms of support from superiors in the form of attention,

praise, acceptance, familiarity, information and self-development. This form of support is widely complained by most employees, even though they have completed a lot of work

CONCLUSION

Self-efficacy has a positive effect on employee performance. These results show that the higher the employee's self-efficacy, the resulting performance tends to increase. Self-efficacy is very helpful in realizing better performance so that it can improve government performance.

Organizational support is able to moderate (reinforce) the influence of self-efficacy on performance. These results show that organizational support as an important factor from within so as to encourage a person to make a more optimal effort. Organizational support has the potential to affect the relationship between employee self-efficacy and employee performance, the higher the self-efficacy that employees have and supported by high organizational support, the effort to achieve performance will be achieved.

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