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**EMPLOYEE PERFORMANCE IS VIEWED FROM SELF-EFFICACY, TEAMWORK,  
ORGANIZATIONAL CULTURE AND JOB SATISFACTION**

**(Study at the Institute for The Development and Empowerment of Principals and  
Superintendents of Karanganyar Regency)**

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**Abstract:** *The purpose of this research is to find out the effect of a variable of self-efficacy, teamwork, organizational culture and job satisfaction on a variable called employee performance at LPPKSPS Karanganyar Regency. This research has been conducted using an approach called quantitative. The population in all employees who currently work at LPPKSPS Karanganyar Regency which has a total of 100 people. The sample technique used is simple random sampling technique with 50 respondents. Data were collected by questionnaire. The technique for analyzing the data of this research which has been used statistical analysis is multiple linear regression test. The results of the research that have been carried out have shown that a variable of self-efficacy, teamwork, organizational culture and job satisfaction has a positive and significant impact on a variable called employee performance at LPPKSPS Karanganyar Regency. Suggestions from this research, LPPKSPS Karanganyar Regency in the future will continue to maintain and improve the quality of self-efficacy, teamwork, organizational culture and job satisfaction, so that later it will continue to make employee performance will also continue to increase and of course be better than before.*

**Keywords:** *Employee Performance, Self-Efficacy, Teamwork, Organizational Culture, Work Goals*

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## **1. Introduction**

HR becomes one of the essential assets in the company because it has its role as a subject of implementing a policy and an operational activity in the organization. For management activities to operate well, the organization must certainly have employees who have the knowledge and good skills and have a business to manage an organization as much as possible so that the performance of employees can continue to improve. Human resources become the principal capital in an organization, which can make an invaluable contribution in creating a strategy for achieving an existing goal in the organization.

An organization expects a capable and skilled human resource. Still, it must be more important, namely how its employees can work diligently and want to achieve very optimal work results. This is undoubted because several human factors or employees will determine the success of an organization to attain a goal where HR is a central figure in an organization. To organize it, of

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course, it takes a leader with a leadership style that can motivate their employees to achieve maximum performance.

Performance is how far the person has carried out the organization's plan, either to achieve a specific goal related to a unique role or by showing a competency compatible with an organization. Performance is a multidimensional concept (Irmayanthi & Surya, 2020).

Self-efficacy becomes self-belief in a competency that has been owned in directing all efforts to run well and succeed in carrying out the tasks they do. Self-efficacy is a question of a person's perceived competence to address a particular situation about assessing their ability to work on behaviours related to a specific job or position. Self-efficacy is an individual's belief in their ability to achieve a planned level of performance when the complement is carried out driven by events that affect an individual's life (Mahawati & Sulistiani, 2021). Self-efficacy is a person's perception of how well a person can behave under certain conditions, and self-efficacy is related to the fact that one has the ability to perform the expected behaviour (Mukrodi, 2018).

Teamwork is the unity of two or more people who communicate and overcome work to achieve a particular goal. Leaders must understand and manage the level of development, cohesion, norms, and conflicts to build a more effective team (Habibie, et al., 2017). Teamwork is essential to success at work. Teamwork will be a driving force that provides energy and synergy for those who work together. A brilliant idea can't come without good cooperation. The adoption of teamwork, experts say, depends on teamwork, not on exceptional individuals, in the success of organizations at a time of increased competitive pressures. The formation of teamwork is expected to increase employee cooperation, contributing to the achievement of company goals. When teamwork is good, employees can focus on their work and remind each other of group problems (Dira et al., 2020).

Organizational culture is the result of incorporating the style of the culture or behaviour of each person that was previously introduced into a norm and a new understanding that brings the energy and pride of a group concerning particular objects and goals. From various cultural images of the organization, it can be concluded that the interaction of people in the organization explains its culture (Manampiring et al., 2019).

Job satisfaction becomes a happy attitude in a job. This attitude is reflected in employee morale, discipline and productivity (Arda, 2017). Job satisfaction is an individual's perception of various aspects of a job. Perception can be expressed in people's feelings and attitudes towards their work. Emotions and attitudes can be positive or negative. If a person has a positive attitude towards his work, he is satisfied with his work. In contrast, if an employee has a negative attitude towards his career, he is not happy (Wijaya, 2018).

The research was conducted on all employees in LPPKSPS Karanganyar Regency addressed in Kp. Dadapan, Village, RT.06 / RW.07, Dadapan, Jatikuwung, Kec. Gondangrejo, Karanganyar Regency, Central Java 57188 with 114 employees used as a population of 100 employees.

## **2. Literatur Review**

### **1) Employee Performance**

Employee performance inspires the quality of an activity or policy program to achieve goals in the organization (Moeheriono, 2012: 95). The effectiveness of an employee is the result of work done by someone by the demands of the job. Determine employee performance based on comparison with employee performance standards (Bangun, 2012: 231).

According to Cashmere (2016) Employee performance can be carried out using several indicators, namely:

#### **a. Quality (quality)**

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- b. Quantity (amount)
  - c. Time (period)
  - d. Cost suppression
  - e. Supervision
- 2) Self-Efficacy

According to Cherian & Jacob (2013) it is said that self-efficacy is a person's sense of ability to perform tasks, another view states that self-efficacy is a belief in one's competence and effectiveness as a result of providing satisfaction.

According to Sha'dullah (2016) the indicator of self-efficacy represents a measure of self-efficacy: level, power, and community. Considering these three dimensions, several indicators of self-efficacy can be distinguished, namely:

- a. Sure you can take specific actions. People believe that they can perform certain tasks that determine what they need to do (goals).
- b. Confidently be able to motivate yourself to take the necessary steps to complete the task.
- c. Sure that people can work hard, patiently, and diligently to finish the work with all their might.
- d. Confidently able to withstand obstacles and difficulties that arise and can rise from failure.
- e. Confident can solve problems in various situations or conditions.

3) Teamwork

Teamwork or collaborative learning is a team (group) process in which participants support and rely on each other to achieve consensus (Lewis Thomas and Elaine B. Johnson, 2014: 164).

Teamwork has several metrics to consider. Indicators of cooperation according to Fitri (2015) are:

- a. Combining the work of individuals and others to achieve scientific goals.
- b. Share your work with others with one goal in mind.

4) Organizational Culture

Organizational culture is a structure that guides daily actions and decision-making and guides actions for employees to achieve an existing goal within the organization (Rivai and Mulyadi 2012: 374).

Indicators of organizational culture according to Wibowo (2016) are as follows:

- a. Someone's initiative.
- b. Tolerance to risk
- c. Supervision
- d. Management support
- e. Communication patterns

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5) Job Satisfaction

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According to Robbins and Judge (2015: 78) Job satisfaction is "an individual's general attitude toward work that represents the difference between the rewards an employee receives and the amount they think they should receive.

According Fuad (2015) formulated a job satisfaction index with five indicators as follows:

- a. Salary
- b. Promotion
- c. Coworkers
- d. Supervisor
- e. The Work Itself

### **Hypothesis**

#### **1) Influence of Self-Efficacy on Employee Performance**

Mukrodi (2018), stated that self-efficacy has a positive and significant effect on employee performance at PT Express Kencana Lestari (Express Group) Depok. This shows that the higher the level of self-efficacy, the greater the level of employee performance. Several other researchers who showed similar results are (Wastuti, 2018); (Antares et al, 2020); (Mahawati & Sulistiani, 2021). Based on this description, the hypotheses that will be tested in this study are:

H1: Self-Efficacy affects the performance of employees of the School Principal Development and Empowerment Institute and School Superintendent.

#### **2) Influence of Teamwork on Employee Performance**

Habibie et al (2017) stated that teamwork had a positive and significant effect on the performance of PT employees. Geo Given Sidoarjo. This shows that the higher the level of teamwork, the greater the level of employee performance. Some other researchers showed similar results (Ahmad & Manzoor, 2017) and (Dira et al, 2020). Based on this description, the hypotheses that will be tested in this study are:

H2: Teamwork affects the performance of employees of the Principal Development and Empowerment Institute and School Superintendent.

#### **3) Influence of Organizational Culture on Employee Performance**

Novziransyah (2017), stated that the organizational culture has a positive and significant influence on employee performance at PT. PLN (Persero) North Sumatra Regional Office of Medan. This shows that the higher the level of organizational culture, the greater the level of employee performance. Several other researchers who showed similar results are (Paschal & Nizam, 2016); (Manampiring et al, 2019); (Dira et al, 2020); (Irmayanthi & Surya, 2020). Based on this description, the hypotheses that will be tested in this study are:

H3: Organizational culture affects the performance of employees of the Institute of Development and Empowerment of Principals and School Superintendents.

#### **4) Effect of Job Satisfaction on Employee Performance**

Arda (2017), stated that job satisfaction had a positive and significant effect on employee performance at Bank Rakyat Indonesia Putri Hijau Medan Branch. This shows that the higher the level of job satisfaction, the greater the level of employee performance. Some other researchers who showed similar results are (Triwahyun & Ekowati, 2017); (Wijaya, 2018); (Arifianto, 2018). Based on this description, the hypotheses that will be tested in this study are:

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H4: Job Satisfaction affects the performance of employees of the School Principal Development and Empowerment Institute and School Superintendent.

### 3. Research Methodology

The research that has been done uses quantitative approaches. Quantitative research is a scientific method because of scientific rules that are very concrete or empirical, objective, measurable, rational and systematic (Sugiyono, 2019: 7).

The population can also be called the whole subject in the study (Arikunto, 2019: 173). Population in all employees who work in LPPKSPS Karanganyar Regency which has a total of 100 people. The sample also becomes part or representative of a population studied (Arikunto, 2019: 179). The number of pieces for the trial selected 20 employees. For the study, a sample of 50 people was considered to have represented the entire population. Sampling techniques will be used in a study with simple random sampling techniques.

### 4. Results And Discussions

#### A. Multiple Linear Regression Test

Table 1			
Multiple Linear Regression Test			
No	Variable	Unstandardized B	Description
1	(Constant)	0,229	Positive(+)
2	Self-Efficacy	0,294	Positive(+)
3	Team Work	0,250	Positive(+)
4	Organizational Culture	0,269	Positive(+)
5	Job Satisfaction	0,182	Positive(+)

Source: Primary Data processed 2021

Based on the results of the table listed above, an equation of regression that has been formed is:

$$Y = 0,229 + 0,294 X_1 + 0,250 X_2 + 0,269 X_3 + 0,182 X_4 + e$$

1) Constant (a) = 0.229

If the value (a) = 0.229 while from the variables of self-efficacy, teamwork, organizational culture and job satisfaction is considered to have not changed or also (= 0), then the results of employee performance variables amount to 0.229 and also provide information that there is a positive result.

2) Coefficient of Self Efficacy (b<sub>1</sub>) = 0.294

If the coefficient of the self-efficacy variable increases, while from the variable of teamwork, organizational culture and job satisfaction the estimated value of an existing regression model is of fixed value, then the value of an employee's performance will continue to increase by 0.294 and also information that there is a positive result.

3) Coefficient of Teamwork (b<sub>2</sub>) = 0.250

If the coefficient of the team cooperation variable increases, while from the variable self-efficacy, organizational culture and job satisfaction the estimated value of an existing regression model is of fixed importance, then the value of an employee's performance will continue to increase by 0.250 and also information that there is a positive result.

4) Organizational Culture Coefficient ( $b_3$ ) = 0.269

If the coefficient of organizational culture variables increases, while from variable self-efficacy, teamwork and job satisfaction it is estimated that the value of an existing regression model is of fixed value, then the value of an employee's performance will continue to increase by 0.269 and also information that there is a positive result.

5) Coefficient of Job Satisfaction ( $b_4$ ) = 0.182

If the coefficient of the job satisfaction variable increases, while from the variable self-efficacy, teamwork and organizational culture it is estimated that the value of an existing regression model is of fixed value, then the value of an employee's performance will continue to increase by 0.182 and also information that there is a positive result.

## B. Hypothesis Test

### 1) Test F (Simultaneous)

Table 2  
Test Results F

Model	F <sub>count</sub>	F <sub>table</sub>	Sig.	Standar
Regression	29,422	2,57	0,000	0,05

Source: Primary Data processed 2021

The value of Fcount is 29,422, Fcount > Ftable 29,422 > 2.57 and sig 0.000 < 0.05 then Ho will be rejected. Can be given ha results will be accepted. There is a good influence between self-efficacy, teamwork, organizational culture, and job satisfaction very simultaneously and significant to employee performance variables in LPPKSPS Karanganyar Regency.

### 2) Test t (Partial)

Table 3

Test t Result (Partial)

Hypothesis	tcount	ttable	Sig.	Standard	Description
H1	4,169	>2,012	0,000	0,05	Accepted
H2	3,446	>2,012	0,001	0,05	Accepted
H3	3,565	>2,012	0,001	0,05	Accepted
H4	2,638	>2,012	0,010	0,05	Accepted

Source: Primary Data processed 2021

- The self-efficacy variable has a tcount > ttable (4,169 > 2,012) and also Sig 0.000 < 0.05 then it can be concluded that Ho result will be rejected and also Ha will be accepted. There are very positive influence results and also significant self-efficacy to the performance of employees in LPPKSPS Karanganyar Regency.
- The team cooperation variable has a tcount > ttable (3,446 > 2,012) and also Sig 0.001 < 0.05 then it can be concluded that Ho results will be rejected and also Ha will be accepted. There are very positive influence results and also significant teamwork on employee performance in LPPKSPS Karanganyar Regency.



- c. Organizational culture variables have a  $t_{count} > t_{table}$  ( $3,565 > 2,012$ ) and also  $Sig\ 0.001 < 0.05$  then it can be concluded that  $H_0$ 's results will be rejected and also  $H_a$  will be accepted. There are very positive influence results and also significant organizational culture on employee performance in LPPKSPS Karanganyar Regency.
- d. The job satisfaction variable has a  $t_{count} > t_{table}$  ( $2,638 > 2,012$ ) and also  $Sig\ 0.010 < 0.05$  then it can be concluded that  $H_0$ 's results will be rejected and also  $H_a$  will be accepted. There are very positive influence results and significant job satisfaction to employee performance variables in LPPKSPS Karanganyar Regency.

### 3) Determination Coefficient Test ( $R^2$ )

Table 4  
Coefficient of Determination Results

Model	R	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0,744	0,553	0,535	1,46578

Source: Primary Data processed 2021

The above results have been done and have obtained the results of adjusted R square 0.535. This means that from the variables of self-efficacy, teamwork, organizational culture and also job satisfaction contributes to employee performance 53.5% there is a remaining 46.5% explained by several other variables that are not used in this test: work environment, motivation, workload and others.

### Discussion

- 1) The influence of self-efficacy on an employee's performance in LPPKSPS Karanganyar Regency.

Based on the tests presented in Table 3, the factor of self-efficacy has a very positive and significant influence on an employee's performance. The results obtained prove that if the higher self-efficacy, the employee performance will also experience improved results that are good in real terms. The results of this research that has been carried out are also in line with the previously existing study that has been done by (Mahawati & Sulistiani, 2021); (Mukrodi, 2018) self-efficacy has a very positive and significant influence on employee performance.

- 2) Influence of teamwork on employee performance in LPPKSPS Karanganyar Regency.

Based on the tests presented in Table 3, teamwork factors have a very positive and significant influence on an employee's performance. The results obtained prove that if the higher the teamwork, the employee performance will also experience improved outcomes. The results of this research that has been carried out are also in line with the results of the previously existing study that has been done by (Habibie et al., 2017); (Dira et al., 2020) teamwork has a very positive and also significant influence on an employee's performance.

- 3) Influence of organizational culture on employee performance in LPPKSPS Karanganyar Regency.

Based on the tests presented in Table 3, organizational cultural factors have a very positive and significant influence on employee performance. The results obtained prove that if the higher the corporate culture, the employee performance will also experience good results. The results of this research that has been carried out are also in line with the results of a previously

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existing study that has been done by (Manampiring et al., 2019); (Novziransyah, 2017). Organizational culture has a very positive and significant influence on employee performance.

- 4) The effect of job satisfaction on an employee's performance in LPPKSPS Karanganyar Regency.

Based on the tests presented in Table 3, the job satisfaction factor has a very positive and significant influence on an employee's performance. The results obtained prove that if the higher the job satisfaction, the employee performance will also experience an actual good increase in results. The results of this research that has been carried out are also in line with the results of the previous study done by (Arda, 2017); (Wijaya, 2018) Job satisfaction has a very positive and significant influence on an employee's performance.

## **5. Conclusion**

- 1) Self-efficacy, teamwork, organizational culture and also job satisfaction have a simultaneous influence and then also partially on an employee performance in LPPKSPS Karanganyar Regency.
- 2) Based on the results of the determination coefficient test from the research carried out, the results of Adjusted R Square ( $R^2$ ) 0.535 or 53.5% have been obtained. Determination or also the contribution of variable self-efficacy, teamwork, organizational culture and also job satisfaction to employee performance in LPPKSPS Karanganyar Regency by 53.5%. The rest of the contribution from some other variables is only 46.5% such as work environment, work motivation, workload and others.

## **Implication**

- 1) Self-efficacy is the best and pervasive influence on a choice and the goals employees set for themselves. Self-efficacy also significantly impacts employees' access to tasks, their motivation to complete them, their level of effort, their perseverance in performing complex tasks, and their performance in completing them.
- 2) Everyone on the team needs the ability to work well together. The goal is to achieve a goal or goal that an institution has set. The importance of teamwork is often associated with career development and assessment of the overall effectiveness of institutions. Teamwork isn't just about collaborating on projects. Teamwork can actually help you learn how to communicate effectively, understand the perspectives of others, and manage conflict well. Of course, teamwork is beneficial to improve employee performance.
- 3) An excellent organizational culture is undoubtedly beneficial for the organization. That is, attitudes and unity that adhere to existing values encourage coordination of activities in the organization, facilitate/maintain communication between individuals or members, and create and maintain harmonious relationships. Work motivation, smooth organizational activities, cooperation between employees to increase productivity/efficiency in the organization, all decisions can be taken quickly and easily, thus improving the performance of existing employees.
- 4) Good job satisfaction can make performance improvements, minimize turnover and absenteeism, minimize accidents, minimize work stress, and minimize the number of unions. When employees enjoy what they are doing, they can put more effort into the overall good of the organization and improve the performance of existing employees.

## **Suggestion**



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1) Theoretically

Further research is expected to develop this research using free variables and self-efficacy, teamwork, organizational culture, and job satisfaction that can affect employee performance.

2) Practically

- a. It is expected that LPKSPS Karanganyar Regency will maintain and improve self-efficacy, teamwork, organizational culture, and job satisfaction in the future.
- b. For other researchers, employee performance variables can also be used for research outside the organization or government agency because they can be used to advance a careful object.

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