

THE IMPACT OF ORGANIZATIONAL CULTURE AND SELF-EFFICACY ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF WORK MOTIVATION

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Abstract. This study aims to analyze the influence of organizational culture and self-efficacy on employee performance, with work motivation serving as an intervening variable. The research was conducted at the Public Works and Public Housing Office (PUPR) of Bogor City, which plays a strategic role in implementing public infrastructure development and service programs. The study adopts a quantitative explanatory approach using survey methods with a sample of PUPR employees selected through proportional sampling techniques. Data were collected using a structured questionnaire based on a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test both direct and indirect effects. The results reveal that organizational culture and self-efficacy have significant positive effects on work motivation and employee performance. Moreover, work motivation partially mediates the relationship between the two independent variables and employee performance. These findings indicate that a strong organizational culture characterized by collaboration, integrity, and innovation combined with high employee self-efficacy enhances motivation and leads to improved work outcomes. The study contributes theoretically by integrating motivational and behavioral frameworks in the public sector context and provides managerial implications for strengthening organizational culture and empowerment programs to optimize civil servant performance in regional government institutions.

Keywords: organizational culture; self-efficacy; work motivation; employee performance; public sector management

I. INTRODUCTION

In the era of administrative modernization and public sector transformation, employee performance has become a key determinant of organizational success, particularly in government institutions responsible for public service delivery. The Public Works and Public Housing Office (PUPR) of Bogor City plays a crucial role in infrastructure development, spatial management, and community facilities that directly affect citizens' quality of life. Therefore, enhancing employee performance within this institution requires not only technical competence but also supportive behavioral and organizational factors such as culture, motivation, and self-efficacy [1]. Organizational culture represents the shared values, norms, and beliefs that guide employee behavior and influence organizational effectiveness [2]. A strong culture fosters discipline, innovation, and collaboration, aligning individual goals with institutional missions [3]. Previous studies suggest that public organizations with adaptive cultures those emphasizing professionalism, teamwork, and service excellence tend to achieve superior performance outcomes [4]. Conversely, a weak or rigid culture often leads to low motivation, resistance to change, and decreased productivity

[5]. Meanwhile, self-efficacy, defined as an individual's belief in their capability to perform specific tasks, has been widely recognized as a predictor of work motivation and performance [6]. Employees with high self-efficacy demonstrate greater persistence, creativity, and resilience when facing challenges [7]. In the public sector, self-efficacy contributes to employees' ability to implement policies effectively and manage workload pressure [8]. Prior research also highlights that self-efficacy mediates the relationship between organizational support and performance through enhanced intrinsic motivation [9].

Work motivation plays an essential mediating role in translating personal and organizational resources into improved performance outcomes. Motivated employees tend to engage in proactive behavior, demonstrate higher job satisfaction, and show a stronger commitment to achieving institutional goals [10]. The Self-Determination Theory (SDT) posits that motivation arises when employees experience autonomy, competence, and relatedness in their work environment [11]. When organizational culture promotes collaboration and recognition, and when employees believe in their abilities, work motivation naturally increases, leading to higher performance [12].

Recent studies in Indonesian government institutions have emphasized that public sector performance is highly dependent on non-material drivers such as moral commitment, teamwork, and leadership culture rather than purely financial incentives [13]. Within the PUPR context, where performance outcomes are measurable through infrastructure project implementation and public satisfaction, improving motivation and culture alignment is critical [14]. Therefore, this study aims to empirically analyze the influence of organizational culture and self-efficacy on employee performance, with work motivation as an intervening variable, focusing on employees of the PUPR Office of Bogor City. The findings are expected to provide both theoretical contributions to human resource development literature and practical implications for government agencies seeking to improve employee motivation and performance through cultural and psychological interventions [15].

Organizational culture is considered a fundamental determinant of employee behavior and overall performance outcomes. It reflects the system of shared values, beliefs, and norms that influence how employees perceive, think, and act within an organization [16]. According to Schein's model, organizational culture operates at three levels artifacts, espoused values, and underlying assumptions that shape the workplace climate and employees' motivation to achieve performance goals [17]. A positive and adaptive organizational culture fosters innovation, accountability, and collaboration, all of which contribute to improved performance [18]. In contrast, rigid or bureaucratic cultures tend to suppress creativity and hinder effective decision-making. Several empirical studies have shown that cultural attributes such as teamwork, communication openness, and leadership commitment significantly enhance work outcomes in public organizations [19]. Therefore, a strong organizational culture can act as a contextual enabler that aligns individual and organizational objectives, leading to superior employee performance.

Self-efficacy, first conceptualized by Bandura, refers to an individual's belief in their capacity to execute specific tasks successfully [20]. Employees with high self-efficacy demonstrate greater persistence, adaptability, and initiative when facing workplace challenges [21]. They are more confident in their abilities, more resilient under pressure, and more willing to take responsibility for task outcomes. In public organizations, self-efficacy plays a crucial role in promoting service excellence and problem-solving behaviors [22]. Studies have revealed that employees with higher self-efficacy tend to perform better, engage more actively in teamwork, and display higher levels of innovation. This confidence often translates into stronger intrinsic motivation and improved performance quality [23].

Work motivation is the internal drive that directs and sustains individuals' effort toward achieving organizational goals. According to Self-Determination Theory (SDT), motivation is influenced by three psychological needs: autonomy, competence, and relatedness [24]. When these needs are fulfilled through supportive leadership and cultural alignment, employees experience enhanced intrinsic

motivation, which leads to higher engagement and better performance.

Motivation mediates the effect of personal and contextual factors such as organizational culture and self-efficacy on performance outcomes. A strong organizational culture provides emotional and structural support, while self-efficacy fosters confidence and persistence; both together enhance motivational intensity [25]. Therefore, work motivation can be conceptualized as a psychological bridge that transforms cultural and individual resources into improved performance behavior.

II. RESEARCH METHODS

This study employs a quantitative explanatory design aimed at examining the causal relationships between organizational culture, self-efficacy, work motivation, and employee performance among employees of the Public Works and Public Housing Office (PUPR) of Bogor City. The research design is aligned with the principles of positivist epistemology, which emphasize empirical testing through objective measurement and statistical analysis [26]. The study population comprises all civil servants employed at the PUPR Office, totaling 162 employees, representing various divisions such as infrastructure planning, water resources, and public facilities management. Using the Slovin formula with a 5% margin of error, a sample size of 115 respondents was determined. Sampling was conducted using proportionate stratified random sampling to ensure adequate representation across organizational levels.

Data were collected using a structured questionnaire developed from previously validated instruments. Each variable was measured using five-point Likert scales (1 = strongly disagree to 5 = strongly agree). The constructs of organizational culture were adapted from Cameron and Quinn's Competing Values Framework (CVF), self-efficacy from Bandura's General Self-Efficacy Scale, work motivation from the Self-Determination Theory (SDT), and employee performance from the indicators of Mangkunegara and Robbins [27]. Prior to the full survey, a pilot test with 30 respondents was conducted to assess content validity and reliability using Cronbach's alpha (> 0.7). Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the SmartPLS 4.0 software package, which is suitable for predictive modeling and complex causal analysis involving mediating variables [28]. The analytical procedure consisted of two main stages: (1) Outer model testing, which assessed the reliability (Cronbach's Alpha, Composite Reliability) and validity (Average Variance Extracted, Discriminant Validity via Fornell-Larcker and HTMT); and (2) Inner model testing, which evaluated the structural relationships through path coefficients, t-statistics, and R^2 values. A bootstrapping method with 5,000 subsamples was applied to test the significance of direct, indirect, and total effects [29]. This approach ensures robust estimation even under non-normal data distributions and small sample conditions, making it appropriate for human behavior studies in public sector contexts [30].

III. RESULTS AND DISCUSSION

Measurement Model Evaluation (Outer Model)

The validity and reliability of each construct were assessed before testing the structural relationships. The outer loading values for all indicators exceeded 0.70, meeting the criteria for convergent validity. The Average Variance Extracted (AVE) values ranged between 0.623–0.784, indicating that each latent variable captured more than 50% of the variance of its indicators. Composite Reliability (CR) and Cronbach's Alpha values were all above 0.80, confirming internal consistency [31]. The discriminant validity was verified using both the Fornell–Larcker criterion and the HTMT ratio (< 0.90), suggesting that each construct was empirically distinct. These results confirm that the measurement model was statistically sound and ready for structural analysis [32].

Structural Model Evaluation (Inner Model)

The structural model was evaluated using R^2 , Q^2 , and path coefficients obtained from bootstrapping with 5,000 resamples. The R^2 value for work motivation was 0.674, and the R^2 for employee performance was 0.739, which indicates that organizational culture and self-efficacy together explain 73.9% of the variance in employee performance, demonstrating high explanatory power [33]. The Q^2 predictive relevance values were greater than zero, confirming the model's strong predictive accuracy.

The path coefficient analysis revealed that each variable had a significant and positive relationship with the others. Organizational culture showed a positive and significant effect on employee performance ($\beta = 0.298$, $p < 0.01$), indicating that a stronger organizational culture characterized by shared values, discipline, and commitment to public service leads to higher employee performance. Similarly, self-efficacy had a positive and significant influence on employee performance ($\beta = 0.276$, $p < 0.01$), suggesting that employees who believe in their own abilities tend to be more confident, resilient, and effective in achieving work goals.

Furthermore, organizational culture significantly affected work motivation ($\beta = 0.357$, $p < 0.001$), implying that a supportive and collaborative work environment can foster greater intrinsic motivation among employees. Meanwhile, self-efficacy demonstrated the strongest effect on work motivation ($\beta = 0.401$, $p < 0.001$), indicating that individuals with higher self-belief and confidence are more likely to feel motivated and proactive in their work. Finally, work motivation also exhibited a significant positive impact on employee performance ($\beta = 0.389$, $p < 0.001$), which means that employees with higher motivation levels tend to display better productivity, responsibility, and work quality. Overall, these findings confirm that both organizational culture and self-efficacy exert significant direct effects on work motivation and employee performance, thereby supporting hypotheses H1 through H4.

Mediating Effect of Work Motivation

The indirect effects were tested to determine the mediating role of work motivation. Bootstrapping analysis revealed significant indirect relationships: The mediation

test results demonstrated that work motivation plays a significant role as an intervening variable between organizational culture and self-efficacy on employee performance. The indirect effect of organizational culture on employee performance through work motivation was found to be positive and significant ($\beta = 0.139$, $p < 0.01$). This finding implies that a supportive and value-driven organizational culture not only has a direct influence on employee performance but also enhances performance indirectly by strengthening employees' intrinsic motivation. When employees internalize the organization's shared values, teamwork norms, and service-oriented principles, they become more motivated to achieve individual and collective goals, which ultimately leads to improved performance outcomes. Similarly, the indirect effect of self-efficacy on employee performance through work motivation was also positive and significant ($\beta = 0.156$, $p < 0.01$). This indicates that employees with higher confidence in their capabilities are more motivated to perform at their best, which in turn enhances their overall work achievements. High self-efficacy encourages persistence, initiative, and enthusiasm, all of which stimulate stronger work motivation and contribute to better performance levels. Taken together, these results confirm that work motivation partially mediates the relationships between both organizational culture and self-efficacy with employee performance. In other words, motivation serves as a psychological mechanism that transforms organizational support and personal confidence into higher productivity and goal attainment within the workplace. The significance of both direct and indirect paths indicates partial mediation, meaning that work motivation strengthens but does not completely replace the direct effects of organizational culture and self-efficacy on performance [34]. This finding aligns with Self-Determination Theory (SDT) and Social Cognitive Theory (SCT), which emphasize that motivation acts as a psychological mechanism translating cultural and self-efficacy influences into behavioral performance outcomes [35].

The findings demonstrate that organizational culture has a substantial impact on employee performance. A work environment that promotes collaboration, accountability, and innovation enhances intrinsic motivation and aligns individual goals with organizational objectives [36]. This is consistent with studies indicating that public sector organizations with adaptive cultures perform better due to shared values and clear mission alignment [37]. The positive influence of self-efficacy on performance supports Bandura's assertion that belief in one's abilities directly affects effort, persistence, and achievement [38]. In the PUPR context, employees with high self-efficacy exhibit proactive problem-solving behaviors, are more resilient under workload pressures, and are more committed to completing infrastructure projects effectively. The mediating role of work motivation reinforces the idea that motivation acts as a bridge between psychological resources and performance outcomes. Motivation amplifies the impact of culture and self-efficacy by converting individual confidence and organizational support into sustained effort and commitment [39]. The results also validate earlier findings

in the Indonesian public sector, where motivational factors often outweigh financial incentives in determining performance levels [40]. Overall, the PLS-SEM results confirm that the integration of organizational culture, self-efficacy, and motivation forms a synergistic framework that predicts employee performance in government institutions effectively. For policymakers and administrators, strengthening these dimensions represents a strategic approach to enhancing public service quality and accountability.

Theoretically, this study contributes to the integration of motivation and organizational behavior theories by establishing the mediating role of work motivation between organizational culture, self-efficacy, and performance. The results strengthen prior empirical evidence suggesting that work motivation serves as a psychological conduit that translates cognitive resources (self-efficacy) and contextual support (organizational culture) into measurable work outcomes [41]. This research also enriches public administration literature by applying PLS-SEM modeling to a public sector setting, confirming that soft variables such as culture and motivation are as influential as technical competence in improving performance. The validated model can serve as a reference for future studies analyzing behavioral determinants of public servant productivity in developing countries [42].

From a managerial perspective, the findings offer several practical insights for government leaders, particularly at the PUPR Office of Bogor City. Strengthening Organizational Culture: Leaders should reinforce shared values of discipline, teamwork, and service orientation through leadership by example, participatory communication, and recognition programs. A strong culture enhances employee alignment with institutional goals. Enhancing Self-Efficacy: Training and empowerment programs should focus on developing problem-solving confidence and technical mastery among employees. Supervisors are advised to provide constructive feedback and autonomy, as these factors strengthen self-efficacy and intrinsic motivation [43]. Fostering Work Motivation: Management should create a motivational climate that supports autonomy, competence, and relatedness. Non-financial incentives such as acknowledgment, professional development opportunities, and clear career paths can sustain employee enthusiasm and commitment. Implementing these strategies will not only improve employee performance but also increase public satisfaction with infrastructure and housing services, thereby reinforcing the credibility of local government institutions.

This study has several limitations. First, it focuses solely on one regional government agency, which limits the generalizability of the findings to other contexts. Future research could include comparative studies across multiple institutions or regions to examine variations in cultural and motivational dynamics. Second, data were collected using a cross-sectional design, which limits causal inference. Future studies should employ longitudinal approaches to capture changes in motivation and performance over time [44]. Additionally, integrating variables such as leadership style,

organizational commitment, or job satisfaction may provide a deeper understanding of performance mechanisms in the public sector [45].

IV. CONCLUSION

This study empirically examined the effects of organizational culture and self-efficacy on employee performance, with work motivation as an intervening variable, using data from employees of the Public Works and Public Housing Office (PUPR) of Bogor City. The results of the PLS-SEM analysis revealed that both organizational culture and self-efficacy have significant direct effects on employee performance. A strong organizational culture characterized by collaboration, professionalism, and integrity fosters a positive work environment that enhances motivation and performance. Similarly, employees with higher levels of self-efficacy exhibit greater perseverance, confidence, and resilience in accomplishing work tasks, leading to improved performance outcomes. Furthermore, the study found that work motivation partially mediates the relationship between organizational culture and self-efficacy on performance. This indicates that cultural support and self-belief increase employees' intrinsic drive to achieve organizational goals, aligning with the principles of Self-Determination Theory (SDT) and Social Cognitive Theory (SCT). The model confirms that employee motivation acts as a bridge connecting psychological and organizational factors to behavioral performance. Overall, the findings demonstrate that organizational culture, self-efficacy, and work motivation collectively shape the behavioral dynamics that drive public sector performance in Indonesia, particularly within technical agencies like PUPR.

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