

# The Influence of Organizational Culture and Self-Efficacy on Employee Performance with Work Motivation

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## Abstract

**Purpose:** This study aimed to assess the impact of self-efficacy and organizational culture on employee performance using work motivation.

**Methodology/approach:** This study used a quantitative approach. The verification and descriptive aspects of this study were its defining features. Data were acquired through extensive literature searches and empirical field research.

**Results:** This study illustrates the connection between improved employee performance, a robust organizational culture, elevated self-efficacy, and a keen interest in their roles. Employee performance is meaningfully impacted by organizational culture and self-efficacy, both directly and indirectly, via the mediating effect of work motivation.

**Conclusions:** Work motivation is how organizational culture and self-efficacy affect employee performance.

**Limitations:** The research results can only be extended to the workforce of PT. Ahli Elektrik Indonesia. Respondents may unintentionally develop subjective prejudices due to the way questionnaires are administered. The influence of other external factors that may affect employee performance was not considered in this study.

**Contributions:** The staff of PT. Ahli Elektrik Indonesia were the focus of this study. Additionally, this study adds to the body of knowledge about employee performance research and attempts to identify the elements that influence employee performance at PT. Ahli Elektrik Indonesia that deserve attention.

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

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## 1. Introduction

In today's rapidly globalizing era, businesses face intense competition in the international market. Technological innovation, shifting business practices, and high employee turnover rates compel companies to adapt to remain successful. One key determinant in addressing these challenges is a company's ability to manage human resources effectively by improving employee performance (Fariz et al., 2025). Good performance reflects employees' responsibility in both quantitative and qualitative terms and serves as a benchmark for organizational success (Nugraha dkk., 2024). Employee performance is strongly influenced by internal factors such as organizational culture, self-efficacy, and motivation (Baranti et al., 2024).

To manage these factors effectively, a dedicated Human Resources (HR) department is necessary. The HR department plays an essential role in helping organizations overcome these obstacles and achieve their goals. A shortage of skilled employees inevitably hinders a company's efforts to achieve its long-term international ambitions. According to Jumawan, Ali, Sawitri, and Rony (2025), human resource management includes strategic planning, organizing, coordinating, implementing, and supervising

processes related to recruitment, training, calculating return on investment, integration, and employee retention each directed toward achieving organizational objectives.

Challenges related to employee performance create serious difficulties for any organization and may negatively affect business outcomes. One company currently facing these challenges is PT. Ahli Elektrik Indonesia. This organization is affiliated with the Indonesian Electrical and Mechanical Contractors Association (AKLI). The company specializes in mechanical contracting, in addition to electrical services and supply, employing trained and experienced personnel in the electrical and mechanical sectors. Table 1 presents an overview of PT. Ahli Elektrik Indonesia's target-achievement performance.

Table 1. Target achievement data of PT. Ahli Elektrik Indonesia (2021–2024)

No	Year	Revenue		Achievement (%)	Remarks
		Target (Rp)	Realization (Rp)		
1.	2021	20.000.000.000	11.166.648.477	56	Not Achieved
2.	2022	20.000.000.000	27.327.921.501	137	Achieved
3.	2023	15.000.000.000	10.950.211.278	73	Not Achieved
4.	2024	20.000.000.000	14.548.172.703	72	Not Achieved
Total		75.000.000.000	63.992.953.959		Not Achieved
Average		18.750.000.000	15.998.238.489	84	Not Achieved

Table 1 shows these conditions indicate that employee performance is not optimal. The failure to meet organizational targets is suspected to be influenced by organizational culture, self-efficacy, and work motivation among employees at PT. Ahli Elektrik Indonesia. This is supported by employee performance evaluations for 2023–2024, which show a decline in several aspects, with a score decrease of 3.28%. This suggests that employee performance did not improve. The decline occurred in work behavior aspects, particularly discipline and commitment, while performance outcomes decreased in terms of work quantity.

Work motivation is a specific form of drive related to job performance. Motivation indicates that this drive originates internally and emerges as energy, enthusiasm, and dedication to perform tasks sincerely, happily, and with determination, thereby producing positive outcomes (Budiono, Husen, & Suparno, 2025). Indicators of work motivation include receiving fair wages and having good working conditions. Indicators of work motivation include receiving fair wages and favourable working conditions. Compensation consists of wages, bonuses, and other incentives. However, the salary at PT. Ahli Elektrik Indonesia is considered lower than the regional minimum wage (Budiono et al., 2025).

In Bogor City, the regional minimum wage is IDR 4,813,988, while the salaries at PT. Ahli Elektrik Indonesia amount to only 90% of that figure. In addition, several workplace facilities at PT. Ahli Elektrik Indonesia do not meet ideal standards. For instance, only 73% of computers, 71% of printers, 71% of air conditioning units, 60% of company vehicles, and 50% of warehouse facilities are available. When employees are dissatisfied with their work environment, it may lead to lower motivation, which subsequently results in decreased performance.

Organizational culture significantly influences employee performance. Edison (2016), defines organizational culture as long-term behavioral practices within the workplace that are crucial for improving work quality for both employees and management. At PT. Ahli Elektrik Indonesia, although organizational culture values exist, they do not fully meet the company's needs. For example, teamwork does not function as effectively as expected in some cases. Employee discipline remains inadequate, indicating a decline in the behavioral standards of the staff. The objective of ensuring customer satisfaction has not been fully achieved, as evidenced by the suboptimal employee performance.

Self-confidence plays a vital role in how individuals interact with others and perceive their strengths and weaknesses. In the workplace, this concept significantly influences how employees think, behave,

and perform their duties within an organization. According to Bandura (2017), self-confidence refers to an individual's belief in their ability to plan and complete tasks, achieve goals, find solutions, and take steps to acquire specific skills. Self-confidence can be evaluated by examining the levels of confidence, skills, and self-evaluation. At PT. Ahli Elektrik Indonesia, out of 75 employees, 52 (69%) possess competency certificates. However, nine employees in the warehousing and public relations departments do not possess such certificates. This is because warehouse employees focus on logistics management, which requires greater precision, efficiency, and physical skills rather than formal certifications.

Meanwhile, public relations roles rely heavily on engagement with the public, media, and various stakeholders, where effectiveness is more influenced by communication skills, creativity, and direct experience than by merely holding competency certificates. This study highlights the clear gaps in the existing knowledge. Research conducted by Al-Ayyubi (2019) indicates that organizational culture has only a minimal effect on employee performance. In contrast, Komalasari and Banna (2023) found that organizational culture significantly enhances employee performance. Similarly, Mulyanto et al. (2023) reported a weak relationship between self-confidence and employee performance, whereas Wulandaru et al. (2025) supported the notion that self-confidence positively influences employee performance. Widodo (2017) found that organizational culture has a limited effect on employee motivation.

Conversely, Sagita et al. (2018) identified a significant positive impact of organizational culture on motivation. Puspitaningsih (2014) concluded that self-confidence does not significantly affect work motivation, while Putry dkk. (2020) found that self-confidence positively influences work motivation. Widjaja and Ginanjar (2022) and Erisusanto et al. (2025) indicate that work motivation has a minimal impact on employee performance. However, Rasid et al. (2024) revealed a significant positive relationship between work motivation and employee performance. After reviewing the limitations of previous studies, it is important to note that most relied primarily on linear regression techniques. In contrast, this study employed a specific approach that integrated path analysis.

Based on this understanding, it is believed that employee performance may not meet expectations due to an inadequate organizational culture, low self-efficacy, and insufficient work motivation. Therefore, the researchers recognize the need for a study entitled "The Effect of Organizational Culture and Self-Efficacy on Employee Performance through Work Motivation." This study is important for understanding how organizational culture and self-efficacy, both directly and indirectly, influence employee performance, with work motivation acting as a mediating variable at PT. Ahli Elektrik Indonesia. This research is essential for organizations because it serves as a foundation for evaluating and improving employee performance. Furthermore, the findings are expected to provide valuable insights for future studies.

## **2. Literature Review and Hypothesis Development**

### **2.1 Organizational Culture**

According to Edison (2016), organizational culture refers to the established practices within the workplace that encourage innovation. Organizational culture reflects the level of collaboration between management and employees at all levels of the organization. Afriyani, Indrayani, Indrawan, Wibisono, and Ngaliman (2023) state that organizational culture is determined by shared values strongly upheld by organizational members, which distinguish one organization from others. Similarly, Sjarifudin, Widyastuti, Renwarin, and Suroso (2025) defines organizational culture as a set of ideas firmly held by staff members in carrying out their roles and responsibilities within a company.

### **2.2 Self-Efficacy**

Bandura (2020) defines self-efficacy as an individual's belief in their capability to organize and execute actions required to achieve specific performance outcomes. According to Anfajaya and Rahayu (2020), self-efficacy is an individual's perception of their ability to achieve goals through their own actions and efforts. This implies that individuals believe they can attain the desired results through their abilities and perseverance. Vaughan-Johnston and Jacobson (2020) further explain that self-efficacy represents a belief in one's ability to perform the actions necessary to achieve desired outcomes. This definition

emphasizes that self-efficacy is closely related to an individual's confidence in their ability to act effectively.

### 2.3 Employee Performance

Jumawan et al. (2025) defines employee performance as the quality and quantity of work outcomes achieved by an individual in fulfilling the responsibilities associated with assigned duties. Marlita, Dianingrum, Handayani, Perwitasari, and Liana (2025), emphasizes that employee performance encompasses both the results and efforts demonstrated in carrying out assigned tasks and responsibilities within a specified period. Likewise, Budiono et al. (2025) categorizes employee performance as outcomes achieved by individuals or teams within an organization, aligned with assigned roles and responsibilities, while striving to achieve organizational objectives and comply with legal, ethical, and moral principles.

### 2.4 Work Motivation

According to Hasibuan (2021), work motivation is a strong internal drive that inspires individuals to collaborate and achieve success in a structured environment. Organizations seek employees who are knowledgeable, talented, and intelligent and possess a strong work ethic and dedication to achieving shared goals. However, job-related skills and behaviors may be ineffective without genuine motivation. Jumawan et al. (2025) defines work motivation as a mindset that encourages employees to work diligently to achieve their goals. Motivation serves as a driving force that stimulates efforts and persistence.

### 2.5 Conceptual Framework

This study is based on the premise that employee performance is influenced by organizational culture and self-efficacy, with work motivation as a mediating variable. Figure 1. below illustrates the relationships among the variables examined in this study.

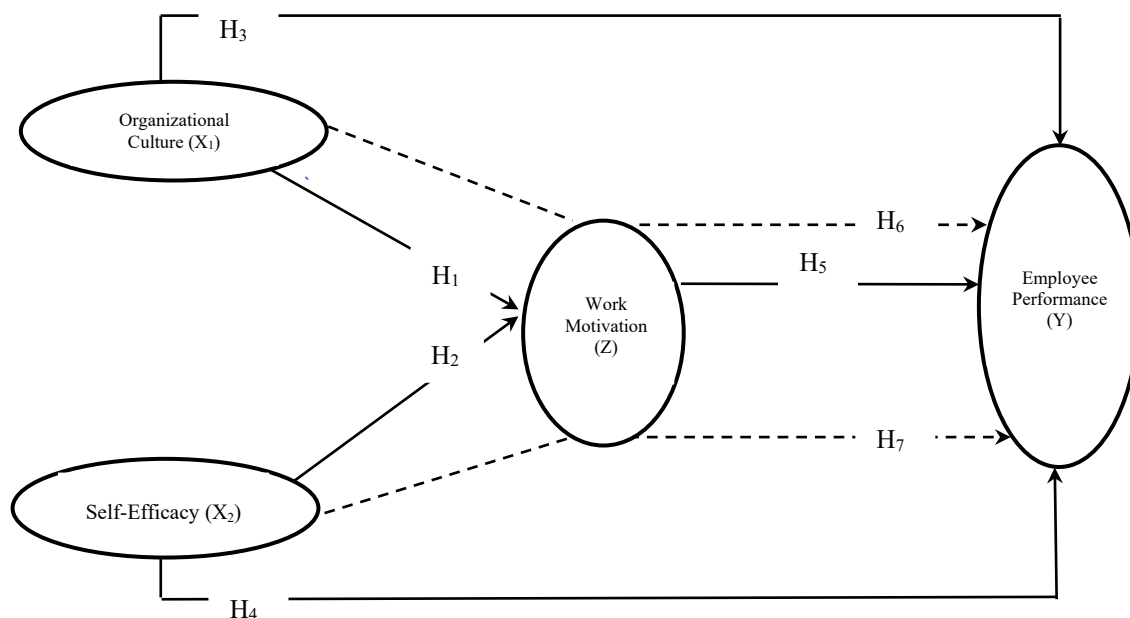


Figure 1. Conceptual framework

### 2.6 Hypothesis Development

To provide reliable insights and evidence on how organizational culture and self-efficacy influence employee performance through work motivation, this study proposes several hypotheses. These hypotheses are considered preliminary because they are formulated based on a theoretical framework. The framework suggests that direct answers to the research questions can be expressed as follows: self-

efficacy encourages work motivation, organizational culture encourages work motivation, and organizational culture has a positive relationship with employee performance. Self-efficacy and work motivation enhance employee performance. While organizational culture has a direct effect on employee performance, it also indirectly influences performance through work motivation. Similarly, the effect of self-efficacy on employee performance is mediated by work motivation.

### 3. Research Methodology

This study primarily focuses on organizational culture, self-efficacy, work motivation, and how these factors influence employee performance at PT. Ahli Elektrik Indonesia. The study involved a sample of 75 employees from PT. Ahli Elektrik Indonesia, located on Jalan Cifor Batuhulung No. 30, RT. 03/RW. 06, Bubulak, West Bogor District, Bogor City, West Java, Indonesia. A descriptive research approach was employed, and the findings were validated using a quantitative survey method. The collected data were examined for their accuracy and consistency.

The research procedure applied path analysis, which consisted of (1) calculating multiple regression coefficients within the model, (2) determining the corresponding path coefficients, and (3) calculating the coefficient of determination. Several variables were treated as intervening variables because of their influence on the relationship between the independent and dependent variables. Following Ghozali (2018), mediation hypotheses were tested using the Sobel test, with an absolute Z-table value of 1.96 as the threshold. This research method was selected to provide a comprehensive understanding of the actual conditions related to organizational culture, self-efficacy, work motivation, and employee performance at PT. Ahli Elektrik Indonesia, while also examining how these variables are related, both directly and indirectly.

The descriptive method was chosen to present an accurate depiction of the existing workplace conditions without manipulating the research variables. Furthermore, verifiable analytical techniques were applied to test the validity of the hypotheses concerning the relationships and influences among the variables. A quantitative approach was adopted because the study focused on numerical data collected through questionnaires distributed to employees, thereby enhancing the objectivity and measurability of the findings. Path analysis was chosen as the analytical technique because work motivation was treated as an intervening variable. Path analysis enables a more precise evaluation of the magnitude of the direct, indirect, and total effects among the variables examined in this study.

## 4. Results and Discussions

### 4.1 Results

#### 4.1.1 Validity Test Results

According to Amegayibor (2021), validity testing is a systematic process used to ensure the accuracy of a measurement instrument when evaluating specific constructs. One essential element of validity is the instrument's ability to relate the information collected by researchers in the relevant field to the observed data. The accuracy of each statement was evaluated based on the decision-making criteria, which stipulate that the calculated item-total correlation value ( $r_{\text{count}}$ ) must be greater than 0.361 (Amegayibor, 2021). Data are considered valid and appropriate for hypothesis testing if the calculated  $r$ -value is equal to or greater than the  $r$ -table value. Conversely, if the calculated  $r$ -value is lower than the  $r$ -table value, the data are deemed invalid. Such data are considered to be unreliable and unsuitable for hypothesis development.

Table 2. Validity test results for organizational culture variable ( $X_I$ )

Variable	Item	Correlation ( $r_{\text{count}}$ )	Threshold ( $r_{\text{table}}$ )	Remark
Organizational Culture ( $X_I$ )	$X_{I.1}$	0,426	0,361	Valid
	$X_{I.2}$	0,415	0,361	Valid
	$X_{I.3}$	0,484	0,361	Valid
	$X_{I.4}$	0,627	0,361	Valid
	$X_{I.5}$	0,544	0,361	Valid
	$X_{I.6}$	0,443	0,361	Valid

Variable	Item	Correlation ( $r_{\text{count}}$ )	Threshold ( $r_{\text{table}}$ )	Remark
	X <sub>1.7</sub>	0,517	0,361	Valid
	X <sub>1.8</sub>	0,410	0,361	Valid
	X <sub>1.9</sub>	0,565	0,361	Valid
	X <sub>1.10</sub>	0,550	0,361	Valid
	X <sub>1.11</sub>	0,525	0,361	Valid
	X <sub>1.12</sub>	0,484	0,361	Valid
	X <sub>1.13</sub>	0,688	0,361	Valid
	X <sub>1.14</sub>	0,507	0,361	Valid
	X <sub>1.15</sub>	0,761	0,361	Valid

Table 3. Validity test results for self-efficacy variable ( $X_2$ )

Variable	Item	Correlation ( $r_{\text{count}}$ )	Threshold ( $r_{\text{table}}$ )	Remark
Self-Efficacy ( $X_2$ )	X <sub>2.1</sub>	0,576	0,361	Valid
	X <sub>2.2</sub>	0,561	0,361	Valid
	X <sub>2.3</sub>	0,563	0,361	Valid
	X <sub>2.4</sub>	0,554	0,361	Valid
	X <sub>2.5</sub>	0,539	0,361	Valid
	X <sub>2.6</sub>	0,532	0,361	Valid
	X <sub>2.7</sub>	0,645	0,361	Valid
	X <sub>2.8</sub>	0,559	0,361	Valid
	X <sub>2.9</sub>	0,567	0,361	Valid

Table 4. Validity test results for employee performance variable ( $Y$ )

Variable	Item	Correlation ( $r_{\text{count}}$ )	Threshold ( $r_{\text{table}}$ )	Remark
Employee Performance ( $Y$ )	Y.1	0,445	0,361	Valid
	Y.2	0,434	0,361	Valid
	Y.3	0,514	0,361	Valid
	Y.4	0,413	0,361	Valid
	Y.5	0,418	0,361	Valid
	Y.6	0,419	0,361	Valid
	Y.7	0,446	0,361	Valid
	Y.8	0,438	0,361	Valid
	Y.9	0,411	0,361	Valid
	Y.10	0,428	0,361	Valid
	Y.11	0,442	0,361	Valid
	Y.12	0,434	0,361	Valid
	Y.13	0,477	0,361	Valid
	Y.14	0,484	0,361	Valid
	Y.15	0,419	0,361	Valid

Table 5. Results of the validity test for the work motivation variable ( $Z$ )

Variable	Item	Correlation ( $r_{\text{count}}$ )	Threshold ( $r_{\text{table}}$ )	Remark
Work Motivation ( $Z$ )	Z.1	0,389	0,361	Valid
	Z.2	0,385	0,361	Valid
	Z.3	0,418	0,361	Valid
	Z.4	0,401	0,361	Valid
	Z.5	0,417	0,361	Valid
	Z.6	0,373	0,361	Valid
	Z.7	0,412	0,361	Valid
	Z.8	0,405	0,361	Valid

Variable	Item	Correlation ( $r_{\text{count}}$ )	Threshold ( $r_{\text{table}}$ )	Remark
	Z.9	0,406	0,361	Valid
	Z.10	0,414	0,361	Valid
	Z.11	0,398	0,361	Valid
	Z.12	0,387	0,361	Valid
	Z.13	0,400	0,361	Valid
	Z.14	0,426	0,361	Valid
	Z.15	0,406	0,361	Valid
	Z.16	0,426	0,361	Valid
	Z.17	0,394	0,361	Valid
	Z.18	0,504	0,361	Valid

The results of the validity assessment indicate that all measurement items used to assess work motivation, employee performance, self-efficacy, and organizational culture have fulfilled the established validity criteria, as evidenced by the values presented in the tables above, where each indicator demonstrates an adequate level of correlation with its respective construct, thereby confirming that the measurement instruments are capable of accurately and appropriately capturing the variables examined in this study and are suitable for use in subsequent data analysis.

#### 4.1.2 Reliability Test Results

Reliability testing evaluates the consistency and dependability of the data or measurement results. This evaluation was conducted to ensure that the research instrument had sufficient reliability to function effectively as a data collection tool. Hair et al. (2017) explained that reliability assessment measures the level of consistency among multiple measurements of variables. An instrument is considered reliable when Cronbach's alpha ( $\alpha$ ) exceeds 0.70.

Table 6. Summary of reliability test results

Variable	Cronbach Alfa	Threshold	Remark
Employee Performance ( $Y$ )	0,705	0,7	Reliable
Work Motivation ( $Z$ )	0,701	0,7	Reliable
Organizational Culture ( $X_1$ )	0,820	0,7	Reliable
Self-Efficacy ( $X_2$ )	0,726	0,7	Reliable

Table 6 shows variable measurement instrument is considered reliable if its reliability coefficient, measured by Cronbach's alpha, is equal to or greater than 0.70. Conversely, if Cronbach's alpha value falls below 0.70, the instrument is considered unreliable.

#### 4.1.3 Path Analysis Results

In this study, two model equations were formulated using path analysis in IBM SPSS (version 25.00). The first equation model examines the relationships among variables from  $X$  to  $Z$ , detailing how organizational culture ( $X_1$ ) and self-efficacy ( $X_2$ ) influence work motivation ( $Z$ ) at PT. Ahli Elektrik Indonesia. The second equation model investigates the relationships between variables  $X$  and  $Z$  and their effects on  $Y$ , highlighting how organizational culture ( $X_1$ ), self-efficacy ( $X_2$ ), and work motivation ( $Z$ ) influence employee performance ( $Y$ ) at PT. Ahli Elektrik Indonesia. The equation models are illustrated in the path analysis diagram below:

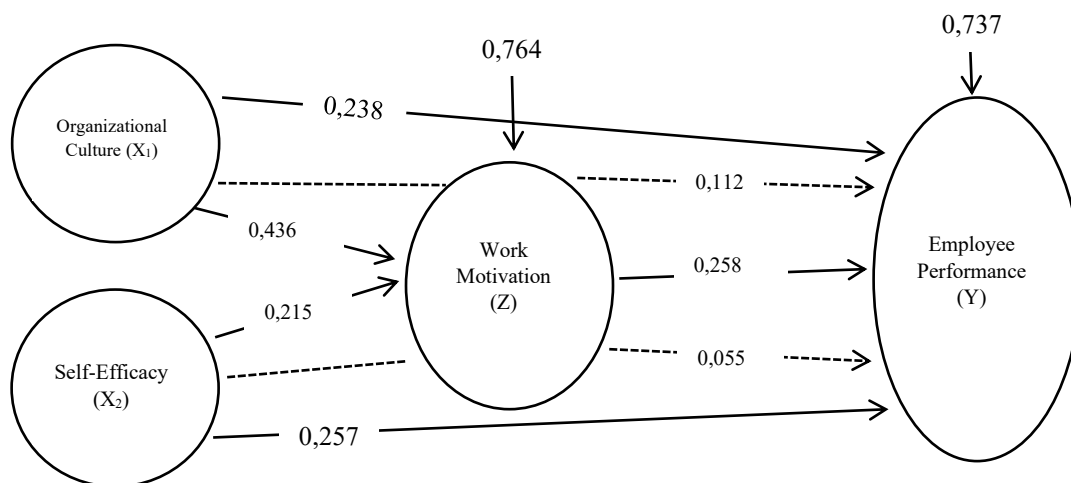


Figure 2. Path analysis model diagram

The Figure 2 shows analytical framework of this study is feasible because the combined hypothesis testing exceeds 50% (Ghozali, 2016). The results of this study indicate that the total effect is greater than the respective direct effects of both the organizational culture variable ( $X_1$ ) and the self-efficacy variable ( $X_2$ ), suggesting that the inclusion of mediating or intervening variables enhances the overall influence on the dependent variable, and demonstrating that the combined impact of the examined variables provides a more comprehensive explanation of the relationships analyzed in this research.

#### 4.1.4 Hypothesis Testing Results

Decision-making was conducted based on a comparative analysis of values according to a predetermined significance level of 0.05 ( $\alpha = 5\%$ ). The statistical results derived from the t-test (t-count) are presented in the following table.

Table 7. Hypothesis testing results (t-test)

Hypothesis	Path Coefficient	t <sub>count</sub>	t <sub>table</sub>	Sig	Decision	Conclusions
$P_{zx1} > 0$	0,436	4.436	1.666	0,000	Ha <sub>1</sub> accepted	Positive and significant
$P_{zx2} > 0$	0,215	4.270	1.666	0,039	Ha <sub>2</sub> accepted	Positive and significant
$P_{yx1} > 0$	0,238	2.057	1.666	0,043	Ha <sub>3</sub> accepted	Positive and significant
$P_{yx2} > 0$	0,257	2.290	1.666	0,025	Ha <sub>4</sub> accepted	Positive and significant
$P_{yz} > 0$	0,258	2.498	1.666	0,015	Ha <sub>5</sub> accepted	Positive and significant

Based on the theoretical examination of external and internal variables, the following conclusions were drawn:

##### 1. The Effect of Organizational Culture on Work Motivation

Based on Table 7, the t-value for the organizational culture is 4.436. Using  $75 - 2 - 1 = 72$  degrees of freedom, the required t-value at a significance level of 0.05 was 1.666. This indicates that at a significance level of 0.000, which is lower than 0.050, the calculated t-value is greater than the t-table value ( $4.436 > 1.666$ ). Therefore, the null hypothesis is rejected, supporting  $H_{a1}$  and indicating that organizational culture has a direct and positive effect on employee motivation.

##### 2. The Effect of Self-Efficacy on Work Motivation

Based on the data in Table 7, self-efficacy had a t-value of 4.270. The critical t-value for a significance level of 0.05 with  $75 - 2 - 1 = 72$  degrees of freedom was 1.666. Because the calculated



t-value (4.270) exceeds the critical t-value (1.666) at a significance level of 0.000, which is lower than 0.050, the null hypothesis is rejected, and  $H_{a2}$  is accepted. This indicates that employees' work motivation is directly and positively influenced by self-efficacy.

3. The Effect of Organizational Culture on Employee Performance

As shown in Table 7, the organizational culture variable has a t-value of 2.057. At a significance level of 0.05, this value was greater than the required critical t-value ( $2.057 > 1.666$ ). Furthermore, the significance level was 0.000, which was below 0.050. Thus, the alternative hypothesis  $H_{a3}$  is accepted, indicating that organizational culture positively and directly affects employee performance.

4. The Effect of Self-Efficacy on Employee Performance

As presented in Table 7, the self-efficacy variable had a t-value of 2.290. The corresponding t-table value for  $75 - 2 - 1 = 72$  degrees of freedom at a significance level of 0.05 was 1.666. Because the calculated t-value (2.290) is greater than 1.666 and the significance level is 0.000, which is lower than 0.050, it can be concluded that self-efficacy positively affects employee performance. This finding supports the alternative hypothesis ( $H_{a4}$ ), and the null hypothesis is rejected.

5. The Effect of Work Motivation on Employee Performance

Based on the results presented in Table 7, the work motivation variable has a t-value of 2.498. The critical t-value at a significance level of 0.05 with  $75 - 2 - 1 = 72$  degrees of freedom is 1.666. This indicates that the calculated t-value exceeds the critical value ( $2.498 > 1.666$ ), with a significance level of 0.000, which is lower than 0.050. Therefore,  $H_{a5}$  is supported, and the null hypothesis is rejected, indicating that work motivation effectively improves employee performance.

#### 4.1.5 Sobel Test Results

In this study, the Sobel test was employed to confirm the effect of the mediating variable  $Z$ . This test was conducted by evaluating the influence of external variables ( $X$ ) on internal variables ( $Y$ ) through intervening variables ( $Z$ ).

Table 8. Sobel test output results

a1	a2	b1	b2	SE <sub>a1</sub>	SE <sub>a2</sub>	SE <sub>b1</sub>	SE <sub>b2</sub>
0,404	0,407	0,302	0,351	0,110	0,128	0,114	0,104

1. The Effect of Organizational Culture on Employee Performance through Work Motivation

Additional results from the Sobel test calculation indicate that mediation plays a significant role, which makes the overall estimation more robust. The influence of organizational culture on employee performance is transmitted through work motivation

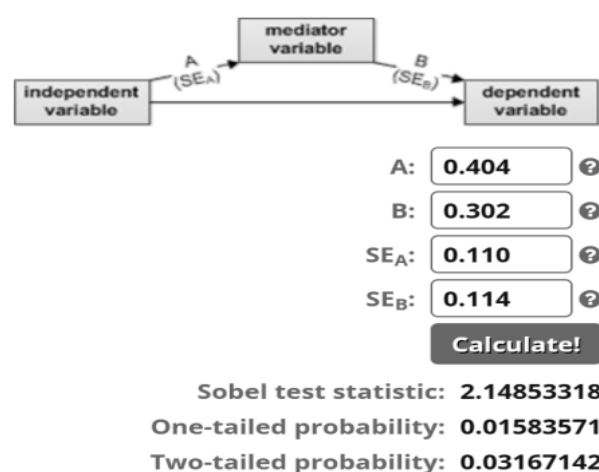


Figure 3. Results of the sobel test calculation for the organizational culture variable

The numerical findings from the Sobel test yielded a Z-value of 2.148. Since the calculated Z-value (2.148) is greater than 1.96, this result indicates that  $H_{a7}$  is accepted and  $H_{07}$  is rejected, demonstrating that employee performance is influenced by organizational culture through work motivation.

## 2. The Effect of Self-Confidence on Job Performance through Work Motivation

The findings generated by the Sobel test calculator indicated a significant mediating effect, thereby increasing the precision of the statistical estimation.

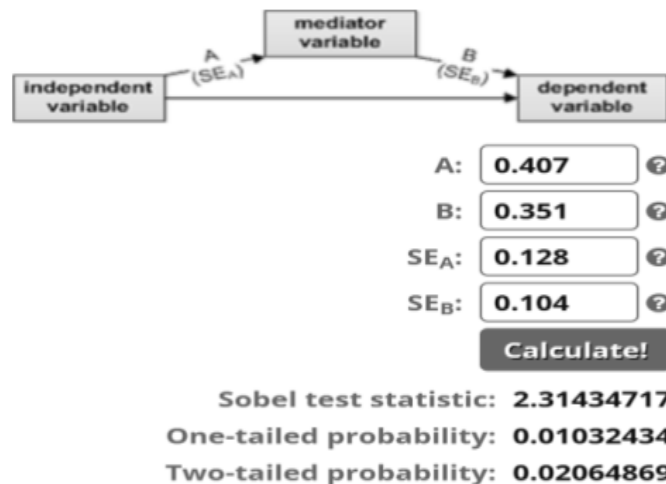


Figure 4. Results of the sobel test calculation for the self-efficacy variable

The Sobel test statistic calculated in this study was 2.314. Because this value exceeds the critical value of 1.96, it can be concluded that  $H_{07}$  is rejected. The indirect effect of self-efficacy on employee performance was also mediated by work motivation, as indicated by the acceptance of  $H_{a7}$ .

## 4.2 Discussions

### 4.2.1 Direct Effect of Organizational Culture on Work Motivation

Based on data analysis, the calculated t-value exceeded the t-table value ( $4.436 > 1.666$ ) at a significance level of 0.05, indicating a direct and positive effect of organizational culture on work motivation. At PT. Ahli Elektrik Indonesia, a supportive organizational culture fosters inspiration at work. High work motivation is observed among employees who share common values and demonstrate strong self-confidence. Improvements in employee motivation are directly associated with better workplace culture. Employee motivation increases when individuals actively engage in discussions and participate in organizational activities. This finding is consistent with Muliyanto et al. (2023), who identified a direct positive relationship between organizational culture and work motivation.

### 4.2.2 Direct Effect of Self-Efficacy on Work Motivation

The data analysis shows that the calculated t-value exceeds the t-table value ( $4.270 > 1.666$ ) at a significance level of 0.05, indicating a strong and positive relationship between self-efficacy and work motivation at PT. Ahli Elektrik Indonesia. Employees with high confidence in their skills are better able to manage stress and assume responsibility for their tasks. This important finding not only reflects the level of professionalism but also encourages colleagues to achieve higher performance. Self-efficacy refers to employees' awareness of their confidence, skills, and decision-making abilities, which manifests as a strong dedication to organizational tasks. This conclusion is supported by Ramadhani et al. (2023), who emphasized the direct and positive influence of self-efficacy on work motivation.

### 4.2.3 Direct Effect of Organizational Culture on Employee Performance

Based on data analysis, the calculated t-value exceeded the t-table value ( $2.057 > 1.666$ ) at a significance level of 0.05, highlighting the importance of organizational culture. Organizational culture at PT. Ahli

Elektrik Indonesia positively affects employee performance. Elements such as teamwork orientation, performance expectations, personality characteristics, assertiveness, and self-awareness constitute an organization's culture. A more effective organizational culture is associated with increased productivity and employee performance, which ultimately enhances the organization's ability to achieve its goals. This finding is supported by Komalasari and Banna (2023), who reported a direct and positive influence of organizational culture on employee performance.

#### *4.2.4 Direct Effect of Self-Efficacy on Employee Performance*

At a significance level of 0.05, the calculated t-value is higher than the t-table value ( $2.290 > 1.666$ ), indicating that self-efficacy positively affects employee performance at PT. Ahli Elektrik Indonesia. Employees demonstrate high levels of confidence, skills, and personal judgment, all of which positively influence work outcomes. Conversely, employees with low self-efficacy may negatively affect the organization, as insufficient self-efficacy can reduce the overall performance quality. Even when facing challenges, the employees at PT. Ahli Elektrik Indonesia remain confident in fulfilling their responsibilities. This finding is consistent with Wulandaru et al. (2025), who reported a direct and positive effect of self-efficacy on employees performance.

#### *4.2.5 Direct Effect of Work Motivation on Employee Performance*

The data analysis shows a positive influence of work motivation on employee performance at PT. Ahli Elektrik Indonesia at a significance level of 0.05, as indicated by the calculated t-value of 2.498, which is greater than the t-table value of 1.666. Employees experience a sense of security and comfort in their work environments. Moreover, management consistently provides support and demonstrates a strong commitment to staff development, fostering greater employee engagement and a sense of value and appreciation. This conclusion is supported by Rasid et al. (2024) and Oktarendah and Putri (2023), who confirmed that work motivation has a direct and positive impact on employee performance.

#### *4.2.6 Indirect Effect of Organizational Culture on Employee Performance through Work Motivation*

At a significance level of 0.05, the study found that the calculated value (2.14) exceeded the Z-table value (1.96), indicating that certain elements of organizational culture indirectly enhance employee performance by increasing work motivation at PT. Ahli Elektrik Indonesia. In other words, organizational culture improves employee productivity not only through direct effects but also by strengthening their work motivation. A more supportive and collaborative work environment is cultivated by promoting shared cultural values among supervisors and colleagues. Employees who feel recognized and involved tend to be more motivated and perform well. Effective teamwork and clear communication between employees and managers reinforce productivity. This finding aligns with Al-Ayyubi and Sholahuddin (2019), who reported a positive indirect effect of organizational culture on employee performance through work motivation.

#### *4.2.7 Indirect Effect of Self-Efficacy on Employee Performance through Work Motivation*

According to the data analysis, at a significance level of 0.05, the calculated statistic exceeded the Z-table value ( $2.31 > 1.96$ ). This indicates that work motivation serves as an important mediating factor through which self-efficacy exerts a positive and significant indirect effect on employee performance at PT. Ahli Elektrik Indonesia. Employees demonstrate a strong sense of responsibility, confidence in their ability to complete tasks, and essential skills, all of which substantially influence their performance. Additionally, employees can evaluate their work outcomes, which further affects their motivation and productivity. Therefore, enhancing both motivation and self-efficacy can contribute to improved workplace performance. This finding is supported by Hikmah (2020), who found that self-efficacy has a beneficial indirect effect on employee performance through work motivation.

## **5. Conclusions**

### **5.1 Conclusion**

Based on the study examining the influence of organizational culture and self-efficacy on employee performance with work motivation as a mediating variable at PT. Ahli Elektrik Indonesia, it can be concluded that the organizational culture is positive and meets acceptable assessment standards, with aggressiveness and personality as the strongest indicators and team orientation as the weakest.

Employee self-efficacy also falls within acceptable evaluation criteria, showing the highest score in self-confidence and the lowest in self-competence. In addition, employee work motivation is categorized as high, with the work itself indicator scoring the highest and rewards the lowest. Employee performance is likewise assessed as high, with quality as the strongest aspect and quantity as the weakest.

Furthermore, the analysis of relationships among variables indicates that self-efficacy has a positive and direct effect on work motivation, and organizational culture also has a positive and direct effect on work motivation. Work motivation directly enhances employee performance, and organizational culture has a direct and positive effect on employee performance. In addition, organizational culture indirectly influences employee performance through increased work motivation, and self-efficacy has a positive indirect effect on employee performance through work motivation. These findings suggest that PT. Ahli Elektrik Indonesia should foster a work environment that encourages the open sharing of ideas, feedback, suggestions, evaluations, discussions, and constructive thinking to support growth and improve both individual and organizational performance.

The company should also address employee development needs, including facilitating professional certifications and providing training programs, as these initiatives can significantly influence employees' career development. Ideally, companies should implement reward programs aimed at enhancing motivation and performance while recognizing employee achievements and contributions. Such rewards may include cash bonuses, promotions, health benefits and non-monetary incentives. Additionally, companies may apply various approaches, such as establishing clear performance benchmarks, implementing standard operating procedures (SOPs), developing a supportive work environment, offering incentives and rewards, and conducting regular performance reviews.

### **5.2 Research Limitations**

The primary limitation of this study is its reliance on a relatively small sample size (75 respondents), which may reduce the generalizability and reliability of its findings. Therefore, future research should focus on larger sample sizes and incorporate additional variables that may influence employee performance, such as leadership style, job satisfaction, work environment, loyalty, and organizational commitment, to achieve more comprehensive and robust results.

### **5.3 Suggestions and Directions for Future Research**

To improve organizational culture, self-efficacy, work motivation, and employee performance at PT. Ahli Elektrik Indonesia, employees should be encouraged to share opinions and ideas, particularly in team orientation. Enhancing self-competence through training and certification will improve self-efficacy. For work motivation, fair compensation, including wages, benefits, and rewards, should be offered to address salary concerns. To boost performance, clear standards, a supportive environment, and regular evaluations are recommended. Future research could explore additional factors such as leadership style, job satisfaction, work environment, and employee loyalty to provide a more comprehensive understanding of employee performance.

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