



Investigating Self-Efficacy, Work Environment, And Employee Performance Via Organizational Citizenship Behavior

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ABSTRACT

This study explores the extent to which the power of self-belief (self-efficacy) and workplace atmosphere synergistically shape employee performance, with Organizational Citizenship Behavior (OCB) acting as the invisible bridge. Self-efficacy an individual's confidence in their ability to overcome challenges combined with a supportive work environment, forms the foundation of productivity. Involving 220 participants from a logistics company in Tangerang, Banten, this research analyzes data using Structural Equation Modeling (SEM). Intriguingly, the findings reveal that self-efficacy and the work environment do not directly boost performance; rather, OCB serves as the critical link. The implication? A groundbreaking new model: fostering employee self-confidence and cultivating a harmonious work ecosystem can optimize performance through OCB an enlightening insight for the organizational world.

Keywords: *Self, efficacy, Organizational, Behavior, Environment, Performance.*

ABSTRAK

Studi ini menggali sejauh mana kekuatan keyakinan diri (self-efficacy) dan atmosfer tempat kerja bersinergi membentuk kinerja karyawan, dengan Organizational Citizenship Behavior (OCB) sebagai jembatan tak terlihat. Self-efficacy, yakni kepercayaan individu akan kemampuan mereka menaklukkan tantangan, berpadu dengan lingkungan kerja yang mendukung, menjadi fondasi bagi produktivitas. Melibatkan 220 partisipan dari perusahaan logistik di Tangerang, Banten, riset ini mengurai data dengan pendekatan Structural Equation Modeling (SEM). Temuan menarik mengungkap bahwa self-efficacy dan lingkungan kerja tidak secara langsung mendongkrak kinerja, melainkan OCB-lah yang menjadi kunci penghubung. Implikasinya? Sebuah terobosan model baru: membangun kepercayaan diri karyawan dan menciptakan ekosistem kerja yang harmonis justru mampu mengoptimalkan kinerja melalui peran OCB sebuah pencerahan dalam dunia organisasi.

Kata Kunci: *Self, efficacy, Organizational, Behavior, Lingkungan, Kinerja.*

INTRODUCTION

The expanding body of research on Organizational Citizenship Behaviors (OCB) has spurred deeper analysis of its conceptual nuances, uncovering both parallels and distinctions while paving the way for future scholarly inquiry (Podsakoff et al., 2000). OCB represents discretionary actions unforced yet vital that enhance organizational efficiency, exemplified by acts like assisting coworkers (No et al., 2023). Upholding positive ethical principles in workplace citizenship, such as dedication, integrity, and fulfillment, can serve as powerful motivators for employees (Supriadi, 2022). Strengthening OCB among staff plays a pivotal role in realizing corporate objectives (Supriadi et al., 2019). The rise of OCB in professional settings holds immense significance, shaped by intrinsic elements like contentment, skillfulness, and loyalty, alongside extrinsic influences such as policies, leadership, and workplace culture (Satya Nugraha & Adnyani, 2018; Siders et al., 2009). When nurtured, OCB fosters a cohesive and high-performing work atmosphere (Anwar, 2021). Ultimately, the conduct of employees stands as the cornerstone of an organization's triumph (Robbins & Judge, 2013).

According to Anwar, (2021) Achieving optimal employee performance and company goals, employees are essential to have technical skills, high self-confidence, motivation, and positive behavior. Optimal performance is often associated with an individual's contribution that exceeds his or her roles and responsibilities, reflecting a positive Organizational Citizenship Behavior (OCB), which is considered essential for optimizing organizational functions and facilitating cooperation and innovation within them (No et al., 2023; Khan, & Gul, 2019; Khan, Khan, & Gul, 2019; Al-Madadha et al., 2021; Pohl et al., 2019). When employees exhibit Organizational Citizenship Behavior (OCB), they contribute to a workplace that thrives on harmony and productivity. The overall work environment encompassing team dynamics, office design, and available amenities plays a crucial role in how efficiently employees accomplish their responsibilities (Agustina et al., 2023). A suboptimal work environment can increase workload, especially through interactions between employees and pressure exerted by superiors on subordinates, and often leads to conflicts (Carima, 2022). Inadequate physical conditions, such as a narrow workspace, can decrease employee productivity, which is often caused by low self-efficacy and lack of competence, where high self-efficacy increases confidence and work efficiency (Fitriah, 2019). However, many employees lack confidence when facing new tasks, while competencies, which include abilities, knowledge, and expertise, are also important to achieving company goals (Firmansyah & Nugrohoseno, 2022).

This study is grounded in existing research gaps, as prior findings present conflicting perspectives. Mujanah et al. (2023) found that self-efficacy does not influence employee performance, while Yulianti & Bagis (2023) demonstrated its significant positive impact. Similarly, Yulianty et al. (2021) concluded that competence has no bearing on performance, whereas Firmansyah & Nugrohoseno (2022) established a clear correlation. The influence of Organizational Citizenship Behavior

(OCB) also shows contradictory results Marina et al. (2023) confirmed its effect on performance, while Noer et al. (2023) found no such relationship. These discrepancies highlight the need for further investigation into these variables. According to research by Wulandari & Prayitno (2017), the work environment has a notable impact on organizational citizenship behavior. However, contrasting findings such as those from (Khazamah et al. 2021) suggest that this influence may not always hold true, revealing differing perspectives on the relationship.

The originality of this study lies in its focused examination of Self-Efficacy delving deeper into how varying levels of self-efficacy influence employee performance within the freight forwarding sector, an area that prior research may have overlooked. Specifically, this research investigates the combined effects of self-efficacy and work environment on employee performance in freight forwarding companies across Tangerang City, Banten, with Organizational Citizenship Behavior (OCB) serving as a mediating factor. By assessing both the direct impacts of self-efficacy and workplace conditions on performance, as well as OCB's role in bridging these relationships, the study seeks to uncover actionable insights. Ultimately, it aims to enhance workforce productivity by strategically fostering OCB, offering valuable contributions to the freight forwarding industry.

Self-efficacy, a key concept in Social Cognitive Theory, portrays individuals as proactive agents capable of shaping their thoughts, emotions, and behaviors through self-assurance. It reflects one's belief in their capacity to attain objectives and navigate challenges (Erlina, 2020; Fitriah, 2019). Fitriah (2019) identifies several factors that shape self-efficacy, including cultural background, gender, task complexity, motivational incentives, social status, and self-awareness. Bandura (as cited in Erlina, 2020, p. 69) outlines three core indicators of self-efficacy: a) Magnitude (Level): The confidence one holds in tackling tasks of varying difficulty, b) Generality: The belief in one's ability to perform across diverse domains, not just specialized areas, c) Strength: The resilience and determination one exhibits in persisting through tasks and responsibilities.

Studies conducted by Argi Ruliaji & Tri (2016), Dewi et al. (2016), Hikmah et al. (2018), and Purnamie Titisari (2014) demonstrate a significant link between self-efficacy and performance. Building on this empirical foundation, the following hypothesis is proposed:

H₁: Self-efficacy positively influences the performance of affluent individuals.

Work Environment According to Aulia et al., (2021) It is a condition where employees can work optimally, healthily, safely, and comfortably. A supportive work-friendly environment allows them to work more effectively by making the best use of available knowledge, skills, compensation, and resources to provide high-quality services (Junaidi et al., 2017). Sedarmayanti (2018) defines the work environment as a condition or situation around colleagues that directly or indirectly affects worker performance. According to (Nitisemito, 2018), namely: Relationships between leaders

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and subordinates, Relationships with colleagues. Availability of facilities provided by the workplace.

Based on the results of previous research, it is explained that there is an influence The work environment to performance as produced by the (Cindy, Purba, Wijaya, 2020; Hamonangan et al., 2021; Suryani, 2019; Verdina et al., 2021; Widiatmo, 2020; Wulan, 2019). Therefore, the hypothesis that can be developed is as follows:

H2 = The work environment affects the performance of the wealthy.

Organizational Citizenship Behavior (OCB) reflects employees' voluntary actions within the workplace, benefiting both colleagues and the organization. These behaviors include compliance with company policies, proactive participation in extra tasks, and a commitment to supporting organizational objectives (Lukito, 2020). OCB represents discretionary efforts beyond formal job requirements unrewarded by direct compensation but critical to enhancing organizational efficiency (Setiani & Hidayat, 2020). Meanwhile, the work environment encompasses the daily atmosphere in which employees operate. A comfortable and balanced environment comprising both physical (e.g., workspace design) and non-physical (e.g., interpersonal dynamics) elements is essential for fostering job satisfaction (Sitinjak, 2018). Empirical studies by Mariyanti & Saputri (2019) and Azhar & Rasto (2018) corroborate this, demonstrating that a positive work environment significantly boosts job satisfaction.

Additional studies further establish the influence of self-efficacy on Organizational Citizenship Behavior (OCB), as evidenced by research from Shahidi & Shamsnia (2015), Sara Baezat (2015), and Syamsuddin La Ringgasa & Badarwan (2017). Based on these findings, the following hypotheses are proposed:

H3: Self-efficacy positively influences Organizational Citizenship Behavior.

H4: The work environment significantly affects Organizational Citizenship Behavior.

Recent studies by Wildani (2023) and Anisagita et al. (2023) demonstrate that self efficacy positively impacts employee performance through the mediating role of Organizational Citizenship Behavior (OCB). Supporting these findings, Paramitha Devaya et al. (2023) confirmed OCB's successful mediation of the relationship between self-efficacy and employee performance. This body of research collectively establishes that OCB significantly mediates the influence of self-efficacy on employee performance. The mechanism operates through self-efficacy's capacity to motivate employees to undertake tasks beyond their core responsibilities, thereby enhancing both individual and organizational performance.

Based on this theoretical foundation, the following hypothesis is proposed:

H5: Organizational Citizenship Behavior mediates the influence of self-efficacy on employee performance.

Research by Safrizal and Katri (2023) highlights that organizational citizenship behavior (OCB) can act as a bridge linking the work environment and organizational commitment to employee performance. Similarly, self-determination theory supports

OCB as a mediating factor in a conceptual framework connecting transformational leadership, workplace conditions, and performance outcomes (Saputro, 2023). Therefore, the hypothesis that can be developed is as follows:

H6= The Influence of Work Environment on Employee Performance with Organizational citizenship behavior as mediation.

Multiple studies, including Isyanto (2019), Safrizal & Katri (2023), Saputro (2023), and Destari Suwandi (2023), consistently demonstrate that Organizational Citizenship Behavior (OCB) significantly enhances employee performance. These findings align with Marina et al.'s (2023) research on the "Impact of OCB and Job Satisfaction on Employee Performance."

Given this empirical support, the following hypothesis is proposed:

H₇ = Organizational Citizenship Behavior (OCB) positively influences employee performance.

Building on these insights, the research model can be structured as follows:

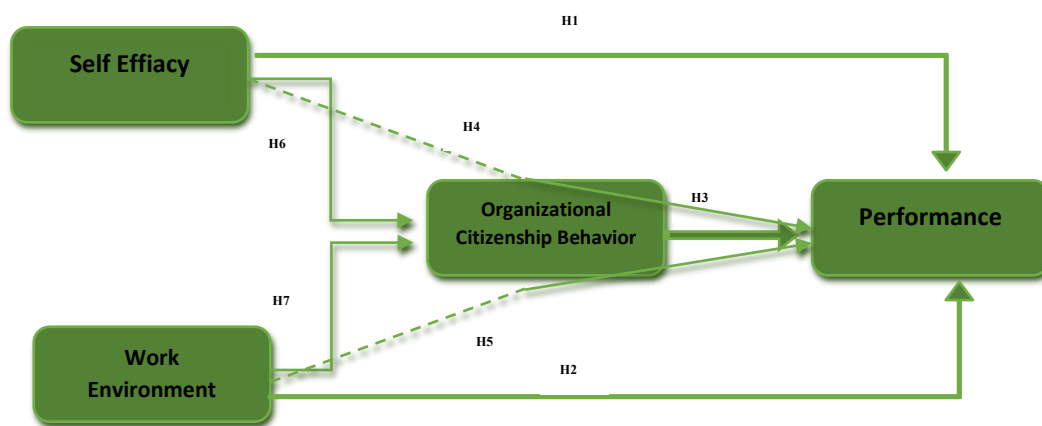


Figure 1. Research Conceptual Model

RESEARCH METHODS

This study employs a conclusive research design to examine cause-and-effect relationships between variables via hypothesis testing (Hermawan, 2016). Adopting a descriptive, single cross-sectional approach, data was gathered at a single point in time from a representative sample of the target population (Malhotra, 2008). Primary data was collected through an online questionnaire that included respondent profiles, behavioral information, and core questions using the Likert scale (Anderson, 2014) which included the variables Self-Efficacy, Work Environment, Performance, and Organizational Citizenship Behavior. This study involved 220 freight forwarding companies in Tangerang City, Banten, which were selected using the Slovin formula (Sugiyono, 2019).

The dataset underwent rigorous analysis through Structural Equation Modeling (SEM), complemented by descriptive statistics and a suite of classical assumption checks. These evaluations encompassed missing data assessment, outlier detection, normality verification, linearity examination, homoscedasticity testing, validity and reliability confirmation, multicollinearity scrutiny, and hypothesis validation, as

outlined by Joseph F. Hair (2021). Survey methods are applied to analyze behavior in the population and examine the relationship between variables and the cause-and-effect relationship (Joseph F. Hair, 2021). Hypothesis testing was carried out with Structural Equation Modeling using SmartPLS Version 4.0 software (Juliandi, 2018). The results of the cross-loading analysis showed that the load value of the variable indicator was higher than that of other variables, showing good discriminatory validity (Ringle, et al, 2015).

Table 1. Output Results from PLS Average Variance Extracted (AVE)

Variable	Extracted Variance (AVE)
<i>Work enviroment</i>	0.551
<i>Self efficacy</i>	0.536
<i>Performance</i>	0.549
<i>Organizational Citizenship Behavior</i>	0.621

Source: PLS 4.0 Output Results. (2024)

The Average Variance Extracted (AVE) for each construct Work Environment, Self-Efficacy, Performance, and Organizational Citizenship Behavior exceeds the 0.5 threshold. This confirms the validity of the study’s variables, allowing them to proceed to subsequent analyses. As illustrated in the AVE results table, all measured constructs demonstrate sufficient convergent validity.

Table 2. PLS-SEM Results: Cronbach's Alpha Reliability Coefficients

Variable	Alpha Cronbach
<i>Work enviroment</i>	0.836
<i>Self efficacy</i>	0.902
<i>Performance</i>	0.775
<i>Organizational Citizenship Behavior</i>	0.920

Source: Processed primary data using SmartPLS 4.0 software (2024)

The Cronbach’s alpha coefficients for all variables exceed 0.7, reaffirming their reliability. Among these, Organizational Citizenship Behavior demonstrates the highest reliability ($\alpha = 0.920$), while Performance shows the lowest, yet still acceptable, value ($\alpha = 0.775$). A questionnaire is considered reliable when respondents' answers remain consistent over time. Given the outcomes of the validity and reliability assessments, it is evident that all research instruments employed are both robust and dependable.

Each variable demonstrates a Cronbach’s alpha value above 0.7, confirming the reliability of the measurement instruments. Furthermore, the validity and reliability tests conducted across all variable indicators confirm that the research tools used in this study are both valid and dependable.

Table 3. R-Square Value Results

	R square	R Square Customized
Performance	0.759	0.756
Organizational Citizenship Behavior	0.460	0.455

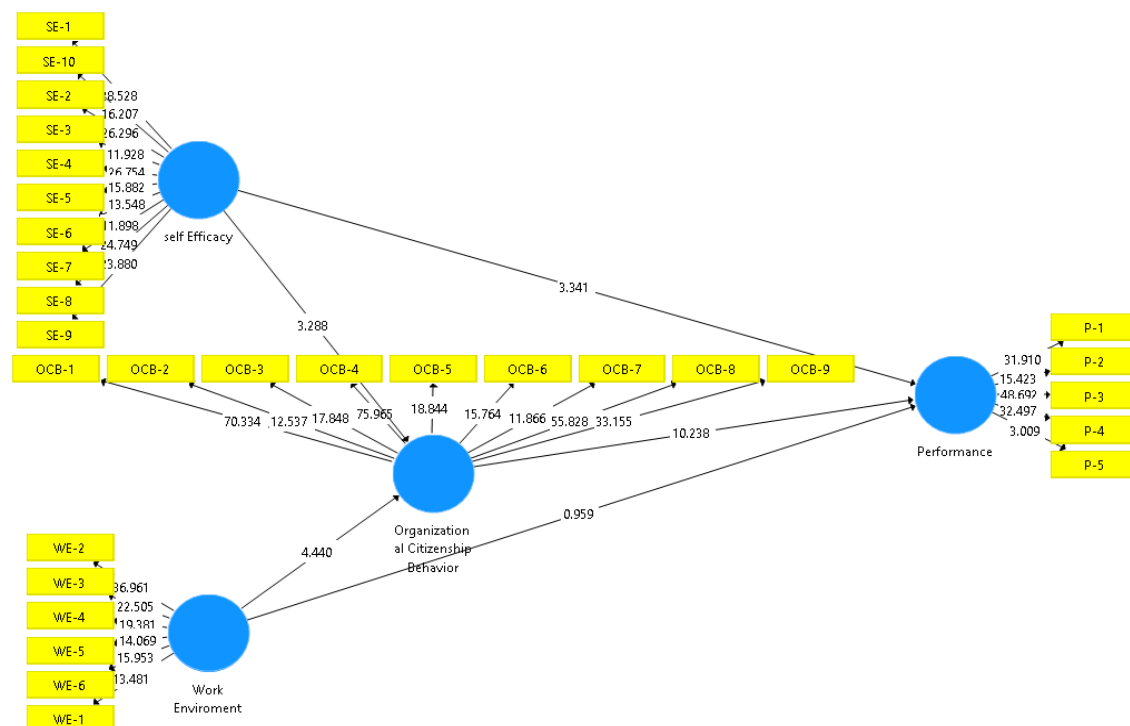
Source: PLS 4.0 Output Results. (2024)

The R-square value for the Performance variable is 0.759, indicating that 75.9% of its variance is explained by the model, while the remaining 24.1% is attributable to other external factors. Similarly, the Organizational Citizenship Behavior variable has an R-square of 0.460, meaning 46.0% of its variation is accounted for by the model, with 54.0% influenced by other unmeasured variables.

Results and Discussion

Drawing insights from the study examining Self-efficacy, Work Environment, Performance, and Organizational Citizenship Behavior analyzed both descriptively and inferentially using SmartPLS 4.0 the findings revealed the following outcomes

Figure 1 Structural model



Source: PLS 4.0 Output Results. (2024)

The findings of this study outline the structural model linking various constructs. To validate these relationships, researchers can estimate t-values using a bootstrap resampling approach within the internal structural model (Anderson, 2014). Before proceeding, all latent constructs must be confirmed as reliable. This can be visualized through the structural model generated during the structural equation modeling

(SEM) process. Additionally, the path coefficients within this model are analyzed to verify consistency and ensure robust factor reliability.

Table 4. T-Statistics Test Results

Variable	Standar deviation (STDEV)	T statistics (O/STDEV)	P Value	Information
Work environment -> Performance	0.072	0.909	0.364	Not. Sig
Work environment -> Organizational Citizenship Behavior	0.107	3.811	0.000	Sig
Self efficacy -> Performance	0.076	3.220	0.001	Sig
Self efficacy -> Organizational Citizenship Behavior	0.105	2.838	0.005	Sig
Organizational Citizenship Behavior -> Performance	0.066	9.705	0.000	Sig

Source: PLS 4.0. Output Results (2024)

The statistical analysis reveals that the Work Environment variable has a t-value of 0.909, which falls below the critical threshold of 1.960 (t-table). Additionally, the p-value of 0.364 exceeds the 0.05 significance level. These results indicate that the Work Environment does not exert a statistically significant influence on Performance. Consequently, the alternative hypothesis (Ha1) is rejected, while the null hypothesis (Ho1) is accepted confirming that Work Environment has no meaningful impact on Performance in this study.

The analysis revealed a t-statistic of 3.811 for the Work Environment’s effect on Organizational Citizenship Behavior (OCB), surpassing the critical t-value of 1.960. Additionally, the p-value of 0.000 was well below the 0.05 significance threshold. These results confirm that Work Environment exerts a statistically significant positive influence on OCB. Consequently, the alternative hypothesis (Ha1) is supported, while the null hypothesis (Ho1) is rejected establishing that Work Environment plays a meaningful role in shaping Organizational Citizenship Behavior.

The analysis revealed a t-statistic of 3.220 for Self-efficacy's impact on Performance, surpassing the critical t-value of 1.960. With a highly significant P-value of 0.001 (well below the 0.05 threshold), the findings confirm that Self-efficacy exerts a substantial influence on Performance. Consequently, the alternative hypothesis (Ha1) is supported, while the null hypothesis (Ho1) is dismissed, as the computed t-value exceeds the benchmark.

The test results showed that the t-count value of the Self efficacy variable on

Organizational Citizenship Behavior was 2.838 which was greater than the t-table of 1.960 with a P value of 0.005 which was smaller than 0.05. The findings demonstrate a statistically significant impact of Self-efficacy on Organizational Citizenship Behavior, with a t-value exceeding the critical threshold ($3.220 > 1.960$) and a highly significant p-value ($0.001 < 0.05$). This confirms that Self-efficacy plays a meaningful role in shaping Organizational Citizenship Behavior. As a result, the alternative hypothesis (Ha1) is accepted, while the null hypothesis (Ho1) is rejected.

The analysis revealed a strong and significant influence of Organizational Citizenship Behavior (OCB) on Performance, with a t-value of 9.705 (far exceeding the critical t-table value of 1.960) and an extremely significant p-value of 0.000 (< 0.05). This confirms that OCB has a substantial impact on Performance. Consequently, the alternative hypothesis (Ha1) is supported, while the null hypothesis (Ho1) is rejected.

Mediation describes the mechanism by which an independent variable exerts an indirect effect on a dependent variable through an intervening mediator (Shrout & Bolger, 2002). This analytical approach aims to uncover the underlying processes connecting predictors to outcomes (Muller et al., 2005). In basic mediation models, causal pathways flow sequentially: the independent variable influences the mediator, which then affects the dependent variable. Consequently, mediated effects are alternatively termed indirect, surrogate, intermediate, or intervening effects (MacKinnon et al., 2002).

Table 5. Indirect influences

			Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value	Ket
Work environment	->	Organizational Citizenship Behavior -> Performance	0.072	3.641	0.000	Sig
Self efficacy	->	Organizational Citizenship Behavior -> Performance	0.072	2.658	0.008	Sig

Source: PLS 4.0. Output Results (2024)

The mediation analysis demonstrates that Organizational Citizenship Behavior (OCB) significantly mediates the relationship between work environment and performance. This is evidenced by a statistically significant t-value of 3.641 (exceeding the critical t-table value of 1.960) and a highly significant p-value of 0.000 (well below the 0.05 threshold). These results confirm that OCB serves as a meaningful mediator, explaining how work environment indirectly affects performance through this intervening mechanism. This shows that in the context of the tested model, Organizational Citizenship Behavior is able to mediate the influence of work environment on performance significantly. A more in-depth analysis showed that

although the mediation of Organizational Citizenship Behavior was still occurring, its effect on the relationship between self-efficacy and performance variables was significant. The analysis reveals a statistically significant mediating effect of employee trust, as evidenced by a t-value of 2.658 (exceeding the critical threshold of 1.960) and a significant p-value of 0.008 ($p < 0.05$). These robust statistical indicators confirm that employee trust serves as a meaningful mediator in the examined relationship.

The results of a study at an expedition delivery service company in Tangerang City showed that employees have self-efficacy and the work environment significantly affects employee performance, with OCB strengthening the relationship. Employees with strong self-efficacy demonstrate greater confidence and proactive behaviors. However, when the work environment lacks supportive conditions, it fails to enhance comfort and productivity, ultimately negating any positive impact on performance. The combination of these two factors, through increased OCB, results in more optimal performance. To support this, companies can develop training programs that improve employee self-efficacy, include technical skills and soft skills, and create a supportive, safe, and comfortable work environment. Additionally, recognizing and rewarding employees' voluntary behavior that goes beyond formal responsibilities can encourage them to continue demonstrating OCB. This can be done through rewards and recognition programs, as well as creating a work culture that rewards contributions outside of key tasks. Implementing a fair performance evaluation system and providing constructive feedback is also important to help employees understand strengths and areas that need to be improved, as well as support employees with high potential within OCB. Adopting work technologies and tools that facilitate efficiency and collaboration can also improve the work environment, reduce workload, improve communication, and encourage collaboration between teams, all of which contribute to better performance. This study introduces a model that integrates self-efficacy and the work environment with OCB as a mediating variable to improve employee performance. Offering a novel lens, businesses can enhance workforce productivity by embracing a comprehensive strategy one that balances personal growth with the broader ecosystem of the workplace, recognizing that both individual potential and environmental dynamics shape peak performance. By increasing self-efficacy and creating a positive work environment and encouraging OCB, companies can achieve higher and sustainable employee performance.

This study reveals that self-efficacy an individual's confidence in their capacity to execute tasks under specific circumstances (Fitriah, 2019) plays a pivotal role in employee performance. Surveying Expedition Delivery Services workers in Tangerang City, the research highlights their strong self-assurance in handling job responsibilities. These results align with Santri et al. (2023), who found that self-efficacy significantly boosts performance. Further reinforcing this, Anisagita et al. (2023) demonstrate that self-efficacy enhances performance indirectly through Organizational Citizenship Behavior (OCB). Similarly, Widayat et al. (2023) confirm that employee competence positively impacts performance when mediated by OCB.

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These findings resonate with Wayan et al. (2018), who established OCB as a key driver of improved employee performance.

Breaking new ground, this study explores the synergistic relationship between self-efficacy and the work environment, uncovering how Organizational Citizenship Behavior (OCB) serves as a critical mediator in enhancing employee performance. By examining the interplay of these factors, the research offers a holistic framework demonstrating that fostering both individual confidence and a supportive workplace culture amplifies performance through strengthened OCB. For HR professionals, these findings provide actionable insights: designing targeted training programs and cultivating an empowering work environment can yield measurable performance gains. Notably, the study reveals that OCB is not merely an outcome of self-efficacy and favorable work conditions but also a dynamic catalyst that reinforces their combined impact on performance. Focused on freight forwarding firms in Tangerang City, this research delivers context-specific value to the logistics sector while offering transferable strategies for related industries. Beyond its practical applications, the study advances theoretical discourse on self-efficacy, workplace dynamics, and OCB, bridging gaps between research and real-world organizational success.

CONCLUSION

This research breaks new ground by weaving together three critical elements self-efficacy (an individual's conviction in their capabilities), workplace ecosystem quality, and Organizational Citizenship Behavior (OCB) to decode their synergistic influence on employee performance. Where prior studies examined these factors in isolation, our framework reveals how OCB acts as the golden thread connecting personal empowerment and environmental support to tangible productivity gains. The findings illuminate a powerful triad: when employees' self-belief intersects with well-designed workspaces and positive social dynamics, OCB flourishes creating a ripple effect that elevates entire teams. For HR innovators, these insights offer a blueprint for crafting development programs that nurture both the psychology of capability and the architecture of support. Looking ahead, the true test lies in adapting this model across diverse industries from tech startups to manufacturing plants and developing tailored "performance catalysts" that sustain results over time. This isn't just academic advancement; it's a paradigm shift in how we engineer workplaces where people and productivity thrive together.

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