

Improving The Performance of Jasa Raharja Employees at The Dki Jakarta Regional Office Through Self Efficacy and Organizational Citizenship Behavior (OCB)

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Abstract. *This study aims to analyze and evaluate the influence of self-efficacy and Organizational Citizenship Behavior (OCB) on human resource performance (HR performance), as well as to examine the moderating role of work motivation in the relationship between self-efficacy and OCB with performance. This research is classified as explanatory research using a quantitative approach. The population of the study consisted of all employees at the Jasa Raharja Office in the DKI Jakarta Regional Office, totaling 125 individuals, all of whom were selected as the sample using a census method. Primary data were collected through questionnaires covering variables such as self-efficacy, OCB, work motivation, and HR performance, while secondary data were obtained from relevant literature and documents from the institution. Data analysis was conducted using the Partial Least Square (PLS) method. The results of this study are expected to contribute to the development of theory and practical applications in human resource management, particularly in understanding the roles of self-efficacy, OCB, and work motivation in enhancing employee performance.*

Keywords: *Human Resource Performance; Organizational Citizenship Behavior (OCB); Self-Efficacy; Work Motivation.*

1. Introduction

In general, insurance is a result of the development of human civilization which was born from the basic need for a sense of security and protection against the risk of loss.(Pramudya & Rahmi, 2022)Insurance was created as a form of human intellectual innovation in creating a protection mechanism that allows someone to transfer or share risk with another party.(Eddy, 2022)The history of insurance reflects humanity's long-standing efforts to confront uncertainty with systems that allow them to mitigate the impact of risks. Furthermore, insurance has evolved as a form of business that collects funds from the public

by providing guaranteed protection for those seeking to avoid the threat of risk. (Pramudya & Rahmi, 2022).

The government has appointed PT Jasa Raharja (Persero) as the manager and distributor of mandatory insurance funds for traffic accident victims. Through this company, the state plays a role in providing compensation and protection to those who suffer losses due to road accidents. PT Jasa Raharja is responsible for managing the insurance funds as a source of accident compensation and serves as the party providing insurance for traffic accident victims. As part of a State-Owned Enterprise (BUMN), PT Jasa Raharja fulfills the mandate of Laws No. 33 and 34 of 1964 under the coordination of the Ministry of Finance of the Republic of Indonesia. The company's existence aims to ensure public protection against various road accident risks, thereby creating a better social protection system for the community.

Jasa Raharja's success in carrying out the mandate of the law depends not only on achieving established performance targets, but also on the extent to which each member of the organization actively contributes to the planning and implementation of tasks to achieve those goals. Organizations that wish to remain competitive must continually adapt to change and increase their effectiveness through continuous improvement. (Stonehouse & Snowdon, 2007) Therefore, the quality of individual performance is one of the main indicators in assessing organizational success, because optimal performance from each employee will contribute directly to achieving the Company's vision and mission. (Ali & Anwar, 2021).

Employee performance is one of the key factors in the success of an organization. (Davis, 2017) This includes financial services companies like Jasa Raharja. As a social insurance company, Jasa Raharja plays a crucial role in protecting the public against accident risks. Therefore, improving employee performance is crucial to ensuring optimal service to the public. Self-efficacy, or an individual's belief in his or her ability to complete a task, has an important role in improving employee performance. (Lyons & Bandura, 2019) Employees who have a high level of self-efficacy tend to be more confident in facing work challenges and have a stronger fighting spirit to achieve the targets set. (Huang, 2016).

In the insurance industry, self-efficacy is a crucial factor because employees often face challenges such as high sales targets, complex customer service demands, and strict regulations. Employees with high levels of self-efficacy tend to be more confident in dealing with work pressure, able to take the initiative in offering solutions to clients, and more persistent in achieving company goals. (Flammer, 2015). In addition, self-efficacy also contributes to increasing the ability to adapt to policy changes or technological innovations, so that employees can work more effectively and provide optimal service to consumers. (Hsu et al., 2019).

In addition, Organizational Citizenship Behavior (OCB), which reflects employees' voluntary behavior outside their formal duties, also contributes to improving organizational performance. (Yang et al., 2022). Organizational Citizenship Behavior (OCB) is the voluntary behavior of employees that goes beyond their formal duties and responsibilities, which aims to support the effectiveness and smooth operation of the organization. (Hatta et al., 2018) OCB includes actions such as helping coworkers, showing loyalty to the company, and being proactive in solving problems without waiting for direct instructions. (Jufri et al., 2022).

In the insurance industry, OCB has a very important role because this sector depends on fast, accurate and responsive service to customer needs. (Suhardi et al., 2022) Employees with high levels of OCB tend to be more concerned with customer satisfaction, take the initiative in resolving claims efficiently, and create a collaborative and conducive work environment. Furthermore, in a highly competitive industry like insurance, OCB behavior can enhance a company's reputation, build customer trust, and strengthen their loyalty to the services provided. (Pradana et al., 2018).

Several studies on the influence of self-efficacy on performance have been conducted by several researchers and have shown varying results. The research conducted by (Masrurroh & Prayekti, 2021) And (Khaerana, 2020) shows that self-efficacy has a positive and significant effect on employee performance. Research with different results was conducted by (Noviawati, 2016) And (F. Ali & Wardoyo, 2021) The results showed that self-efficacy had no effect on employee performance. Therefore, motivation was proposed as a moderating variable.

Motivation can improve performance by encouraging employees to work harder, be more focused and committed to achieving organizational targets. (Brewer, 2008; Reza, 2020; Sansone & Harackiewicz, 2012) When employees feel motivated, either by intrinsic factors such as job satisfaction and personal achievement or extrinsic factors such as rewards and incentives, they tend to be more productive, innovative, and proactive in completing tasks. (Sitopu et al., 2021a) Motivation also increases resilience in facing challenges, strengthens loyalty to the organization, and encourages a positive attitude at work. (Mardanov, 2020). Thus, a work environment that supports motivation can create more competent employees who contribute maximally to achieving company goals.

2. Research Methods

The type of research used is "Explanatory research" or research that is explanatory in nature, meaning that this research emphasizes the relationship between research variables by testing hypotheses, the description of which contains descriptions but the focus lies on the relationship between variables. According to (Sugiyono, 2017) A population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was all employees at the Jasa Raharja Office in the DKI Jakarta Regional Office, totaling 125 employees.

3. Results and Discussion

3.1. Descriptive Analysis of Research Data

In this section, a descriptive analysis is conducted to obtain an overview of respondents' responses to the research variables. This analysis is conducted to obtain perceptions about respondents' tendencies to respond to the indicator items used to measure these variables and to determine the status of the variables studied at the research site.

The variable descriptions are grouped into 3 categories, namely: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with score = 3.67 – 5.00. A detailed description of each research variable can be described in the following section:

a. Self-efficacy(X1)

The description of respondents' responses in the form of descriptive statistics of Self-efficacy variable data can be presented as follows:

Descriptive Statistics of Self-efficacy Variables

Variables and indicators	Mean	Standard Deviation	Information
Self-efficacy	3.83		Tall
1. <i>Vicarious learning</i>	3.84	0.85	Tall
2. <i>Challenging situations as resilience</i>	3.82	0.79	Tall
3. <i>Forethought</i>	3.83	0.78	Tall

The data presented in Table shows that the overall average value of the Self-efficacy variable was 3.83, which falls within the high/good category (3.67 – 5.00). This means that respondents' self-efficacy is in the high category. The data description for the Self-efficacy variable showed that the highest mean value was for the Vicarious Learning indicator (3.84) and the lowest for the Challenging Situation as Resilience indicator (3.82).

b. Organizational Citizenship Behavior(X2)

The description of respondents' responses in the form of descriptive statistics of Organizational Citizenship Behavior variable data can be presented as follows:

Descriptive Statistics of Organizational Citizenship Behavior Variables

Variables and indicators	Mean	Standard Deviation	Information
Organizational Citizenship Behavior	3.76		Tall
1. <i>Alturism</i>	3.82	0.77	Tall
2. <i>Civic Virtue</i>	3.66	0.76	Currently
3. <i>Conscientiousness</i>	3.78	0.81	Tall
4. <i>Courtesy</i>	3.86	0.83	Tall
5. <i>Sportsmansip</i>	3.67	0.77	Tall

The overall mean value for the Organizational Citizenship Behavior variable was 3.76, falling within the high/good category (3.67–5.00). This indicates that respondents exhibit voluntary

behavior and initiative when working in teams. The data description for the Organizational Citizenship Behavior variable showed the highest mean value for the Courtesy indicator (3.86) and the lowest for the Sportmanship indicator (3.67).

c. HR Performance (Y1)

The description of respondents' responses in the form of descriptive statistics of HR Performance variable data can be presented as follows:

Descriptive Statistics of HR Performance Variables

Variables and indicators		Mean	Standard Deviation	Information
HR Performance		3.79		Tall
1.	Quality of work results	3.68	0.99	Tall
2.	Working speed	3.85	0.94	Tall
3.	Initiative in work	3.89	0.89	Tall
4.	Responsibility for assigned tasks	3.73	1.00	Tall

The overall HR Performance variable obtained a mean score of 3.79, which falls within the high/good category (3.67–5.00). This indicates that respondents performed well. The data description for HR Performance showed that the highest mean score was for the Initiative indicator at work (3.89). Two indicators had the lowest scores, namely the Quality of Work Results indicator, with a score of 3.68.

3.1.1. Analysis of the Influence between Variables

Research hypothesis testing is conducted to determine whether a hypothesis is accepted or not by comparing the calculated t with the t table, with the condition that if the calculated $t > t$ table, then the hypothesis is accepted. The critical value used when the sample size is greater than 30 and the two-tailed test is 1.65 for a significance level of 10%, 1.96 for a significance level of 5% and 2.57 for a significance level of 1% (Marliana, 2019). In this case, to test the hypothesis, a significance level of 5% was used, where the t -table value was 1.96. (Ghozali & Latan, 2015)

Decisions are made based on the calculated statistical test values and predetermined significance levels. Hypothesis testing is performed by comparing the predetermined t -table with the calculated t -value generated from the PLS calculation. Based on the data processing results table above, the results of each proposed hypothesis test can be identified as follows:

a) Hypothesis Testing 1:

H1: The higher it is self-efficacy, then HR performance will be higher

In testing hypothesis 1, the original sample estimate value of the influence of self-efficacy on HR performance was obtained at 0.233. This value proves that self-efficacy has a positive effect on HR performance, the results of which are also strengthened by the results of the t -test obtained with a calculated t value (2.998) $> t$ table (1.96) and p (0.003) < 0.05 , so it can be said that there is a positive and significant influence of self-efficacy on HR performance. Thus, the first hypothesis which states that "The higher the self-efficacy, the higher the HR performance" can be accepted.

b) Hypothesis Testing 2:

H2: The higher the Organizational Citizenship Behavior (OCB), the higher the HR performance.

In testing hypothesis 2, the original sample estimate value of the influence of OCB on HR Performance was obtained at 0.235. This value proves that Organizational Citizenship Behavior (OCB) has a positive effect on HR Performance, the results of which are also strengthened by the results of the t-test obtained with a calculated t value (3.368) > t table (1.96) and p (0.001) < 0.05, so it can be said that there is a positive and significant influence of Organizational Citizenship Behavior on HR Performance. Thus, the second hypothesis which states that 'The higher the Organizational Citizenship Behavior (OCB), the higher the HR performance' can be accepted.

c) Hypothesis Testing 3:

H3: When motivation is high, it will strengthen the influence of self-efficacy on HR performance, conversely, when motivation is low, it will weaken the influence of self-efficacy on HR performance.

In testing hypothesis 3, the original sample estimate value of the influence of the moderating variable (Motivation x Self-efficacy) on HR Performance was obtained at 0.006. This value indicates that the moderating factor has a positive effect, but when viewed through the t-test, the t-value (0.090) < t-table (1.96) and p (0.929) > 0.05 were obtained, so it can be said that Motivation does not have a significant effect on the relationship between Self-efficacy and HR Performance. Thus, the third hypothesis which states that "When motivation is in high conditions, it will strengthen the influence of self-efficacy on HR performance, conversely when motivation is in low conditions, it will weaken the influence of self-efficacy on HR performance" can be rejected.

d) Hypothesis Testing 4:

H4: When motivation is high, it will strengthen the influence of Organizational Citizenship Behavior (OCB) on HR performance, conversely, when motivation is low, it will weaken the influence of Organizational Citizenship Behavior (OCB) on HR performance.

In testing hypothesis 4, the original sample estimate value of the influence of the moderating variable (Motivation x OCB) on HR Performance was obtained at 0.135. This finding was reinforced by the results of the t-test which obtained a calculated t value (2.235) > t table (1.96) and p (0.019) < 0.05, so it can be said that Motivation has a significant influence on the relationship between OCB and HR Performance. Thus, the fourth hypothesis which states that 'When motivation is in high condition, it will strengthen the influence of Organizational Citizenship Behavior (OCB) on HR performance, conversely when motivation is in low condition, it will weaken the influence of Organizational Citizenship Behavior (OCB) on HR performance' can be accepted.

3.2. The influence of self-efficacy on HR performance

This study proves that self-efficacy has a positive and significant impact on HR performance. This finding is further reinforced by previous research, which found a strong correlation between self-efficacy and HR performance.(Alhadabi & Karpinski, 2020; Tus, 2020; Walumbwa et al., 2011; Wu et al., 2019).

Self-efficacy in this study was measured from the reflection of four indicators.namely indicators*Vicarious learning, challenging situations as resilience*,and forethought has been proven to be able to improve HR performance as reflected in four indicatorsthat is quality of work results, speed of work, initiative in work, and responsibility for assigned tasks.

The Self-Efficacy variable shows that the indicator with the highest outer loading is forethought, or the ability to plan and anticipate future actions. Meanwhile, in the Human Resource (HR) Performance variable, the indicator with the highest outer loading is work speed, which reflects an individual's ability to complete tasks quickly and efficiently.

These results indicate a strong correlation between a person's ability to forethought and work speed. In other words, the greater an individual's ability to set goals, anticipate challenges, and plan strategic steps, the greater their ability to complete work quickly and on time.

The indicator with the lowest outer loading value in the Self-Efficacy variable is challenging situations as resilience, while in the Human Resources (HR) Performance variable, the indicator with the lowest value is work quality. This finding indicates that an individual's ability to face challenging situations as a form of resilience is closely related to the quality of work produced. In other words, the higher a person's ability to remain resilient and productive when facing challenges, the more likely they are to produce work of better quality. This emphasizes the importance of strengthening personal resilience as part of self-efficacy development to encourage improved HR performance, particularly in terms of quality and optimal work results. This means that individuals with strong self-efficacy, especially in the forethought aspect, tend to be able to work more effectively because they already have direction, strategy, and anticipation from the start. This has a direct impact on increasing work speed as an indicator of HR performance.

This study shows that self-efficacy (an individual's belief in their own ability to complete a task or face a challenge) has a positive and significant influence on Human Resources (HR) performance. This means that the higher a person's self-efficacy, the better their performance in carrying out their duties. Strong self-confidence encourages individuals to work more confidently, persistently, and effectively in achieving their goals, thus directly impacting the quality, productivity, and overall work results.

3.2.1. The influence of Organizational Citizenship Behavior (OCB) on HR performance

This study proves that Organizational Citizenship Behavior has a positive and significant impact on HR performance. This finding is further supported by previous research showing that Organizational Citizenship Behavior (OCB) has a positive and significant contribution to HR performance.(Uddin et al., 2019).

Organizational Citizenship Behavior in this study it was measured from five indicators namely indicators Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship have been proven to be able to improve HR performance as reflected in four indicators. namely indicators quality of work results, speed of work, initiative in work, and responsibility for assigned tasks.

The Organizational Citizenship Behavior (OCB) variable has the indicator with the highest outer loading value, namely Courtesy, while in the Human Resources (HR) Performance variable, the indicator with the highest value is the quality of work speed. These findings indicate that Courtesy behavior, which reflects an attitude of mutual respect, avoiding conflict, and helping coworkers in completing tasks, has a significant contribution to increasing speed and efficiency in work. In other words, when individuals in an organization demonstrate polite, understanding behavior and maintain harmonious working relationships, this can create a conducive work environment, support collaboration, and accelerate the process of completing work. The implication of these results is that strengthening the Courtesy aspect in work culture can be an effective strategy to improve employee work performance, especially in terms of speed and accuracy of task completion.

The Organizational Citizenship Behavior (OCB) variable shows that the indicator with the lowest outer loading value is altruism, while in the Human Resources (HR) Performance variable, the indicator with the lowest outer loading value is work quality. This finding indicates a positive relationship between altruism and work quality. In other words, when the level of caring and helping attitude among employees (altruism) increases, the quality of the resulting work also tends to improve. This reflects that voluntary behavior in helping coworkers without expecting a reward can have a significant impact on achieving better work results, because the work atmosphere becomes more conducive, collaborative, and supports the achievement of optimal performance.

3.2.2. Motivational Moderation in Influence Self-Efficacy on HR Performance

Testing The results showed that the moderating factor of motivation had a positive but insignificant effect on the relationship between self-efficacy and HR performance. This means that motivation does not strengthen the influence of self-efficacy on HR performance.

Measurement of variables Motivation in this study was measured from the reflection of five indicators. namely indicators Having a high level of personal responsibility for one's work, Doing something/work to the best of one's ability, Desire to receive fair wages commensurate with the work, Desire to receive higher wages than usual, and Desire to learn to master one's work in one's field. These five indicators have been shown not to moderate the influence of self-efficacy on HR performance.

Self-efficacy in this study was measured from the reflection of four indicators. namely indicators *Vicarious learning, challenging situations as resilience*, and forethought has been proven to be able to improve HR performance as reflected in four indicators that is quality of work results, speed of work, initiative in work, and responsibility for assigned tasks.

The motivation variable shows that the indicator with the highest outer loading value is having a high level of personal responsibility for work. Meanwhile, for the self-efficacy variable, the indicator with the highest outer loading value is forethought, which is an individual's ability to plan, predict, and anticipate the outcomes of future actions. For the HR performance variable, the indicator with the highest outer loading value is work speed, which reflects the extent to which an individual can complete tasks quickly and efficiently.

However, the analysis revealed that even if someone has a high level of personal responsibility for their work, this does not necessarily strengthen the influence of forethought on work speed. In other words, a strong sense of personal responsibility does not necessarily enable someone to utilize their planning and anticipation skills to increase their work speed. This suggests that other factors may play a stronger role in strengthening the relationship between forethought and work speed.

The analysis results showing that high levels of personal responsibility do not necessarily strengthen the influence of forethought on work speed may be due to several factors. Although a person has a strong sense of responsibility for their work, this reflects a moral attitude or commitment, rather than a guarantee of cognitive ability to plan and anticipate actions effectively. A person can be highly responsible, but not necessarily have an efficient work strategy to increase speed. Furthermore, a high sense of responsibility can sometimes make individuals more careful or perfectionistic, which can slow down work. On the other hand, an individual's forethought is not necessarily directed at speeding up work, but rather focuses more on avoiding errors or improving quality. Thus, although these two indicators have high outer loadings in their respective variables, they do not directly reinforce each other in influencing work speed. This suggests that work speed may be more influenced by other factors such as technical skills, work system efficiency, or a supportive work environment.

The motivation variable has the lowest outer loading value for indicators related to an individual's ability to perform tasks or work to the best of their ability. Meanwhile, for the self-efficacy variable, the indicator with the lowest outer loading value is the ability to face challenging situations as a form of resilience. For the human resource (HR) performance variable, the indicator with the lowest outer loading value is the quality of work results.

These findings indicate that a person's ability to perform work optimally has not yet strengthened the influence of the ability to face challenging situations on improving the quality of work output. In other words, even if someone is motivated to perform at their best, this does not necessarily directly increase the resilience in difficult situations required to produce high-quality work. This implies that the interaction between motivation, resilience in the face of challenges, and work quality is not functioning optimally and still requires more attention in human resource development.

A person's ability to perform work optimally may not be able to strengthen the influence of the ability to face challenging situations on improving the quality of work results due to several interrelated factors. Even if an individual is highly motivated to perform well, this motivation is not necessarily supported by adequate mental toughness or resilience.

Furthermore, technical skills are not always accompanied by the adaptive skills needed to deal with pressure or change. An unsupportive work environment, such as a heavy workload or minimal support, can also hinder the optimization of motivation and resilience. On the other hand, negative perceptions of challenges can turn motivation into pressure, rather than a drive to perform better. Therefore, achieving high-quality work results requires synergy between motivation, the ability to face challenges, and adequate environmental support.

The test results show that motivation has a positive but insignificant influence in moderating the relationship between self-efficacy and HR performance, which means that the presence of motivation does not strengthen the influence of self-efficacy on performance improvement. This may be due to the possibility of a mismatch between the form of motivation and the work context being undertaken, so that motivation is unable to be a relevant driver in strengthening the relationship between self-confidence and work results. In addition, other factors such as organizational culture, leadership style, and team support may be more dominant in influencing HR performance than the role of motivation itself. In other words, even though motivation is present, if it is not accompanied by environmental suitability and adequate support, its role as a moderator becomes insignificant.

A sense of responsibility reflects moral commitment more than the ability to plan actions efficiently. Therefore, a person can be highly responsible but lack a clear work strategy. In fact, high levels of responsibility can encourage caution or perfectionism, which can actually slow down work. Similarly, the ability to cope with challenging situations (resilience) does not automatically strengthen the relationship between motivation to perform optimally and the quality of work results. This suggests that the synergy between motivation, resilience, and work results requires the support of adaptive skills, a positive perception of challenges, and a conducive work environment to produce optimal performance.

3.2.3. Motivational Moderation in Influence *Organizational Citizenship Behavior (OCB)* on HR Performance

Tests show that motivation has a positive and significant moderating effect on the relationship between OCB and HR performance. This means that when motivation is high, it will strengthen the influence of Organizational Citizenship Behavior (OCB) on HR performance.

Measurement of variables Motivation in this study was measured from the reflection of five indicators. namely indicators Having a high level of personal responsibility for one's work, Doing something/work to the best of one's ability, Desire to receive fair wages commensurate with the work, Desire to receive higher wages than usual, and Desire to learn to master one's work in one's field. These five indicators have been proven to moderate the influence of Organizational Citizenship Behavior on HR performance.

Organizational Citizenship Behavior in this study it was measured from five indicators namely indicators Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship have been proven to be able to improve HR performance as reflected in four indicators. namely

indicators quality of work results, speed of work, initiative in work, and responsibility for assigned tasks.

The motivation variable shows that the indicator with the highest outer loading value is high personal responsibility for work, which reflects an individual's seriousness in carrying out their duties optimally. In the Organizational Citizenship Behavior (OCB) variable, the indicator with the highest value is courtesy, which is an attitude of mutual respect and maintaining harmonious working relationships. Meanwhile, in the HR performance variable, the indicator with the highest contribution is the quality of work speed, which reflects an individual's ability to complete tasks quickly and maintain quality.

These results indicate that the stronger a person's sense of personal responsibility for their work, the stronger the influence of courtesy in driving increased work speed. This means that responsible individuals not only focus on completing their own tasks but also respect colleagues, maintain good communication, and prevent conflict, ultimately creating an efficient work environment. In such an environment, work processes become smoother and faster due to good coordination between individuals. In other words, the combination of personal responsibility and prosocial behaviors such as courtesy is key to improving the speed aspect of HR performance.

The Motivation variable shows that the indicator with the lowest outer loading value is an individual's ability to perform a job to the best of their ability. Meanwhile, in the Organizational Citizenship Behavior (OCB) variable, the indicator with the lowest outer loading value is altruism, or selfless helping. Meanwhile, in the Human Resource Performance variable, the indicator with the lowest value is work quality. Nevertheless, the analysis results show that an individual's ability to perform tasks optimally can strengthen the influence of altruism on improving work quality.

This means that when individuals are motivated to deliver their best performance, even if their motivation is relatively low, this drive still plays a significant role in strengthening the relationship between altruistic behavior and quality work outcomes. Altruistic attitudes manifested in the form of concern for coworkers and a willingness to help without expecting anything in return, when accompanied by a drive to complete work optimally, can produce higher-quality output. This suggests that the combination of genuine work motivation and prosocial behavior in organizations contributes positively to achieving better work outcomes, even when each indicator individually has a lower loading contribution.

4. Conclusion

Based on the analysis of hypothesis proof, the answer to the research question is as follows:

1. The Influence of Self-Efficacy on Performance. Individuals who have the ability to learn through observation (vicarious learning), are able to face challenging situations with resilience, and have the ability to plan and anticipate future actions (forethought), tend to show better quality work results, work faster, have high initiative, and take responsibility for the tasks they are assigned. Thus, the stronger a person's belief in their own abilities (self-efficacy), the greater their chances of achieving optimal work performance. 2. Organizational

Citizenship Behavior (OCB) contributes positively to improving human resource (HR) performance. Individuals who demonstrate voluntary behavior outside of formal duties, such as willingness to help fellow colleagues, loyalty to the organization, and cooperative attitudes and initiatives (altruism, civic virtue, conscientiousness, courtesy, and sportsmanship) are able to encourage the achievement of higher quality work results, increase work speed, and grow initiative and responsibility in carrying out tasks. Although the contribution of OCB is indirect, its impact on overall performance achievement has been proven significant. 3. Motivation fails to strengthen the relationship between self-efficacy and human resource performance. In other words, the presence of motivation does not increase the impact of a person's self-efficacy on human resource performance. 4. Motivation can strengthen the relationship between Organizational Citizenship Behavior and HR performance. In other words, when work motivation is high, voluntary work behavior that goes beyond formal responsibilities is more effective in improving HR performance. The conclusion of the results of proving the hypothesis in this study is as follows: 1. Self-efficacy has a positive and significant impact on HR performance. 2. Organizational Citizenship Behavior has a positive and significant impact on HR performance. 3. Motivation moderation has a positive but insignificant effect on the relationship between self-efficacy and HR performance. 4. Motivation has a positive and significant moderating effect on the relationship between OCB and HR performance. When motivation is high, it will strengthen the influence of Organizational Citizenship Behavior (OCB) on HR performance.

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