



## **ORGANIZATIONAL CULTURE AND SELF-EFFICIENCY THAT FORM EMPLOYEE PERFORMANCE**

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### **Abstract**

Competition between one company and another can be seen from how the company seeks to develop its human resources. The company always strives to achieve optimal employee performance. Employee performance is a factor that determines the organization to achieve success based on the achievement of a goal. Employee performance can be tangible results of work and behavior. The existence of organizational culture and self-efficacy of each employee also determines employee performance. It is important to observe the factors that determine the formation of employee performance. There is one goal set in the study that is currently being conducted, namely to obtain results based on the influence caused by organizational culture and self-efficacy to shape employee performance in one of the companies in Gresik Regency. Of the various types of research that exist, this study is a type of explanatory research. Employees who work in companies located in Surabaya make up the population. A sample of 56 respondents was obtained using a non-probability sampling technique with an accidental method for taking the sample. SPSS software version 26 is useful to support its multiple linear regression analysis. The results of his research can explain that the formation of employee performance is influenced by organizational culture and self-efficacy. The better the organizational culture, the greater the achievement of employee performance according to the expectations of the organization.

Keywords: performance, organizational culture, self-efficacy.

## Introduction

The organization is a unit of many individuals who join to work together based on the achievement of the same goals. Laudon and Laudon, (2015) state that an organization is a formal, stable and structured group that uses the resources around it and processes them so as to create certain results. The ability of an organization to manage and utilize the resources around it will determine the success of the organization. Thus, the level of efficiency of an organization in managing resources will have a greater impact as well as the possibility that the goals of the organization can be achieved.

According to Mondy (2010), human resource management (HRM) is the utilization of a number of individuals to achieve organizational goals. Managing human resources means that from the start there have been recruitment, selection, training and development activities, placements consisting of promotions, changes in positions, transfers, performance evaluations, compensation, industrial relations to termination of employment (Khasanah *et al.*, 2010). This shows that human resources are the main key that must be considered with all their needs (Werdati *et al.*, 2020).

Contributions given by employees are realized through performance during organizational activities carried out so that they can grow, develop and achieve their goals. Performance appraisal is needed because it will estimate how big the role and contribution of human resources is in achieving success. The performance of an employee is a potential that must be owned because it determines the implementation of tasks and everything that is the responsibility of the organization that is given to the employee. Mathis and Jackson (2002) said that good performance will help employees be more effective and efficient in solving various burdens or obstacles felt by the organization.

One of the most important things that affect employee performance is organizational culture. Organizational culture in achievement is embodied in behavior which means employees who work with their current organization will find a lot of diversity in organizational culture (Darmawan, 2007; 2010). Organizational life is largely determined by the role of organizational culture (Ishak *et al.*, 2016). Organizational culture can be a powerful force if the culture is consistent with the organization's strategy which is a powerful driver for the implementation of that strategy (Mardikaningsih, 2012). One example is an organization that is oriented towards a family culture, so that awkwardness will not arise so that employee performance is positively affected.

According to the results of research conducted by Shahzad *et al.* (2013) that there is an influence exerted by organizational culture on employee performance. Apart from Shahzad *et al.* (2013), research from Ponnu and Hassan (2015) results also support that a significant influence can be exerted by organizational culture on employee performance.

There is a strong link between self-efficacy and employee performance. It can be stated that according to the explanation of Cherian & Jacob, (2013) high persistence is related to self-efficacy which ultimately increases the performance and productivity of employees. Self-efficacy can prove that it can be an appropriate assessment to determine employee behavior when compared to other motivational aspects in the fields of psychology and education (Graham & Weiner, 1996). The development of self-efficacy goes hand in hand with constantly improving abilities and experiences. Therefore, the formation of self-efficacy will affect employee performance. Five researchers support this statement (Chaijukul, 2010; Lai & Chen, 2012; Ru, 2012; Cherian & Jacob, 2013; and Carter *et al.*, 2018), because there is a significant effect between employee performance and self-efficacy.

Organizational culture plays a very important role in organizational life. This is also the same as what happened to the self-efficacy of employees. From some of the existing explanations and previous research, an analysis can be carried out regarding the influence based on organizational culture and self-efficacy on employee performance.

## Method

This study chose a survey location at PT Surabaya Wire which is domiciled on Jl. Raya Bambi No. 88, Driyorejo District, Gresik Regency. As many as 80 questionnaires were distributed to be filled out by employees, it turned out that the remaining 56 questionnaires were returned and could be processed to the next stage.

This study only takes organizational culture and self-efficacy to be selected as independent variables as well as for the dependent variable selecting employee performance. Organizational culture according to Gibsons *et al.* (1994) is a specific value, belief, regulation and all members of the organization share it. From Robbins & Coulter's (2012) it can be described that the organizational culture indicators are: (1) renewal; (2) existing risks; (3) every detail is paid attention to; (4) prioritizing results;

(5) prioritizing human resources; and (6) prioritizing cooperation. The definition of self-efficacy as expressed by Bandura (1997) is a form of ability and self-confidence as a driving force for the emergence of motivation, cognitive resources and processes to act so that the situation at hand can be overcome. Self-efficacy has indicators with three criteria, namely: (1) level; (2) generalization; and (3) strength. Employee performance can be interpreted as a work result report that is determined based on a particular function or job during a specified duration (Bernardin & Russell, 1998). Five indicators characterize employee performance. This is in accordance with Robbins & Judge (2007), namely: (1) according to quality; (2) according to the amount; (3) on time; (4) effective; and (5) have a commitment to their work.

Primary data obtained from questionnaires to respondents. The Likert scale was used to measure primary data ranging from 1 which strongly disagreed to 5 which strongly agreed. Multiple linear regression will be used as an analysis tool followed by partial tests, simultaneous tests. Obtaining quality research data must go through classical assumption tests, validity and reliability. The SPSS program can make it easier to process research data, so this study chose SPSS version 26.

## Result and Discussion

From a questionnaire based on the profile of 56 respondents, it will be processed and tabulated like this. Respondents with a total of 56 people divided by gender resulted in male employees at 60.7% and female employees at 29.3%. From their age, for the age category under 30 years it reached 41%, among the ages of 30-40 years there was 30.3%, those aged 40-50 years there were 17.8% and those aged over 50 years there were 10.7%. The working period of the respondents who were less than five years was 80.4%, and 19.6% of the respondents had worked for more than five years.

Validity is determined from the corrected item total correlation  $> 0.30$  in each question item in the questionnaire to be declared valid. The output of SPSS 26 shows that the organizational culture variable which consists of six questions is declared valid. The same thing happened to the self-efficacy variable consisting of six statement items which were also declared valid. The employee performance variable consisting of five statement items is also declared valid with a factor loading value of more than 0.3.

Table 1. Reliability Test

Variables	Cronbach's Alpha	Item	Status
Organizational culture	0.618	6	Reliable
Self-Efficacy	0.747	6	Reliable
Employee performance	0.655	5	Reliable

Source: SPSS Output Results

There is a certain limit in the reliability test to be declared reliable, namely through Cronbach alpha with conditions above 0.60. The SPSS output is tabulated as shown in Table 1. Organizational culture is declared reliable because it has an Alpha value of 0.618, the self-efficacy variable obtains an Alpha value of 0.747, and the last variable, namely employee performance, obtains an Alpha value of 0.655. The three variables have been reliable.

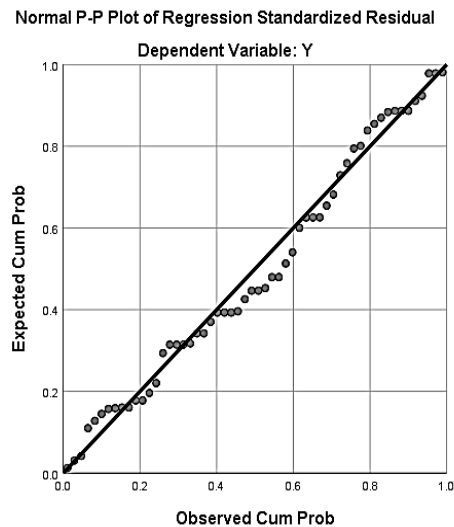


Figure 1. Normality Test  
Source: SPSS Output Results

Figure 1 is designated as the image that produces the normality test. Based on the observations made on the figure, the result is a diagonal line surrounded by the dots with movement also towards the diagonal line so that the assumption of normally distributed data is met. Autocorrelation was monitored with Durbin Watson which obtained a value of 1.415. Heteroscedasticity as shown in Figure 2. The data is spread throughout the Y section and this shows that the research data does not experience heteroscedasticity.

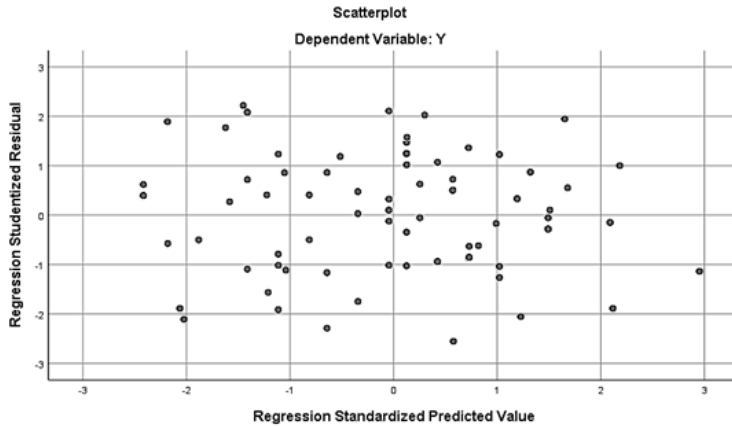


Figure 2. Heteroscedasticity Test  
 Source: SPSS Output Results

Each test that is part of the classical assumption has received its results, which means that all of them are fulfilled so that the regression analysis can be continued. The regression analysis will be tested at the 0.05 or 5% level to determine the role that comes from organizational culture and self-efficacy in influencing employee performance. The results have been listed in table 2 which is below

Table 2. t-Test and Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	25.323	4.077		6.211	.000
X.1	4.347	.573	.670	7.589	.000
X.2	1.690	.559	.267	3.021	.004

Source: SPSS Output Results

The t test obtained a tcount value of 7.589 for organizational culture with a significance of 0.000. The tcount value of self-efficacy is 3.021 with a significance of 0.004. This means less than the 0.005 significant level. This result means that organizational culture and self-efficacy are proven to have a partially real role on employee performance. The form of the role is unidirectional positive, which means an increase in each variable of organizational culture and self-efficacy also increases employee performance. The regression model is as follows:  $Y = 25.323 + 4.347X.1 + 1.690 X.2 + e$ .

Table 3. ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1758.283	2	879.141	42.569	.000b
	Residual	1094.557	53	20.652		
	Total	2852.839	55			

Source: SPSS Output Results

There is table 3 which is the table for the F test results. The F-count results are at 42.569 and equal to 0.000 for the significance results. From the level of significance, it can be stated that it is  $0.000 < 0.05$  so that it can give the meaning that the variables of organizational culture and self-efficacy can both shape employee performance in significant results.

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.785 <sup>a</sup>	.616	.602	4.544	1.415

Source: SPSS Output Results

It is shown in table 4 that in the adjusted R Square there is a value of 0.616 which, when percentaged, means 61.6%. 61.6% means that organizational culture and self-efficacy variables contribute to the formation of employee performance at that percentage. The remaining 38.4% means that there is still the possibility of adding other independent variables which also contribute to employee performance

It can be proven that the significant influence of organizational culture on employee performance is true or acceptable. There are some studies that produce similar research findings, namely from Santosa (2002); Shahzad *et al.* (2013); Ponnu & Hassan (2015); Djaelani (2016); Yuliana *et al.* (2016). For management, organizational culture is the right choice so that human resources can be developed (Purnamasari *et al.*, 2021). The better the organizational culture will shape the better work behavior because there are attitudes and behaviors that are starting to change. This means that organizational culture can help make it easier for employees to adapt. Organizations need to prioritize what goals must be achieved through collaboration or individually, of course the leadership fully knows. Therefore, organizational culture can be shown in the form of innovative and proactive behavior related to the problems faced. This is

because employees will look for alternative solutions when they have no choice, way out and with their leaders employees can also carry out consultations (Darmawan, 2012).

It can also be proven that the significant effect of self-efficacy on employee performance is true or acceptable. Several studies from different years can support this. This research is a study conducted by Chaijukul (2010); Lai & Chen (2012); Ru (2012); Cherian & Jacob (2013); Carter *et al.* (2018); and Darmawan (2019). The impact of higher self-efficacy from employees will result in employee performance at a high level too. According to Tims *et al.* (2014) that high self-efficacy is closely related to the performance and behavior of productive employees. With employees having self-efficacy, clear work goals can be set and employees are more helpful because they find it easy to form or arrange a work environment that contributes to the personal well-being of employees. At the same time, it will also contribute to society more deeply by providing welfare facilities and increasing productivity (Decker *et al.* 2012; Fatimah *et al.*, 2018).

## Conclusion

According to the results of his research, it can be concluded that organizational culture and self-efficacy affect employee performance. In addition, there is a positive relationship between organizational culture and self-efficacy.

Increased employee performance can be encouraged by companies whose employees have high and good self-efficacy and organizational culture. This will later lead to increased performance because this is important to face the competitive competition in today's times. Companies must invest in the ability to have employees based on self-efficacy and high organizational culture. Employees who like this engage in behavior and work well because there is also better motivation. The more limited human resources according to organizational demand, it is necessary to provide job training. The tendency of employees like this to learn is also better because from training there will be useful learning to support employees in terms of increasing performance.

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