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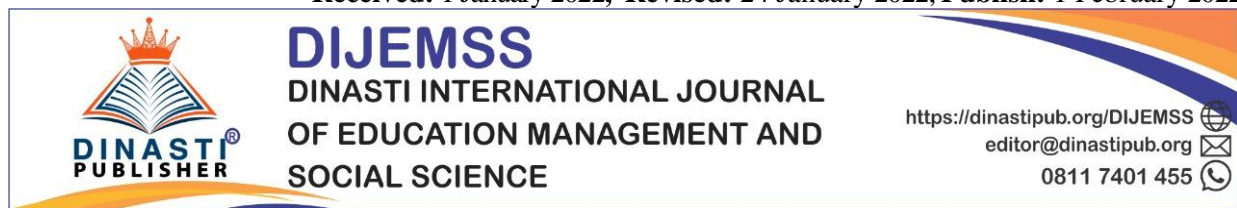
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## THE INFLUENCE OF ORGANIZATIONAL CULTURE, SELF EFFICACY AND WORK MOTIVATION FOR EMPLOYEE PERFORMANCE

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**Abstract:** This research aims to find out the influence of organizational culture, self efficacy and work motivation on employee performance. Telecommunications in Jakarta using a quantitative descriptive approach. In this study, the population used as many as 60 employees who are permanent employees of PT Telecommunications. This study sample technique uses saturated sampling with a sample of as many as 60 employees. The data collection method used in the study used questionnaires. Data analysis in this study uses an alternative method of structural equation modeling (SEM) namely partial least square (PLS). This research proves that organizational culture has a positive and significant effect on employee performance, self efficacy has a positive and significant effect on employee performance and work motivation has a positive and significant effect on employee performance.

**Keywords:** Organizational Culture, Self Efficacy, Work Motivation And Employee Performance.

### INTRODUCTION

The development of competition is currently global which is characterized by changes in economic conditions that cause many companies to restructure. This is what drives change. Human resources are one of the important elements in the changing economic conditions, because human resources are still a highlight for companies to stay afloat in the era of globalization. Human resources have control that can determine the sustainability of a company (Noviawati, 2016).

Performance reflects the company's ability to manage and allocate its resources, so performance is an important thing that must be achieved by every company. According to Sutrisno (2016) performance is the success of a person in carrying out tasks, the results of work that can be achieved by a person or a group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned to him as well as the quantity, quality and time used in carrying out tasks. According to Arijanto (2019), performance is the result or success rate of a person as a whole over a certain period of time in carrying out the tasks compared with various possibilities, such as predefined work standards, targets or targets or criteria that have been predetermined and mutually agreed upon. Performance is the result of work in quality or quantity achieved by an employee in performing their duties according to the

responsibility given to him (Mangkunegara, 2013).

One of the efforts that can be made by companies to maintain the quality of human resources is to form an organizational culture that supports in improving employee performance. According to Wibowo (2017) organizational culture or can be referred to as corporate culture is an agreement of employee behavior in the organization that is described by always trying to create efficiency, free from mistakes, focused attention to employee results and interests, and creative and accurate to carry out tasks.

Given the importance of the role of employee performance for organizational success, understanding the factors that can improve the employee's own results becomes crucial and essential. Mangkuprawira and Hubeis in Ardi *et al.*, (2017) mention that employee performance is influenced by intrinsic and extrinsic factors. One of the intrinsic factors is *self efficacy*. According to Luthan (2014) states that *self efficacy* refers to self-confidence about its ability to motivate cognitive resources and actions necessary to succeed in carrying out certain tasks.

In addition to *self efficacy* there is another important thing that can affect employee performance is motivation. Mangkunegara (2016) motivation is a condition or energy that moves employees who are directed or focused on achieving the company's organizational goals. PT Telecommunications companies engaged in Telecommunications and trade on a large scale. As a large company in Indonesia, of course, the human resources in the company are required to have good performance.

Based on the sources obtained, it was found that the intensity of absence without explanation in January - December 2019 at PT Telecommunications with 60 employees. The problem that arises is employees in absence without information that will eventually result in less than optimal performance. In line with the statement from Robbins in Fitri (2020) which mentions in organizational behavior always leads to one's behavior such as absenteeism, turnover, productivity and performance. This can indicate absenteeism and productivity affect each other but more clearly absence will significantly affect performance.

Based on the sources obtained there has been a decrease in 2017 there was a decrease in sales of 7.6 billion (6.2%) in 2018 of 14.6 Billion (8.10%) and in 2019 by 22.9 (7.15%), there is a decrease in performance so that it is not in accordance with the set target. The figures illustrate that the decline in employee performance has an impact on declining sales targets. There are several factors that affect employee performance, namely work environment factors, self esteem, communication, organizational culture, *self efficacy* and work motivation. Based on previous research conducted by Maulina (2017) found that self esteem and *self efficacy* affect employee performance. Fachreza *et al.*, (2018), that organizational culture, motivation and work environment affect employee performance. Rialmi and Morsen (2020) found that communication affects employee performance. It's too late to happen again. From the results of respondents' answers in the pre-survey above, the authors found several problems related to organizational culture, *self efficacy* and work creativity.

Based on the background of the problems that have been outlined above, the research problems from this study is whether organizational culture, *self efficacy*, and work motivation affect the performance of PT employees. Telecommunications. While the purpose in this study is to find out the influence of organizational culture, self efficacy and work motivation on employee performance.

## **THEORITICAL REVIEW**

### **Performance**

Mangkunegara (2016) understanding performance is the result of work in quality and quantity achieved by an employee or an employee in carrying out his duties in accordance with the responsibility given to him. Another opinion described by Sutrisno (2016) performance is the success of a person in carrying out a task, the results of work that can be achieved by a person or a group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance

with the tasks that have been assigned to him as well as the quantity, quality and time used in carrying out tasks. Irham (2014) stated that performance is the result obtained by an organization both *profit oriented* and *non profit oriented* which is produced over a period of time.

Another opinion expressed by Sutrisno (2016) performance is the success of a person in carrying out a task, the results of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned to him as well as the quantity, quality and time used in carrying out the task. Based on the definitions of experts above, it can be concluded that performance is the result of work achieved by employees in an organization in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission and objectives of the organization.

### **Organizational Culture**

According to Wibowo (2017) organizational culture or can be referred to as corporate culture is an agreement of employee behavior in the organization that is described by always trying to create efficiency, free from mistakes, focused attention to employee results and interests, and creative and accurate to carry out tasks. According to Sudarmanto (2015) suggests organizational culture refers to a system of shared meaning embraced by all its members that distinguishes the organization from other organizations. Another opinion expressed by Robbins and Judge (2015) defines organizational culture as a system of shared meaning embraced by members who distinguish the organization from other organizations. Organizational culture represents a common perception of the members of the organization. Based on the understanding of organizational culture, it can be concluded that organizational culture is the basic philosophy of the organization that contains shared beliefs, norms and values that are core characteristics of how to do things in the organization.

### **Self Efficacy**

According to Sunyoto and Burhanudin (2015) define self efficacy is a person's sense of belief that he can exhibit the behavior demanded in a specific situation. Self efficacy leads more to an individual's assessment of his abilities. The importance of self efficacy will affect the effort needed and ultimately seen from work performance. Another opinion expressed by Alwisol (2014) self efficacy is self-assessment, whether it can do good or bad actions, right or wrong, can or cannot do as required. According to Luthan (2014) states that self efficacy refers to self-confidence about its ability to motivate cognitive resources and actions necessary to succeed in carrying out certain tasks. From some of the definitions above it can be concluded that self efficacy is an individual's belief in the ability possessed in terms of performing tasks or actions needed to achieve goals. A person with high self efficacy they believe is able to do something to change the events around him, while someone who has low self efficacy considers himself incapable of doing everything around him.

### **Work Motivation**

Motivation in management is generally only intended for human resources and especially for subordinates. Motivation itself is the most decisive factor for an employee at work. Some opinions about motivation according to experts, Ambarita and Simatupang (2020) suggest that motivation is a potential force that exists in a human being, which can be developed by himself or developed by a number of outside forces that basically revolve around monetary rewards and non-monetary rewards, which can affect the results of his performance positively or negatively.

According to Hasibuan (2015) work motivation is the provision of driving force that creates the excitement of one's work so that they are willing to work together, work effectively and integrate with all efforts to achieve satisfaction. Another opinion expressed by

Mangkunegara (2016) motivation is a condition or energy that moves employees who are directed or focused on achieving the company's organizational goals. Based on the definition of the experts above, it can be concluded that work motivation is an impulse from within and outside oneself to take an action to achieve a predetermined goal in an organization.

## Hypothesis

### 1. Influence of Organizational Culture on Performance

According to Wibowo (2017) company culture is an agreement on employee behavior in the organization that is described by always trying to create efficiency, free from mistakes, focused attention to employee results and interests, and creative and accurate to carry out tasks. The relationship of maximum performance with organizational culture through motivation is clearly felt by companies that have a strong philosophy / essence of values both in terms of the internal environment and to the company's external environment. According to Musnadi *et al.*, (2018) suggests that organizational culture has a positive and significant effect on employee performance. The results of research Sagita *et al.*, (2018) and Ernila *et al.*, (2019) showed that organizational culture has a significant influence on employee performance. Based on the description above can be formulated hypothesis as follows:

H1: Organizational Culture has a positive and significant effect on performance employee

### 2. Effect of Self Efficacy on Performance

Luthan (2014) states self efficacy refers to self-confidence about its ability to motivate cognitive resources and actions necessary to succeed in carrying out certain tasks. Self efficacy is a person's confidence in his ability to complete a job.

Previous research conducted by Sebayang *et al.*, (2017) and Ardi *et al.*, (2017) showed that there is a positive and significant influence of self efficacy on employee performance. Research mulyandini *et al.*, (2017), Mieke *et al.*, (2018), Maulina (2017) showed self efficacy has a significant positive effect on employee performance. The results are different from Noviawati's research (2016) showing self efficacy has no significant effect on employee performance. Based on previous research, the second hypothesis is formulated as follows:

H2: Self Efficacy has a positive and significant effect on employee performance

### 3. The Effect of Work Motivation on Performance

According to Hamzah (2014) Motivation is an important thing that must be considered, because motivation is one of the factors that determine a person's performance. If the employee's work motivation increases, the employee will be more maximal in carrying out his performance, optimal work performance makes the company achieve the goal more easily otherwise if the work motivation drops then the employee's performance will be less than optimal. The magnitude or small influence of motivation on a person's performance depends on how much intensity the motivation is given. The greater the motivation given by the company, the more excited and willing employees will devote their energy and thoughts for work.

Previous research conducted by Noviawati (2016), Sumantri (2017) and Leonard *et al.*, (2016) showed motivation had a significant positive effect on performance. Based on research that has been done before, the third hypothesis is formulated as follows:

H3: Work motivation has a positive and significant effect on performance employee

## METHOD

This research uses a quantitative approach, which is a research method based on the philosophy of positivism, data collection using research instruments, quantitative data analysis with the aim of testing established hypotheses (Sugiyono, 2014). The population in this study was a permanent employee of PT Telecommunications numbered as many as 60 people. The method



used in this study is sampling nonprobability with sample extracts in this study using saturated sampling. The samples used in this study are all permanent employees of PT Telecommunications as many as 60 people. In this study, data collection techniques were carried out through an online questionnaire in the form of Google Forms distributed to 60 employees of PT Telecommunications as respondents. In this study the data analysis technique used is Descriptive Analysis and uses the Partial Least Square (PLS) method. Model evaluation in PLS includes 2 stages, namely Outer Model Evaluation or Measurement Model and Evaluation of Inner Model or Structural Model.

## RESULTS AND DISCUSSIONS

### Measurement Model Evaluation (Outer Model)

**Convergent Validity Test Evaluation.** Based on the first convergent validity test, it can be known that the loading factor value is below 0.60 so it is necessary to remove the indicator with the lowest loading factor value on compensation and development variables, namely SE2, SE1, BO7, MK8, MK4, SE8, BO8, KK1, MK7, KK4 and SE7. After the issuance of the eleven indicators and convergent validity testing again, it can be known that all questions are valid with a loading factor value above 0.60. In addition to looking at the value of loading factors, convergent validity can also be assessed by looking at the average variance extracted (AVE) value. The results of convergent validity construct testing can be seen that each construct has met the criteria with an average variance extracted (AVE) value above 0.50. Because there is no problem with convergent validity, the next step tested is the problem related to discriminant validity for each construct with correlation values between constituents in the model (Wong, 2019). Based on the discriminant validity test – fornell larcker criterion shows that the loading value on each intended construct is not greater than the loading value with other constructs. It can be concluded that all existing indicators are not valid and there are problems with discriminant validity. For this reason, it is necessary to remove the indicator that has the lowest value on the correlation of variables, namely the illusion of control bias variables (BO5 and BO6). Discriminant validity test results – fornell larcker criterion. The square root values of average variance extracted are 0.795, 0.773, 0.778 and 0.757. These values are greater than the correlation of each construct and meet the criteria for discriminant validity.

After the estimated model meets the outer model criteria, the next structural model (inner model) test is carried out. According to Hair et al. (2017), the evaluation of structural models (inner models) aims to predict the relationships between latent variables. In assessing models with PLS it starts by looking at R-Square (R<sup>2</sup>) for each endogenous latent variable. The determination coefficient R-square (R<sup>2</sup>) indicates how much an exogenous variable explains its endogenous variable. The value of R-Square (R<sup>2</sup>) is zero to one. Based on the determination coefficient test, it can be seen that the R-Square (R<sup>2</sup>) value or determination coefficient of the employee performance construct is 0.695.

This hypothesis testing stage is carried out after the structural evaluation stage of the model is carried out. This stage is done to find out whether the research hypothesis submitted on the research model is accepted or rejected. To test the proposed hypothesis, it can be seen from the path coefficients and the T-Statistic value through the bootstrapping procedure.

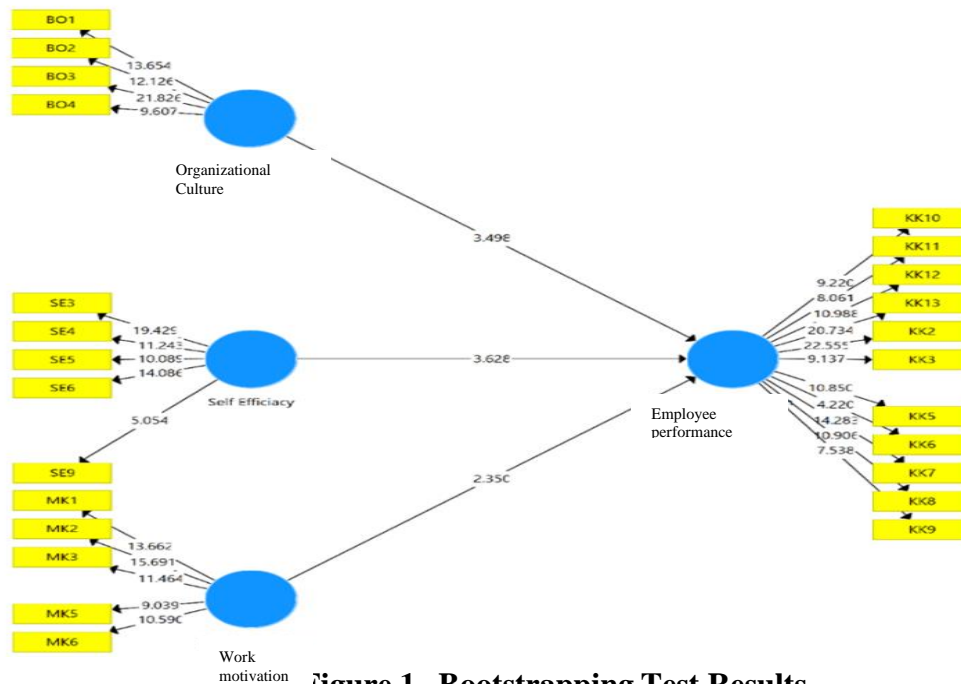


Figure 1. Bootstrapping Test Results

Table 1. Hypothesis Testing Results

	Original Sample (O)	T Statistics ( O/STDEV )	f Square	P Values	Information
Organizational Culture → Employee performance	0,348	3,498	0,224	0,000	Significant Positif
Self Efficacy → Employee Performance	0,379	3,628	0,250	0,000	Significant Positif
Motivation → Employee Performance	0,257	2,350	0,142	0,019	Significant Positif

Source: Partial Least Square (PLS)

**1. Influence of Organizational Culture on Employee Performance.**

Hasil testing on the influence of organizational culture on employee performance has a *path coefficients* value of 0.348 which is close to the value of +1, a value of *T-Statistic* 3,498 (>1.96), a value of *f-square* 0.224, as well as a *p-value* of 0.000 (<0.05), so it can be concluded that the first hypothesis (H1) is accepted and the organizational culture has a positive and significant effect on employee performance. The results of this study are in line with research conducted by Musnadi and Majid (2018) and Sagita and Cahyo (2018) which found that organizational culture has a positive and significant effect on employee performance.

**2. The Effect of Self Efficacy on Employee Performance.** Hasil testing on the effect of *self efficacy* on employee performance has a *path coefficients* value of 0.379 which is close to the value of +1, a value of *T-Statistic* 3,628 (>1.96), an *f-square* value of 0.250, as well as a *p-value* of 0.000 (<0.05), so it can be concluded that the second hypothesis (H2) is accepted and *self efficacy* positive and significant effect on employee performance. The results of this study are in line with research conducted by Maulina (2017), Mulyandini, Lelly, and Tobing (2017), Sebayang and Sembiring (2017) and Sugmawati and Afrianty (2018) which found that *self efficacy* had a positive and significant effect on employee performance.

**3. The Effect of Work Motivation on Employee Performance.** Hasil testing on the influence of work motivation on employee performance has a *path coefficients* value of 0.257 which is close to the value of +1, a value of *T-Statistic* 2,350 (>1.96), an *f-square* value of 0.142, as well as a *p-value* of 0.019 (<0.05), so it can be concluded that the third hypothesis (H3) accepted and work motivation has a positive and significant effect on employee performance. The results of this study are in line with research conducted by Musnadi and Sabri (2018), Noviawati (2016), Sumantri (2017), Ikurite (2017) and Amos (2018) which found that work motivation has a positive and significant effect on employee performance.

## CONCLUSION

Organizational culture has a positive and significant effect on employee performance. This proves that the higher the organizational culture will improve employee performance. *Self efficacy* has a positive and significant effect on employee performance. This proves that the higher the *efficacy* will improve employee performance. Work motivation has a positive and significant effect on employee performance. This proves that the higher the work motivation will improve employee performance.

## Suggestion.

Researchers suggest that companies should be able to reward outstanding employees so that employees feel valued and will increase their work productivity. In addition, another benefit obtained by the company is that employees will feel like their work and own the company. The company is advised to provide training aimed at increasing the potential of employees, so that employees are able to complete the tasks given. The company should be able to provide a platform for employees to participate and develop in improving performance and appreciating the results of the work so that karaywan can feel satisfied with what they do. Based on the results of this study, suggestions for future research so that the next research adds other variables such as communication, *self esteem* and work extension.

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