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The Effect of Self-Efficacy and Rewards on Employee Performance: The Mediating Role of Organizational Citizenship Behavior

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Abstract: Employee performance is a critical determinant of organizational effectiveness, particularly in higher education institutions where non-academic staff play a vital supporting role. This study aims to examine the effect of self-efficacy and rewards on employee performance with organizational citizenship behavior (OCB) as a mediating variable among non-academic employees. This study employed a quantitative research approach with a total of 133 respondents from various divisions within the university. The data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) version 4.1.6. The results indicate that self-efficacy has a positive and significant effect on employee performance, while rewards do not have a significant direct effect on employee performance. Self-efficacy and rewards both significantly influence organizational citizenship behavior. organizational citizenship behavior partially mediates the relationship between self-efficacy and employee performance and fully mediates the relationship between rewards and employee performance. These findings highlight the importance of psychological and behavioral mechanisms in enhancing employee performance within higher education institutions.

Keywords: Self-Efficacy, Rewards, Organizational Citizenship Behavior, Employee Performance, Higher Education Institutions

INTRODUCTION

Employee performance plays a central role in shaping organizational effectiveness and supporting the achievement of institutional objectives, including in higher education institutions (Armstrong, 2014). Although the performance of academic staff has received considerable scholarly attention, overall institutional effectiveness also relies heavily on non-academic employees. Non-academic staff include administrative officers, finance personnel, student services staff, library employees, and technical support workers. These employees play a vital role in ensuring administrative efficiency, service quality, and the continuity of academic

operations; however, their performance remains relatively underexplored in empirical research, particularly in higher education settings and within the Indonesian context (Nyamboga, 2024).

In the Indonesian higher education sector, non-academic employees frequently encounter increasing workloads, limited organizational resources, and evolving administrative demands driven by institutional reforms and digitalization. These contextual pressures underscore the importance of identifying factors that influence their performance. Social Cognitive Theory (SCT) provides a relevant theoretical framework, emphasizing the reciprocal interaction between personal factors, environmental influences, and behavioral outcomes (Koutroubas & Galanakis, 2022) . Within this framework, self-efficacy represents a key personal factor, rewards function as an environmental factor, and employee performance reflects behavioral outcomes.

Self-efficacy refers to an individual's belief in their ability to successfully perform tasks and manage work-related challenges. For non-academic employees engaged in service-oriented, coordination, and problem-solving roles, self-efficacy is particularly crucial, as it shapes persistence, adaptability, and work engagement (Sun et al., 2024). In addition to personal beliefs, organizational rewards, both financial and non-financial, are widely recognized as motivational mechanisms that reinforce desired behaviors and acknowledge employee contributions, thereby influencing performance outcomes (Osei-Owusu & Adu, 2020).

Previous empirical studies generally suggest positive relationships between self-efficacy and employee performance, as well as between rewards and performance. Employees with higher self-efficacy tend to exert greater effort and demonstrate stronger resilience (Baliscot & Fadriga, 2024; Lestari et al., 2024), while rewards are often associated with increased motivation and productivity (Emmanuel & Joseph, 2021; Kolluru, 2021). However, empirical findings remain inconsistent. Several studies report weak and or insignificant direct relationships between self-efficacy and performance (Oktaviani et al., 2025; Susanto et al., 2024), as well as between rewards and performance (Alkandi et al., 2023; Bardach & Murayama, 2025), indicating that these factors may not directly translate into improved outcomes across all organizational settings.

Research Gap

To address these inconsistencies, recent literature has highlighted Organizational Citizenship Behavior (OCB) as a mediating mechanism. OCB refers to discretionary behaviors that go beyond formal job requirements and contribute to organizational effectiveness (Iqbal et al., 2024). Scholars argue that self-efficacy may encourage proactive and cooperative behavior associated with OCB, which in turn enhances employee performance (Syah & Safrida, 2024). Similarly, rewards may indirectly influence performance by fostering OCB through perceived organizational support and recognition (Lavena & Lo, 2020).

Despite growing scholarly interest in OCB, empirical studies examining its mediating role between self-efficacy, rewards, and employee performance remains limited. This gap is especially evident among non-academic employees in higher education institutions, particularly within the Indonesian context, where existing research has predominantly focused on academic staff or corporate-sector employees. Consequently, there is a need for sector specific and context-sensitive investigation.

Accordingly, this study aims to: (1) reexamine the direct relationships between self-efficacy and employee performance, and between rewards and employee performance among non-academic employees in higher education institutions; and (2) analyze the mediating role of Organizational Citizenship Behavior in these relationships.

METHOD

This study employed a quantitative research approach to examine the influence of self-efficacy and rewards on employee performance, with organizational citizenship behavior

(OCB) serving as a mediating variable. The population comprised 468 active non-academic employees at Universitas Muhammadiyah Purwokerto (UMP), an Islamic higher education institution. Respondents were selected using purposive sampling, with inclusion criteria limited to non-academic staff who were actively employed and had a minimum of six months of work experience.

Slovin's formula with a 10% margin of error was used to determine the minimum required sample size, balancing statistical adequacy with practical constraints related to time and respondent accessibility (Pratama et al., 2025). The minimum sample size was 83 respondents; however, to enhance data robustness and minimize the influence of potential outliers, 133 valid responses were analyzed.

Data were collected through a structured online questionnaire using a five-point Likert scale (1= strongly disagree to 5= strongly agree). Measurement items were adapted from established and validated instruments in prior studies. As data were self-reported, the potential for common method bias exists; however, respondent anonymity was ensured and validated scales were employed to mitigate potential bias.

Self-efficacy was operationalized as employees' belief in their ability to complete work tasks, handle job-related challenges, and persist in achieving work objectives. Based on Social Cognitive Theory (Bandura, 1997), self-efficacy reflects a personal cognitive resource that influences effort and behavior. In alignment with previous scales and recent studies, self-efficacy was operationalized using indicators of task confidence and persistence (Abun et al., 2021). Rewards were tested based on employees' perceptions of organizational incentives received for their contributions, including extrinsic rewards (financial incentives) and intrinsic rewards (recognition and growth opportunities), and whether they were connected to better performance. Organizational citizenship behavior (OCB) was operationalized and tested through the 5 dimensions introduced by (Organ, 1988) and later in recent studies. Indicators tested employees' altruism, courtesy, conscientiousness, sportsmanship, and civic virtue.

Additionally, employee performance was measured through the effectiveness and efficiency with which employees carry out their job duties. Indicators adapted the 5 performance dimensions by (Robbins & Judge, 2017), namely: work performed quality, quantity, timeliness, efficiency, and independence.

Data from the questionnaire distribution were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The statistical software used was SmartPLS version 4.1.6, with model evaluation conducted in two stages: measurement model testing (convergent validity, discriminant validity, and reliability) and structural model testing, including direct and indirect hypotheses testing and path analysis using bootstrapping.

RESULTS AND DISCUSSION

Respondents Characteristics

The respondents were predominantly female (57.1%), indicating higher female participation in the study sample. Most respondents were aged 20–30 years (44.4%), suggesting that early-career employees constitute the largest segment of the workforce at UMP. Married employees formed the majority (61.7%), reflecting a workforce with potential family and work responsibilities. Regarding years of service, the largest proportion of respondents (29.3%) had worked for less than ten years, indicating that the sample is largely composed of relatively less tenured employees. In terms of educational qualifications, most respondents held a Bachelor's degree (58.6%), suggesting an adequate educational background to meaningfully engage with organizational practices and performance-related factors being examined in the study.

Table 1. Respondents Characteristics

Criteria	Category	Frequency	Percent
Sex	Male	57	42.9%
	Female	76	57.1%

	TOTAL	133	100%
Age	<20 years	2	1.5%
	20-30 years	59	44.4%
	31-40 years	34	25.6%
	41-50 years	22	16.5%
	Above 50 years	16	12%
	TOTAL	133	100%
Marital Status	Married	82	61.7%
	Unmarried	51	38.3%
	TOTAL	133	100%
Years of Service	<1 year	24	18%
	1-3 years	30	22.6%
	4-5 years	17	12.8%
	6-7 years	10	7.5%
	8-10 years	13	9.8%
	>10 years	39	29.3%
	TOTAL	133	100%
Educational Background	Junior High School	5	3.8%
	Senior High School	27	20.3%
	Diploma	8	6%
	Bachelor's Degree	78	58.6%
	Other	15	11.3%
	TOTAL	133	100%

Source: SPSS Descriptive data analysis output

Measurement Model Analysis

Evaluation of the measurement model (outer model) is conducted to confirm the validity and reliability of the variables' indicators by analyzing factor loadings, discriminant validity, composite reliability, and Average Variance Extracted (AVE).

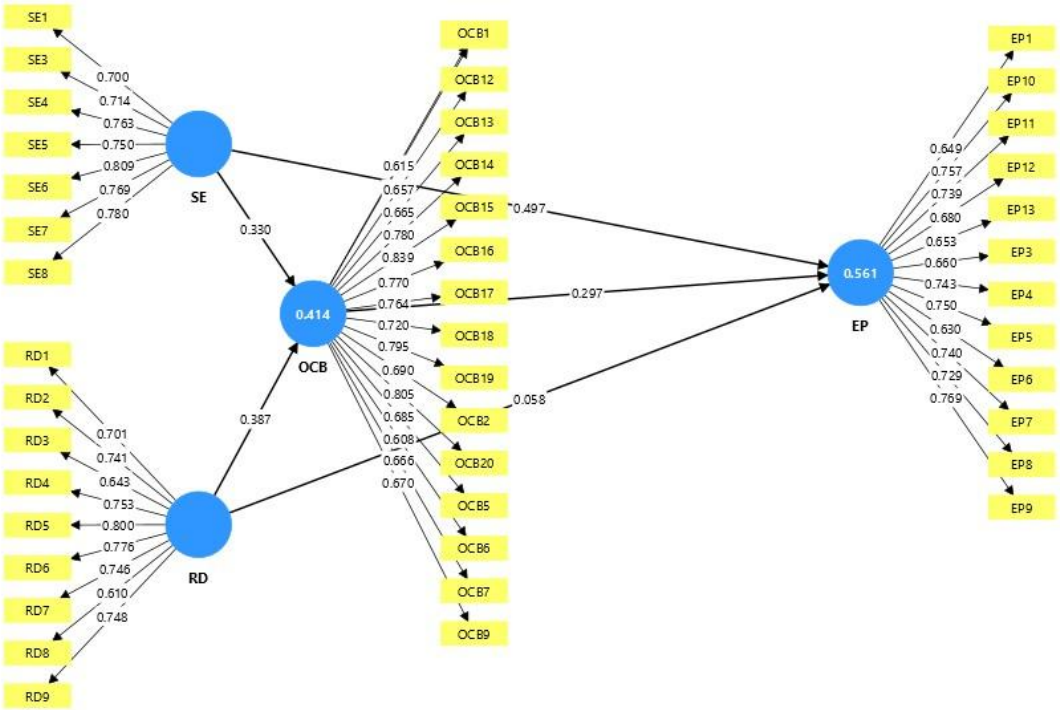

Figure 1. Measurement Model
Source: PLS-SEM Primary data analysis

Table 2 presents the outer loading values of all variables examined in this study. Based on the commonly accepted threshold, outer loading values should exceed 0.60 (Hair et al.,

2019). Accordingly, indicators with outer loading values below 0.60 were eliminated to ensure adequate construct measurement. The eliminated indicators were RD10 (0.547), OCB4 (0.587), OCB8 (0.552), OCB10 (0.479), and EP2 (0.579).

Table 2. Constructs' outer loadings

Variables		Employee Performance	Organizational Citizenship Behavior	Rewards	Self-Efficacy
Employee Performance	EP1	0.649			
	EP10	0.757			
	EP11	0.739			
	EP12	0.680			
	EP13	0.653			
	EP3	0.660			
	EP4	0.743			
	EP5	0.750			
	EP6	0.630			
	EP7	0.740			
	EP8	0.729			
	EP9	0.769			
Organizational Citizenship Behavior	OCB1		0.615		
	OCB11		0.669		
	OCB12		0.657		
	OCB13		0.665		
	OCB14		0.780		
	OCB15		0.839		
	OCB16		0.770		
	OCB17		0.764		
	OCB18		0.720		
	OCB19		0.795		
	OCB2		0.690		
	OCB20		0.805		
	OCB5		0.685		
	OCB6		0.608		
	OCB7		0.666		
	OCB9		0.670		
Rewards	RD1			0.701	
	RD2			0.741	
	RD3			0.643	
	RD4			0.753	
	RD5			0.800	
	RD6			0.776	
	RD7			0.746	
	RD8			0.610	
	RD9			0.748	
Self-Efficacy	SE1				0.700
	SE3				0.714
	SE4				0.763
	SE5				0.750
	SE6				0.809
	SE7				0.769
	SE8				0.780

Source: PLS-SEM Primary data analysis

Table 3 presents the discriminant validity test results using the Fornell–Larcker criterion. The results indicate that the square root of the Average Variance Extracted (AVE) for each construct is higher than its correlations with other constructs, demonstrating that each construct shares greater variance with its own indicators than with those of other constructs. To further ensure the absence of indicator overlap across constructs, indicators (OCB3) and (SE2) were removed in a stepwise manner. Overall, the measurement model satisfies the Fornell–Larcker criterion, confirming adequate discriminant validity.

Table3. Discriminant Validity Test-Fornell Larcker Criterion

	Employee Performance	Organizational Citizenship Behavior	Rewards	Self-Efficacy
Employee Performance	0.710			
Organizational Citizenship Behavior	0.613	0.716		
Rewards	0.536	0.588	0.727	
Self-Efficacy	0.700	0.566	0.611	0.756

Source: PLS-SEM Primary data analysis

Construct reliability reflects internal consistency among indicators, commonly evaluated using Cronbach's Alpha, with values between 0.80 and 0.90 indicating high reliability. Convergent validity is assessed through Composite Reliability and Average Variance Extracted (AVE), where acceptable thresholds are CR ≥ 0.70 and AVE ≥ 0.50 (Hair et al., 2019). The results presented in Table 4 show that all constructs (EP, OCB, RD, and SE) meet these criteria, demonstrating satisfactory reliability and convergent validity.

Table 4. Construct reliability and validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Performance	0.910	0.911	0.924	0.504
Organizational Citizenship Behavior	0.935	0.939	0.943	0.512
Rewards	0.887	0.889	0.909	0.528
Self-Efficacy	0.875	0.878	0.903	0.571

Source: PLS-SEM Primary data analysis

Model fit

Model fit was assessed to evaluate the extent to which the proposed theoretical framework aligns with the empirical data. Model adequacy was primarily examined using the Standardized Root Mean Square Residual (SRMR), with values below the recommended threshold of 0.08 indicating acceptable model fit (Hair et al., 2019). Although the Normed Fit Index (NFI) value is below the conventional cutoff, NFI is considered an incremental fit measure that does not penalize for model complexity; therefore, the SRMR value was primarily used and it confirms an adequate overall model fit.

Table 5. Model Fit Analysis

	Saturated model	Estimated model
SRMR	0.078	0.078
d_ULS	6.031	6.031
d_G	3.164	3.164
Chi-square	1902.061	1902.061
NFI	0.594	0.594

Source: PLS-SEM Primary data analysis

Structural Model Analysis

Structural model evaluation was conducted in two steps. The first step examined the significance and magnitude of the path coefficients to assess the relationships among variables. The second step involved analyzing the R-square values to determine the explanatory power of the model.

Path Coefficient Analysis (Direct Hypotheses)

Direct hypotheses were examined using bootstrapping in SmartPLS. Hypothesis support was determined by evaluating the bootstrapped t-values and p-values against predefined significance criteria, where bootstrapped t-values > 1.645 for one-tailed tests at the 5% significance level and p-values > 0.05 indicate statistical significance (Hair et al., 2022).

The results of the direct effect analysis are presented below:

1. Self-efficacy has a positive and significant effect on employee performance, as indicated by a p-value (0.000) < 0.05 and a bootstrapped t-value (6.357) > 1.645 (one-tailed test). Therefore, the hypothesis is supported.
2. Rewards have a positive but statistically insignificant effect on employee performance, as the p-value (0.598) > 0.05 and the bootstrapped t-value (0.527) < 1.645. Therefore, the hypothesis is not supported.
3. Self-efficacy has a positive and significant effect on organizational citizenship behavior, as shown by a p-value (0.001) < 0.05 and a bootstrapped t-value (3.272) > 1.645. Therefore, the hypothesis is supported.
4. Rewards have a positive and significant effect on organizational citizenship behavior, as indicated by a p-value (0.000) < 0.05 and a bootstrapped t-value (4.489) > 1.645. Therefore, the hypothesis is supported.
5. Organizational citizenship behavior has a positive and significant effect on employee performance, as evidenced by a p-value (0.001) < 0.05 and a bootstrapped t-value (3.388) > 1.645. Therefore, the hypothesis is supported.

Table 6. Path Coefficient Analysis (Direct Hypotheses)

	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Results
Self-Efficacy ->Employee Performance	0.501	0.079	6.357	0.000	**Hypothesis Accepted**
Reward-> Employee Performance	0.053	0.100	0.527	0.598	**Hypothesis Rejected**
Self-Efficacy->Organizational Citizenship Behavior	0.328	0.100	3.272	0.001	**Hypothesis Accepted**
Reward->Organizational Citizenship Behavior	0.387	0.086	4.489	0.000	**Hypothesis Accepted**
Organizational Citizenship Behavior->Employee Performance	0.297	0.088	3.388	0.001	**Hypothesis Accepted**

Source: PLS-SEM Primary data analysis

Path Coefficient Analysis (Indirect Hypotheses)

The indirect hypotheses were examined using bootstrapping in SmartPLS. Hypothesis testing was conducted using a two-tailed test at a 5% significance level, where p-values < 0.05 and bootstrapped t-values > 1.96 indicate statistical significance. The results indicate that organizational citizenship behavior acts as a mediating variable, as explained below:

1. The p-value (0.012) < 0.05 and the bootstrapped t-value (2.511) > 1.96, indicating that the hypothesis is supported. Thus, rewards have a significant effect on employee performance mediated by organizational citizenship behavior.

2. The p-value (0.027) < 0.05 and the bootstrapped t-value (2.212) > 1.96, indicating that the hypothesis is supported. Thus, self-efficacy has a significant positive effect on employee performance mediated by organizational citizenship behavior.

Table 7. Path Coefficient Analysis (Indirect Hypotheses)

	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Results
Rewards -> Organizational Citizenship Behavior -> Employee Performance	0.115	0.046	2.511	0.012	**Hypothesis Accepted**
Self-Efficacy -> Organizational Citizenship Behavior -> Employee Performance	0.097	0.044	2.212	0.027	**Hypothesis Accepted**

Source: PLS-SEM Primary data analysis

R-Square

Presented in Table 8 adjusted R-square results indicate that Self-Efficacy (SE) and Reward (RD) generate an adjusted R-Square value of 0.405 for Organizational Citizenship Behavior (OCB). This indicates that self-efficacy and reward together explain 40.5% of the variance in OCB, while the remaining 59.5% is influenced by other factors not examined in this study. Furthermore, when Self-Efficacy, Reward, and Organizational Citizenship Behavior are considered simultaneously as predictors of Employee Performance (EP), an adjusted R-Square value of 0.551 is obtained. This result suggests that self-efficacy, reward, and OCB collectively account for 55.1% of the variance in employee performance, whereas 44.9% of employee performance is determined by other variables.

Table 8. R-Square values

	R-square	R-square adjusted
Employee Performance	0.561	0.551
Organizational Citizenship Behavior	0.414	0.405

Source: PLS-SEM Primary data analysis

Discussion

The Effect of Self-Efficacy on Employee Performance

This study results indicate that self-efficacy has a positive and significant effect on employee performance among non-academic staff at Universitas Muhammadiyah Purwokerto (UMP). This finding suggests that employees who have stronger confidence in their abilities tend to exhibit higher levels of performance in completing their work tasks. Such a relationship can be explained by Social Cognitive Theory (Bandura, 1997), which emphasizes that individuals' beliefs in their capabilities influence their motivation, persistence, and ability to cope with job-related challenges. Employees with higher self-efficacy are more likely to exert sustained effort and adapt effectively when facing work pressures. This finding is consistent with previous studies that reported a positive and significant relationship between self-efficacy and employee performance (Ayuwangi et al., 2024; Dewi & Martini, 2024; Rahmarika & Kustini, 2024).

The Effect of Rewards on Employee Performance

Study analysis show that rewards do not have a significant direct effect on the performance of non-academic employees at UMP. It is indicated that, employee performance within the institutional context is not primarily determined by external intensives or formal reward mechanisms. One possible explanation of this finding is that employee performance may be strongly influenced by intrinsic motivation and personal work values rather than

material rewards. In the context of Islamic higher education institutions, employees may be guided by Islamic internalized ethical values, such as excellence (Itqan), sincerity (Amanah), integrity (Ikhlas), and honesty (Sidq), and a sense of responsibility toward their work. Similar results have been reported in previous studies (Parmono, 2021; Siswanto et al., 2021), which found that rewards may have limited direct influence on performance when intrinsic motivation plays a more dominant role.

The Effect of Self-Efficacy on Organizational Citizenship Behavior

This study also finds a positive and significant relationship between self-efficacy and organizational citizenship behavior (OCB). Employees who believe in their ability to perform tasks successfully are more inclined to engage in voluntary behaviors, such as helping colleagues and showing attentiveness to organizational needs. This tendency can be understood in light of Social Cognitive Theory, which suggests that individuals with higher self-efficacy are more proactive and willing to take initiative beyond formal role requirements. The present findings support prior research indicating that self-efficacy enhances helping behavior, adaptability, and proactive involvement in the workplace (Bahtiar, 2023; L. Pratiwi & Nawangsari, 2021; Sondakh et al., 2024).

The Effect of Rewards on Organizational Citizenship behavior

The results indicate that rewards have a significant positive effect on organizational citizenship behavior. This suggests that when employees perceive recognition and rewards as fair, they are more likely to reciprocate through positive discretionary behaviors that benefit coworkers and the organization. This relationship aligns with Social Exchange Theory (Blau, 1964), which explains that employees tend to respond to favorable organizational treatment by engaging in behaviors that exceed formal job expectations. Rather than directly improving task performance, rewards appear to strengthen positive attitudes and voluntary contributions. This finding aligns with previous studies showing that supportive reward systems enhance organizational citizenship behavior (Saputra et al., 2024; Xia et al., 2024).

The Effect of Organizational Citizenship Behavior on Employee Performance

The Findings of this study demonstrate that organizational citizenship behavior has a positive and significant effect on employee performance. Employees who engage in voluntary actions, such as assisting colleagues and taking initiative, contribute to improved coordination and more efficient task completion. These behaviors help reduce work interruptions and foster collaboration, which in turn support higher performance levels. This result is similar to other research sugging that organizational citizenship behavior creates a positive work climate that enhances individual productivity (Dewani & Swatantra, 2024; Purwati & Sah, 2024; Wiguna et al., 2022).

The Effect of Self-Efficacy on Employee Performance through Organizational Citizenship Behavior

The analysis shows that organizational citizenship partially mediates the relationship between self-efficacy and employee performance. This indicates that employees with strong self-belief tend to perform better not only because of their confidence in completing tasks but also because they are willing to engage in supportive and proactive behaviors. By helping others and remaining responsive to organizational changes, employees indirectly strengthen their performance. This finding is in alignment with previous studies that identify organizational citizenship behavior as an important mechanism linking self-efficacy to performance (Sakti & Rini, 2024; Syah & Safrida, 2024).

The Effect of Rewards on Employee Performance through Organizational Citizenship Behavior

The results further revealed that organizational citizenship behavior fully mediates the relationship between rewards and employee performance. This suggests that rewards contribute to performance improvement only when they encourage employees to engage in voluntary and cooperative behaviors. Employees may respond to rewards by strengthening social relationship and demonstrating organizational involvement rather than immediately increasing task output. This pattern is consistent with Social Exchange Theory and aligns with prior findings that emphasize the indirect role of rewards in enhancing performance through citizenship behavior (Lavena & Lo, 2020; C. Pratiwi et al., 2025).

Managerial Implications

The findings of this study suggest several practical implications for managing non-academic staff at Universitas Muhammadiyah Purwokerto. The significant effect of self-efficacy on employee performance highlights the importance of supporting employees' confidence in their abilities. This can be achieved by providing clear job expectations, relevant training, and constructive feedback that help employees manage job demands effectively.

Although rewards were not found to directly improve performance, their positive influence on organizational citizenship behavior indicates that reward systems should emphasize recognition of cooperative and supportive behaviors. Acknowledging employees' voluntary contributions may encourage positive social behavior that benefits the organization.

Furthermore, the strong relationship between organizational citizenship behavior and performance underscores the need to foster a collaborative and supportive work environment. Encouraging teamwork, mutual assistance, and open communication can help improve coordination and overall performance. Given its mediating role, organizational citizenship behavior should be viewed as a key mechanism through which both individual capabilities and organizational practices contribute to employee performance.

CONCLUSION

This study's findings confirm that self-efficacy has a positive and significant effect on employee performance, highlighting the importance of employees' confidence in their ability to perform work-related tasks. In contrast, rewards were found to have a positive but insignificant direct effect on employee performance. Furthermore, OCB was shown to play a significant mediating role in the relationship between self-efficacy and employee performance, as well as between rewards and employee performance within the higher education context. These results suggest that discretionary behaviors contribute to translating personal and organizational factors into performance outcomes. Overall, the study emphasizes the central role of self-efficacy and OCB in enhancing employee performance within higher education institutions. From a Human Resource (HR) policy perspective, institutions should prioritize capacity-building initiatives such as training, mentoring, and supportive leadership to strengthen employees' self-efficacy. Additionally, HR policies should move beyond purely transactional reward systems by fostering a supportive organizational culture that encourages OCB, as discretionary behaviors are crucial in translating both personal confidence and rewards into improved performance outcomes.

limitations and future research

This study's focus on a single institution limits the generalizability of the findings. For more general and representative research outcomes, future studies are encouraged to involve a larger sample size and include respondents from multiple higher education institutions across different locations. In addition, the absence of a significant direct effect of rewards on employee performance warrants further investigation. Future research may explore this relationship in

greater depth by incorporating additional intervening variables to better explain how rewards influence performance outcomes.

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