

THE ROLE OF SELF EFFICACY IN IMPROVING EMPLOYEE PERFORMANCE SUPPORTED BY ORGANIZATIONAL CULTURE AND CAREER DEVELOPMENT

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Keywords

Self-efficacy, employee performance, organizational culture, career development

ABSTRACT

This study aims to find out the influence of organizational culture, career development development, and self-efficacy on employee performance. The population in this study is all employees of the Tirta Darma Ayu Indramayu Regional Drinking Water Company (PDAM) which totals 146 people, with a sample of 110 people. The method used in this study uses one of the saturated sampling techniques. To analyze the data, the use of Structural Equation Modeling (SEM) in model creation as well as hypothesis testing in PLS 3.0 statistical software. The two main parameters built are to test the validity of the construct (convergent and discriminatory validity) and the internal consistency of the construct (reliability). After that, perform bootstrapping tests to get the test results for each hypothesis. The results of this study show that the Self-efficacy Variable (X1) partially has a positive or significant effect on the performance of employees (Y) at the Indramayu Regional Drinking Water Company. The Organizational Culture Variable (X2) partially has a positive or significant effect on the performance of employees (Y) at the Indramayu Regional Drinking Water Company The Career Development Variable (X3) partially has a positive or significant effect on the performance of employees (Y) at the Indramayu Regional Drinking Water Company.

INTRODUCTION

In this increasingly advanced and sophisticated era in this modern era, the Company continues to improve the quality of its company, The success of an advanced company is not spared from the performance of its employees. The success of an organization is not spared from its human resources, because human resources play a very important role for an organization to achieve its goals. A company must have competent resources and have a high level of performance to carry out its tasks.

According to (Aldea 2017) employee performance is an assessment that is carried out systematically to find out the results of employee work and organizational performance, in addition to

determining the right job training. An employee's performance is individual, because each employee has a different level of ability in doing their duties. Apart from being the executor of duties, employees are also an important resource for the Company, because they have the talent, energy and creativity that are urgently needed by the Company to achieve their goals. From the explanation above, it can be concluded that employee performance is very important in an organization to achieve the targets and goals that have been set (Ahmad et al 2023).

An organization can run effectively if management functions such as planning, organizing, actuating and controlling are all functioning properly, and the supporting elements are available and meet the requirements. (Lilis Suryani 2020). Along with the development of the times and to answer the needs of consumers, companies inevitably have to develop in order to remain competitive with other companies. One of them is to increase the human resources owned. The importance of human resources needs to be realized by all levels of management in the company. Human resources are an organization because resources have the talent, energy, and creativity that are needed by the company to achieve its goals.

Self-efficacy is an individual's belief that he or she is capable of doing something in a certain situation successfully (Suzanna & Rudiantono 2022). In line with research conducted by Prasetyo Hadi (2023), in his research said that self-efficacy has a positive influence on improving and influencing employee performance. In addition, to improve good performance, the organization must also improve its organizational culture, organizational culture has a very strong positive impact on improving employee performance. Organizational culture can also affect the performance of its human resources to be better or worse. With a very good organizational culture, employee performance also becomes better as well and vice versa. Therefore, we conducted research on the impact of self-efficacy, organizational culture, and career development to improve employee performance in regional drinking water companies in the city of Indramayu.

METHODS

This research was conducted at BUMD PDAM Tirta Darma Ayu located in Indramayu City and descriptive analysis techniques using a quantitative approach. According to Sugiyono (2019) Quantitative research is research based on positive philosophy and is used to research on a specific population or sample. Researchers use an approach that starts with a theoretical framework, previous ideas, and findings of previous research. This approach is then used to formulate new questions and solutions that are empirically evaluated in the field.

This quantitative research aims to test how positively a hypothesis can be measured based on data to examine a specific population or sample, and data is obtained by utilizing previous or actual research instruments in the hope that it can be used as a more complex scientific study. This study uses two types of data, namely primary data and secondary data. Primary data is data obtained directly from the original source. The primary data of this study was obtained from the results of the questionnaire. Secondary data are taken from books, journals, articles and relevant literature from libraries and the internet (Hair et al 2019)

Sampling means taking a portion of the population to describe the nature of the population in question and must be representative. The number of samples used was 70 people. The method in this study uses one of the saturated sampling techniques. To analyze the data, Structural Equation Modeling (SEM) is used in model generation and hypothesis testing with PLS 3.0 statistical software. The two main parameters built are to test the validity of the construct (convergent and discriminatory validity) and the internal consistency of the construct (reliability). After that, perform bootstrapping tests to get the test results for each hypothesis.

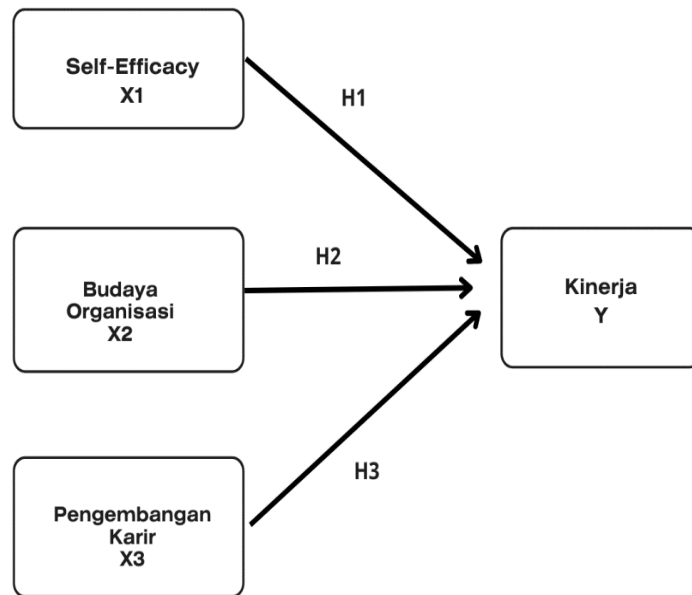


Figure 1. Research Outline

RESULTS

Convergence Validity Test

Table 1. Outer Loading (Validity)

	Self Efficacy	Organizational Culture	Career Development	Performance
SE1	0.704			
SE2	0.882			
SE3	0.822			
BD1		0.638		
BD2		0.859		
BD3		0.747		
BD4		0.707		
BD5		0.675		
PK1			0.698	
PK2			0.863	
PK3			0.81	
PK4			0.776	
PK5			0.913	
KK1				0.695
KK2				0.868
KK3				0.769
KK4				0.664

To assess the validity of the indicator, use the outer loading value. An outer loading value of more than 0.7 indicates that the indicator can be used. Further, a loading factor that ranges from 0.5 to 0.6 can be considered acceptable in models that are still in the development stage. But factors with a charge below 0.5 should be removed. Table 1 shows that the value of the loading factor exceeds 0.6, which indicates that all indicators are appropriate and valid for further analysis. Therefore, it can be concluded that all indicators in this study are valid. The structural model is shown in the following figure: (Ghozali, 2014) (Chin, 1988)

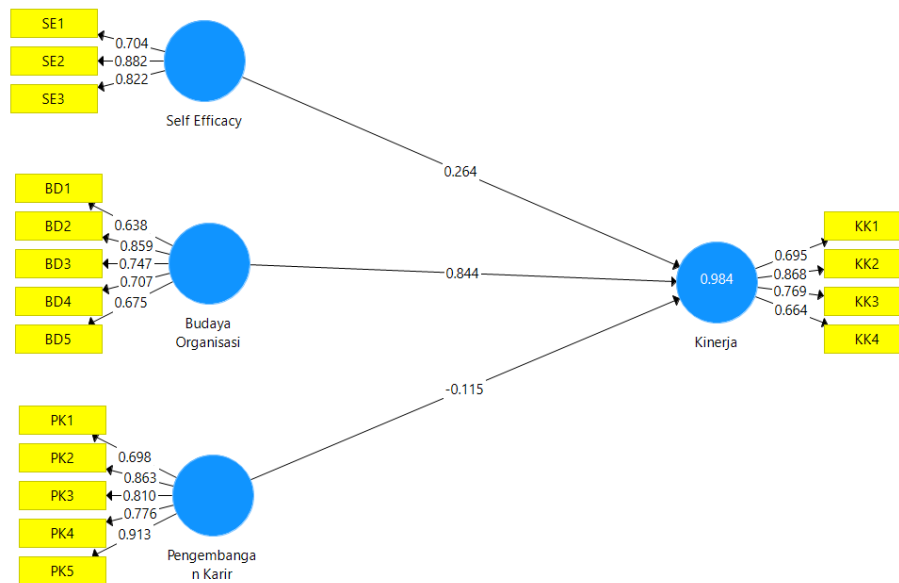


Figure 2. Outer Model Test Results

Reliability Test Results

The reliability of the indicator block that measures the construct is determined by subsequent testing. In this study, the composite reliability value was used to determine reliability, with an acceptance rate of >0.7. In addition, the value of the construct variable can indicate reliability through Cronbach's alpha of the indicator block. A construct is considered reliable if Cronbach's alpha value is above 0.7. Table 2 below shows the loading values for the construct of the research variables obtained from running the Smart PLS program (Sarstedt et al., 2017)

Table 2. Reliability and Validity of Constructs

	Cronbach's Alpha	Composite Reliability	(AVE)
Self Efficacy	0.727	0.847	0.650
Organisasi_ Culture	0.778	0.849	0.532
Career Development	0.872	0.908	0.665
Performance	0.741	0.838	0.567

An AVE value above 0.5 is considered acceptable for reflective constructs. If the AVE value is less than 0.4, then it must be removed from the model. This is important to ensure the validity of variables. Table 2 shows that the AVE value for each variable tested is greater than 0.5, which indicates that all variables in this study meet the criteria of discriminatory validity. Based on these criteria, it is proven that all variables in this study meet the reliability criteria of the constructed that have been described. (Hair et al., 2014)

Results of Hypothesis Testing (Direct Effect)

Based on the coefficient analysis, the structural model is carried out to analyze a hypothesis by analyzing the relationship between which variables have a significant relationship. Hypothesis testing in this study was carried out by looking at T-statistical and P-value values. The hypothesis is accepted if the T-statistic is greater than 1.96 and the P-value is less than 0.05. The table below shows the results of Path Coefficients direct influence between variables. Hair et al (2014)

Table 4. Direct Effect Test Results

Hypothesis	Relationship	(STDEV)	T Statistics	P Values	Information
H1	Self Efficacy -> Performance	0.050	5.242	0,000	Supported
H2	Organisasi_ Culture -> Performance	0.049	17.125	0,000	Supported
H3	Karir_ Development -> Performance	0.027	4.217	0,000	Supported

H1 = Effect of Self Efficacy on Employee Performance at Indramayu Regional Drinking Water Company

The results of the study showed that Self Efficacy had a positive and significant effect on performance, which was shown by a T-table value of 5.242 which was greater than 1.96 and a p-value of 0.000 which was smaller than 0.05. Based on the findings of the study, this shows that the higher the self-efficacy of employees, the higher their task and contextual performance. The research is in line with research conducted by (Arifin 2021, Abun 2021, Sari 2020).

The relationship between self-efficacy and performance is strengthened by Bandura's theory which states that individual performance has high relevance to the organization and the individual concerned. High performance arises when individuals feel satisfied with the results of their tasks, which are influenced by the role of self-efficacy and mastery of tasks. However, self-efficacy must be followed by knowledge, expertise, skills, resources, and opportunities possessed by the individual, because without it it is not enough to motivate the individual in improving his performance.

H2 = The Influence of Organizational Culture on Employee Performance at Indramayu Regional Drinking Water Company

The results of this study show that Organizational Culture has a positive and significant effect on employee performance which is shown by a T-table value of 17,125 which is greater than 1.96 and a P-Value of 0.000. Based on the findings of this study, it shows that organizational culture partially has a significant influence on employee performance. From this statement, it can be stated that it has a role or influence on improving employee performance, where the organizational culture improves, employee performance also increases. The research is in line with the research conducted by (Rivai 2020, Bahmani 2020, PAAIS 2020).

A good organizational culture will further improve employee performance. Organizational culture in an organization is usually associated with the values, norms, attitudes, and work ethic held together by each component of the organization. The elements are the basis for supervising employee behavior, the way they think, cooperate and interact with the environment. If the organizational culture is good, it will be able to increase the organization's commitment and will be able to contribute success to the Company.

H3 = The Effect of Career Development on Employee Performance at Indramayu Regional Drinking Water Company

The results of this study show that Career Development has a positive and significant effect on employee performance which is shown by a T-table value of 4.217 which is greater than 1.96 and a P-Value of 0.000. Based on the findings of this study, it shows that Career Development is one of the factors that need to be considered in order to improve employee performance. This research is in line with research conducted by (Herliani 2024, Oktafien 2024, Oetari 2023).

To make career development efforts in improving the performance of its employees, forms of career development can be carried out by; Education and training, employees are given education and training programs according to their needs, both technical and managerial, The next effort in career

development is carried out by employee mutation, where this program is carried out vertically and horizontally, career development can be done by providing promotions to employees who have certain competencies to improve their abilities, and development programs can be done by providing employee rotation to create refreshment for its employees.

CONCLUSION

The Self-efficacy variable (X1) partially had a positive or significant effect on employee performance (Y) at the Indramayu Regional Drinking Water Company. The Organizational Culture Variable (X2) partially has a positive or significant effect on the performance of employees (Y) at the Indramayu Regional Drinking Water Company. The Career Development Variable (X3) partially had a positive or significant effect on employee performance (Y) at the Indramayu Regional Drinking Water Company.

The attention and increase in self-efficacy variables exist because they are proven to have a fairly positive and significant influence on performance. With high self-efficacy by employees, it will also trigger their performance. Regarding the improvement of efficacy itself, it can be done by paying attention to the expertise of each employee, including providing direction, sharing experiences, facilities, and role models for the implementation of work effectively and efficiently.

Career development at the drinking water company (PDAM TIRTA DARMA AYU) Indramayu is in a good classification, but the relationship between superiors and subordinates needs to be fostered in order to establish a more harmonious relationship between superiors and subordinates, so that they can support each other in improving the performance of their employees. Because these three variables are very important for employees to improve their performance

Regional drinking water companies (PDAM) must also pay attention to organizational culture variables, because a good organizational culture, employee performance will be better, so employees feel comfortable with the work they do, the company should pay attention to and improve its work environment, both physical and non-physical work environments so that it will increase employee job satisfaction.

For the next research, it is expected to conduct research not only in one company but also compare several companies so that the results are maximized.

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