

THE INFLUENCE OF SELF-EFFICACY AND WORKLOAD ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT WIDYA KARTIKA UNIVERSITY SURABAYA



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Abstract

This study aims to analyze the relationship between self-efficacy and workload on employee performance with Organizational Citizenship Behavior (OCB) as a mediating variable at Widya Kartika University Surabaya. This research adopts a quantitative approach using a survey method. The population of this study consists of all employees of Widya Kartika University Surabaya, with a total sample of 42 respondents selected using a saturated sampling technique. Data were collected through questionnaires using a five-point Likert scale and analyzed using path analysis. The results show that self-efficacy does not have a significant relationship with employee performance ($p = 0.613$). Meanwhile, workload has a positive and significant relationship with employee performance ($p = 0.001$). Organizational Citizenship Behavior (OCB) also has a positive and significant relationship with employee performance ($p = 0.009$). The mediation analysis indicates that Organizational Citizenship Behavior (OCB) is able to mediate the relationship between self-efficacy and employee performance ($p = 0.030$), but it is not able to mediate the relationship between workload and employee performance ($p = 0.107$). These findings suggest that OCB plays an important role in strengthening the effect of self-efficacy on employee performance, although it does not mediate the effect of workload.

Keywords: Self-Efficacy, Workload, Organizational Citizenship Behavior, Employee Performance

INTRODUCTION

In the current era, organizations in all sectors, including the service sector, are required to possess high-quality resources that are able to adapt to technological developments and dynamic environmental changes. One of the most important resources in service-based organizations is human resources. Employee performance plays a crucial role in determining organizational success because the primary output produced by service organizations is the quality of services delivered to customers. Employees who demonstrate good performance are considered capable of improving operational efficiency and contributing to organizational competitiveness.

Higher education institutions represent one of the sectors in the service industry that plays a strategic role in producing qualified human resources. In order to achieve this objective, universities must ensure that their employees perform their duties effectively. According to Mangkunegara (2017), employee performance refers to the overall work results achieved by an employee in terms of both quality and quantity in carrying out tasks according to the responsibilities assigned to them. Employee performance is also considered a reflection of organizational performance because the performance of individual employees can influence the overall performance of the institution (Purnamie, 2014).

As a higher education institution in the service sector, Widya Kartika University Surabaya (UWIKASURABAYA) conducts annual employee performance evaluations using several performance indicators, including the quality of student services, governance and quality assurance, financial management and infrastructure, and human resource quality. Based on the results of the performance evaluation conducted in 2025, several strategic targets have not yet reached the expected level. In particular, the aspect of student services, graduates, and alumni recorded achievement percentages below 80%, while the human resource quality aspect only reached 72%, indicating that improvements in employee performance are still required.

To obtain a clearer understanding of employee performance conditions, a preliminary survey was conducted among UWIKASURABAYA employees. The results indicate that most employees are able to complete their tasks according to the established standards and within the required time frame. However, several issues were identified in other aspects of performance. For instance, 25% of respondents reported a lack of accuracy when preparing administrative documents, indicating the need for improvement in administrative performance. In addition, some employees experienced difficulties working efficiently under limited conditions such as time constraints or incomplete work-related information, and several employees felt that they received insufficient appreciation for their work performance.

The findings from the performance evaluation and preliminary survey suggest that several factors may influence employee performance, including self-efficacy, workload, and Organizational Citizenship Behavior (OCB). Self-efficacy reflects an individual's belief in their ability to perform tasks effectively (Anisagita & Murniningsih, 2023), while workload represents the demands placed on employees in completing their responsibilities (Mahfudz, 2017). Meanwhile, OCB refers to voluntary behaviors that go beyond formal job requirements and contribute to organizational effectiveness (Titisari, 2014). Therefore, this

study aims to examine the effect of self-efficacy and workload on employee performance through Organizational Citizenship Behavior at Widya Kartika University Surabaya.

REVIEW OF LITERATURE

Social Exchange Theory explains social relationships as a process of exchange between individuals and organizations. The theory was first introduced by George C. Homans and later developed by Peter M. Blau, who argued that social relationships are formed when individuals expect balanced reciprocity between what they give and what they receive. Within organizational settings, employees who perceive support from the organization tend to contribute more to the organization (Russell Cropanzano & Marie S. Mitchell, 2005). This theory explains that employee behavior in organizations is influenced not only by formal obligations but also by reciprocal relationships between employees and the organization. Behaviors such as Organizational Citizenship Behavior (OCB) emerge as a positive response from employees to organizational treatment that is perceived as fair and supportive (Terry Lew, 2009).

Self-efficacy refers to an individual's belief in their ability to complete tasks and face various challenges at work. Employees with high self-efficacy tend to be more confident in completing tasks and are better able to overcome obstacles that arise in their work. Previous studies indicate that self-efficacy has a positive relationship with various work behaviors such as work motivation, organizational commitment, and Organizational Citizenship Behavior (OCB). Research conducted by Anisagita and Murniningsih (2023) shows that self-efficacy has a positive influence on OCB behavior among employees.

Workload refers to the number of tasks or responsibilities that employees must complete within a certain period of time. Excessive workload can lead to work fatigue, stress, and decreased employee productivity. Conversely, a workload that matches employees' abilities can improve work efficiency and encourage employees to perform more optimally. Previous studies show that workload influences employee performance. Badrianto et al. (2022) explain that an imbalanced workload can affect work effectiveness and reduce employee performance within organizations.

Organizational Citizenship Behavior (OCB) refers to voluntary employee behavior performed beyond the formal duties established by the organization. These behaviors include helping coworkers, maintaining good working relationships, and contributing to a positive work environment. According to Peni Titisari (2014), employees who demonstrate OCB tend to improve cooperation among employees and strengthen working relationships within the organization. Such behavior can also enhance the stability of employee performance and help organizations adapt to dynamic workplace changes.

Employee performance refers to the work outcomes achieved by individuals in carrying out their duties and responsibilities in accordance with the standards set by the organization. Employee performance is influenced by various factors such as individual ability, work motivation, the work environment, and organizational support. Good performance reflects the effectiveness of employees in achieving organizational goals. Therefore, organizations need to understand the factors that influence employee performance in order to improve overall organizational productivity.

RESEARCH METHOD

This study employs a quantitative approach using a survey method to analyze the relationship between self-efficacy, workload, Organizational Citizenship Behavior (OCB), and employee performance. The population of this study consists of all employees of Widya Kartika University, totaling 42 employees. Since the population size is relatively small, the entire population was used as the research sample through a saturated sampling technique so that the data obtained could represent the overall population condition. The research data were collected through the distribution of questionnaires to respondents. The questionnaire used a five-point Likert scale consisting of strongly agree, agree, neutral, disagree, and strongly disagree to measure respondents' perceptions of the research variables

Research Hypothesis

The variables in this study consist of:

- Self-Efficacy as an independent variable
- Workload as an independent variable
- Organizational Citizenship Behavior (OCB) as a mediating variable
- Employee Performance as a dependent variable

RESULTS AND DISCUSSION

Descriptive Analysis

Descriptive analysis was conducted to describe respondents' perceptions regarding the variables examined in this study, namely self-efficacy, workload, Organizational Citizenship Behavior (OCB), and employee performance. The data were obtained from questionnaires distributed to 42 employees of Widya Kartika University. The responses were measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

The results show that the mean score for the self-efficacy variable is 4.23, indicating that respondents generally have high confidence in their ability to complete tasks, overcome obstacles, and adapt to workplace challenges. The workload variable obtained a mean score of 4.28, suggesting that employees perceive their workload as relatively demanding but still manageable within their working capacity. Employee performance has a mean value of 4.20, indicating that employees generally perceive their performance as good in terms of work quality, productivity, and cooperation with colleagues. Meanwhile, Organizational Citizenship Behavior (OCB) obtained an average score of 4.12, indicating that employees tend to demonstrate voluntary behaviors that support organizational effectiveness.

Validity and Reliability Test

The validity test results indicate that all measurement items used in this study are valid, as the significance values of all indicators are below 0.05. This suggests that each questionnaire item is able to measure the intended research variables accurately.

Furthermore, the reliability test results show that the Cronbach's Alpha value is 0.954, which exceeds the minimum threshold of 0.60. Therefore, it can be concluded that the research instrument has high reliability and consistency in measuring the constructs of self-efficacy, workload, Organizational Citizenship Behavior, and employee performance.

Structural Model Analysis

The structural model analysis was conducted using the Partial Least Squares (PLS) approach to examine the relationships among the research variables. The results of the structural model estimation produced the following equations:

$$\text{Model 1 OCB} = 0.570 \text{ SE} + 0.297 \text{ WL}$$

$$\text{Model 2 Employee Performance} = -0.099 \text{ SE} + 0.445 \text{ WL} + 0.570 \text{ OCB}$$

These results indicate that self-efficacy and workload positively influence Organizational Citizenship Behavior. Meanwhile, employee performance is positively influenced by workload and OCB, while the direct effect of self-efficacy on employee performance is negative and insignificant.

Hypothesis Testing

Hypothesis testing was conducted using the p-value obtained from the SmartPLS analysis. The results show that self-efficacy does not have a significant effect on employee performance ($p\text{-value} = 0.613 > 0.05$). Therefore, the first hypothesis is rejected.

Workload has a positive and significant effect on employee performance ($p\text{-value} = 0.001 < 0.05$), indicating that appropriate workload levels can encourage employees to work more effectively and achieve better performance outcomes.

Organizational Citizenship Behavior has a positive and significant influence on employee performance ($p\text{-value} = 0.009 < 0.05$). This finding suggests that voluntary behaviors such as helping colleagues and participating in organizational activities contribute positively to employee performance.

The mediation analysis shows that Organizational Citizenship Behavior significantly mediates the relationship between self-efficacy and employee performance ($p\text{-value} = 0.030 < 0.05$). This indicates that employees with higher self-efficacy tend to engage in positive discretionary behaviors that ultimately enhance their performance.

However, Organizational Citizenship Behavior does not mediate the relationship between workload and employee performance ($p\text{-value} = 0.107 > 0.05$). This result indicates that when employees experience higher workloads, they tend to focus primarily on completing their formal tasks rather than engaging in additional voluntary behaviors.

Discussion

The findings of this study indicate that self-efficacy does not directly influence employee performance. Although employees possess strong confidence in their abilities, this confidence alone does not necessarily translate into improved performance outcomes. This finding suggests that other factors, such as organizational support and work environment, may play a more dominant role in shaping employee performance.

In contrast, workload shows a significant positive effect on employee performance. This result indicates that an appropriate level of workload can motivate employees to work more productively and efficiently. When employees perceive their workload as meaningful and aligned with their capabilities, they tend to demonstrate better performance.

Furthermore, Organizational Citizenship Behavior significantly contributes to employee performance. Employees who voluntarily help colleagues, maintain positive workplace relationships, and actively participate in organizational activities tend to create a supportive work environment that enhances overall performance.

The mediation analysis also demonstrates that Organizational Citizenship Behavior plays an important role in linking self-efficacy and employee performance. Employees who believe in their abilities are more likely to demonstrate positive discretionary behaviors that contribute to organizational effectiveness. These behaviors ultimately strengthen employee performance outcomes.

However, the mediation effect of OCB in the relationship between workload and employee performance is not supported. This suggests that employees who experience high workloads tend to prioritize completing their formal responsibilities rather than engaging in additional voluntary behaviors within the organization.

CONCLUSION

Based on the results and analysis of this study examining the influence of self-efficacy and workload on employee performance through Organizational Citizenship Behavior (OCB) among employees of Widya Kartika University, several conclusions can be drawn. Self-efficacy has a negative and insignificant relationship with employee performance, indicating that higher self-confidence does not necessarily improve performance and may even reduce optimal work effort without organizational support. In contrast, workload shows a positive and significant relationship with employee performance, suggesting that an appropriate workload can stimulate employees to work more effectively and efficiently. Organizational Citizenship Behavior also has a positive and significant influence on employee performance, as voluntary behaviors such as helping coworkers create a more productive work environment. Furthermore, OCB significantly mediates the relationship between self-efficacy and employee performance, meaning that employees with higher self-efficacy tend to demonstrate positive behaviors that improve performance. However, OCB does not significantly mediate the relationship between workload and performance, as employees with heavy workloads tend to focus more on completing their primary tasks rather than engaging in additional voluntary behaviors..

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