

Influence Self-Efficacy and Work-Life Balance with Organizational Citizenship Behavior as Mediation on Performance

Ananta Widhi Prayoga¹, Alfato Yusnar Kharismasyah^{2*}, Hengky Widhiandono³, Totok Haryanto⁴
Universitas Muhammadiyah Purwokerto

Corresponding Author: Alfato Yusnar Kharismasyah

Alfatoyusnarkharismasyah@ump.ac.id

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ABSTRACT

This study aims to analyze the influence of self-efficacy and work-life balance on employee performance, with Organizational Citizenship Behavior (OCB) as a mediating variable, conducted at Purbasari Educational Tourism Park, Pancuran Mas. The research method employed is a quantitative approach, utilizing a census technique to survey the entire population of employees, comprising 108 individuals. Data collection was conducted through the distribution of a questionnaire, and data analysis was performed using Structural Equation Modeling (SEM) with the aid of the software SmartPLS. Research results show that self-efficacy and work-life balance have a positive and significant influence on employee performance. Both of them also have a positive and considerable impact on OCB, which, in turn, enhances performance. It is recommended that researchers further explore other variables and adopt a more theoretical and diverse approach to enrich their understanding of the factors that influence performance in the tourist context.

INTRODUCTION

The Indonesian economy demonstrates solid resilience in the face of global uncertainty, with growth in Q1 2024 reaching 5.11% (year-over-year), an increase from the previous quarter. Projection growth throughout 2024 is estimated to be in the range of 4.7%–5.5%, supported by domestic consumption and investment, particularly in strategic national projects. (Bank Indonesia, 2024). In the context of resource-rich developing countries, natural resources, growth economy participation, and the push sector tourism drive economic growth (Ahmad, 2022; Yakup & Haryanto, 2020). However, the sector faces challenges, such as geopolitical tensions, pressure from the global economy, inflation, and supply chain crises, which are estimated to be resolved by 2025 (Kuswaraharja, 2024). In Indonesia, the number of travelerstravelers overseas in March 2024 was recorded at 1.04 million visits, down 1.91% compared to February (month-to-month), although still up 19.86% compared to March 2023 (year-over-year) (Badan Pusat Statistik, 2024).

Central Java Province, particularly Purbalingga, is an area with considerable tourism potential that remains underutilized. Wrong, the only one. Tour: Purbasari Pancuran Mas. Development in Tourism: Purbasari Pancuran Mas has experienced significant development, as evidenced by the addition of a Power pull for tourism in Purbasari Pancuran Mas. Tourism in Purbasari Pancuran Mas is one of the destinations that continues to develop in the tourism sector, entertaining visitors, especially families and students. Tourism Park Education Purbasari Pancuran Mas currently features the following attractions: River World, Planet Aquarium Toyoshuka, Bird Park, Waterboom Swimming PoolPool, Water Tourism, Fulus Lake, Deer Conservation, Dragon Fruit Garden, Animal Diorama, 3D Movie, and Playground. With an increasing number of visitors every year, management must ensure that performance-optimizing employees remain effective in providing a satisfying experience for visitors.

The organization's human resources (HR) team plays a crucial role in achieving the company's objectives. HR encompasses all individuals involved in the activity operations, from frontline staff to management peak. In this contextcontext, the employee is viewed as the most valuable asset for the company. Every employee is encouraged to strive for maximum performance, which ultimately impacts the company positively in terms of growth and sustainability. For the company to maintain its existence and continue providing quality service, employees need to make their best contributions (Anabella & Simarmata, 2023).

Based on an interview with an HR division employee at Purbasari Educational Tourism Park, Pancuran Mas, a problem was identified where employees' performance was rated as unstable or fluctuating over a period. Low employee performance can impact the services that are not maximized for visitors, hindering the implementation of the innovation strategy (Saadah et al., 2023). This matter highlights the need for evaluating factors that influence employee performance, such as system training and development sources, as highlighted by Power Humans, to ensure continuity and quality of service, as stated in the park tour. Therefore, researchers aim to investigate further the

factors that can impact the performance of Purbasari Educational Tourism Park employees, particularly those associated with the Golden Shower.

Employee performance is one of the most important elements in ensuring operational continuity at a company. Performance is used as a tool to measure the extent to which employees contribute to the company where they work. This is closely related to the role of an employee as the driving force in operational activities, as well as the executor of various company functions. *Human capital theory*, as put forward by Becker (1985), states that one can equip powerful workers with capable skills to increase productivity, which in turn increases income. Based on the theory mentioned, several factors are believed to increase employee performance, including self-efficacy, work-life balance, and organizational citizenship behavior (OCB).

Defined self-efficacy as the belief in human ability to practice several size control functions in the environment. Self-efficacy relates to an employee's ability to perform work as expected. Employees with *high self-efficacy will work with greater spirit to achieve optimal results in their performance*. Because, because of this, *self-esteem* and *self-efficacy* are two internal factors that need to be considered as attribution to for increasingance of empo performance yeas (Husain & Santoso, 2023). Research results indicate that previous connections influence self-efficacy, which remains a source of variation. Research by Husain & Santoso (2023), Solihah & Frendika (2023), and Wibisono et al. (2024) suggests that *Self-efficacy* is influential to performance, but studies from Aryoko et al. (2022) and Permata Sari et al. (2020) state that *self-efficacy is not significantly influential on employee performance*.

Work-life balance is a delicate balance between ambition and career and other aspects of life, such as happiness, leisure time, family, and spiritual development. A good balance between personal life and work can produce a high level of motivation, fostering a sense of satisfaction with the work being done, while also building a strong sense of responsibility. This balance is also beneficial in both work and personal life contexts. (Mardiani & Widiyanto, 2021). Besides that, according to a study previously conducted (Aisyah et al., 2023; Arifin & Muharto, 2022; Kurniasari & Bahjahtullah, 2022; Mardiani & Widiyanto, 2021; Mulyadi et al., 2023; Suhartini, 2021; WOLOR et al., 2020), work-life balance is influential in performance. However, studies (Imaningtyas et al., 2024; Imran et al., 2020; Karlita et al., 2020) state, on the contrary, that work-life balance has no significant influence on performance.

From the background behind the problem, researchers still see a difference in study results between the influence of self-efficacy and work-life balance on performance. To provide a solution, they attempt to add OCB as a role mediator between self-efficacy, work-life balance, and performance. *Organizational Citizenship Behaviors* (OCB) is a role behavior that is voluntary, not recognized directly by the system, formal awards, and overall support function. This behavior is discretionary, meaning it is not an enforceable requirement of the role or job description. It is a personal choice, and not doing so is not considered a violation (Podsakoff et al., 2000).

There is a study from Syah & Safrida (2024) that shows that *self* is influential to OCB and prove OCB Can become mediation between *self efficacy* to performance, then study Rohmatiah & Widodo, (2023) Show that work-life balance is influential and significant to performance in a direct way, and prove that OCB can mediate work-life balance and performance. Based on analysis by researchers, they formulate a problem between the influence of self-efficacy and work-life balance through OCB on performance. Research: This development study from (Rahawarin et al., 2024).

This study can make a significant contribution to the company's understanding of the importance of self-efficacy and work-life balance as driving factors in the emergence of Organizational Citizenship Behavior (OCB), which ultimately impacts positive employee performance improvement. Findings suggest that this can also serve as a platform for design policy management, making power more human, effective, and development-oriented for employees.

LITERATURE REVIEW

Human Capital Theory

The theory of human capital, proposed by Becker (1985), suggests that education can equip workers with skills that enhance productivity, leading to higher incomes. With the increase in workforce education, it is hoped that this will improve the quality of the workforce. Human capital differs from physical capital in other ways. Human capital is an investment made to enhance one's quality through training, education, and health. Human capital investment tends to respond rationally to benefits and costs. Investment decisions are made by every individual based on the benefits and costs incurred in human capital investment. Each individual tends to choose human capital investments that provide the highest rate of return in the future.

Employee performance

Performance can be defined as the results of individual or group activity in achieving the objectives of an organization. This performance is closely related to factors such as leadership, organizational culture, and employee commitment. Research shows that effective leadership, including transformational leadership, can enhance employee performance by fostering a positive climate of communication (Christian Ferdinandus & Rumbewas Seprianus, 2021). In addition, a solid within a solid organization plays an important role in creating motivation for suitable work, which can be achieved by giving encouragement and improving overall organizational performance (Yulianinet al., 2022). According to A.A. Anwar Prabu Mangkunegara (2019), the indicators of employee performance are: quality work, quantity work, responsibility, Cooperation, and Initiative.

Self-Efficacy

Defined self-efficacy as a belief in human ability to practice several skills to control their function and respond to incidents in their environment. This *self-efficacy* relates to an employee's ability to perform work by expectations. Employees who have *self-efficacy* will work with greater spirit to achieve optimal

results in their performance. Because, namely, *self-esteem* and self-efficacy are two internal factors that need to be considered as attributions for increasing employee performance. (Husain & Santoso, 2023). According to Lunenburg, indicator self-efficacy encompasses *magnitude, strength, and generality* (Lunenburg, 2011).

Work Life Balance

Work-life balance is a balance between ambition or career and happiness, as well as time for leisure, family, and spiritual development. A balance between life in a good job will produce a Spirit of high work, the emergence of feeling satisfied with the work that is done, and a sense of responsibility that answers fully to the Good in the work and also in personal life. (Mardiani & Widiyanto, 2021). According to (Hudson, 2005), there are three indicators in *work-life balance*, namely as follows: Balance Time, Balance Engagement, Balance Satisfaction

Organizational Citizenship Behaviors (OCB)

Organizational Citizenship Behavior (OCB) is a type of voluntary behavior that is not directly recognized by the system through formal awards and serves as an overall support function in an effective organization. This behavior is discretionary, meaning it is not an enforceable requirement of the role or job description. It is a personal choice, where not doing it is not considered a violation (Podsakoff dkk al., 2000). According to (Podsakoff dkk al., 2000), the indicators of Organizational Citizenship Behavior (OCB) are: Helping behavior or behavior helping, Sportsmanship, Organizational loyalty, Organizational compliance, Individual initiative, Civic virtue, Self-development

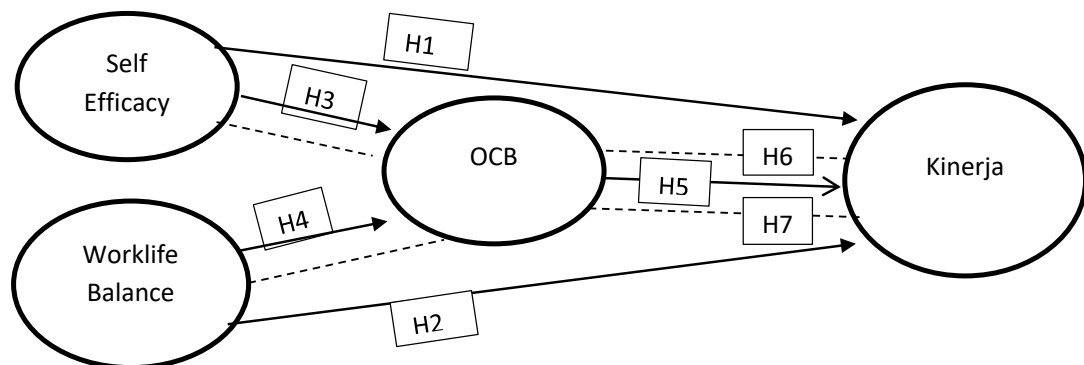


Figure 1. Framework Conceptual

METHODOLOGY

The approach applied is a quantitative method, focusing on the population of Purbasari Educational Tourism Park employees in Pancuran Mas, which numbers 108 people. Retrieval technique sample in the form of a Saturated Sample (Sugiyono, 2019). Primary data was collected directly through a distribution questionnaire to the respondents. Instrument measured use scale *Likert* with five levels rating (1-5) for represent attitude or perception Respondent to statement submitted.

In this research, the Structural Equation Modeling (SEM) approach is used with the partial method. Least Squares (PLS) operates through the device-embedded SmartPLS tool to help with data analysis. Analysis began with purposeful outer model testing to evaluate data validity, discriminant validity, reliability, and *Average Variance Extracted* (AVE), as well as *Cronbach's Alpha*. After this process is completed, further steps include inner model testing to evaluate the R-squared value, model fit, and significance of structural parameter coefficients. Stage end from analysis encompasses testing hypotheses and analysis to determine whether there is mediation or the absence of a direct relationship between the variables studied.

RESEARCH RESULT

Profile Respondents

This consists of 108 people, comprising respondents of various sexes, with men accounting for 67 people (62%) and women totaling 41 people (38%). Based on group age, majority Respondent is at in range age >40 years as many as 30 people (28%), followed by those aged 36–40 years as many as 28 people (26%), 31–35 years old as many as 20 people (19%), 20–25 years as many as 17 people (16%), and aged 26–30 years as many as 13 people (12%). In terms of marital status, most respondents are married, with 96 people (89%), and the rest are not yet married, comprising 12 people (11%).

In terms of education lastly, some big Respondent own background behind 57 people (52.78%) had high school education, then 34 people (31.48%) had junior high school education, 11 people (10.19%), 5 people (4.63%) had diploma education, and the rest from category other as many as 1 person (0.93%). Meanwhile, based on the length of service, some big respondents have worked for more than 10 years, with as many as 47 people (43.52%) having done so. Respondent with a service period of 8–10 years totaling 18 people (16.67%), 1–3 years as many as 17 people (15.74%), 6–7 years old as many as 14 people (12.96%), 4–5 years as many as 10 people (9.26%), and who worked not enough from 1 year as many as 2 people (1.85%). By general, this data show that the majority of respondents are employees with an intermediate educational background and are already married.

Outer Loading

In the outer loadings test stage, researchers do test twice. At this stage early, found a number of statement items from a number of variables that have the outer loading value is below 0.60, so indicators the stated invalid and then eliminated from the model (Ghozali, 2014). After the deletion process done, all remaining outer loading value is above the minimum limit of 0.60, which indicates that all over indicator has fulfil criteria validity.

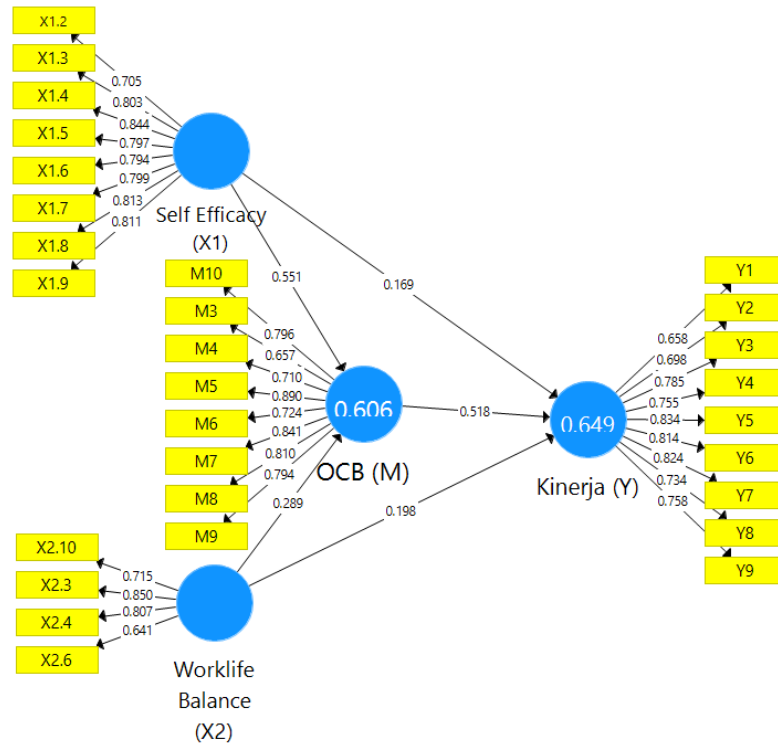


Figure 2. Outer loadings Run 2

Based on the output of the outer loadings value, it can be seen that before the done repairs, several statement items have a value below the validity threshold, namely < 0.60 . These items include: *self-efficacy* numbers 1 and 7; *work-life balance* numbers 1, 2, 5, 7, 8, and 9; OCB numbers 1 and 2; and performance number 10. Values below 0.60 indicate that these items do not fulfill condition validity. After the repair process is carried out using the method to eliminate those invalid items from the model, the results show that all variables have outer loadings values above 0.60 (Ghozali, 2014). Thus, it can be concluded that every indicator for each variable fulfills the criteria for validity and is declared valid.

Composite Reliability, Cronbach's Alpha and AVE

Table 1 shows the Validity test results, which are convergent in this study. Validity is evaluated through the *Average Variance Extracted (AVE)*, where an AVE value above 0.5 indicates that the indicator in every variable can represent the variable effectively (Ghozali, 2014). This result ensures that every construct has its own correlation tall with the indicators.

Table 1. Composite Reliability Variables

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Performance (Y)	0.911	0.926	0.584
OCB (M)	0.907	0.926	0.610
<i>Self-efficacy (X1)</i>	0.917	0.933	0.635
<i>Work-life balance (X2)</i>	0.753	0.842	0.574

Source: SmartPLS 3.0

The Composite Reliability value for all research constructs exceeds 0.70, as shown in Table 1 which was analyzed using SmartPLS 3.0. This shows that each variable has a high level of consistency and can be categorized as reliable (Ghozali, 2014). On the other hand, the AVE value of each construct has also exceeded the minimum limit of 0.50, which means that these constructs have met the criteria for convergent validity. Overall, the measurement model in this study can be said to have good instrument quality based on the validity and reliability test results. The Cronbach's Alpha value is also above 0.70 for all constructs, thus strengthening the reliability conclusion (Ghozali, 2014). The AVE (Average Variance Extracted) value of each variable has also met the minimum criterion of 0.50, indicating that the indicators are consistent in representing their variables (Ghozali, 2014). After the data is processed using SmartPLS 3.0 software, the analysis results show that the AVE value of each variable is above or equal to 0.50 ($AVE \geq 0.50$). This indicates that all variables in the model have met the criteria for convergent validity, ensuring their statistical validity.

Discriminant Validity Test

Table 2. Fornell Lacker Criterium

	Performance (Y)	OCB (M)	Self-efficacy (X1)	Work-life balance (X2)
Performance (Y)	0.764			
OCB (M)	0.776	0.781		
Self efficacy (X1)	0.693	0.750	0.797	
Work-life balance (X2)	0.660	0.669	0.689	0.757

Source: SmartPLS 3.0

Based on table Fornell-Larcker standard above, value root square from AVE every variable taller compared to with mark correlation between variable (Ghozali, 2014). Therefore that, can concluded that the model fulfils criteria validity discriminant and declared valid.

Inner Model Test

R Square

R Square Value used for evaluate how much big contribution variable independent in explain variable dependent in a research model. The taller the R Square value obtained, then the stronger model capabilities in explain connection between the variables studied, so that the model can it is said own Power good predictive.

Table 3. R -value Square Model

	R Square	R Square Adjusted
Performance (Y)	0.649	0.639
OCB (M)	0.607	0.599

Source: SmartPLS 3.0

Performance is influenced by variables independent and mediation, based on The R Square test result was 64.9%, with an Adjusted R Square of 63.9%. OCB (M) as variable mediation, variable independent influential of 60.7%, with an Adjusted R Square of 59.9%. This shows that the model has strength quite predictive Good in explain influence between variable.

Fit Model

Table 4. Fit Model

Index	Saturated	Estimated
SRMR	0.092	0.092
NFI	0.644	0.644

Source: SmartPLS 3.0

The results of the model fit test in the study This show that The SRMR (Standardized Root Mean Square Residual) value is 0.092. This value, still under the threshold of 0.10, is suggested by Henseler et al. (2015), indicating that the model exhibits level conformity that can be accepted. A low SRMR value indicates that there is a small difference between the hypothesized models with the observed covariance matrix, which means that this model is suitable for the data. While that is the case, the NFI (Normed Fit Index) value of 0.644 indicates that the model has moderate compatibility. According to Bentler and Bonett (1980), NFI values approaching 1 indicate an increasingly good model fit. In the context of the PLS-SEM approach, a NFI value ≥ 0.60 is still acceptable, especially in exploratory research (Hair et al., 2021). With Thus, based on SRMR and NFI values, the model in study This rated worthy for used in analysis more carry on.

Path Coefficients

Testing path coefficients or hypothesis testing done for explain connection between variables, with assumption impact significant if T statistic > 1.960 and $P < 0.05$.

Table 5. Path Coefficients Results

Relationship between variables	Original Sample (O)	T Statistics	P Value	Information
<i>Self-efficacy</i> (X1) > Performance (Y)	0.169	1,867	0.031	Positive & Significant (H1 Accepted)
<i>Work-life balance</i> (X2) > Performance (Y)	0.198	2,365	0.009	Positive & Significant (H2 Accepted)

<i>Self efficacy</i> (X1) >	0.551	7.08	0,000	Positive & Significant (H3 Accepted)
<i>Work life balance</i> (X2) >	0.289	3,202	0.001	Positive & Significant (H4 Accepted)
OCB (M) >	0.517	6,497	0,000	Positive & Significant (H5 Accepted)
Performance (Y)				

Source: SmartPLS 3.0

Hypothesis test results First show that *self-efficacy* is influential and positively significant to employee performance ($\beta = 0.169$; $p = 0.0031$), thereby accepting hypothesis H1. This means that the taller the belief an individual has in their ability to complete tasks, the better their performance is also. Employees with high self-efficacy tend to believe they are more resilient and capable of overcoming obstacles in their work, which ultimately impacts their ability to achieve organizational targets. Findings This consistent with study previously like (Herwana et al., 2021; Husain & Santoso, 2023; Solihah & Frendika, 2023)

Hypothesis testing also reveals that *work-life balance* is a significant and positive influence on performance ($\beta = 0.198$; $p = 0.009$), supporting H2. The results indicate that striking a balance between life, work, and personal life can foster a healthier and more stable emotional atmosphere, ultimately leading to increased productivity and improved performance. These results in line with findings from (Aisyah et al., 2023; Arifin & Muharto, 2022; Kurniasari & Bahjahtullah, 2022; Mardiani & Widiyanto, 2021; Mulyadi et al., 2023; Suhartini, 2021; WOLOR et al., 2020)

In hypothesis testing third, found that *self efficacy* also has an influence positive and significant to *Organizational Citizenship Behavior* (OCB) ($\beta = 0.551$; $p = 0.000$), so H3 is accepted. It is meaningful that employees who believe in themselves not only focus on the task primarily, but are also willing to make additional contributions for the benefit of the organization, such as helping colleagues or guarding the company's image. Findings This supported by research (Abdullah & Wider, 2022; Bismala et al., 2024; Hidayat & Patras, 2022; Khan Jadoon et al., 2021; Kipter Rotich, 2022).

Hypothesis test results indicate that *work-life balance* also has a positive and significant effect on OCB ($\beta = 0.289$; $p = 0.001$), thereby supporting H4. This means that when employees feel their lives are balanced between work and personal aspects, they are more motivated to provide extra-role support in the work environment, such as loyalty and active participation. This result strengthens findings from (Dwicahyani & Gorda, 2023; Lestari et al., 2024; Seman et al., 2022)

Hypothesis test 5 proves that OCB has a positive and significant influence on employee performance ($\beta = 0.517$; $p = 0.000$), so H5 is accepted. This indicates that voluntary behaviors, not typically listed in formal job descriptions, such as cooperation, initiative, and commitment to the organization, can enhance overall

work effectiveness. This discovery aligns with the study by Hikmah and Lukito (2021) and Oktavia et al. (2020). Thus, encouraging OCB in the workplace can become an important managerial strategy for enhancing performance in individuals and organizations.

Table 6. Specific indirect effects

Correlation Variables	Between	Original Sample (O)	T Statistics	P Value	Information
<i>Self efficacy</i> (X1) > OCB (M) > Performance (Y)		0.285	4,761	0.000	Positive & Significant (H6 Accepted)
<i>Work-life balance</i> (X2) > OCB (M) > Performance (Y)		0.149	2,764	0.003	Positive & Significant (H7 Accepted)

Source: SmartPLS 3.0

Hypothesis testing reveals that Organizational Citizenship Behavior (OCB) mediates the relationship between *self-efficacy* and employee performance in a positive and significant manner ($\beta = 0.285$; $p = 0.000$), thereby supporting H6. Findings indicate that self-efficacy not only impacts performance directly, but also indirectly through encouraging OCB behavior, resulting in no direct increase in performance. That is, a belief in one's ability as a self-employed individual promotes the emergence of positive behaviors outside formal tasks, such as helping colleagues or maintaining a work environment conducive to productivity, which ultimately leads to increased performance. This result in harmony with study (Syah & Safrida, 2024).

Next, we test the hypothesis that *work-life balance* also has a positive and significant effect on performance through OCB as a variable mediator ($\beta = 0.149$; $p = 0.004$), thereby accepting H7. This means that the balance between personal life and work can facilitate the emergence of OCB, which then increases performance. When employees feel their lives are balanced, they tend to show extra support to organizations, such as loyalty and responsibility, which is not directly related to strengthening performance at work. This finding is supported by research (Rohmatiah & Widodo, 2023).

DISCUSSION

The influence of self-efficacy on employee performance

The results of this study indicate a positive and significant relationship between self-efficacy and performance, which aligns with Human Capital Theory. Self-efficacy, or the belief in an individual's ability, functions as an important component in human capital, where employees believe in their abilities, they tend to be more motivated and proactive in the face of challenges. Confidence in oneself. This pushes employees to try harder, look for solutions, and adapt to changes, so that they can increase the quality and quantity of work results. Thus, strengthening self-efficacy through training and development can

be an effective strategy for organizations to increase employee performance and achieve overall objectives. This result indicates that employees' confidence in their ability to complete tasks plays a significant role in enhancing performance. Therefore, the company needs to promote increased self-efficacy through training, coaching, and assigning appropriate challenges to work for employees to feel competent and confident in their operations. Research This in harmony with by (Husain & Santoso, 2023; Solihah & Frendika, 2023; Wibisono et al., 2024).

The influence of work-life balance on employee performance

Test results show that work-life balance has a significant positive impact on employee performance, which can be connected to Human Capital Theory. This result suggests that capable employees who strike a balance between their personal life and work tend to work more effectively and productively. Therefore, the company recommended providing a flexible policy, a supportive work environment, and a manageable workload, so that employees do not experience fatigue or emotional distress that impacts their performance. When individuals capable of striking a balance between work and life demands are more productive and efficient in their job. This aligns with the theory, which emphasizes that investing in welfare for individuals, including a balance between work and life, can enhance human capital.

Employees who feel they have time for family, hobbies, and rest will return to work with more enthusiasm and focus, which in turn increases their performance. This fosters an environment that promotes a healthy work-life balance. It is not only beneficial for individual employees, but also an effective strategy for enhancing productivity and overall organizational performance. This is also supported by studies from Aisyah et al. (2023), Arifin and Muharto (2022), Kurniasari and Bahjahtullah (2022), Mardiani and Widiyanto (2021), Mulyadi et al. (2023), Suhartini (2021), and WOLOR et al. (2020).

The influence of self-efficacy on OCB

Analysis study shows self-efficacy influential positive significant to Organizational Citizenship Behavior (OCB), which can connect with Human Capital Theory. Individuals who are confident to ability they for do tasks and contribute in a way voluntary play role important in motivating employee for show behavior extra role in place work. When employees own level belief high self to ability they, they tend show behavior proactive, such as help colleague work, involved active in activity team, and support achievement objective organization. This is show that self-efficacy No only contribute to improvement performance individually, but also strengthen Spirit collaborative and solidarity in the environment work. In the context of Human Capital Theory, investment in development self efficacy employee can considered as investment in human capital, which in turn can increase performance organization in a way overall through increasing OCB and work the same team. This result is also supported by (Abdullah & Wider, 2022; Bismala et al., 2024; Hidayat & Patras, 2022; Khan Jadoon et al., 2021; Kipter Rotich, 2022). Implications from findings This is that employees who have high self-efficacy No only focus on formal tasks, but also show concern to environment work and colleague's work. For that,

strengthening self-efficacy can contribute to the improvement behavior positive volunteerism (OCB) that supports creation harmonious and productive organization.

The Influence of Worklife Balance on OCB

Research result show that work-life balance own impact significant positive to Organizational Citizenship Behavior (OCB). This shows that balance life employee participates push birth behavior extra-roll like help colleague work and maintain environment positive work. Therefore that, company need notice welfare employee as a strategy for strengthen culture Work collaborative and participatory. Within the framework Human Capital Theory, balance This can seen as investment in human capital. When the organization support worklife balance, they No only increase welfare employees, but also strengthens commitment and collaboration between they. With Thus, investment in balance Work life No only beneficial for individuals, but also increases OCB, which contributes to success. term long organization. Similarly with study from (DwicaHyani & Gorda, 2023; Lestari et al., 2024; Seman et al., 2022)which supports results study This.

The Influence of OCB on Performance

Organizational Citizenship Behavior (OCB) has influence positive to performance employees, because behavior This create environment more work harmonious and collaborative. When employees involved in OCB, they willing help colleague work, participate in activity team, and support initiative external organizations not quite enough their formal answer. This is No only improve morale and satisfaction work, but also contribute to efficiency and productivity team in a way overall.

In *Human Capital Theory*, OCB can see as form investment in human capital. Active employees shows OCB usually own better interpersonal skills good and ability For Work same, which is asset valuable for organization. This theory emphasizes that development and support to OCB behavior will produce improvement quality of human capital, which in turn increase performance individuals and organizations. With facilitate environment that encourages OCB, organization No only increase performance employees, but also build culture positive and sustainable work. Research from (Hikmah & Lukito, 2021; Oktavia et al., 2020)also found same result with results study This.

The influence of self-efficacy on performance with OCB as a mediator

Self efficacy influential significant to performance employees, with Organizational Citizenship Behavior (OCB) as variable mediation. Employees who have belief tall to ability self they tend more proactive and committed in work, which leads to an increase performance. Confidence This push they for take initiative, facing challenges, and contribute in a way volunteering outside not quite enough their formal answer.

When employees showing OCB, they help create environment more work collaborative and supportive, which is positive influence productivity team. In the context *Human Capital Theory*, *self-efficacy* can be considered as one of the

important components of human capital. Employees with level *self-efficacy* will not only invest in skills and abilities themselves, but also develop social and collaborative skills through OCB. This is supported by a study from (Syah & Safrida, 2024).

This theory emphasizes that investment in developing individuals, including increasing *self-efficacy* and encouraging OCB, will produce performance improvements in individuals and organizations in a way overall. Thus, organizations that support development *self-efficacy* and OCB behavior are not only increasing employee performance but also strengthening sustainable human capital to reach strategic objectives.

The Influence of Worklife Balance on Performance with OCB as a Mediator

Work-life balance has a positive impact on employee performance, with Organizational Citizenship Behavior (OCB) as a significant mediator. When employees can reach a balance between work demands and personal life, they tend to feel more satisfied. This satisfaction pushes them to more actively contribute outside formal tasks, such as helping colleagues work and participating in team activities, which is part of OCB. This results in the same as a study (Rohmatiah & Widodo, 2023).

This OCB behavior not only increases the work environment, but also contributes to better performance. Employees who feel balanced tend to be more motivated and committed, which increases productivity and efficiency in the team. In the context of Human Capital Theory, work-life balance can be seen as an investment in human capital. With a balanced work-life, organizations strengthen engagement and collaboration between employees, which are valuable assets for long-term success.

Thus, promoting work-life balance not only increases individual welfare, but also increases OCB, which ultimately contributes to overall performance improvement. Investment in work-life balance is an effective strategy for developing sustainable human capital and achieving organizational objectives in a more efficient way.

CONCLUSIONS AND RECOMMENDATIONS

Research results indicate that *self-efficacy* and *work-life balance* have a positive and significant influence on employee performance, both directly and through Organizational Citizenship Behavior (OCB) as a mediating variable. Employees with high self-esteem and a balanced life tend to exhibit OCB behavior, such as a cooperative attitude, initiative, and loyalty, which ultimately leads to improved performance in individuals and teams. The findings have important implications for the company in developing self-efficacy-strengthening programs through training and the provision of benefits, which yield positive results, and creating policies that support work-life balance, such as flexibility, time-off, and welfare programs. Support will push the emergence of more OCB-strong individuals and contribute to improved productivity, as well as a harmonious work environment. Researchers furthermore recommended adding other variables, such as leadership, organizational social support, expanding to the industry sector, and using a mixed-methodology approach to gain a comprehensive understanding of employee influence on

employee performance. However, this research has its own limitations in the context of location, only covering one object travel and use approach quantitatively, so that the result may not yet fully reflect the dynamics in the sector or other organizations. Limitations: This can serve as a basis for further study, expanding coverage and deepening analysis with a more diverse approach.

ADVANCED RESEARCH

Future research should examine the combined influence of leadership, organizational support, and psychological well-being on employee performance through OCB across various industries. Using a mixed-methods and multi-location approach will enhance understanding, reveal causal relationships, and provide more generalizable insights to guide strategic HR interventions.

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