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## THE EFFECT OF WORK CULTURE AND SELF-EFFICACY ON EMPLOYEE PERFORMANCE

### Abstract

The success of a company is directly related to the success of its employees. Employees that excel can take the company to the next level. Quality, quantity, efficiency, and effectiveness, as well as the ability to work together with others, are all important components of a successful individual performance standard set by an organization. Workplace culture and employee self-efficacy were examined to see how they affected productivity. This study relies on a quantitative verification method to gather its data. The instrument of choice was a questionnaire. KJP Sugianto Prasodjo has a total workforce of 174 people. 100 employees were chosen at random for the study's sample (random sampling). The data was analyzed with Smart PLS 3.0. There was a significant relationship between work culture and employee performance ( $p < 0.05$ ), as well as between employee self-efficacy and work culture ( $p < 0.05$ ), as well as between these three variables ( $p < 0.05$ ). An improved work culture model is likely to be developed as a result of further research.

**Keywords:** Employee Performance, Self-Efficacy, Work Culture

### Abstrak

Karyawan dalam suatu organisasi merupakan bagian integral dari keberhasilan organisasi. Karyawan yang berkinerja tinggi mampu memajukan organisasi ke level tertinggi. Standar kinerja individu yang kompeten adalah kualitas, kuantitas, efisiensi, dan efektivitas, serta mampu berkolaborasi dengan rekan kerja. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh budaya kerja dan efikasi diri terhadap kinerja karyawan. Metode verifikatif kuantitatif digunakan dalam penelitian ini. Kuesioner digunakan sebagai instrumen. Jumlah populasi 174 pegawai KJP Sugianto Prasodjo. Sampel penelitian berjumlah 100 karyawan, dan sampel diambil secara acak (random sampling). Smart PLS versi 3.0 digunakan untuk menganalisis data penelitian. Hasil penelitian menunjukkan budaya kerja berpengaruh signifikan terhadap kinerja karyawan ( $p < 0,05$ ), efikasi diri berpengaruh signifikan terhadap kinerja karyawan ( $p < 0,05$ ), dan budaya kerja yang dimediasi efikasi diri berpengaruh signifikan terhadap kinerja karyawan ( $p < 0,05$ ). Penelitian lebih lanjut diharapkan dapat menghasilkan model untuk meningkatkan budaya kerja sehingga mampu meningkatkan kinerja karyawan.

**Kata kunci:** Budaya Kerja, Efikasi Diri, Kinerja Karyawan

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## INTRODUCTION

The role of quality personnel cannot be divorced from the success of a company or organization in accomplishing its vision, purpose, and goals. Good employee performance is essential to achieve this. Employee performance is a measure of how successful or not employees are in carrying out their key activities and obligations. Quality of work, discipline, initiative, attitude, cooperation, courage to accept work difficulties, reliability, understanding of work, responsibilities, and utilization of working time are all components that employers must examine when judging employee performance (Susanto, 2018)). Despite the company's rapid growth, it is difficult to maintain a high level of performance. It's not enough to have a great product or service; you also need a terrific staff. Qualified and high-potential staff are essential to the efficient operation of the organization. In order to run a business effectively and boost employee productivity, every human resource within an organization must be exploited to the fullest (Wibisono, 2022). Two other characteristics that affect employee performance are self-efficacy and the workplace culture. "Self-efficacy" is a term used to describe how confident a person is in his or her own abilities to carry out the planned action. Self-efficacy is the belief that one has in one's own ability to accomplish a goal, particularly when it comes to doing certain tasks or responding to specific situations (Mahawati & Sulistiyani, 2021).

The performance of a company's employees is the most critical metric to measure. Workers who fulfill corporate standards and are able to carry out the organization's tasks are essential to achieving its objectives. To achieve company goals, every organization will strive to increase the performance of its staff (Wastuti, 2018). As a result, employees who have a high level of self-efficacy are more adept and confident when it comes to dealing with organizational difficulties. Thus, when confronted with working conditions that may lead to work, it does not decrease job satisfaction, but rather pushes them to persevere and take on the difficulties. A strong sense of self-efficacy encourages us to pursue challenging goals and persevere in the face of obstacles in our lives. Workers who have a high level of self-efficacy are more likely to remain calm in the face of difficulties and seek answers on their own. The reward for hard work and dedication is success. Hence, it can be concluded that self-efficacy is directly linked to achievement performance. Self-efficacy beliefs differ philosophically and psychometrically from outcome expectations, self-concept, and the perception of control (Zimmerman, 2000). To sum it up, self-efficacy is a belief in one's own abilities to deal effectively with a wide range of challenges in one's life. As a person's self-efficacy rises and his stress level decreases, so does his degree of personal motivation. A person's drive to succeed increases in direct proportion to his or her level of self-belief. How difficult a work is depends on a person's belief in his or her own abilities. Another aspect that affects performance improvement is the work environment. Culture in the workplace can be evident in the low level of employee recognition, low levels of well-being, communication and interaction between employees as well as discipline and leadership and the community environment where there are still barriers or impediments that make it appear less harmonious (Arianto, 2013). To demonstrate the company's work culture, employees must work diligently and responsibly, and they must be dedicated to achieving high standards of performance and quality. Organizational productivity is greatly influenced by the culture of the workplace (Indraputra & Sutrisna, 2013). Internal

elements such as employee self-efficacy and a workplace culture aligned with their capacity to perform their duties and obligations in order to produce high-quality output are claimed to influence the company's performance and success in accomplishing goals (Amalia et al., 2019).

A company's work culture is shaped by the collective spirit of its employees, which is impacted by the highest aspirations and most ardent efforts of each individual. It's normal for the leader of an organization to have the most powerful spirit, which can inspire and motivate the rest of the team to work together toward a similar goal (Sendow et al., 2014). In order to improve employee performance and organizational efficiency, KJPP Sugianto's work culture and the self-efficacy of its employees are critical variables. According to Nyberg et al. (2016), the success of a company depends on the performance of its employees. Work culture and employee self-efficacy were examined in the KJPP Sugianto Prasodjo environment to see if they had an impact on employee performance.

Previously conducted research by Desiana (2018) with the title *The Effect of Self-Efficacy on Employee Performance Through Innovation as an Intervening Variable (Studies in the Secretariat and Public Relations Division of PDAM Surya Sembada City of Surabaya)* with the results of research on self-efficacy influencing employee performance. Machwati & Wibowo (2015) research entitled *The Influence of Work Culture, Commitment, and Teacher Work Motivation on Elementary School Organizational Climate* was also examined. The work culture of teachers can have a substantial impact on the school's overall atmosphere when it is both good and significant. There is a difference between the conclusions of this study and earlier studies in that it examines the effects of work culture and employee self-efficacy on performance at the Sugianto Public Appraisal Service Office, which has never been done before (KJPP). Providing the best customer service in KJPP Sugianto's environment relies heavily on the company's work culture and self-efficacy. A wide range of business entities, securities, firm rights and duties, intangible assets, economic losses, financial instruments and project financing supervision are all areas of expertise for KJPP Sugianto Prasodjo's business evaluations. It is KJPP's primary concern that each and every one of its clients is completely satisfied with their experience working with the company. 1). Workplace culture affects employee performance directly, according to hypothesis in this study. 2). Self-efficacy has an impact on employee performance. 3). Workplace culture affects employee performance via self-efficacy (indirect effect).

## **LITERATURE REVIEW**

### ***Employee performance***

In the words of "employee performance" refers to the activities, behaviors, and measurable results of employees that are linked to and contribute to the goals of the business. Thus, productivity and output are used to assess how well an organization's employees are doing in terms of their contribution to the organization's overall efficiency and effectiveness (Wulandari et al., 2011). Performance" refers to how well an individual or a group meets their job responsibilities in order to achieve organizational goals over an extended period of time. This means that individual performance (individual performance) is likely to have a positive impact on company performance (corporate performance) (Karyono, 2019).

The term "performance" refers to a person's real or perceived performance or accomplishment (Hidayat, 2017). If an employee's work results (i.e. what has to be accomplished) are combined with their level of expertise in achieving it, then we may say that they have performed well (Sedarmayanti, 2017). Employees can ensure that the firm or organization's goals for employee performance are met by ensuring that the task is done properly and on time.

### **Work Culture**

Work culture is one founded on the belief that values, habits, and movement within a group are the basis for attitudes, ideas, beliefs and acts that manifest as a profession in the workplace (Hidayat, 2017). Work culture is a mindset that encourages self-confidence based on the ideals that employees believe would help them perform at their best at their job (Machwati & Wibowo, 2015). The success of an organization can be measured by the level of job satisfaction among its employees, which is a sign of a company's positive work culture (Arianto, 2013). Work culture refers to the fundamental pattern of shared assumptions, attitudes, and ideas that determine how organizations think and act on issues and opportunities (Machwati & Wibowo, 2015). Developing a strong work culture is a vital internal priority since it is at the core of the philosophy to achieve success, namely the creation of values that provide broad direction for the work culture. Organizational and behavioral rules for all employees, from top to bottom of the organization (Kurniawan & Mardiana, 2019). Workplace culture is shaped by an organization's culture. It is a value system that reflects the organization's ideals as an internal and external social system, as well as its values. Organizational values are developed from its purpose and vision statements. To put it another way, each organization's culture must be distinct (Kurniawan & Mardiana, 2019). Thus, it can be stated that a company's or organization's work culture is based on the excellent habits and patterns of its employees or employees when it comes to working or taking action in a job.

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### **Self-efficacy**

A person's belief in his or her own ability to perform at a desired level is known as self-efficacy, and it is influenced by events in the individual's life (Mahawati & Sulistiyani, 2021). When someone believes they are capable of accomplishing anything, they are self-efficacious (Kusasi, 2012). Beliefs in one's own ability to succeed can have an impact on how much effort one puts in, as well as how resilient one is in the face of setbacks. Those that have a high sense of self-efficacy are willing to put in more effort and never give up until they have established the ideal business (Susanto, 2018).

Individuals believe that they are capable of directing their efforts toward success, with markers of difficulty degree, behavioral area and the strength of their belief in order to accomplish their goals (Susanto, 2018). It is the notion that a person has the ability to overcome numerous challenges in his or her life (Self-efficacy) (Yuliyani et al., 2017). Self-efficacy is a person's self-confidence in their abilities to execute labor or actions in order to achieve the goals that have been set, according to the idea described above.



## RESEARCH METHODS

### *Type of Research*

This is a quantitative study that use the descriptive verification method as its primary research approach. Employee performance at KJP Sugianto Prasodjo will be evaluated to see if the theory that work culture and self-efficacy affect employee performance can be accepted or denied.

### *Location and Time of Research*

KJP Sugianto Prasodjo will be the focus of the investigation from September 2021 to February 2022.

### *Population and sample (quantitative) / Informants*

There were a total of 174 employees of KJPP Sugianto that made up the population of this study. In this investigation, sampling was conducted using the probability sampling method. A total of 100 employees serve as samples for this study.

### *Data collection techniques*

A questionnaire was used to gather data for this investigation (questionnaire). For the purpose of gathering data and information, researchers often administer a questionnaire to participants. A Likert scale was used to collect data for this investigation. A Likert scale survey asks participants to score their level of agreement on a 1 to 5 point scale from one to five. In order to allow responders to answer questions on a variety of scales, the Likert scale was developed. A Likert scale with a range of 1 to 5 was employed in this investigation.

### *data analysis*

From September 2021 to February 2022, data was gathered through observation, interviews, and questionnaires. Each variable's data was analyzed using SMART PLS 3.0 software. Research analysis is not only carried out on the magnitude of the direct effect (direct effect) X1 on Y or X2 on Y, but also the effect of X1 mediated by X2 on Y (indirect effect). The analytical model framework is shown in Figure 1.

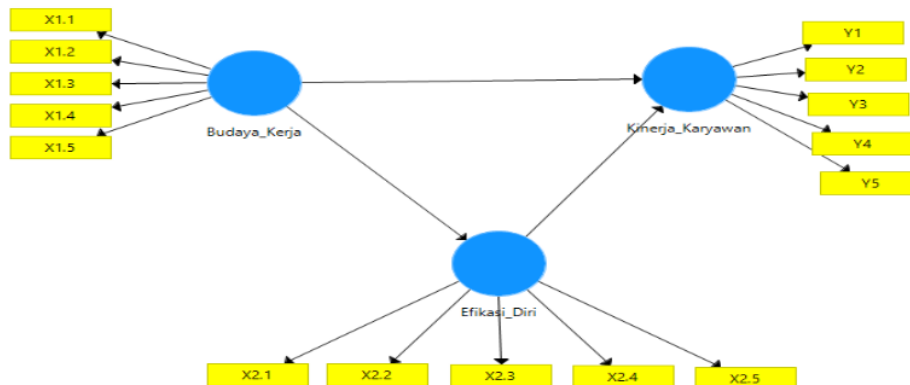


Figure 1. Theoretical Research Framework Model

## RESULTS AND DISCUSSION

### *Results*

tTest Each latent variable's validity and reliability are determined at the time the indicator instrument is tested. To be declared legitimate, an instrument item must have a correlation coefficient of at least 0.300 between all of its components, with a minimum of 0.300. (Sugiyono, 2013). When it comes to testing the reliability, the split half method is applied. To put it another way, an instrument is considered more trustworthy when its positive dependable coefficient value exceeds 70 percent (or 0.700). Results of the instrument's validity and reliability testing are shown in Table 2.

**Table 1. Validity and reliability analysis results**

| Item | Work Culture |             | Self-Efficacy |             | Employee of Performance |             |
|------|--------------|-------------|---------------|-------------|-------------------------|-------------|
|      | Validity     | Reliability | Validity      | Reliability | Validity                | Reliability |
| 1    | 0,630        |             | 0,717         |             | 0,780                   |             |
| 2    | 0,782        |             | 0,875         |             | 0,744                   |             |
| 3    | 0,592        |             | 0,903         |             | 0,681                   |             |
| 4    | 0,875        |             | 0,897         |             | 0,897                   |             |
| 5    | 0,650        | 0,777       | 0,903         |             | 0,897                   | 0,861       |
| 6    | 0,521        |             | 0,878         | 0,906       | 0,496                   |             |
| 7    | 0,815        |             | 0,830         |             | 0,601                   |             |
| 8    | 0,659        |             | 0,584         |             | 0,467                   |             |
| 9    | 0,730        |             | 0,830         |             | 0,458                   |             |
| 10   | 0,757        |             | 0,677         |             | 0,501                   |             |
| 11   | 0,671        |             | 0,568         |             | 0,419                   |             |
| 12   | 0,739        |             | 0,497         |             | 0,681                   |             |
| 13   | 0,545        |             | 0,633         |             | 0,622                   |             |
| 14   | 0,857        |             | 0,497         |             | 0,540                   |             |
| 15   | 0,875        |             | 0,633         |             | 0,534                   |             |

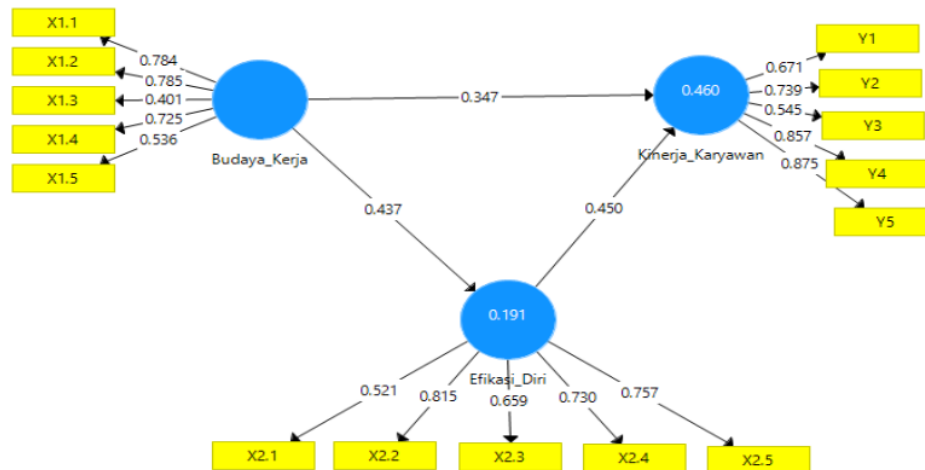


Figure 2. Path analysis model

Table 2. Test the significance of direct and indirect effects

| Variable | Kind of effects | Mean  | Standard deviation | T statistic | p     |
|----------|-----------------|-------|--------------------|-------------|-------|
| X1→Y     | Direct          | 0.354 | 0.098              | 3.540       | 0.000 |
| X2→Y     |                 | 0.455 | 0.088              | 5.368       | 0.000 |
| X1→X2→Y  | Indirect        | 0.208 | 0.058              | 3.362       | 0.001 |

### Discussion

Table 1. Shows that the validity and reliability of the instrument are more than the critical value ( $r = 0.195$ ) for work behavior and the work environment. The Cronbach Alpha number, which is in the high range, is used to determine the reliability rating. As a result, it can be said that the instrument utilized is valid and reliable. Once the instrument's validity and reliability have been assessed, the next stage is to perform a path analysis utilizing Figure 1. as a framework. Each variable is depicted on a graph in accordance with the substantive theory. Path testing is made easier with Smart PLS version 3.0 because to the path coefficient value. The path in Figure 2. explains the strength of the relationship between the constructs or variables depicted coefficient.

Figure 2 shows the SEM R for each of the latent variables under consideration. The independent variable of work culture (X1) influences employee performance (Y) by a factor of 0.347, according to the results (34.7 percent). Employee performance (Y) is influenced by self-efficacy (X2) by a factor of 0.450 (45.0%), suggesting that each latent variable under consideration has an effect on the others. Direct and indirect effects were compared to the R



squared analysis results. A direct effect is one in which the independent variable has an effect on the dependent variable directly, while an indirect effect occurs when a variable exerts an effect on the dependent one indirectly. Additional variables can be independent or interstitial, depending on how they're used. Here, X1 and X2 both have an impact on Y directly, whereas X1 and X2 both have an impact on Y indirectly through their interactions with X2. There are direct and indirect consequences that can be analyzed in Table 3.

As seen in Table 3 ( $p < 0.05$ ), X1 has a direct effect on Y. In other words, how well employees perform is strongly influenced by their workplace's culture. Workplace culture has been shown to have a favorable and significant impact on employee performance (Machwati & Wibowo, 2015) in prior studies. A company's "work culture" refers to the routines and practices followed by its employees on a daily basis (Nurhadijah, 2017). Working together with the strongest people in an organization, a work culture is created when the spirit of that person is passed down to other employees (Sendow et al., 2014). Employee performance is considerably affected ( $p < 0.05$ ) by their sense of self-efficacy. Table 3 demonstrates this. In keeping with past studies, this is the case (Desiana, 2018). Self-efficacy is a conviction in one's own abilities to deal with and overcome a wide range of challenges in one's life. Personal motivation is affected by one's self-efficacy; the lower one's stress level, the better one's self-efficacy. On the other side, the more confident one is in their own talents, the more determined they are to finish the task to the best of their abilities (Wastuti, 2018). How confident do you feel about your capacity to take actions that will benefit you? This is called self-efficacy or self-efficacy (Mahawati & Sulistiyani, 2021).

Additionally, the self-efficacy of employees is shown in Table 3 as an indirect effect of workplace culture on employee performance.  $P < 0.05$  indicates that this indirect influence has an impact. Work culture mediated by self-efficacy is shown to have an overwhelmingly favorable and significant impact in this situation. This suggests that the efficacy-mediated work culture affects KJP employees' performance. It is a way of thinking about life that sees values as qualities, habits, and driving factors that are ingrained in the life of a community or organization and then reflected in attitudes, beliefs, ideals and actions. in the form of work (Arianto, 2013).

## CONCLUSIONS AND SUGGESTIONS

### *Conclusion*

Based on the results of research and discussion, it can be concluded that work culture and self-efficacy have a significant positive effect on the performance of KJP Sugianto Prasodjo employees. Employee performance improvement can be developed by improving work culture through positive habits applied by each individual employee. This is in accordance with the dimensions of self-efficacy Confidence and effort in dealing with difficult tasks so that performance increases.

### *Suggestions*

Further research is expected to be able to develop a performance improvement model to develop an innovative employee work culture for the advancement of the organization or company. This research is limited to the 3 variables that have been described.

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