Improving Hr Performance Through Self Efficacy And Altruism Behavior

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Abstract. This study is an explanatory research that aims to explain the relationships among variables by testing the proposed hypothesis. The population of the study consisted of all 102 employees of Sidorejo and Tingkir Districts, Salatiga City, who were also taken as the sample using the census method. Data were collected using questionnaires with a Likert scale ranging from 1 to 5 to measure respondents' level of agreement with the given statement. The collected data were analyzed using descriptive statistics to provide a general overview, and Partial Least Square (PLS) was applied to test the research hypothesis. The findings reveal that self-efficacy has a positive and significant effect on employee performance, while also contributing to the improvement of altruism. Furthermore, altruism was also found to have a positive and significant effect on employee performance. These results indicate that the higher the level of self-efficacy and altruism possessed by employees, the better their performance outcomes will be. Therefore, enhancing self-efficacy and strengthening altruistic values can serve as important strategies in improving the quality of human resources in governmental institutions.

Keywords: Altruism; Efficacy; Employee; Performance.

1. Introduction

A sub-district is an administrative unit under the authority of a district or city and is led by a sub-district head. Sub-districts play a crucial role in implementing district/city government policies in general governance, public service delivery, and community empowerment at the village or urban village level. Sidorejo Sub-district is one such sub-district in Salatiga City.

This area has an area of approximately 1,624,720 hectares and is divided into six sub-districts, namely Salatiga, Sidorejo Lor, Blotongan, Pulutan, Bugel, and Kauman Kidul. Administratively, Sidorejo District borders several areas, namely to the north with Kesongo Village and Watu Agung Village in Tuntang District, as well as Rembes Hamlet, Pabelan Village, and Kauman Lor Village in Pabelan District. To the east, it borders Sukoharjo Village and Glawan Village in Pabelan District, and Kutowinangun Village in Tingkir District. To the south, it borders Kalicacing, Mangunsari, and Kecandran Village in Sidomukti District as well as Tingkir and

Sidomukti Districts. Meanwhile, its western boundary includes Sraten Village, Candirejo Village, and Kesongo Village which are included in the Tuntang District area.

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).

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(Masruroh & 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, altruism was proposed as a mediating variable.

Altruism is one of the main dimensions of Organizational Citizenship Behavior (OCB) or organizational citizenship behavior.(Yang et al., 2022). Altruism refers to the attitudes and behavior of individuals who voluntarily help coworkers or other members of an organization in completing tasks or overcoming difficulties, without expecting formal rewards or recognition.(Hatta et al., 2018)This action can include helping a colleague who is having difficulty understanding a task, temporarily filling in for an absent colleague, or providing emotional support when needed. Altruism demonstrates genuine concern for the well-being of others in the workplace and is a crucial element in strengthening teamwork, creating a positive work environment, and increasing overall organizational effectiveness.(Yang et al., 2022). As part of OCB, altruism reflects an individual's contribution beyond their formal duties and responsibilities to support performance and harmony within the organization.(Suhardi et al., 2022).

Organizational Citizenship Behavior (OCB)**,** which reflects the voluntary behavior of employees 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).

2. Research Methods

This chapter describes the direction and method of conducting research, including the type of research, population and sample, data sources and types, data collection methods, variables and indicators, and data analysis techniques. 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. The types and sources of data used in this study consist of primary and secondary data. Primary data is information obtained directly from the relevant parties and requires further processing before being used in the research. The primary data required for this study is data related to employee performance. The secondary data used in this study is data regarding literature and supporting information such as personnel data in Sidorejo District, Salatiga City. Data were collected using a questionnaire, a method of collecting data by providing a list of questions or questionnaires directly to respondents. Each respondent was asked for their opinion by providing answers to the statements posed. The questionnaire used in this study used a Likert scale to assess how strongly subjects agreed or disagreed with the statements in the alternative answers. This allowed respondents to choose the answer that most closely matched their own opinion.

3. Results and Discussion

This study involved 102 employees in Sidorejo and Tingkir Districts, Salatiga City. The characteristics of the respondents are presented using statistical data obtained through questionnaire distribution. During the fieldwork, all respondents willingly completed the questionnaires, resulting in 102 completed questionnaires that were used in the data analysis.

The description of the respondents in this study can be explained in four characteristics, namely based on gender, age, last education and length of service, which are explained below:

1) Gender

The characteristics of the respondents in this study can be described based on gender factors as follows:

Table Respondent Characteristics Data by Gender

Gender	Frequency	Percentage
Man	66	64.7
Woman	36	35.3
Total	102	100.0

Source: Data processing results, 2025.

Based on the results of the respondent description in Table 4.1, it can be seen that the majority of respondents were men, amounting to 66 people (64.7%), while women numbered 36 people (35.3%), which shows the dominance of the male gender in the civil service sector in the region; this can affect the self-efficacy variable, where men often show higher self-confidence in facing various situations.

2) Age

The characteristics of the respondents in this study can be described based on age factors as follows:

Table Respondent Characteristics Data by Age

Age	Frequency	Percentage
25 - 30 years	26	25.5
31 - 40 years old	40	39.2
41 - 50 years old	30	29.4
51 - 60 years	6	5.9
Total	**102**	**100.0**

Source: Data processing results, 2025.

Based on age, the most respondents were in the 31-40 years range, as many as 40 people (39.2%), followed by 41-50 years (29.4%), 25-30 years (25.5%), and 51-60 years (5.9%), indicating a relatively mature and experienced employee population; this age has positive implications for self-efficacy through resilience abilities that are honed over time, fostering altruism with high empathy and strong internal control, so that it is expected to improve HR performance through the quality of their work.

3) Last education

The characteristics of the respondents in this study can be described based on the level of education factor as follows:

Table Respondent Characteristics Data According to Last Education

Education	Frequency	Percentage
High School/Vocational School	20	19.6
Diploma	9	8.8
S1	57	55.9
S2	16	15.7
Total	**102**	**100.0**

Source: Results of data processing, 2025.

Based on educational level, the majority of respondents (57 respondents) had a bachelor's degree (55.9%), followed by a master's degree (15.7%), high school/vocational school (19.6%), and diploma (8.8%), reflecting the high to high educational levels among employees. Employees' educational attainment is related to their ability to navigate complex situations. This knowledge facilitates employees' performance of their duties, thus enhancing their sense of responsibility.

4) Length of work

The characteristics of the respondents in this study can be described based on the length of service factor as follows:

Table Respondent Characteristics Data According to Length of Service

Years of service	Frequency	Percentage
0-10 years	19	18.6
11 - 20 years	35	34.3
21 - 30 years old	34	33.3
> 30 years	14	13.7
Total	102	100.0

Source: Primary Data Processing Results, 2025.

In terms of length of service, most respondents have served for a considerable period of time, with an almost even distribution, with 35 respondents (34.3%) having 11-20 years and 33.3% having 21-30 years, followed by 13.7% having >30 years and 18.6% having 0-10 years. This indicates that the majority of employees have extensive work experience, and are therefore expected to understand the organizational culture, service procedures, and applicable regulations, which in turn will have a positive impact on the effectiveness of the institution's performance.

Descriptive analysis aims to obtain an overview of respondents' assessments of the variables studied. Through descriptive analysis, information will be obtained regarding respondents' tendencies in responding to the indicator items used to measure the research variables.

The data is explained by assigning a weighted assessment to each statement in the questionnaire. The respondent response criteria follow the following assessment scale: Strongly Agree (SS) score 5, Agree (S) score 4, Quite Agree (CS) score 3, Disagree (TS) score 2, Strongly Disagree (STS) score 1. Next, from this scale, the data will be categorized into 3 groups. To determine the score criteria for each group, the calculation can be done as follows:(Sugiyono, 2017):

a. Highest score   = 5

b. Lowest score   = 1

c. Range   =Highest score – lowest score = 5 - 1 = 4

d. Class interval   =Range / number of categories = 4/3 = 1.33

Based on the size of the class interval, the criteria for the three categories are: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00. A complete description of each variable is presented below:

Tabell DesResearch Variable Thesis

No	Variables and indicators		Mean	Standard Deviation
1	**Self-efficacy**		**3.86**	
	a.	Vicarious learning,	3.90	0.72
	b.	Challenging situations as resilience	3.91	0.81
	c.	Forethought	3.76	0.71
2	*Altruism*		**3.91**	
	a.	Have a high sense of empathy,	3.87	0.82
	b.	Low egocentrism,	3.96	0.70
	c.	Strong internal controls,	3.96	0.73
	d.	Sense of social responsibility,	3.94	0.70
	e.	Openness to the social environment	3.81	0.77
3	**HR Performance**		**3.84**	
	a.	quality of work results,	3.80	0.90
	b.	working speed,	3.89	0.84
	c.	initiative in work,	3.88	0.84
	d.	responsibility for assigned tasks	3.77	0.84

Based on the descriptive analysis results in Table the Self-Efficacy variable shows an overall average of 3.86, which indicates that employees' self-confidence in carrying out their duties is at a positive level. In detail, the aspect of the ability to face challenging situations as a form of resilience has the highest mean of 3.91 (SD = 0.81), while the aspect of forethought (planning ahead) is the lowest at 3.76 (SD = 0.71). For employees in Sidorejo and Tingkir Districts, this pattern indicates that they generally believe they can learn from others and survive in difficult conditions, conditions that support service continuity but require strengthening of task planning and anticipation capabilities so that readiness to face bureaucratic changes and workloads can be more optimal.

The Altruism variable obtained an overall average of 3.91, indicating a tendency for employees to be caring and pro-social. The indicators of low egocentrism and strong internal control both showed very high values of 3.96 (SD = 0.70 and 0.73). The lowest indicator was openness to the social environment at 3.81 (SD = 0.77). This means that Sidorejo and Tingkir employees have important capital for public service, namely a tendency to be oriented towards others, have good integrity and social responsibility, but network development, external communication, and openness to external stakeholders can still be improved.

HR performance averaged 3.84, indicating overall satisfactory employee performance. The highest indicator for work speed was 3.89 (SD = 0.84), while the lowest indicator was responsibility for assigned tasks at 3.77 (SD = 0.84). For both sub-districts, these findings

illustrate that employees are agile and proactive in carrying out their daily tasks, but there is a need to strengthen accountability and consistency in fulfilling responsibilities to ensure more reliable and sustainable service quality.

Data analysis in this study was conducted using PLS (Partial Least Square) and the data was processed using the Smart PLS 4.1.0 program. According to Ghozali and Latan (2015:7) the PLS measurement model consists of a measurement model (outer model), Goodness of fit (GoF) criteria and a structural model (inner model). PLS aims to test predictive relationships between constructs by seeing whether there is an influence or relationship between the constructs.

Measurement model testing (outer model) shows how the manifest or observed variables represent the latent variables to be measured. Measurement model evaluation is conducted to test the model's validity and reliability.The validity criteria are measured by convergent and discriminant validity, while the construct reliability criteria are measured by composite reliability, Average Variance Extracted (AVE), and Cronbach alpha.

5) *Convergent Validity*

*Convergent validity*The measurement model with reflective indicators is assessed based on the correlation between item scores and component scores calculated using PLS. The measure of individual reflexivity is declared high if the loading factor value is more than 0.7 with the measured construct for confirmatory research and the loading factor value between 0.6 - 0.7 for exploratory research is still acceptable and the Average Variance Extracted (AVE) value must be greater than 0.5.

The convergent validity evaluation for each latent variable can be presented in the outer loading section, which describes the indicator's strength in explaining the latent variable.

The final analysis in PLS is the structural model analysis, or inner model. In structural model analysis, hypotheses can be tested using t-statistics. The test results can be seen in the structural model output, which examines the significance of the loading factors, which explain the influence of the self-efficacy construct on HR performance through the mediation of altruism as an intervening variable.

In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following image:
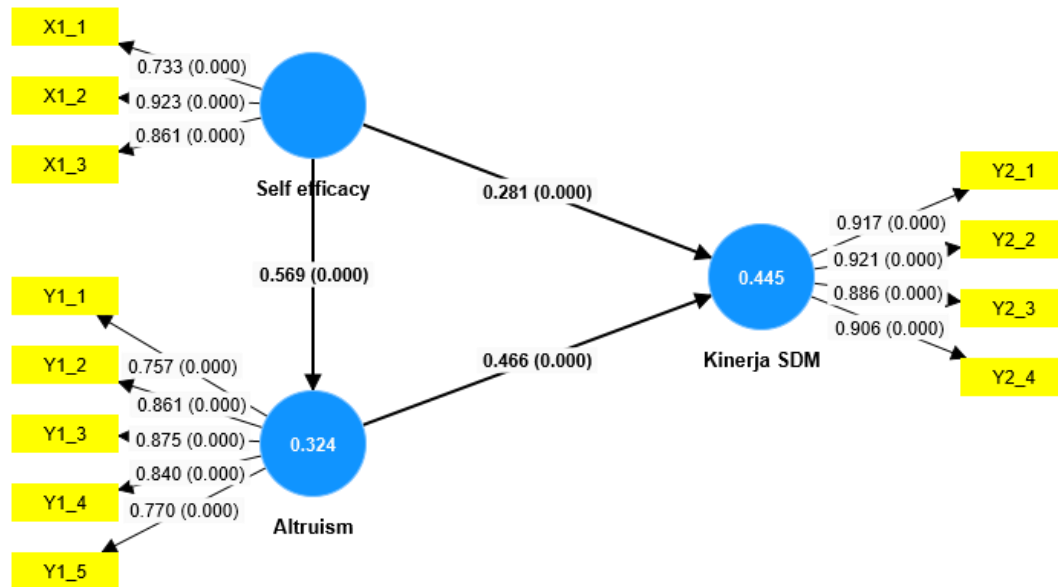
Figure Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.0 (2025)

1) Direct Influence Analysis

This section presents the results of the research hypothesis testing conducted in the previous chapter. To determine whether the hypothesis is accepted or not, you can compare the calculated t-value with the t-table, assuming that the calculated t-value is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table *Path Coefficients*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Altruism -> HR Performance	0.466	0.467	0.089	5,238	0.000
Self-efficacy -> Altruism	0.569	0.575	0.076	7,454	0.000
Self-efficacy -> Human Resource Performance	0.281	0.279	0.080	3,515	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

By presenting the results of the data processing, testing can then be carried out for each research hypothesis, namely:

1) Hypothesis Testing 1

H1: The higher the self-efficacy, the higher the performance.

In testing hypothesis 1, the original sample estimate value was obtained at 0.281. This value indicates that self-efficacy has a positive effect on HR performance. This result is also supported by the t-test value obtained at 3.515, greater than the t-table value of 1.96, and a significance value of p of 0.000 <0.05. Thus, it can be said that there is a positive and significant influence of self-efficacy on HR performance. Therefore, the first hypothesis stating that "The higher the self-efficacy, the higher the performance" can be accepted.

2) Hypothesis Testing 2

H2: The higher the self-efficacy, the higher the altruistic behavior.

In testing hypothesis 2, the original sample estimate value was obtained at 0.569. This value proves that self-efficacy has a positive effect on altruism. This result is even more convincing because the calculated t value of 7.454 is greater than the t table value of 1.96, with a p value of 0.000 <0.05. This means that employee self-efficacy can encourage the formation of stronger altruistic behavior. Thus, the second hypothesis stating that "The higher the self-efficacy, the higher the altruistic behavior" can be accepted.

3) Hypothesis Testing 3

H3: The higher the Altruism, the higher the HR performance.

In testing hypothesis 3, the original sample estimate value was obtained at 0.466. This value indicates that Altruism has a positive effect on HR Performance. This is supported by the calculated t value of 5.238, which is greater than the t table of 1.96, and the p value of 0.000 <0.05. These results prove that the higher the employee's altruistic behavior, the better the performance shown. Thus, the third hypothesis stating that "The higher the Altruism, the better the HR performance" can be accepted.

2) Analysis of the Indirect Effect of Self-efficacy on HR Performance through the Mediation of Altruism

The indirect effect test was conducted to determine the influence of an exogenous variable (self-efficacy) on an endogenous variable (human resource performance) through an intervening variable, namely the altruism variable. The indirect effect of self-efficacy on human resource performance through altruism mediation is depicted in the following path diagram:
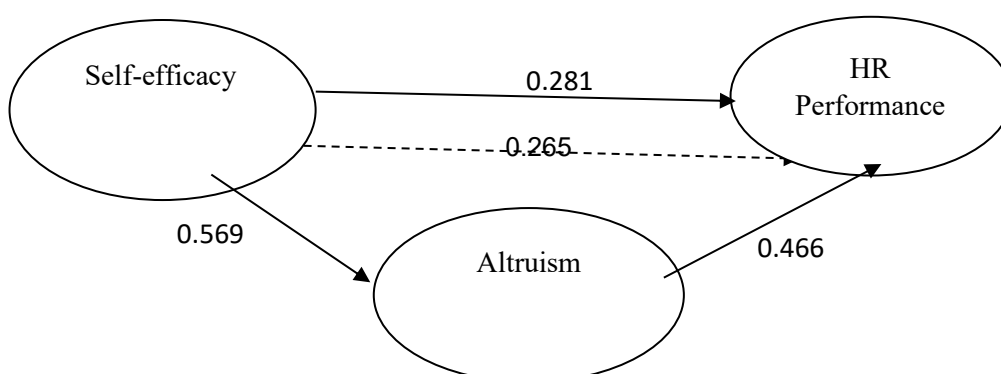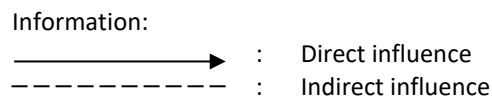
Figure Path Coefficient of the Influence of Self-efficacy on HR Performance through Altruism

Information:

———————————➤ : Direct influence

— — — — — — — — — — : Indirect influence

The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Table Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Self-efficacy -> Altruism -> Human Resource Performance	0.265	0.269	0.065	4.105	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The mediating effect of altruism in relation to the Self-efficacy variable on HR Performance is known to be 0.265. The results of the indirect effect test produced a t-count of 4.105 (t>1.96) with p = 0.000 <0.05. The conclusion of the test is that altruism mediates the influence of self-efficacy on HR Performance.

The results of this study confirm that self-efficacy influences HR performance through the mediating role of altruism. In other words, employees who are confident in their abilities are more motivated to help others and work together, which ultimately improves organizational performance. Increased employee self-confidence in work will foster a caring attitude, low egocentrism, and social responsibility, which in turn improves work performance. For employees in Sidorejo and Tingkir Districts, this is important because public service requires not only technical competence, but also cooperation, empathy, and collective responsibility. Thus, strengthening self-efficacy through training, empowerment, and mental work coaching will have a positive impact on strengthening altruistic behavior and continuously improving HR performance.

Discussion:

1) Influence*self-efficacy on HR performance*

The results of the study indicate that self-efficacy has a positive and significant influence on employee HR performance in Sidorejo and Tingkir Districts, Salatiga City. Several journals supporting this research result include research(Masruroh & Prayekti, 2021)which states that self-efficacy has a significant and positive influence on employees. These findings indicate that the higher the level of vicarious learning, the ability to face challenging situations as a form of resilience, and the ability to forethought, the better the quality of employee work.

This is reflected in increased work speed, initiative in carrying out tasks, and responsibility for assigned work.

The results showed that for the Self-efficacy variable, the indicator with the highest outer loading was challenging situations as resilience, while for the Human Resource Performance variable, the highest indicator was work speed. These findings indicate that the greater an employee's ability to face challenging situations with resilience, the faster they complete tasks. This means that resilience in the face of challenges is a crucial factor driving work effectiveness and efficiency.

Meanwhile, the indicator with the lowest outer loading value for the Self-efficacy variable was vicarious learning, and for the HR Performance variable, initiative at work. This indicates that the better the learning process through the experiences of others (vicarious learning), the higher the employee's initiative in carrying out tasks. This means that social learning plays a vital role in fostering creativity and encouraging proactive action at work.

2) The influence of self-efficacy on altruistic behavior

The results of the study indicate that self-efficacy has a positive and significant influence on the altruistic behavior of human resource (HR) employees in Sidorejo and Tingkir Districts, Salatiga City. Empirical research results indicate that self-efficacy, or an individual's belief in their own abilities, has a positive influence on altruistic behavior in OCB.(Umrani et al., 2020). This finding confirms that the higher an individual's level of confidence in their abilities, the greater their tendency to display prosocial behavior that benefits the social environment.

More specifically, factors such as vicarious learning (learning through the experiences of others), the ability to face challenging situations as a form of resilience, and forethought (the ability to predict and plan future actions) play a crucial role in strengthening employee self-efficacy. These three aspects encourage individuals to develop a positive mindset, mental resilience, and thorough planning in dealing with various work demands and social dynamics.

The implication is that when employee self-efficacy develops well, it will be reflected in stronger altruistic attitudes, such as high empathy, low egocentrism, stronger internal control, an increased sense of social responsibility, and openness in interacting with their social environment. Thus, increased self-efficacy not only contributes to individual performance but also strengthens social cohesion, solidarity, and a healthy work climate within the organization.

The results of the study showed that for the Self-efficacy variable, the indicator with the highest outer loading value was Challenging situation as resilience, while for the Altruism variable, the highest indicator was Strong internal control. These findings indicate that the greater an individual's ability to face challenging situations with resilience, the stronger their internal control. This means that employees who are resilient in the face of adversity tend to have emotional stability, self-discipline, and a strong belief in taking responsibility for their work.

Meanwhile, the indicator with the lowest outer loading value for the Self-efficacy variable was Vicarious Learning, and for the Altruism variable, it was Having a High Sense of Empathy. This indicates that the better the learning process through the experiences of others (vicarious learning), the higher the level of empathy demonstrated by employees. This means that the ability to learn from the experiences of others can foster social sensitivity and concern for others, thereby strengthening interpersonal relationships in the workplace.

3) The Influence of Altruism on HR Performance

The results of this study indicate that altruism has a positive and significant influence on the performance of human resources (HR) employees in Sidorejo and Tingkir Districts, Salatiga City. Previous research has shown that all dimensions of Organizational Citizenship Behavior (OCB), including altruism, have a positive and significant contribution to HR performance.(Uddin et al., 2019)These findings indicate that the higher the level of altruism an employee exhibits, the better their performance. Altruism is reflected in high levels of empathy, low levels of egocentrism, internal control, social responsibility, and openness to the social environment.

With these characteristics, employees will be able to work more effectively and efficiently, demonstrated by improved work quality, speed in completing tasks, the ability to take initiative, and full responsibility for the work they are assigned. This reinforces the view that altruistic values are not only beneficial in building harmonious social relationships but also contribute significantly to increasing organizational productivity. Therefore, organizations need to encourage the development of altruistic attitudes through a collaborative work culture, soft skills training programs, and reward systems that recognize individual and collective contributions, so that employee performance can be continuously improved.

The Altruism variable had the highest outer loading value for the strong internal control indicator, while the Human Resources Performance variable showed the highest value for the work speed indicator. This indicates that the better an employee's self-control, the faster they can complete assigned tasks. This means that strong internal control plays a crucial role in fostering discipline, punctuality, and work efficiency.

Meanwhile, the lowest outer loading value for the Altruism variable was found in the indicator of high empathy, and for the HR Performance variable, it was found in the indicator of initiative at work. These findings indicate that the higher an employee's empathy, the better their ability to take initiative at work. This means that empathy fosters social awareness, which triggers sensitivity to the needs of the organization and coworkers, thus encouraging the birth of proactive ideas and actions in completing work.

4. Conclusion

This study aims to demonstrate and analyze the influence of self-efficacy on performance, the influence of altruism, and the influence of altruism on HR performance. The results of the discussion indicate that the answers to the research questions are as follows: *Self-efficacy*has

a positive and significant influence on the performance of employee human resources in Sidorejo and Tingkir Districts, Salatiga CityThese findings indicate that the higher the level of vicarious learning, the ability to face challenging situations as a form of resilience, and the ability to forethought, the better the quality of employee work. This is reflected in increased work speed, initiative in carrying out tasks, and responsibility for assigned work. *Self-efficacy*has a positive and significant effect on altruism. Self-efficacy formed through vicarious learning, the ability to face challenging situations, and forethought, strengthens employee altruistic behavior, which is reflected in high empathy, low egocentrism, strong internal control, a sense of social responsibility, and openness to the social environment. *Altruism*has a positive and significant impact on employee HR performance in Sidorejo and Tingkir Districts, Salatiga City. The higher the level of empathy, lower egocentrism, good self-control, social responsibility, and openness to the environment, the higher the quality of work results, speed of task completion, initiative, and employee responsibility. These findings confirm that altruism not only builds harmonious social relationships but also contributes significantly to increased work productivity.

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