

The effect of self-efficacy, organizational culture and work motivation on employee performance at the department of education and culture of lampung province

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ABSTRACT

This study aims to determine the effect of self-efficacy, organizational culture and work motivation on employee performance at the Education and Culture Office of Lampung Province. The type of research used in this research is quantitative research. The sampling technique used is probability sampling with the Simple Random sampling method for as many as 168 employees. The analytical tool used is multiple linear regression analysis using IBM SPSS version 25 software. The results of this study support the hypothesis that self-efficacy, organizational culture, and work motivation have a positive and significant effect on employee performance at the Lampung Province Education and Culture Office. Suggestions for the Education and Culture Office of Lampung Province to pay more attention to the problems faced by employees, such as how to manage stress levels and handle unexpected events. Organizations are also expected to pay more attention to employee penalties or sanctions if performance is not good and to reward employees who excel. Next, pay attention to employees' qualifications and the existing food facilities in the organization's environment. Employees are also expected to stay focused and work-oriented by reducing talking to coworkers about negative aspects of the workplace.

KEYWORDS

Self Efficacy; Organizational Culture; Work Motivation; Employee Performance

Received: 25 Juli 2022

Accepted: 20 August 2022

Published: 31 August 2022

Introduction

Human Resources, in this case, employees are one of the essential assets for the organization. Employees play an active role in setting plans, systems, processes, and goals to be achieved effectively and efficiently for the organization's progress. Human resources need to be managed as well as possible to carry out their duties optimally so that they can contribute optimally to produce better performance for the company's progress. Human resources play a driving force for the organization in achieving the goals set by the organization, so the organization must strive to encourage employees to work better continuously. Employees who work well are expected to create increased work results (employee performance).

The Lampung Province Education and Culture Office is one of the state-owned agencies engaged in education with the main task of helping carry out the authority of local governments in formulating, fostering, controlling and coordinating education policies. Each employee has their respective duties and roles, but it is not uncommon for the results obtained to be deemed not optimal in carrying out their duties and roles. The non-optimal work results of employees are thought to be caused by employees feeling unsure of their abilities to complete each task. In addition, good work motivation in an organization is also needed to increase employee morale at work so that it will impact the level of employee absenteeism. Furthermore, the organization conveys to all employees, including Freelance Daily Workers, so that all employees know what the goals, vision and mission of the Lampung Provincial Education and Culture Office are so that the ability to create an organization with an organizational culture that can encourage performance is also a necessity. Organizational culture expresses a shared perception held by members of the organization.

The issue that is starting to develop at this time is about self-efficacy. Self-efficacy is a person's confidence in his abilities to be able to carry out the tasks that have been given. Tim, et al. (2014) also found that self-efficacy is the expectation that people have about their ability to execute the desired behavior and to influence them successfully. Someone who has high self-efficacy will make more efforts to overcome the obstacles or obstacles he faces. Meanwhile, someone who has self-efficacy will be able to overcome obstacles or obstacles well because they are not sure of their abilities even though the obstacles they face are not difficult. Organizational culture is an important thing that must be understood by employees in an organization. Organizational culture can foster commitment to values through norms that function as controls to channel desired behavior and away from unwanted behavior. A strong organizational culture can bind employees in it in forming strategies that can improve performance. Rivai, Ahmad (2020) also stated that partially the organizational culture variable had a positive and significant effect on employee performance.

The next variable that can affect work results other than self efficacy and organizational culture is the need for work motivation. Motivation itself has the meaning that an impulse that causes someone to do an action to achieve a certain goal. Hasibuan (2017) says that work motivation is a condition or energy that moves employees who are directed and focused on achieving organizational goals. Employees will be motivated if there is support from management and superiors of a company that will have an impact on the employee's performance.

The phenomenon of self-efficacy, organizational culture and work motivation is fundamental for an organization because it is always related to the activities that exist within the organization. This variable is considered vital because it is a habit contained in the organizational structure that represents the rules of behaviour usually carried out by members of the organization. Based on observations, several problems that often occur in government agencies in this study at the Education and Culture Office of Lampung Province are: (1) Lack of employee responsibility towards the work and obligations entrusted to him can be seen in the number of employees who neglect their work. (2) Some employees still seem undisciplined in coming to work and leaving the workplace during working hours. (3) Sub-optimal employee performance, as seen in the instability of achieving performance targets from 2016 to 2020.

The biggest challenge for government organizations today is to carry out their performance effectively and efficiently because, so far, government organizations have been identified as slow, complicated, convoluted, and full of corruption, collusion and nepotism. Therefore, researchers are interested in "The Influence of Self-efficacy, Organizational Culture and Work Motivation on Employee Performance at the Education and Culture Office of Lampung Province".

Literature review

Self-efficacy

Self-efficacy is a term used to describe a person's belief that he or she can perform certain activities or behaviours. Harjono et al. (2015) said that self-efficacy is an individual's belief in his ability to manage and carry out the tasks given to achieve goals. Someone with high self-efficacy will believe they can overcome the obstacles they are facing, while someone with low self-efficacy considers themselves unable to face the obstacles they are facing. Bandura in Lunenburg (2011) states that self-efficacy is divided into three dimensions, namely: magnitude (level), generality (breadth) and strength (strength).

Organizational culture

Ahmady, Gholam Ali et al. (2016) define organizational culture as values, beliefs, attitudes and expectations that serve as the basis or guidelines in directing behaviour and become a vital source for a shared identity. Organizations have ways of carrying out activities that can influence behaviour to achieve organizational goals. Therefore, organizational culture is formed based on thinking that starts from examining the organization's interests to achieve the goals to give birth to standards of attitude and behaviour in the organization (Schein, 2016). Denison's model for evaluating organizational culture in Ahmady, Gholam Ali et al. (2016) divides organizational culture into two dimensions, which have two sub-dimensions, namely (1) internal focus, including involvement and consistency, then (2) external focus, including adaptability and mission. (mission).

Work motivation

Work motivation is a force that comes from within and outside the individual to initiate work-related behaviour and to determine the form, direction, intensity and duration of work (Al-Aufi and Al-Kabani, 2014). The results of previous studies showed that the relationship between work motivation and employee performance in Jayaweera's research (2015) found that work motivation has a positive influence on performance, meaning that when employees have high work motivation, employees will be able to optimize their abilities at work. Moslow in Al-Aufi and Al-Kabani (2014) suggest that physiological needs influence employee work motivation, the need for security and safety, social needs, the need for self-esteem and the need for self-actualization. Then the need factor is derived into indicators to determine employee work motivation.

Employee performance

Koopmans et al. (2014) define employee performance as a pattern of employee behaviour or actions that align with organizational goals. Performance or performance is the result of work that a person or group of people can achieve in an organization, by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law. According to morals and ethics (Prawirosentono, 2014), Koopmans et al. (2014) divide three dimensions of employee performance that are used to measure performance: (1) Task performance, refers to an employee's ability to perform the main tasks, (2) Contextual performance, refers to employee behavior that supports the organization, social, and environment in which central work tasks are carried out, creative for example, has initiative, is happy in taking challenging jobs, communicating effectively, working together, and being able to accept and learn from others and (3) Counterproductive work behavior leads to behavior that is harmful or counterproductive to the organization, doing things that can harm the organization, harm coworkers, and superiors and intentionally make mistakes.

Methods

Types of research

This research was conducted using a causal research design with quantitative research methods.

Object of research

The object of this research is the place to be studied which will take samples from the population of the employees of the Lampung Province Education and Culture Office. Siregar (2017) defines sampling as a data collection process in which only part of the population is taken and used to determine the required attributes and characteristics. The sampling technique in this study used probability sampling with a simple random sampling method. The number of samples used in this study were 168 employees.

Research instrument test

Validity test

Validity is a measure that shows an instrument's level of validity or validity (Arikunto, 2012). The validity test technique in this study uses factor analysis techniques with the help of SPSS version 25 software. Factor analysis uses the Kaiser-Mayer-Oklin Measure of Sampling Adequacy (KMO-MSA) with a note that the KMO, anti-image, and loading factor values must be greater than 0.5 so that the data analysis process can be continued to the reliability test.

Reliability test

Reliability determines the extent to which the measurement results remain consistent if the measurement is carried out twice or more for the same symptoms using the same measurement tool (Siregar, 2017). Reliability calculations were performed using the Chronbach alpha (α) measurement technique. A variable is reliable if it gives a Chronbach alpha value > 0.6 .

Normality test

The normality test is an instrument test that aims to test whether, in the regression model, the residual variable has a normal distribution (Ghozali, 2011). In this study, the normality test of the sample used the Kolmogorov-Smirnov test (KS) method, namely by determining the degree of confidence (α) of 5%.

Hypothesis test

Hypothesis testing in this study used multiple linear regression analysis and partial test (t-test). The results of multiple linear regression analysis are used to measure the answer to the hypothesis statement and to see the effect of the independent variable on the dependent variable. At the same time, the partial test aims to test the significance of the independent variable (independent) on the dependent variable, namely to measure the contribution of each independent variable to the dependent variable (Siregar, 2017).

Results

Validity test results and reliability test

Table 1. Validity test and reliability test result

Variables	Validity Test	Reliability Test
Self Efficacy	0.670	0.740
Organizational culture	0.829	0.861
Work motivation	0.721	0.837
Employee Performance	0.698	0.641

Shows that there are four variables studied in this study. Each of the four variables has a statement item. If seen from the results in the table above, it can be concluded that the data obtained in the field as a whole is declared valid because the results of the KMO MSA, anti-image correlation, loading factor > 0.5 .

Reliability testing in this study was carried out by conducting per-variable testing, so as to get the results that the Cronbach Alpha value in each variable was >0.6 and the coefficient r criteria. The self efficacy and employee performance variables are categorized as high because they are included in the r coefficient category with a value of 0.6000 - 0.7999. The variables of organizational culture and work motivation are categorized as very high because

they are included in the r coefficient category with a value of 0.8000 - 1.0000. So with this research questionnaire can be said to be reliable.

Normality test results

Table 2. Normality test result

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			168
Normal Parameters ^{a,b}	Mean		0.0000000
	Std. Deviation		3.95137902
Most Extreme Differences	Absolute		0.074
	Positive		0.074
	Negative		-0.049
Test Statistic			0.074
Asymp. Sig. (2-tailed)			0.026 ^c
Monte Carlo Sig. (2-tailed)	Sig.		0.300 ^d
	95% Confidence Interval	Lower Bound	0.289
		Upper Bound	0.312

The results of the normality test showed that the Kolmogorov-Smirnov significance value was 0.300, meaning that the value of the variable studied was >0.05 . So it can be concluded that in this study the variables used were normally distributed.

Hypothesis testing results

Multiple linear regression analysis results

The results of multiple linear regression analysis in this study, namely:

Table 3. Multiplier linear regression analysis result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	19.511	7.928		2.461	0.015
	Self Efficacy	0.359	0.137	0.206	2.618	0.010
	Organizational culture	0.246	0.120	0.187	2.059	0.041
	Work motivation	0.129	0.062	0.178	2.081	0.039

The table above shows the standardized coefficients beta is a form of regression equation which can be concluded several things, namely:

- The self-efficacy coefficient is positive, which means that when self-efficacy is good, it will be accompanied by an increase in employee performance. Conversely, when self-efficacy is not good, it will be accompanied by a decrease in employee performance.
- The coefficient of organizational culture is positive, which means that when the organizational culture is good, it will be accompanied by an increase in employee performance. Conversely, when the organizational culture is not good, it will be accompanied by a decrease in employee performance.
- The coefficient is positive, which means that when the employee's work motivation is good, it will be accompanied by an increase in employee performance. Conversely, when the employee's work motivation is not good, it will be accompanied by a decrease in employee performance

Partial test results (t test)

- Variable X1 shows that the t-count significance is less than 0.05, so it can be concluded that the self-efficacy variable significantly affects employee performance.
- Variable X2 shows that the t-count significance is less than 0.05, so it can be concluded that the organizational culture variable significantly affects employee performance.
- Variable X3 shows that the t-count significance is less than 0.05, so it can be concluded that the work motivation variable significantly affects employee performance.

Discussion

The influence of self-efficacy on employee performance

The data processing and partial test (t test) using the IBM SPSS version 25 program show that the self-efficacy variable (X1) positively and significantly affects employee performance at the Education and Culture Office of Lampung Province. It is known that the t-count value for the self-efficacy variable is 2.618, which is greater than the t-table value of 1.974 ($2.618 > 1.974$) and the sig. The t-test on the self-efficacy variable is 0.010, which is smaller than 0.05 (0.010 < 0.05). So H_0 is rejected, and H_a is accepted, which means that self-efficacy has a positive and partially significant effect on the performance of the Lampung Province Education and Culture Office. Thus, the better the employee's self-efficacy, the better the employee's performance because the work is believed to be capable of being done. Good self-efficacy is shown in the employee's belief in his ability to carry out tasks that affect performance, where employees feel able to solve the problems they face if they try hard enough and are committed to each task given. This is supported by the research of Tims et al. (2014), which states that daily self-efficacy has a positive and significant relationship to daily performance. This also agrees with the research by Cherian and Jacob (2013), which states that self-efficacy positively influences employee performance.

The influence of organizational culture on employee performance

The data processing results and partial test (t test) using the IBM SPSS version 25 program show that the organizational culture variable (X2) has a positive and significant effect on employee performance at the Education and Culture Office of Lampung Province. It is known that the t-count value for the organizational culture variable is 2.059, which is greater than the t-table value of 1.974 ($2.059 > 1.974$) and the sig. The t-test on the organizational culture variable is 0.041 less than 0.05 (0.041 < 0.05). So H_0 is rejected, and H_a is accepted, which means that organizational culture has a positive and partially significant effect on the performance of the Lampung Province Education and Culture Office. So that if the organizational culture is getting better, the performance of employees will also increase. This is in line with previous research by Rivai and Ahmad (2020), which states that partially organizational culture variables have a positive and significant effect on employee performance. Organizational culture in an organization is usually associated with values, norms, attitudes, and work ethics shared by each component of the organization. These elements form the basis for monitoring employee behaviour and how they think, cooperate and interact with the environment. If the organizational culture is good, it will be able to improve employee performance and contribute to the organization's success.

The effect of work motivation on employee performance

The data processing results and partial test (t test) using the IBM SPSS version 25 program show that the work motivation variable (X3) has a positive and significant effect on employee performance at the Education and Culture Office of Lampung Province. It is known that the calculated t value for the work motivation variable is 2,081, which is greater than the t table value of 1,974 ($2,081 > 1,974$) and the value of sig. The t-test on the work motivation variable is 0.039, which is smaller than 0.05 (0.039 < 0.05). So H_0 is rejected, and H_a is accepted, which means that work motivation has a positive and significant partial effect on the performance of the Lampung Province Education and Culture Office. So it can be concluded that the higher the work motivation of employees, the better the performance produced by employees. Work motivation is one of the causes of the high performance of employees in the organization where they work. This is in line with the research of Chien et al. (2020) shows that work motivation has a positive and significant effect on employee performance. This means that work motivation is considered adequate in improving the performance of employees of the Lampung Province Education and Culture Office. The research results also reinforce this by Ali et al. (2012), which state that motivation has a positive and significant influence on employee performance.

Conclusion

This study aims to determine the effect of self-efficacy, organizational culture and work motivation on the performance of employees of the Lampung Province Education and Culture Office. Based on the results of the analysis that has been carried out with the number of respondents, as many as 168 employees, it can be concluded that the results of the analysis in this study support the proposed hypothesis, namely: (1) Self-efficacy has a positive and significant influence on the performance of employees at the Education and Culture Office of Lampung Province. This means that the increase in employees' self-efficacy will further improve employee performance because the work is believed to be capable of being done. (2) Organizational culture has a positive and significant influence on the

performance of employees at the Education and Culture Office of Lampung Province. This means that the better the organizational culture of an organization, the employee's performance will also increase. (3) Work motivation positively and significantly affects employee performance at the Education and Culture Office of Lampung Province. This means that the better the work motivation in a person, the more the employee's performance.

The Lampung Provincial Education and Culture Office is advised to pay more attention to the problems faced by employees, such as how to deal with stress levels and unexpected events. Organizations are also expected to pay more attention to employee sanctions or sanctions if their performance is not good and give awards to employees who excel. Next, pay attention to the qualifications of employees and pay attention to the existing food facilities in the organization's environment. Employees are also expected to stay focused and focused on work by reducing talking to coworkers about negative aspects of the workplace.

This study has several limitations that limit the research, including the following: (1) When distributing the questionnaires, there were several areas that the researchers could not reach, so the researchers only provided the remaining questionnaires for representatives of the Lampung Province and Education Office employees. (2) Lack of understanding of the respondents to the statements in the questionnaire and seriousness in terms of answering all the existing statements. Subjectivity problems can result in the results of this study being susceptible to bias in respondents' answers.

Acknowledgements

The researcher would like to thank all parties who have supported the researchers in carrying out this research.

Funding

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

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