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The Influence of Self-Efficacy and Organizational Citizenship Behavior (OCB) on Employee Performance Through Work Motivation as an Intervening Variable at the Banjarmasin City Education Office

Kamila Nurul Marhamah[1], Fanlia Prima Jaya[2], Alfiannor[3]
STIMI Banjarmasin[1,2,3]

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ABSTRACT

This study examines the effect of Self-Efficacy and Organizational Citizenship Behavior (OCB) on employee performance through work motivation as an intervening variable at the Department of Education in Banjarmasin City. The research uses a quantitative approach with survey methods. A total of 74 respondents, consisting of civil servants, were selected as samples using proportional sampling techniques. The data were analyzed using Structural Equation Modeling (SEM) with SmartPLS. The results show that Self-Efficacy has a positive and significant effect on both work motivation and employee performance. OCB has a significant positive effect on work motivation but does not directly affect employee performance. Work motivation acts as an intervening variable linking Self-Efficacy and OCB with employee performance. The findings indicate the importance of strengthening employees' self-belief and voluntary behavior through motivational improvement programs to enhance performance in public institutions.

1. Introduction

Human resources (HR) are a decisive factor in determining the success of any organization, including government institutions. Competent, motivated, and high-performing employees play a crucial role in realizing the vision and mission of public agencies. The Education Office of Banjarmasin City, as one of the regional government institutions, carries a significant responsibility in managing educational services and improving the quality of teaching personnel. Therefore, enhancing employee performance within this organization is essential to ensure the delivery of effective and optimal public services. However, in practice, several challenges remain, such as low employee morale, delays in task completion, and insufficient cooperative behavior among staff, indicating the presence of both internal and external performance barriers.

Among the critical internal factors, self-efficacy—defined by Bandura (1997) as an individual's belief in their ability to organize and execute actions necessary to achieve specific outcomes—enables employees to demonstrate persistence, resilience, and optimism when handling complex administrative tasks. Alongside individual confidence, organizational citizenship behavior (OCB) represents voluntary, extra-role behaviors not formally recognized by organizational reward systems but essential for systemic effectiveness (Organ et al., 2006). In public service institutions, the five core dimensions of OCB—altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Podsakoff et al., 2000)—foster a harmonious, highly collaborative, and productive work atmosphere (Titisari, 2014).

Furthermore, employee performance is profoundly driven by work motivation, an internal force shaped by individual needs, administrative recognition, and achievement incentives that direct human potential toward institutional targets (Hasibuan, 2017). Synthesizing these elements, employee performance ultimately manifests in both qualitative and quantitative achievements, evaluated through quality, quantity, timeliness, and operational effectiveness (Mangkunegara, 2017). Previous empirical studies substantiate these links: Satria (2022) found that self-efficacy significantly improves motivation and performance, while Mardikaningsih & Sinambela (2022) confirmed that OCB reinforces organizational efficiency. Nonetheless, the indirect mechanism through which OCB impacts performance via work motivation within public sector bureaucracies warrants deeper empirical

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validation. Therefore, this study aims to analyze the effect of self-efficacy and OCB on employee performance through work motivation as an intervening variable at the Education Office of Banjarmasin City.

2. Research Methods

This study employs a quantitative approach using a survey method to measure the relationships among the identified variables: self-efficacy, organizational citizenship behavior (OCB), work motivation, and employee performance. Data were collected through a structured questionnaire using a five-point Likert scale. According to Sinambela (2020), quantitative research focuses on numerical data analyzed statistically to test hypotheses and examine variable relationships. This research is descriptive-verificative in nature, aiming both to describe the phenomenon and to verify causal relationships among variables using Structural Equation Modeling (SEM) based on the Partial Least Squares (PLS) method with SmartPLS software. The study was conducted at the Education Office of Banjarmasin City, located at Jl. Kapten Piere Tendean No. 29, RT.40, Gadang Subdistrict, Central Banjarmasin, South Kalimantan, Indonesia (ZIP 70231). The research was carried out from March to June 2025, covering stages of instrument preparation, data collection, analysis, and report writing. Operational definitions were established to ensure that each concept could be measured empirically through specific indicators.

1) Employee Performance (Y)
   The qualitative and quantitative results achieved by employees in performing their duties (Kasmir, 2019). Indicators: quality, quantity, timeliness, and effectiveness.
2) Self-Efficacy (X_1)
   An individual's belief in their ability to utilize personal potential to handle work situations (Khaerana, 2020). Indicators: confidence in abilities, comparative competence, challenge orientation, and job satisfaction.
3) Organizational Citizenship Behavior (X_2)
   Voluntary behavior beyond formal job descriptions that contributes to organizational effectiveness (Carnegie, 2022). Indicators: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.
4) Work Motivation (Z)
   The internal drive that compels an individual to achieve specific workplace goals (Mangkunegara, 2017), measured through enthusiasm, optimism, and self-actualization.

All questionnaire items were scored on the five-point Likert scale established in the data collection protocol (Jaya, 2025).

The study population consisted of all 74 civil servants (ASN) working at the Education Office of Banjarmasin City. Due to the relatively small population size, the research employed a census sampling (saturated sampling) method, meaning all members of the population were included as respondents (Jaya, 2025). This method was chosen to ensure accuracy and representativeness since every employee possesses relevant characteristics aligned with the study objectives.

Data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method via SmartPLS software. The analytical steps included:

1) Outer Model Test – to evaluate construct validity and reliability through:
   a. Convergent Validity,
   b. Discriminant Validity,
   c. Composite Reliability.
2) Inner Model Test to assess relationships among latent variables (path coefficients), R^2 values, and t-statistics for determining the significance of direct and indirect effects.
3) Mediation (Intervening) Test to examine the mediating role of work motivation in the relationship between self-efficacy and OCB with employee performance.

Interpretations were made based on path coefficients and statistical significance at a 95% confidence level ($\alpha = 0.05$).

3. Results And Discussion

This study involved four main variables: Self-Efficacy (X_1), Organizational Citizenship Behavior (OCB) (X_2), Work Motivation (Z), and Employee Performance (Y). Data were collected from 74 respondents, all of whom are civil servants (ASN) working at the Education Office of Banjarmasin City.

Based on the tabulated questionnaire data, all variables scored high to very high mean values, indicating that respondents generally demonstrated strong self-confidence, work motivation, and positive work behaviors.

a. Self-Efficacy (X_1) obtained an average score of 4.23, indicating a high level of confidence in completing tasks and overcoming work challenges.
b. OCB (X_2) achieved an average score of 4.18, reflecting employees' willingness to assist colleagues and contribute voluntarily to organizational success.
c. Work Motivation (Z) recorded an average score of 4.25, showing high enthusiasm and optimism toward work.
d. Employee Performance (Y) received the highest mean score of 4.30, suggesting that most employees perform effectively and efficiently according to organizational standards.

Overall, these descriptive results indicate that employees at the Education Office of Banjarmasin City possess a high level of self-efficacy, motivation, and OCB, which collectively contribute to improved job performance.

PLS Model Output

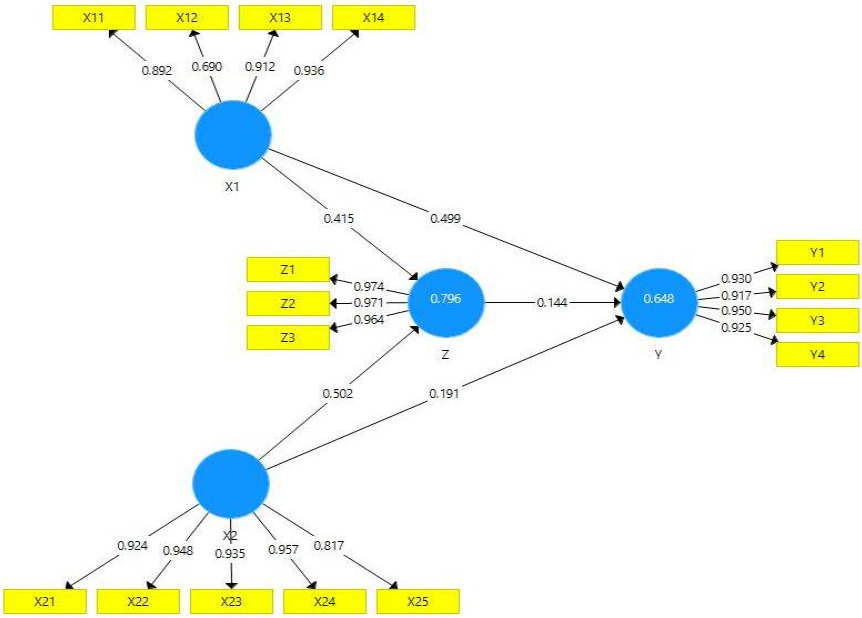


Figure 1. Inner Model Results
Source: SmartPLS version 3.0, (2025)

The model test results show that all indicators have loading factors greater than 0.7, confirming strong convergent validity. Furthermore, all constructs exhibit Average Variance Extracted (AVE) > 0.5 and Composite Reliability (CR) > 0.7, indicating that the measurement model meets both validity and reliability criteria.

Table 1. Validity Test Results

Variable	Indicator	Outer Loading Value	Limit Value Outer Loading	Decision
Self-efficacy (X_1)	$X_{1.1}$	0.892	0.5	Valid
	$X_{1.2}$	0.690	0.5	Valid
	$X_{1.3}$	0.912	0.5	Valid
	$X_{1.4}$	0.936	0.5	Valid
OCB (X_2)	$X_{2.1}$	0.924	0.5	Valid
	$X_{2.2}$	0.948	0.5	Valid
	$X_{2.3}$	0.935	0.5	Valid
	$X_{2.4}$	0.957	0.5	Valid
	$X_{2.5}$	0.817	0.5	Valid
Employee Performance (Y)	Y_1	0.930	0.5	Valid

	$Y_{2.2}$	0.917	0.5	Valid
	$Y_{2.3}$	0.950	0.5	Valid
	$Y_{2.4}$	0.925	0.5	Valid
Work Motivation (Z)	Z_1	0.974	0.5	Valid
	Z_2	0.971	0.5	Valid
	Z_3	0.964	0.5	Valid

The validity test employed two approaches: convergent validity and discriminant validity.

a. Convergent Validity, all indicators displayed outer loading values above 0.7, confirming that they correlate strongly with their respective constructs.
b. Discriminant Validity, based on the Fornell-Larcker criterion, the square root of each construct's AVE was higher than its correlations with other constructs, demonstrating that each variable represents a distinct concept with no overlap.

Hence, all indicators are valid, and the model is appropriate for further analysis.

Reliability analysis showed that all variables had Cronbach's Alpha and Composite Reliability (CR) values exceeding 0.70, confirming internal consistency.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Threshold	Result
Self-efficacy (X_1)	0.886	0.920	0.700	Reliable
OCB (X_2)	0.952	0.964	0.700	Reliable
Employee Performance (Y)	0.949	0.963	0.700	Reliable
Work Motivation (Z)	0.968	0.979	0.700	Reliable

These results confirm that the research instruments are both valid and reliable for SEM analysis.

R^2 test measures the explanatory power of independent variables on dependent variables. Results show:

Table 3. R-Square Test Results

Variable	R^2	R^2 Adjusted
Employee Performance (Y)	0.648	0.633
Work Motivation (Z)	0.796	0.790

Using Solimun (2010) predictive relevance formula $Q^2 = 1-(1-R_1^2)\ (1-R_2^2)...(1-R_n^2)$.
From the table, Q^2 :

$$Q^2 = 1 - (1 - 0.648)(1 - 0.796) = 1 - (0.352)(0.204) = 1 - 0.071808 = 0.928$$

Thus, the model has a predictive relevance of 92.8%, meaning the independent variables collectively explain 92.8% of the variance in employee performance, while the remaining 7.2% is explained by other factors not included in the model.

Hypothesis Testing

Hypothesis testing was conducted using bootstrapping in SmartPLS. A hypothesis is accepted when $p < 0.05$ at a 95% confidence level.

Table 4. Hypothesis Testing Results

Hypothesis		Original Sample (O)	Sample Mean (M)	Standard Deviation	T-value	P Values	Results
H_1	$(X_1)\rightarrow(Y)$	0.499	0.499	0.220	2.267	0.024	Accepted
H_2	$(X_1)\rightarrow(Z)$	0.415	0.438	0.173	2.402	0.017	Accepted
H_3	$(X_2)\rightarrow(Y)$	0.191	0.188	0.219	0.870	0.385	Rejected
H_4	$(X_2)\rightarrow(Z)$	0.502	0.476	0.179	2.805	0.005	Accepted
H_5	$(X_1)\rightarrow(Z)\rightarrow(Y)$ $(X_2)\rightarrow(Z)\rightarrow(Y)$	0.288 0.391	0.309 0.363	0.134 0.121	2.146 3.277	0.032 0.001	Accepted

Based on the bootstrapping results in Table 4, four of the six evaluated paths demonstrate statistically significant effects ($p < 0.05, t > 1.994$). Self-efficacy directly enhances both employee performance ($\beta = 0.499, p = 0.024$) and work motivation ($\beta = 0.415, p = 0.017$), supporting H_1 and H_2. In contrast, OCB exhibits no direct significant influence on employee performance ($\beta = 0.191, p = 0.385$), leading to the rejection of H_3. However, OCB significantly fosters work motivation ($\beta = 0.502, p = 0.005$), confirming H_4. Crucially, the indirect mediation tests (H_5) confirm that work motivation serves as a statistically significant mediator between both self-efficacy and performance ($\beta = 0.288, p = 0.032$) and between OCB and performance ($\beta = 0.391, p = 0.001$).

4. Conclusion And Suggestion

Based on the structural equation modeling analysis of civil servants at the Education Office of Banjarmasin City, this study concludes that:

1) Self-efficacy exerts a positive and significant direct effect on both work motivation and employee performance, indicating that personal confidence in task execution drives individual achievement.
2) Organizational Citizenship Behavior (OCB) has no significant direct effect on employee performance, as bureaucratic evaluations prioritize administrative and quantifiable outputs over discretionary behaviors.
3) Work motivation significantly influences employee performance and serves as a vital mediating variable, fully mediating the relationship between OCB and performance, while partially mediating the relationship between self-efficacy and performance.

Suggestions

1) For the Education Office of Banjarmasin City: The agency should organize targeted competency training to sustain self-efficacy and reform performance appraisal systems to acknowledge non-formal collaborative contributions.
2) For Bureaucratic Leadership: Administrative leaders should cultivate participative governance and intrinsic recognition mechanisms to maintain morale and encourage voluntary workplace cooperation.
3) For Future Researchers: Subsequent inquiries should expand the empirical scope to multiple public agencies and explore qualitative dimensions to examine how civil service performance metrics affect extra-role behaviors.

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