

Model of Improving Employee Performance Through Self Efficacy and Work Motivation with Organisational Citizenship Behaviour (OCB) as an Intervening Variable at the Demak Regency Transportation Office

Ayu Hestiningtyas Agustya Putri

Universitas Islam Sultan Agung, Indonesia

Email: uyak.imutz@gmail.com

Correspondence: uyak.imutz@gmail.com *

KEYWORDS

Self-efficacy; Work
Motivation; Organizational
Citizenship Behavior (OCB);
Performance; Demak
Regency Transportation
Office

ABSTRACT

Employee performance plays a crucial role in the success of an organization, including the Demak Regency Transportation Agency. This study aims to examine the direct effects of self-efficacy and work motivation on performance, as well as their influence through OCB as an intervening variable. Using an explanatory research design with a quantitative approach, the study surveyed 85 employees from the Demak Regency Transportation Office using a census method. Data were collected via a Likert-scale questionnaire and analyzed with Partial Least Squares (PLS) through SmartPLS 3. The results revealed that both self-efficacy and work motivation have a positive and significant impact on employee performance. Furthermore, OCB was found to mediate the relationship between self-efficacy, work motivation, and performance. These findings confirm that increasing self-efficacy, work motivation, and OCB can encourage more optimal performance. In conclusion, effective management of self-efficacy, work motivation, and OCB variables can be an important strategy in improving the performance of Demak Regency Transportation Agency employees. This research provides a practical contribution to human resource management in the government sector.

Attribution-ShareAlike 4.0 International (CC BY-SA 4.0)



Introduction

Organizations consistently aim to enhance the professionalism of their human resources, as this is a key factor in determining the organization's success. The most valuable human resources are those who contribute their energy, skills, and creativity to the organization. As a result, improving employee performance requires motivation and guidance through effective leadership for every individual within the organization.

The success of the organization is basically not only seen from the achievement of predetermined performance targets, but also seen from how organizational members can make a positive contribution to the planning and implementation of tasks in achieving these targets. Organizations need to improve themselves to survive the competition and make changes towards

a more effective organization (Prihatsanti & Dewi, 2010). Therefore, it can be stated that the success of an organization is reflected in the quality of performance achieved by each individual. This is also true for government organizations, where the overall organizational performance is influenced by the performance of its employees. In other words, employee performance directly contributes to the performance of the organization.

In order to carry out government tasks, local governments need to form regional apparatus organizations that must be guided by Government Regulation Number 41 of 2007 concerning Regional Government Organizations (OPD). In the OPD (Regional Apparatus Organization), employee management cannot be separated from human resources which are seen as an element that greatly determines the success of an OPD (Regional Apparatus Organization) in achieving its goals, therefore human resources are not only the object of achieving goals, but also the actors to realize goals.

Performance appraisal at the Demak Regency Transportation Agency uses two methods, namely work behavior assessment and work planning assessment or what is commonly referred to as Employee Work Objectives (SKP). SKP was implemented from 2014 in connection with the issuance of Government Regulation of the Republic of Indonesia Number 46 of 2011 concerning Performance Appraisal of Civil Servants. The regulation requires all employees to make work plans that will be carried out over a period of one year which is useful for promotion. This performance planning is carried out by each employee within one year which later the performance output will be used as a quantity assessment. The quality of employee performance can be evaluated by observing their work behavior. Work behavior refers to any actions, attitudes, or conduct performed by Civil Servants (PNS) in line with the rules and regulations set forth by law.

The Demak Regency Transportation Agency is one of the government agencies in Demak Regency, with 85 employees. In an effort to carry out the functions of the Demak Regency Transportation Agency well, human resources are needed that are able to work optimally and need to involve employees in a job based on their educational background, length of service, experience and the characteristics of the job itself.

Several studies on the effect of self efficacy on performance have been conducted by several researchers and show different results. Studies by (Masruroh & Prayekti, 2021) and indicate that self-efficacy positively and significantly impacts employee performance. However, research with differing results by (Noviawati, 2016) and (Ali & Wardoyo, 2021) suggests that self-efficacy does not influence employee performance. Several studies, including research by (Tsuraya & Fernos, 2016) have found that work motivation positively and significantly influences employee performance.

Table 1. Research Gap

No.	Gap	Findings
1.	The effect of self efficacy on performance	Self efficacy has a significant effect on performance (Khaerana, 2020)
		Self efficacy has no significant effect on performance (Ali & Wardoyo, 2021)

2.	The effect of work motivation on performance	Motivation has a significant effect on performance (Tsuraya & Fernos, 2016)
		Motivation has no significant effect on performance (Sumiati & Purbasari, 2019)

Given the decline in employee performance at the Demak Regency Transportation Agency and the research gaps identified in Table 1, systematic measures are necessary to enhance performance in the future. One key factor influencing performance is Organizational Citizenship Behavior (OCB). An organization functions effectively when supported by loyal and highly committed employees, as reflected in their attitudes and behavior at work. Positive employee behavior contributes to both individual and organizational performance, fostering better organizational growth. OCB itself is influenced by motivation and self-efficacy.

Building on the previous discussion, this study formulates the central issue: how to enhance employee performance by managing key variables, namely self-efficacy, work motivation, and OCB. The research seeks to address several key questions: What is the impact of self-efficacy on performance and its influence on OCB? How does work motivation affect both OCB and performance? Lastly, what is the relationship between OCB and performance? Based on this background, the study aims to analyze and assess in detail the effects of self-efficacy on both performance and OCB, the influence of work motivation on OCB and performance, and the role of OCB in shaping performance. This research is expected to provide valuable empirical insights to enhance employee performance through the management of these variables.

Research Methods

Type of Research

This study employs an explanatory research design, which focuses on examining the relationships between research variables by testing hypotheses. While it includes descriptive elements, its primary emphasis is on analyzing the connections between variables.

Population and Sample

The statement from Sugiyono (2017) explains that a population refers to a broader group or area from which data or information is gathered for a study. It consists of all the objects or subjects that share particular qualities or characteristics defined by the researcher. These qualities or characteristics are what the researcher focuses on in order to draw conclusions about the entire population. In this study, the population includes all employees of the Demak Regency Transportation Office, totaling 85 individuals.

A sample, as defined by (Sugiyono, 2017), is a subset of the population that reflects its characteristics. It serves as a smaller representation of the population, and the selected sample must accurately represent it. This study employs a census method, meaning all members of the population are included as the sample.

Data Source and Type

This study utilizes both primary and secondary data sources. The primary data collected pertain to employee performance, while the secondary data include supporting literature and relevant information, such as data on the Demak Regency Transportation Office.

Data Collection Methods

Data collection was carried out using a questionnaire method, where each respondent provided their opinions by responding to the given statements. This study employed a Likert scale to measure the degree of agreement or disagreement with the statements presented. Respondents were asked to select the answer that best aligned with their perspective.

Data Analysis Technique

Data were analyzed using descriptive statistics for discussion and Partial Least Square (PLS) for hypothesis testing. SmartPLS 3 was chosen because it is flexible to the scale of the data, does not require strict assumptions, and is suitable for small to medium samples (100-200 samples). PLS helps derive latent variables through their indicators, using three categories of estimates: weight estimates for latent variable scores, path estimates for relationships between latent variables, and estimates of means and locations of constants.

The analysis steps include:

1. Model specification: Conducting path analysis to examine the relationships between variables.
2. Outer model: Evaluating the connection between latent variables and their indicators by assessing validity and reliability.
3. Inner model: Analyzing the relationships between latent variables based on the theoretical framework of the study.

PLS uses three-stage iterations to generate weight, inner, and outer model estimates, as well as means and location estimates. Model validity was measured through loading factor (>0.7 or >0.5 for initial research) and $\sqrt{\text{AVE}}$ ($>$ correlation between constructs). Reliability was tested through composite reliability and internal consistency.

Results and Discussion

Data Analysis

Outer Model Testing (Measurement Model)

1. Validity Test

The validity test is conducted to determine whether a questionnaire accurately measures what it is intended to measure (Ghozali, 2006). In this study, validity testing using the SmartPLS 3 program is performed through convergent validity and discriminant validity assessments.

a. Convergent Validity

Table 2. Outer Loadings

Performance	Work Motivation	OCB	Self Efficacy
-------------	-----------------	-----	---------------

K1	0,822	
K2	0,840	
K3	0,919	
K4	0,826	
MK1		0,840
MK2		0,867
MK3		0,803
MK4		0,750
MK5		0,852
OCB1		0,773
OCB2		0,751
OCB3		0,753
OCB4		0,873
OCB5		0,848
SE1		0,863
SE2		0,878
SE3		0,789
SE4		0,894
SE5		0,811
SE6		0,856

Source: Primary data processed (2024)

Below is the loading factor diagram for each indicator in the structural model:

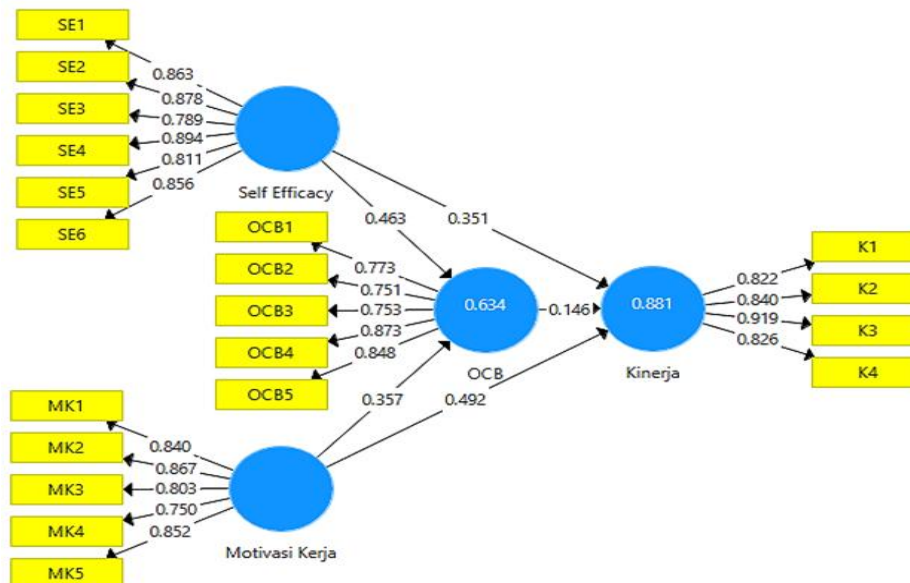


Figure 1. Outer loadings output

b. Discriminant Validity

Table 3. Cross Loadings

Performance	Work Motivation	OCB	Self Efficacy
-------------	-----------------	-----	---------------

K1	0,822	0,660	0,635	0,657
K2	0,840	0,776	0,672	0,696
K3	0,919	0,871	0,732	0,894
K4	0,826	0,791	0,671	0,796
MK1	0,722	0,840	0,597	0,701
MK2	0,795	0,867	0,663	0,697
MK3	0,744	0,803	0,606	0,661
MK4	0,705	0,750	0,605	0,699
MK5	0,792	0,852	0,679	0,876
OCB1	0,591	0,656	0,773	0,636
OCB2	0,595	0,633	0,751	0,575
OCB3	0,541	0,585	0,753	0,485
OCB4	0,739	0,642	0,873	0,715
OCB5	0,700	0,563	0,848	0,682
SE1	0,765	0,720	0,609	0,863
SE2	0,823	0,734	0,739	0,878
SE3	0,710	0,678	0,625	0,789
SE4	0,847	0,807	0,731	0,894
SE5	0,691	0,769	0,603	0,811
SE6	0,730	0,804	0,643	0,856

Source: Primary data processed (2024)

Based on Table 3, the cross-loading measurements indicate that each indicator's loading value is higher for its respective variable than for other variables, meeting the required criteria and confirming the model's validity.

One way to assess discriminant validity is by checking the Square Root of Average Variance Extracted ($\sqrt{\text{AVE}}$). A construct is considered to have good discriminant validity if its $\sqrt{\text{AVE}}$ value is 0.50 or higher. The $\sqrt{\text{AVE}}$ values for each construct are presented in Table 4 below:

Table 4. AVE Result

Construct	$\sqrt{\text{AVE}}$
Performance	0,727
Work Motivation	0,678
OCB	0,642
Self Efficacy	0,721

Source: Primary data processed (2024)

Table 4 reveals that the $\sqrt{\text{AVE}}$ value exceeds 0.5 for all constructs in the research model, indicating that all indicators in this study are valid. The lowest $\sqrt{\text{AVE}}$ value, 0.642, is found in the OCB construct.

c. Reliability Test

Table 5. Composite Reliability

Construct	Composite Reliability
Performance	0,914
Work Motivation	0,913
OCB	0,899
Self Efficacy	0,939

Source: Primary data processed (2024)

Table 5 demonstrates that the composite reliability values for all constructs exceed 0.7, indicating that all constructs in the estimated model meet the reliability criteria and are suitable for use in the subsequent stages of the research.

Likewise with the calculation of the Cronbach alpha value in Table 4.14, where each construct variable has a Cronbach alpha value above 0.70. Thus it can be stated that each indicator of each construct variable can provide consistent measurement results.

Table 6. Cronbach Alpha

Construct	Cronbach Alpha
Performance	0,874
Work Motivation	0,880
OCB	0,860
Self Efficacy	0,922

Source: Primary data processed (2024)

Structural Model Testing (Inner Model)

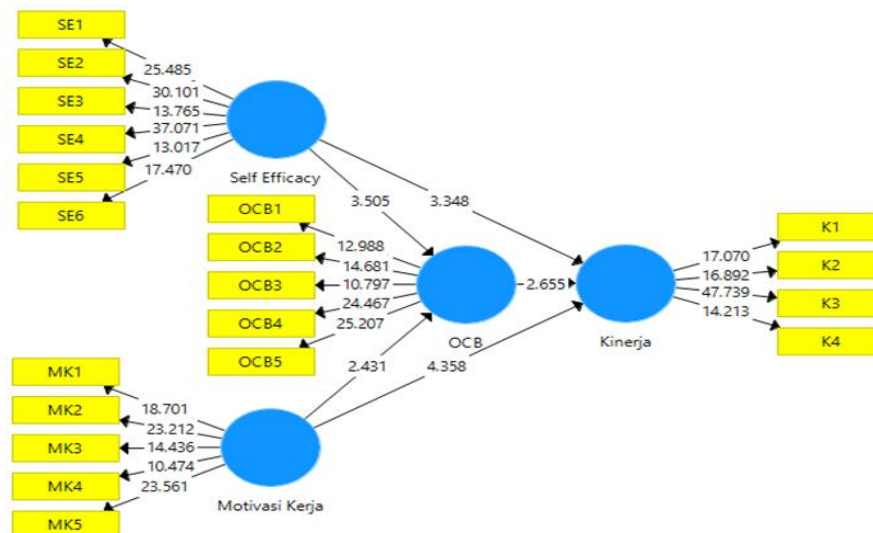


Figure 2. Inner Model Output

Table 7. R-square

Construct	R Square
-----------	----------

Performance	0,881
OCB	0,634

Source: Primary data processed (2024)

According to Table 7, the R-square value for the OCB construct is 0.634, indicating that Self-efficacy and Work Motivation account for 63.4% of the variance in OCB, while the remaining 36.6% is influenced by other factors not covered in this study. Additionally, the R-square value for the Performance construct is 0.881, meaning that Self-efficacy, Work Motivation, and OCB explain 88.1% of the variance in performance, with the remaining 11.9% influenced by other factors not examined in this research.

Hypothesis Testing Results

Hypothesis testing in this study is essential to consider the significance values between constructs, t-statistics, and p-values. The significance level used in this study is 0.05%. The results of the hypothesis testing are presented in Table 8:

Table 8. Path Coefficients

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics	P Values	Description
Work → Motivation Performance	0,492	0,494	0,113	4,358	0,000	Accept H4
Work Motivation → OCB	0,357	0,335	0,147	2,431	0,008	Accept H3
OCB → Performance	0,146	0,145	0,055	2,655	0,004	Accept H5
Self Efficacy → Performance	0,351	0,349	0,105	3,348	0,000	Accepts H1
Self Efficacy → OCB	0,463	0,485	0,132	3,505	0,000	Accept H2

Source: Primary data processed (2024)

Based on the construct relationship test in Table 8, the hypotheses presented in this study can be described as follows:

1. Effect of Self efficacy on Performance

The first hypothesis in this study states, "The higher the self-efficacy, the higher the performance." Table 4.16 shows an original sample value of 0.351 (positive) and a p-value of 0.000 (less than 5%). This indicates a positive and significant relationship between self-efficacy and performance. Therefore, the first hypothesis, "The higher the self-efficacy, the higher the performance," is **accepted**.

2. Effect of Self efficacy on OCB

The second hypothesis in this study is "The higher the self-efficacy, the greater the increase in OCB." Table 4.16 indicates an original sample value of 0.463 (positive) and a p-value of 0.000 (less than 5%). This demonstrates a positive and significant relationship between self-efficacy and OCB. Therefore, the second hypothesis, "The higher the self-efficacy, the greater the increase in OCB," is **accepted**.

3. Effect of Work Motivation on OCB

The third hypothesis in this study is "The higher the work motivation, the greater the increase in OCB." Table 4.16 shows an original sample value of 0.357 (positive) and a p-value of 0.008 (less than 5%). This indicates a positive and significant relationship between work motivation and OCB. Therefore, the third hypothesis, "The higher the work motivation, the greater the increase in OCB," is **accepted**.

4. Effect of Work Motivation on Performance

The fourth hypothesis in this study is "The higher the work motivation, the greater the increase in performance." Table 4.16 shows an original sample value of 0.492 (positive) and a p-value of 0.000 (less than 5%). This indicates a positive and significant relationship between work motivation and performance. Therefore, the fourth hypothesis, "The higher the work motivation, the greater the increase in performance," is **accepted**.

5. Effect of OCB on Performance

The fifth hypothesis in this study is "The higher the OCB, the greater the increase in performance." Table 4.16 indicates an original sample value of 0.146 (positive) and a p-value of 0.004 (less than 5%). This shows a positive and significant relationship between OCB and performance. Therefore, the fifth hypothesis, "The higher the OCB, the greater the increase in performance," is **accepted**.

Indirect Effect on Mediation Effect

The indirect effect is assessed to determine the magnitude of the impact between variables. This test utilizes the bootstrapping method in SmartPLS 3.0. In this study, the intervening variables are considered capable of mediating the effect of exogenous (independent) variables on endogenous (dependent) variables. A variable can be considered to play a mediating role if the T-statistic value is significant (> 1.96) and the P-value < 0.05 .

Table 9. Specific Indirect Effects

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics	P Values	Ket
Work Motivation → OCB → Performance	0,052	0,050	0,031	1,668	0,048	Mediate
Self Efficacy → OCB → Performance	0,067	0,070	0,032	2,096	0,018	Mediate

Source: Primary data processed (2024)

According to the test results in Table 9, this research can be interpreted as follows:

1. Table 9 shows that OCB can mediate the relationship between Work Motivation and Performance, as indicated by the positive original sample value (O) or path coefficient of 0.052. This suggests that OCB has a positive relationship in mediating the effect of Work Motivation on Performance. The T-statistic value is 1.668, which is less than 1.96, and the P-value is 0.048, which is less than 0.05. Therefore, OCB can mediate between Work Motivation and Performance.
2. Table 9 also shows that OCB can mediate the relationship between Self Efficacy and Performance, as indicated by the positive original sample value (O) or path coefficient of 0.067. This suggests that OCB has a positive relationship in mediating the effect of Self Efficacy on Performance. With a T-statistic value of 2.096 (greater than 1.96) and a P-value of 0.018 (less than 0.05), OCB can mediate between Self Efficacy and Performance.

Discussion of Research Results

Effect of Self efficacy on Performance

Based on the results of this test, it proves that self efficacy (with indicators of being confident that you have the ability to match the responsibilities given, confident that you have the necessary technical knowledge and ability to operate effectively, confident that you are mature enough to operate responsibly, confident that you have the ability to adapt in the organization, confident that you have the ability to be equal to your peers and may surpass them in the future, confident that you can cope well with difficult or challenging tasks) can significantly improve performance (with indicators of quality of work, amount of work, timeliness, low errors) at the Regional Apparatus Organization of the Demak Regency Transportation Agency. This means that, to encourage performance improvement, the Regional Apparatus Organization of the Demak Regency Transportation Agency needs to encourage high employee self-efficacy.

Self-efficacy pertains to the personal aspects that are typically connected to resilience and an individual's perception of their ability to control and influence their work environment. Enhancing self-efficacy is recognized as a key approach to increase employee engagement, which ultimately leads to improved performance (Bakker & Xanthopoulou, 2013).

Research has indicated that individuals with high job self-efficacy are more capable of handling work-related difficulties and challenges, often overestimating their ability to resolve them

(Cheema & Skultety, 2016). Other studies suggest that people with strong occupational self-efficacy are able to stay in their jobs longer and manage their time more effectively to overcome challenges, which positively impacts performance (Tims et al., 2014).

Self-efficacy influences performance because it determines the level of effort and persistence an individual puts into achieving success in tasks. Employees who possess a high sense of self-efficacy are more determined in their efforts, striving to reach optimal performance. With confidence in their knowledge, skills, and abilities, these employees are more creative and effective in producing positive performance outcomes.

Self-efficacy can enhance performance because individuals who view themselves as highly capable tend to put in more effort toward tasks and are more likely to persist in completing them, even when faced with minor challenges. This sense of confidence and ability to manage oneself can lead to higher work achievement. In contrast, those with low self-efficacy are more prone to give up and struggle to complete their tasks. However, some researchers have also suggested that very high self-efficacy may negatively affect performance, as employees may become overconfident and fail to allocate sufficient resources to reach their goals (Vancouver & Kendall, 2006).

This study's results are consistent with (Bakker & Xanthopoulou, 2013); (Chen et al., 2017); (Tims et al., 2014), all of which demonstrated a significant positive effect of self-efficacy on performance. Additionally, Haddad & Taleb (2016) found that university faculty members in Jordan with higher self-efficacy levels outperformed their peers. Furthermore, Jacobsen & Bogh Andersen (2016) observed a positive relationship between high self-efficacy and organizational performance in a study involving 1,932 employees from 92 public sector organizations.

Effect of Self efficacy on OCB

Based on the results of this test, it proves that self efficacy (with indicators of believing that they have abilities that are in accordance with the responsibilities given, believing they have the necessary technical knowledge and abilities to operate effectively, believing they are mature enough to operate responsibly, believing they have the ability to adapt in the organization, believing that they have abilities that are equal to their peers and may surpass them in the future, believing they can handle difficult or challenging tasks well) can significantly increase OCB (with indicators of altruism, civic virtue, conscientiousness, courtesy and sportsmanship) in the Demak Regency Transportation Agency Regional Apparatus Organization. This means that a high increase in self efficacy is able to encourage employees to carry out extra work behavior at the Regional Apparatus Organization of the Demak Regency Transportation Agency.

Self-efficacy is the confidence in one's capacity to effectively complete tasks and impact their work environment. Employees who believe in their ability to influence their environment are more inclined to assume extra duties or actively use particular strategies. Their enhanced effort helps them achieve individual, group, and organizational goals, which in turn improves overall organizational effectiveness.

Generally, employee discretionary behavior is driven by internal motivations and is linked to a strong sense of self. In the public sector, employees are typically motivated more by internal factors than external ones, often finding internal rewards more appealing. Similarly, most voluntary helping behaviors stem from internal belief systems such as self-confidence and the conviction that they can make a difference through extra-role activities within the organization. As a result, employees with high self-efficacy are more likely to exhibit Organizational Citizenship Behavior (OCB) towards colleagues, superiors, and the organization as a whole, aiming to create a positive impact at various organizational levels (Crocker & Park, 2004).

(Jugert et al., 2016) asserts that through increased perceptions of self-efficacy, employees are able to positively influence pro-workplace behavior. This is based on the idea that individual employees can personally benefit from social groups because these social groups can make them feel capable and self-controlled.

Self-efficacy plays a crucial role in an employee's capacity to learn new skills and stay motivated to go beyond their assigned duties (Lunenburg, 2011). High self-efficacy drives success and influences the degree to which employees embrace work-related creativity, take creative actions, and sustain creative levels in their tasks.

Employees with high self-efficacy believe they can handle new or challenging tasks, are more willing to take risks, and tend to be more creative. Additionally, self-efficacy motivates employees to overcome challenges and encourages them to find innovative solutions to complete tasks successfully (Tierney & Farmer, 2011). Therefore, the higher an employee's self-efficacy, the more likely they are to take on extra tasks, persist in their work, and ultimately produce more creative outcomes.

The findings of this study align with research by (Cohen & Abedallah, 2015); (Kao, 2017); (Mangadu Paramasivam, 2015), which concluded that self-efficacy has a positive and significant effect on OCB. Employees who have high expectations for themselves and believe they will succeed within the organization are more likely to take on additional tasks beyond their formal responsibilities.

Effect of Work Motivation on OCB

The results of this test demonstrate that work motivation (WM), measured by indicators such as having a strong sense of personal responsibility for their work, striving to do tasks to the best of their ability, the desire for fair compensation based on performance, the aspiration to earn higher wages than usual, and the willingness to learn and master their field of work can significantly enhance employee OCB, measured by indicators such as altruism, civic virtue, conscientiousness, courtesy, and sportsmanship in the Regional Apparatus Organization of the Demak Regency Transportation Agency. This indicates that fostering high work motivation is essential for promoting employees' voluntary work behaviors.

Motivation is a fundamental concept in organizational psychology, as it provides insight into the driving factors behind individual behavior within organizations. It refers to a combination of internal and external forces that drive work-related actions (Pinder, 2008). Motivation is

demonstrated through behaviors such as taking personal responsibility for one's work, striving to perform tasks to the best of one's ability, seeking fair compensation for the job, aiming for higher wages than usual, and the desire to learn and become proficient in one's area of work.

Motivation can be defined as the reliance on both intrinsic and extrinsic rewards. Intrinsic rewards stem from the personal satisfaction gained when completing a task. In the public sector, employees tend to place greater importance on helping others, serving the community, and contributing to the public good (Houston, 2000). These employees experience fulfillment when their work benefits society and others, considering this aspect of their job to be more significant than other factors.

Public employees who possess high levels of public service motivation are deeply focused on providing excellent public service. They are dedicated to serving the public interest, living a life of service to others, and making a positive impact on society. These individuals strive to achieve and enhance public policy objectives, assist others, willingly take on additional responsibilities, and participate in pro-social activities (Kim, 2006).

When employees feel satisfied with receiving fair compensation for their work, they are more likely to demonstrate extra behaviors. Additionally, positive working relationships and trust with supervisors and the organization contribute to employees perceiving greater fairness. In a fair work environment, employees are more inclined to build strong relationships, offer help to one another, and become motivated to engage in actions that benefit both individuals and the organization through mutual exchanges (Zapata-Phelan et al., 2009).

(Chan & Lai, 2017) also affirmed that employees who are motivated and perceive fair treatment from the organization are more likely to engage in OCB. When employees view themselves as integral members of a group, feel content in their role within that group, and experience fair work procedures, they are more inclined to communicate and support the group's well-being through OCB.

The findings of this study align with (Barbuto Jr & Story, 2011); (Lotz, 2016); (Jurgita Lazauskaite-Zabielske et al., 2015), which found that work motivation has a positive and significant impact on OCB.

Effect of Work Motivation on Performance

The results of this test demonstrate that work motivation (which includes indicators such as taking high personal responsibility for tasks, striving to perform work to the best of one's ability, seeking fair wages, aiming for higher wages, and the desire to master their field) can significantly enhance performance (as measured by work quality, quantity, timeliness, and error reduction) within the Regional Apparatus Organization of the Demak Regency Transportation Agency. This indicates that fostering work motivation among employees is essential for improving performance.

Motivation is the inner drive that pushes an individual to perform specific activities in order to reach certain objectives (Uno, 2007). It emerges because there is a goal to be achieved, and this drive leads to actions necessary to support the goal (Hamalik, 1992). Motivation represents a transformation of energy within an individual's personality, characterized by emotional responses

(feelings) and reactions aimed at achieving goals (Djamarah, 2011). Mc. Donald in (Sardiman, 2012) defines motivation as an energy shift within a person, marked by emotional reactions and a response to a goal.

. Employees who have low motivation tend to show low performance, because they do not have self-awareness and drive. The performance of an organization is strongly influenced by employee motivation. Therefore, to improve performance, a high level of motivation is required. With high work motivation, performance will increase. whereas if employee work motivation is low, there will be a decrease in the performance of the organization.

If an agency has low work motivation, the enthusiasm of employees to achieve the target goals set by the organization will be hampered. If the motivation in an agency is good, there is a possibility that employees will complete their work well and the target goals can be achieved.

(Orocomna et al., 2018)said that there is a positive influence of work motivation on performance. Therefore, it can be ascertained that increasing work motivation will have a positive impact, this is shown from the 21.3% percentage score data on the performance level at PT. TASPEN (Persero) Manado branch.

Effect of OCB on Performance

Based on the results of this test, it proves that OCB (with indicators of altruism, civic virtue, conscientiousness, courtesy and sportsmanship) can significantly improve performance (with indicators of work quality, amount of work, timeliness, low errors) in the Regional Apparatus Organization of the Demak Regency Transportation Agency. This means that, with work behavior that goes beyond formal task descriptions, it will encourage the desire to improve work quality.

In researching OCB, scholars have focused on the connection between OCB and both employee and organizational performance (Bolino et al., 2002). They argue that OCB positively impacts organizations by boosting productivity, efficiency, effectiveness, and resource allocation. OCB not only enhances the performance of employee groups but also contributes to the long-term sustainability and empowerment of employees within the organization's workgroups.

Employees who are emotionally identified with the organization tend to show a personal willingness to contribute to the organization by demonstrating OCB. Employees with high OCB are able to achieve higher performance results. Structurally, organizations are formed from employee groups, and employee groups are formed from individual employees. (Podsakoff et al., 1997)connects the individual, group and organizational levels into a positive force, which is able to influence and improve performance. Therefore, OCB contributes to cooperation between levels in the organization and is able to improve individual performance, which can lead to improved organizational performance.

OCB-altruism is viewed as the inclination to prioritize the well-being and rights of others, showing concern and empathy, and taking actions that benefit them. People demonstrating this behavior tend to be more cooperative, compassionate, and driven by a desire to support the welfare of others. Altruistic actions can foster positive expectations about others' behaviors or intentions,

which in turn promotes trust among members of an organization. As a result, OCB-altruism within organizations can contribute to building stronger organizational trust (Guinot et al., 2015).

OCB is able to influence employee performance because of the belief that OCB is very important for organizational success. Voluntary behavior in OCB is considered a sign of dedication to the organization, so OCB must be done to encourage overall performance in the organization.

The findings of this study are consistent with those of previous research (Basu et al., 2017); (Chiaburu et al., 2011); (Hermnawati & Mas, 2017); (Indarti et al., 2017), which discovered that OCB has a positive and significant impact on performance. Ongoing employee OCB contributes to enhancing organizational performance and success, including productivity and sustained competitive advantage.

The Effect of Work Motivation on Performance Through OCB

The path analysis results reveal that Work Motivation has a positive effect on Performance through OCB. This indicates that OCB serves as a mediator between WM and Employee Performance. Work motivation can indirectly enhance employee performance at the Demak Regency Transportation Office by fostering increased OCB. OCB refers to employee actions that exceed their core duties and responsibilities. This aligns with the findings of (Aprilita et al., 2024) which suggest that Work Motivation and OCB contribute to performance improvement.

The Effect of Self Efficacy on Performance Through OCB

The path analysis results show that Self-Efficacy has a positive effect on Performance through OCB. This suggests that OCB acts as a mediator between Self-Efficacy and Employee Performance. To enhance performance, it is crucial to foster high levels of self-efficacy among employees, as this can boost OCB. With OCB, which involves behaviors that go beyond formal job duties, employees are motivated to improve their performance. This is consistent with the findings of (Lestari et al., 2015), who stated that Self-Efficacy and OCB contribute to performance improvement. Self-efficacy pertains to one's belief in their ability to succeed in controlling and influencing their work environment. Enhancing self-efficacy is considered a key strategy to increase employee engagement. A higher level of self-efficacy can motivate employees to demonstrate extra work behavior (OCB), ultimately leading to better performance (Bakker & Xanthopoulou, 2013).

Conclusion

This research can generally be concluded that performance in the OPD of the Demak Regency Transportation Office can be strengthened and improved through self efficacy, work motivation, and OCB. Based on hypothesis testing proposed, it can be concluded as follows: 1) The test results show that the first hypothesis proves that self efficacy is found to have a significant effect on employee performance at the OPD of the Demak Regency Transportation Agency. This means that to encourage increased employee performance, the OPD of the Demak Regency Transportation Agency needs to encourage high employee self efficacy. 2) In the results of testing

the second hypothesis, it was found that self efficacy significantly influenced OCB in the OPD of the Demak Regency Transportation Office. This means that a high increase in self efficacy is able to encourage employees to carry out extra work behavior voluntarily without coercion at the OPD of the Demak Regency Transportation Agency. 3) The results of testing the third hypothesis prove that work motivation can significantly increase employee OCB at the OPD of the Demak Regency Transportation Office. This means that to encourage employees to do extra work behavior voluntarily without coercion, it is necessary to build high work motivation. 4) The results of testing the fourth hypothesis found that work motivation can significantly improve performance at the OPD of the Demak Regency Transportation Office. This means that to encourage increased employee performance, the OPD of the Demak Regency Transportation Agency needs to encourage high employee motivation. 5) The results of testing the fifth hypothesis found that OCB can significantly improve performance at the OPD of the Demak Regency Transportation Office. This means that, with the work behavior of employees who voluntarily without coercion beyond formal job descriptions and helpful behavior of fellow employees, it will encourage the desire to improve performance.

Bibliography

- Ali, F., & Wardoyo, D. T. W. (2021). Pengaruh Self Efficacy terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening (Studi PT. Ultrajaya Milk Industry, Tbk Surabaya Bagian Marketing). *Jurnal Ilmu Manajemen*, 9(1), 367. <https://doi.org/10.26740/jim.v9n1.p367-379>
- Aprilita, S. W., Sarwoko, E., & Sedyastuti, K. (2024). Pengaruh "Motivasi" Kerja "Dan" Organizational Citizenship Behavior (Ocb) Terhadap Kinerja Karyawan Pada Pt. Berkah Giat Jaya Kota Malang. *Jurnal Riset Mahasiswa Manajemen*, 12(1), 43–51. <https://doi.org/10.21067/jrmm.v12i1.10668>
- Bakker, A. B., & Xanthopoulou, D. (2013). Creativity and charisma among female leaders: The role of resources and work engagement. *International Journal of Human Resource Management*, 24(14), 2760–2779. <https://doi.org/10.1080/09585192.2012.751438>
- Barbuto Jr, J. E., & Story, J. S. P. (2011). Work Motivation And Organizational Citizenship Behavior. *Journal of Leadership Studies*, 5(4), 20–30. <https://doi.org/10.1002/jls>
- Basu, E., Pradhan, R. K., & Tewari, H. R. (2017). Impact of organizational citizenship behavior on job performance in Indian healthcare industries: The mediating role of social capital. *International Journal of Productivity and Performance Management*, 66(6), 780–796. <https://doi.org/10.1108/IJPPM-02-2016-0048>
- Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behavior and the creation of social capital in organizations. *Academy of Management Review*, 27(4), 505–522. <https://doi.org/10.5465/AMR.2002.7566023>
- Chan, S. H. J., & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice and organizational citizenship behavior. *Journal of Business Research*, 70, 214–223. <https://doi.org/10.1016/j.jbusres.2016.08.017>
- Cheema, J. R., & Skultety, L. S. (2016). Self-efficacy and literacy: a paired difference approach to estimation of over-/under-confidence in mathematics- and science-related tasks. *Educational Psychology*, 37(6), 652–665. <https://doi.org/10.1080/01443410.2015.1127329>
- Chen, P., Chavez, O., Ong, D. C., & Gunderson, B. (2017). Strategic Resource Use for Learning: A Self-Administered Intervention That Guides Self-Reflection on Effective Resource Use Enhances Academic Performance. *Psychological Science*, 28(6), 774–785. <https://doi.org/10.1177/0956797617696456>
- Chiaburu, D. S., Oh, I. S., Berry, C. M., Li, N., & Gardner, R. G. (2011). The five-factor model of personality traits and organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 96(6), 1140–1166. <https://doi.org/10.1037/a0024004>
- Cohen, A., & Abedallah, M. (2015). The mediating role of burnout on the relationship of emotional intelligence and self-efficacy with ocb and performance. *Management Research Review*, 38(1), 2–28. <https://doi.org/10.1108/MRR-10-2013-0238>
- Crocker, J., & Park, L. E. (2004). The costly pursuit of self-esteem. *Psychological Bulletin*, 130(3), 392–414. <https://doi.org/10.1037/0033-2909.130.3.392>

- Djamarah, S. B. (2011). Psikologi Belajar (Vol. 8, Issue 3, p. 1).
- Ghozali, I. (2006). Aplikasi Analisis Statistik Multivariate dengan Program IBM SPSS 21 Update PLS Regresi. Semarang: Badan Penerbit Universitas Diponegoro, 2(2), 355.
- Guinot, J., Chiva, R., & Mallén, F. (2015). The effects of altruism and relationship conflict on organizational learning. *International Journal of Conflict Management*, 26(1), 85–112. <https://doi.org/10.1108/IJCMA-12-2013-0100>
- Haddad, S. I., & Taleb, R. A. (2016). The impact of self-efficacy on performance (An empirical study on business faculty members in Jordanian universities). *Computers in Human Behavior*, 55, 877–887. <https://doi.org/10.1016/j.chb.2015.10.032>
- Hamalik, O. (1992). Administrasi dan Supervisi Pengembangan Kurikulum. Bandung: CV. Mandar Maju.
- Imron Ali. 1995. Pembinaan Guru Di Indonesia., 1995.
- Hermnawati, A., & Mas, N. (2017). Mediation effect of quality of worklife, job involvement, and organizational citizenship behavior in relationship between transglobal leadership to employee performance Adya. *International Journal of Law and Management*, Vol., 59, N O.6(1), 1143–1158.
- Houston, D. J. (2000). Public-Service Motivation: A Multivariate Test. *Journal of Public Administration Research and Theory*, 10(4), 713–727. <https://doi.org/10.1093/oxfordjournals.jpart.a024288>
- Indarti, S., Solimun, Fernandes, A. A. R., & Hakim, W. (2017). The effect of OCB in relationship between personality, organizational commitment and job satisfaction on performance. *Journal of Management Development*, 36(10), 1283–1293.
- Jacobsen, C. B., & Bogh Andersen, L. (2016). Leading public service organizations: how to obtain high employee self-efficacy and organizational performance. *Public Management Review*, 19(2), 253–273. <https://doi.org/10.1080/14719037.2016.1153705>
- Jugert, P., Greenaway, K. H., Barth, M., Büchner, R., Eisentraut, S., & Fritzsche, I. (2016). Collective efficacy increases pro-environmental intentions through increasing self-efficacy. *Journal of Environmental Psychology*, 48(March 2019), 12–23. <https://doi.org/10.1016/j.jenvp.2016.08.003>
- Jurgita Lazauskaite-Zabielske, Urbanaviciute, I., & Bagdziuniene, D. (2015). The role of prosocial and intrinsic motivation in employees' citizenship behaviour. *Baltic Journal of Management*, 10(3), 245–365. <https://doi.org/10.1108/BJM-05-2014-0085>
- Kao, R. H. (2017). Task-oriented work characteristics, self-efficacy, and service-oriented organizational citizenship behavior: A cross-level analysis of the moderating effect of social work characteristics and collective efficacy. *Personnel Review*, 46(4), 718–739. <https://doi.org/10.1108/PR-08-2015-0234>
- Khaerana, K. (2020). Pengaruh Self Efficacy terhadap Kinerja Pegawai pada Sekretariat Komisi Pemilihan Umum Daerah (Kpud) Kabupaten Luwu Timur. *Jurnal Ecoment Global*, 5(1), 80–89. <https://doi.org/10.35908/jeg.v5i1.835>

- Kim, S. (2006). Public service motivation and organizational citizenship behavior in Korea. *International Journal of Manpower*, 27(8), 722–740. <https://doi.org/10.1108/01437720610713521>
- Lestari, I. P., Diana Sulianti K, & Wulandari, G. A. (2015). pengaruh self efficacy dan organizational citizenship behavior (OCB) terhadap kinerja pegawai dengan kepuasan kerja sebagai interveing. *Kemitraan Pengelolaan Ekowisata Mangrove Blok Bedul*, 63.
- Lotz, L. C. S. (2016). Motivations leading to customer citizenship behavior in services: scale development and validation. *Journal of Consumer Marketing*, 33(6).
- Lunenburg, F. C. (2011). Self-efficacy theory: Implications for the occupational health nurse. *International Journal of Management, Business And Administration*, 39(12), 552–557. <https://doi.org/10.1177/216507999103901202>
- Mangadu Paramasivam, G. (2015). Role of self-efficacy and family supportive organizational perceptions in teachers' organizational citizenship behaviour: A study on engineering college teachers in India. *Asian Education and Development Studies*, 4(4), 394–408. <https://doi.org/10.1108/AEDS-01-2015-0001>
- Masrurroh, Z., & Prayekti. (2021). Pengaruh Self Efficacy Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Mediasi. *Jurnal Syntax Transformation*, 2(4).
- Noviawati, D. R. (2016). Pengaruh Self Efficacy Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Intervening (Studi Pada Karyawan Divisi Finance dan Divisi Human Resource PT. Coca-Cola Distribution Indonesia, Surabaya. *Jurnal Ilmu Manajemen*, 4(3), 1–12.
- Orocomna, C., Tumbel, T. M., & Asaloei, S. I. (2018). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada CV Dharma Utama (Duta Paint) Kota Baru. *Jurnal Administrasi Bisnis*, 7(1), 66–72.
- Pinder, C. C. (2008). *Work Motivation in Organizational Behavior Second Edition*. 112.
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82(2), 262–270. <https://doi.org/10.1037/0021-9010.82.2.262>
- Prihatsanti, U., & Dewi, K. S. (2010). Hubungan Antara Iklim Organisasi Dan Organizational Citizenship Behavior (Ocb) Pada Guru Sd Negeri Di Kecamatan Mojolaban Sukoharjo. Hubungan Antara Iklim Organisasi Dan Organizational Citizenship Behavior (Ocb) Pada Guru Sd Negeri Di Kecamatan Mojolaban Sukoharjo, 7(1), 11–17. <https://doi.org/10.14710/jpu.7.1.11-17>
- Sardiman. (2012). *Interaksi & Motivasi Belajar Mengajar*.
- Sugiyono. (2017). Metode penelitian kuantitatif kualitatif dan R dan D. 53(4), 130.
- Sumiati, M., & Purbasari, N. R. (2019). Pengaruh Motivasi Kerja Dan Kepuasan Kerja terhadap Kinerja Karyawan. *JAMIN: Jurnal Aplikasi Manajemen Dan Inovasi Bisnis*, 2(1), 53. <https://doi.org/10.47201/jamin.v2i1.38>

- Tierney, P., & Farmer, S. M. (2011). Creative Self-Efficacy Development and Creative Performance Over Time. *Journal of Applied Psychology*, 96(2), 277–293. <https://doi.org/10.1037/a0020952>
- Tims, M., Bakker, A. B., & Derks, D. (2014). Daily job crafting and the self-efficacy – Performance relationship. *Journal of Managerial Psychology*, 29(5), 490–507. <https://doi.org/10.1108/JMP-05-2012-0148>
- Tsuraya, A. F., & Fernos, J. (2016). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Di Dinas Kependudukan Dan Pencatatan Sipil Kota Padang. *Jumipan : Jurnal Publikasi Ilmu Manajemen*, 2(2), 259–278.
- Uno, H. B. . (2007). *Teori Motivasi dan Pengukurannya (Analisis di Bidang Pendidikan)*. Jakarta: Bumi Aksara.
- Isjoni. (2010). 2010.
- Vancouver, J. B., & Kendall, L. N. (2006). When self-efficacy negatively relates to motivation and performance in a learning context. *Journal of Applied Psychology*, 91(5), 1146–1153. <https://doi.org/10.1037/0021-9010.91.5.1146>
- Zapata-Phelan, C. P., Colquitt, J. A., Scott, B. A., & Livingston, B. (2009). Procedural justice, interactional justice, and task performance: The mediating role of intrinsic motivation. *Organizational Behavior and Human Decision Processes*, 108(1), 93–105. <https://doi.org/10.1016/j.obhdp.2008.08.001>