



**EFFECT OF SELF EFFICACY AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL PERFORMANCE THROUGH JOB SATISFACTION PT. TRIMITRA UTAMA**

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**Abstract**

*This study aims to determine the effect of self-efficacy and organizational culture on organizational performance and determine the effect of self-efficacy and organizational culture on performance through job satisfaction. The research was conducted at the PT. Trimitra Utama. Sampling uses saturated samples involving 106 employees in all parts of the organization. Data analysis using path analysis.*

*Based on the results of the study showed that self-efficacy and organizational culture influence organizational performance and self-efficacy and organizational culture affect organizational performance through job satisfaction. The indirect effect of self-efficacy and organizational culture on organizational performance is greater than the direct effect so that it can be said that the variable job satisfaction is an intervening variable.*

**Keywords: self-efficacy, organizational culture, job satisfaction, organizational performance**

**INTRODUCTION**

Companies need an assessment to find out the final goals to be achieved by individuals, groups, and organizations. In this sense performance is a tool that can be used to measure achievement levels or group and individual policies. Performance describes to what extent the organization achieves results when compared to its previous performance compared to other organizations (benchmarking) and to what extent the achievement of goals and targets has been set.



Performance is the work that can be achieved by employees or groups of employees in an organization, in accordance with the authority and responsibility of each in an effort to achieve the objectives of the organization concerned legally, not violating the law and in accordance with morals and ethics. In some fields, organizational performance can also be measured from other things such as strategic, operational, financial, legal and organizational development plans. In developing an institution or organization it is a must to survive in the competitive climate of the world.

Performance is influenced by various factors. In this study, the factors that influence performance is self-efficacy, organizational culture, and employee job satisfaction. Self-efficacy is a person's evaluation of his ability or competence to do a task, achieve goals, and overcome obstacles. Bandura and Woods (2010) explain that self-efficacy refers to the belief in an individual's ability to move motivation, cognitive abilities, and actions needed to meet the demands of the situation.

Self-efficacy is basically the result of cognitive processes in the form of decisions, beliefs, or awards about the extent to which individuals estimate their ability to carry out certain tasks or actions needed to achieve the desired results. According to him, self-efficacy is not related to the skills possessed but is related to individual beliefs about what can be done with the skills that he has no matter how big.

The research was conducted on 290 employees from 101 teams from drinking water purification companies in Brazil. In the study of Aaron and Richard (2010), it was concluded that self-efficacy had an effect on performance. Another factor that influences organizational performance is organizational culture. Schein in Luthans (2000) defines organizational culture as a pattern of basic assumptions that are found, created, or developed by a particular group with the intention that the organization learns to overcome or overcome problems arising from external adaptation and internal integration that has been running good enough, so it needs to be taught to new members as the right way to understand, think about and feel good about these problems.

Organizational culture has a broad meaning. According to Dessler (2008), organizational culture is a characteristic of the values, traditions, and behavior of employees in the company. According to Luthans (2000), organizational culture is the norms and values that direct the behavior of organizational members. Each member will behave according to the culture that applies to be accepted by the environment.

In the study of Aluko (2003), it was stated that organizational culture influences organizational performance. This research was conducted on employees of textile companies in Nigeria. Another study conducted by Ahmed, and Shafiq (2014) states that organizational culture influences organizational performance. This research was conducted on a number of employees in the country of Pakistan.

Employees feel job satisfaction also impacts on organizational performance. Job satisfaction is a positive attitude and pleasant feeling towards work, salary, supervision, co-workers, and matters relating to the world of work. Koesmono (2012) suggests that job satisfaction is an assessment, feeling or attitude of a person or employee towards his work and related to the work environment and so on. So that it can be said that job satisfaction is the fulfillment of several wants and needs through work or work activities. The Bakotic (2015) study states that there is an influence of job satisfaction on organizational performance. This research was conducted on a number of employees in Croatian state companies. The samples studied were 40 medium-sized companies in the country.

PT. Trimitra Utama and experience problems in managing self-efficacy, organizational culture, and employee satisfaction. Company employees need to be encouraged to be able to control themselves so they can work well. In addition, organizational culture is still weakly applied to the company. The employee also feels less satisfaction in working.



## LITERATURE REVIEW

### *Organizational Performance*

The term raw performance can be interpreted as an assessment to find out the final goals to be achieved by individuals, groups, and organizations. In this sense performance is a tool that can be used to measure achievement levels or group and individual policies. Some opinions about performance were also expressed by several experts as follows:

According to Keban (2004) performance is a translation of performance which is often interpreted as "appearance", "demonstration" or "achievement". This also agrees with what Mangkunegara said (2008:67) that the term performance comes from the word job performance or actual performance, namely work performance or achievement to be achieved.

According to Keban (2004: 183), the achievement of results (performance) can be assessed according to the actors, namely:

1. Individual performance that describes how far someone has carried out their main tasks so that they can provide results that have been set by the group or agency.
2. Group performance, which describes how far someone has carried out their main tasks so that they can provide results set by the group or agency.
3. Organizational performance, which describes how far one group has carried out all the main activities so as to achieve the institution's vision and mission.
4. Program performance, which is related to how far the activities in the program have been implemented so that they can achieve the objectives of the program.

Performance is a set of outputs produced by the implementation of certain functions over a period of time (Tangkilian, 2003: 109).

According to Prawirosentono (2009) argues that performance is the work that can be achieved by employees or groups of employees in an organization, in accordance with the authority and responsibility of each in an effort to achieve the objectives of the relevant organization legally, not violating the law and in accordance with morals and ethics.

Based on some of the opinions above, it can be said that the concept of performance is a description of achievement by employees or groups in an organization in the implementation of activities, programs, policies to realize the prescribed vision, mission, and organizational goals.

### *Self Efficacy*

Bandura (2000) defines self-efficacy, namely his ability to perform tasks or actions needed to achieve certain results. Meanwhile, Baron and Byrne (2003) define self-efficacy as a person's evaluation of his ability or competence to do a task, achieve goals, and overcome obstacles. Bandura and Woods (2000) explained that self-efficacy refers to the belief in an individual's ability to move motivation, cognitive abilities, and actions needed to meet the demands of the situation.

Self-efficacy emphasizes the components of self-confidence that a person has in dealing with future situations that contain obscurity, cannot be predicted, and are often full of pressure. Although self-efficacy has a large causal effect on our actions, self-efficacy combines with the environment, previous behavior, and other personal variables, especially expectations of results to produce behavior. Self-efficacy will affect several aspects of one's cognition and behavior.



A person with self-efficacy believes that they are able to do something to change the events around him, while someone with low self-efficacy considers him basically unable to do everything around him.

Bandura (1994) said that perceptions of self-efficacy of each individual develop from the gradual achievement of certain abilities and experiences continuously. The ability to perceive cognitively to the abilities possessed raises self-confidence or stability that will be used as a foundation for individuals to try as much as possible to achieve the set targets.

## **Organizational Culture**

Robbins (2010) states that organizational culture is a system of shared meaning within an organization that determines at a higher level how employees act. Organizational culture is a system of values that are believed by all members of the organization and studied and applied and developed in a sustainable manner that functions as a whole system. Robbins (2010) states: Organizational culture is a shared system of meaning from other organizations. This system of shared meaning is a closer analysis, a set of keys that characterizes the organization value.

Robbins (2010) further argues that: "Organizational culture as the dominant values that are disseminated in organizations is used as the philosophy of work of employees who guide the organization's policies in managing employees and consumers. Organizational culture as a series of values and norms that control organizational members interact with others and with suppliers, consumers, and other people outside the organization. Organizational culture consists of the final state that the organization seeks to achieve (terminal value) and the model encourages organizational behavior (instrumental values). Ideally, instrumental values help organizations achieve terminal goals. Actually, different organizations have different cultures because they process different terminal and instrumental value settings.

Organizational culture has a broad meaning. According to Dessler (2006), organizational culture is a characteristic of the values, traditions, and behavior of employees in the company. According to Luthans (2000), organizational culture is the norms and values that direct the behavior of organizational members. Each member will behave according to the culture that applies to be accepted by the environment.

Schein in Luthan (2000) defines organizational culture as a pattern of basic assumptions that are found, created, or developed by a particular group with the intention that the organization learns to overcome or overcome problems arising from external adaptation and internal integration that has been running good enough, so it needs to be taught to new members as the right way to understand, think about and feel good about these problems. Mas'ud (2006), organizational culture is a system of meanings, values, and beliefs that are shared together in an organization which is a reference for acting and distinguishing organizations from one another. The organizational culture then becomes the main identity or character of the organization that is maintained and maintained.

## **Job Satisfaction**

Job satisfaction according to Martoyo (1992: 115), basically is one of the psychological aspects that reflect a person's feelings towards his work, he will feel satisfied with the compatibility between abilities, skills, and expectations with the work he faces. Satisfaction is actually a subjective condition which is the result of conclusions based on a comparison of what the employee receives from his job compared to what he expected, desired, and thought to be appropriate or entitled to. While each employee/employee subjectively determines how the job is satisfying.

According to Tiffin (1958) in As'ad (2004: 104) job satisfaction is closely related to the attitude of employees to their own work, work situation, collaboration between leaders and employees. Whereas according to Blum (1956) in As'ad (2004: 104) argues that job satisfaction is a general attitude which is the result of several special attitudes towards work factors, adjustment and individual social relations outside of work.



From the limitations regarding job satisfaction, it can be concluded simply that job satisfaction is a person's feelings for their work. This means that the conception of job satisfaction sees it as a result of human interaction with the working environment.

According to Rivai (2005: 475), satisfaction is an evaluation that describes someone for feeling happy or not satisfied in working. Whereas according to Cherrington (2005) "job satisfaction basically refers to how much an employee likes his job". Based on this, experts classify the factors that influence job satisfaction related to several aspects, namely:

1. Salary, which is the amount of payment someone receives as a result of work implementation, whether it is in accordance with the needs and feels fair.
2. The work itself, namely the contents of the work done by someone, does it have a satisfying element.
3. Co-workers, namely friends to whom someone is always interacting in the execution of work. A person can feel his work is very pleasant or unpleasant.
4. Bosses, namely someone who always gives orders or instructions in the implementation of work. The ways employers can be unpleasant for someone or fun and this can affect job satisfaction.
5. Promotion, namely the possibility that someone can develop through promotion. One can feel that there is a big possibility of going up to the position or not, the process of making a position is less open or open. This can also affect the level of job satisfaction someone has.
6. Work environment, namely the physical and psychological environment.

## RESEARCH METHODS

### *Formulation of the Problem*

The formulation of this problem is as follows:

1. How is the effect of self-efficacy and organizational culture on the organizational performance of PT. Trimitra Utama simultaneously?
2. How is the effect of self-efficacy on the organizational performance of PT. PT. Trimitra Utama Partially?
3. How is organizational culture affecting the organizational performance of PT. PT. Trimitra Utama Partially?
4. How is the job satisfaction of the organizational performance of PT. PT. Trimitra Utama Partially?
5. How is the influence of self-efficacy on the organizational performance of PT. Trimitra Utamathrough job satisfaction?
6. How is organizational culture affecting the organizational performance of PT. Trimitra Utamathrough job satisfaction?

### *Research Purposes*

This study intends to analyze the effect of self-efficacy and organizational culture on organizational performance through job satisfaction variables. This research is expected to be used as an organization in improving employee performance in the future.

### *Research Design*

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable.

This phenomenon can be designed through the following mathematical functions.





1. **Model 1**

Simultaneous influence between X1 (self-efficacy), and X2 (organizational culture) on variable Y (organizational performance) can be formulated by:

$$Y = f(X_1, X_2)$$

2. **Model 2**

The effect of independent variable X1 (self-efficacy) on organizational performance (Y) can be formulated by  $Y = f(X_1)$

3. **Model 3**

Partial influence between variables X2 (organizational culture) on organizational performance (Y) can be formulated by  $Y = f(X_2)$

4. **Model 4**

The partial effect between the variable job satisfaction (X3) on Y (organizational performance) can be formulated by  $Y = f(X_3)$

5. **Model 5**

The partial effect between X1 variables (self-efficacy) on Y (organizational performance) through job satisfaction variables (X3) can be formulated by:

$$X_3 = f(X_1)$$

$$Y = f(X_3)$$

6. **Model 6**

Partial influence between variables X2 (organizational culture) on Y (organizational performance) through job satisfaction variables (X3) can be formulated by:

$$X_3 = f(X_2)$$

$$Y = f(X_3)$$

## ***Population and Samples***

The population is a generalization area consisting of objects/subjects that have certain quantities and characteristics set by researchers to be studied and conclusions drawn (Sugiyono, 2005). The sample is a partial withdrawal of the population to represent the entire population (Surakhmad, 1990).

The population used in this study is the number of employees in each part of the organization. The number of employees involved was 106 people. This sample is a saturated sample.

## ***Data Analysis***

The stages of data processing in this study are the classic assumption test with regression such as linearity test, heteroscedastic test, normality test, multicollinearity test, and autocorrelation and descriptive statistical search, namely the average value, median mode, standard deviation and range.

## **RESEARCH RESULTS AND DISCUSSION**

### ***1. Testing Classical Assumptions***

Regression equations produced from calculations using SPSS version 21 must be tested for quality using classical assumptions so that they meet the Best Linear Unbiased Estimated (BLUE) requirement. Some classic assumption tests that must be fulfilled are normality test, autocorrelation, multicollinearity, and heteroscedasticity.



**Normality Test**

Data normality testing is used to draw conclusions whether the data being studied is normally distributed so that if it is described it will form a normal curve. Data normality test using Kolmogorov Smirnov with results can be seen in the following table.

**Table 1. Results of the Kolmogorov Smirnov calculation**

One-Sample Kolmogorov-Smirnov Test					
		SELF	CULTURE	SATISFACTION	PERFORMANCE
N		106	106	106	106
Normal Parameters <sup>a,b</sup>	Mean	19,3679	21,4245	41,5660	42,3113
	Std. Deviation	3,65233	6,01735	6,40092	5,77080
Most Extreme Differences	Absolute	,210	,109	,117	,132
	Positive	,075	,070	,079	,076
	Negative	-,210	-,109	-,117	-,132
Test Statistic		,210	,109	,117	,132
Asymp. Sig. (2-tailed)		,000 <sup>c</sup>	,003 <sup>c</sup>	,001 <sup>c</sup>	,000 <sup>c</sup>
a. Test distribution is Normal.					
b. Calculated from data.					
c. Lilliefors Significance Correction.					

Based on the table above, it is known that the data meet the assumption of normality if the significance value has a number greater than 0.05. The data in the table above illustrates that the data has a significant number above 0.05 so that it can be said that the data in the questionnaire results have a normal distribution. The description of the normality curve can also be seen based on the image below. The image is obtained from the illustration in SPSS where X entered is S reside and Y is Z Pred.

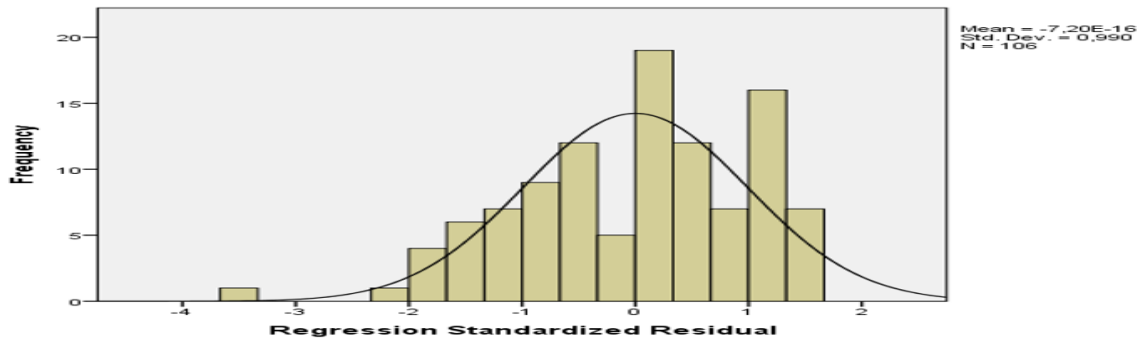


Figure 1. Data normality curve

Based on the picture above it is known that the data is normally distributed. This analysis supports the analysis that has been done before. Equations formed if described also form linear curves. This curve can be described as follows.

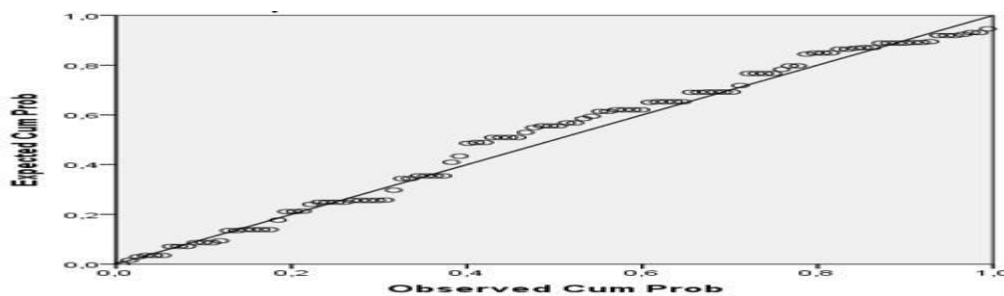


Figure 2. Data linearity curve



**Data Autocorrelation Test**

This test includes testing whether the data on one variable has a significant correlation or not. The autocorrelation test can be seen using the Durbin Watson value as follows.

**Table 2. Results of Durbin Watson's calculation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,783 <sup>a</sup>	,614	,606	3,62065	1,331

a. Predictors: (Constant), CULTURE, SELF  
 b. Dependent Variable: PERFORMANCE

Based on the table above the value of Durbin Watson is at reception, there is no data autocorrelation.

**Data Multicollinearity Test**

Multicollinearity test data is a test to see whether there is a high correlation between independent variables. Testing this assumption is done using VIF values. If the VIF value is smaller than 5, multicollinearity does not occur between independent variables. The results of VIF calculations can be seen in the following table.

**Table 3. Results of VIF calculations**

Model	Collinearity Statistics	
	Tolerance	VIF
1 SELF	,979	1,022
CULTURE	,979	1,022

a. Dependent Variable: PERFORMANCE

Based on the table above it is known that the VIF value is smaller than 5 so that it can be said that the independent variable is not correlated with each other.

**Data Heteroscedasticity Test**

Data heteroscedasticity test is a test to assess whether the predictive value of the data correlates with the value of the independent variable. If it happens then the resulting equation is also not a good estimator. This test can use a curve model resulting from the equation between X Pred on Y and D Resid variables on variable X in the SPSS program. The resulting image can be seen in the following picture.

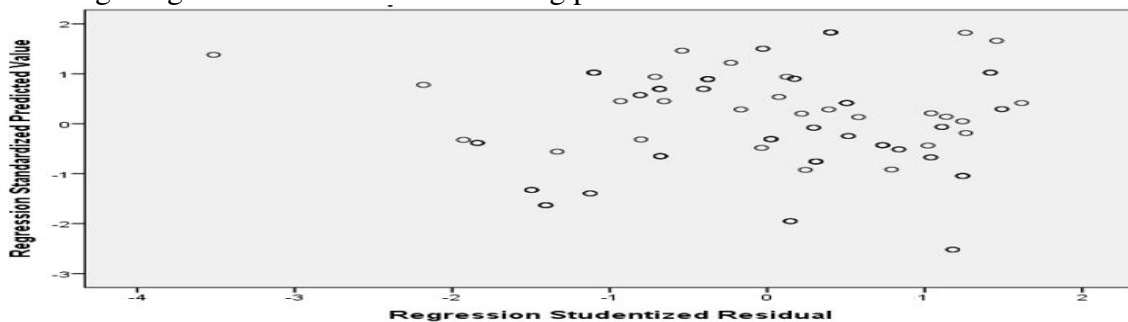


Figure 3. Testing for heteroscedasticity

Based on the picture above, it can be seen that the points that spread do not form a certain pattern, meaning that there is no densely correlated data prediction on the Y variable with the value of the independent variable on the X variable so that the heteroscedasticity does not occur.

**2. Hypothesis Testing**





**a. Effect of Self Efficacy and Organizational Culture on Organizational Performance**

Linear analysis models can be seen based on calculations using the SPSS program as follows.

**Table 4. Results of the first equation analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16,544	2,151		7,691	,000
SELF	,722	,098	,457	7,385	,000
CULTURE	,550	,059	,573	9,266	,000

a. Dependent Variable: PERFORMANCE

Based on the table above, simultaneous structural equations can be described as follows

$Y = 0.457X_1 + 0.573X_2$ . The calculated F value can be obtained from the following table

**Table 5. F value of a simultaneous persistent calculation**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2146,490	2	1073,245	81,870	,000 <sup>b</sup>
Residual	1350,237	103	13,109		
Total	3496,726	105			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), CULTURE, SELF

Based on the table above it is known that the calculated F value is 81.870 and the significance is 0.00. This value is smaller than 0.05. This means that the variables of self-efficacy and organizational culture influence the performance of the organization simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the value of r squared as follows.

**Table 6. Value of r squared first regression m**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,783 <sup>a</sup>	,614	,606	3,62065	1,331

a. Predictors: (Constant), CULTURE, SELF

b. Dependent Variable: PERFORMANCE

Based on the table above, it is known that the value of r squared is 61.4%, which means the self-efficacy variable and organizational culture have an effect on organizational performance by 61.4% while the rest is influenced by other variables which are not included in the equation.

**b. Analysis of the Effect of Self Efficacy on Organizational Performance Partially**

The results of the analysis of the effect of self-efficacy on performance partially can be seen in the following table.

**Table 7. Results of analysis of the second regression equation**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	25,775	2,569		10,033	,000
SELF	,854	,130	,540	6,549	,000

a. Dependent Variable: PERFORMANCE

The structural equation from the data above can be seen as follows

$$Y = 0.540X_1$$



Based on the table of the results of the analysis above it is known that the coefficient of self-efficacy is 0.540. T value of 6.549. The significance value of 0.00. This significance value is smaller than 0.05. This means that the variable self-efficacy influences organizational performance partially. The magnitude of the effect of self-efficacy on organizational performance can be seen in the following table.

**Table 8. Value of r squared of the second equation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,540 <sup>a</sup>	,292	,285	4,87903

a. Predictors: (Constant), SELF

Based on the table above it can be seen that the value of r squared is 0.292. This means that the effect of the Self-efficacy variable on performance is 29.2% and the rest is influenced by other variables which are not included in the equation model.

**c. Analysis of the Effects of Organizational Culture on Organizational Performance Partially**

The results of the analysis of the influence of organizational culture on performance partially can be seen in the following table.

**Table 9. Results of the analysis of the third regression equation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29,164	1,608		18,140	,000
	CULTURE	,614	,072	,640	8,491	,000

a. Dependent Variable: PERFORMANCE

The structural equation from the data above can be seen as follows

$$Y = 0.640X_2$$

Based on the table of the results of the analysis above, it is known that the organizational culture coefficient is 0.640. T value of 8.491. The significance value of 0.00. This significance value is smaller than 0.05. This means that organizational culture variables influence organizational performance partially. The magnitude of the influence of organizational culture on organizational performance can be seen in the following table.

**Table 10. Value of r squared third equation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,640 <sup>a</sup>	,409	,404	4,45610

a. Predictors: (Constant), CULTURE

Based on the table above, it can be seen that the value of r squared is 0.404. This means that the influence of organizational culture variables on organizational performance is 40.4% and the rest is influenced by other variables which are not included in the equation model.

**d. Analysis of the Effect of Partial Job Satisfaction on Organizational Performance**

The results of the analysis of the influence of job satisfaction on organizational performance partially can be seen in the following table.

**Table 11. Results of the analysis of the fourth regression equation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,989	1,881		5,310	,000
	SATISFACTION	,778	,045	,863	17,383	,000

a. Dependent Variable: PERFORMANCE

The structural equation from the data above can be seen as follows

$$Y = 0.863X_3$$



Based on the table of analysis results above, it is known that the job satisfaction coefficient is 0.863. T value of 17,383. The significance value of 0.00. This significance value is smaller than 0.05. This means that the variable job satisfaction influences organizational performance partially. The magnitude of the influence of job satisfaction on organizational performance can be seen in the following table.

**Table 12. Value of r quadratic fourth equation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,863 <sup>a</sup>	,744	,741	2,93415

a. Predictors: (Constant), SATISFACTION

Based on the table above, it can be seen that the value of r squared is 0.744. This means that the influence of job satisfaction variables on organizational performance is 74.4% and the rest is influenced by other variables which are not included in the equation model.

**e. Analysis of the Effect of Self Efficacy on Organizational Performance through Job Satisfaction**

The coefficient of the influence of self-efficacy on organizational performance through job satisfaction can be seen in the following table

**Table 13. Effect of self-efficacy on organizational performance through job satisfaction**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,249	2,552		7,544	,000
	SELF	1,152	,129	,657	8,899	,000

a. Dependent Variable: SATISFACTION

Based on the previous table it is known that the effect of self-efficacy on organizational performance is 0.540. The effect of self-efficacy on performance through job satisfaction is  $0.657 \times 0.863 = 0.567$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the job satisfaction variable is an intervening variable.

**f. Analysis of the Effect of Organizational Culture on Organizational Performance through Variable Job Satisfaction**

The organizational culture coefficient value of organizational performance through job satisfaction can be seen in the following table.

**Table 14. The coefficient value of the influence of organizational culture on organizational performance through job satisfaction**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23,930	1,470		16,282	,000
	CULTURE	,823	,066	,774	12,459	,000

a. Dependent Variable: SATISFACTION

Based on the previous table it is known that the direct effect of organizational culture on organizational performance is 0.640. While the influence of organizational culture on organizational performance through job satisfaction is  $0.774 \times 0.863 = 0.668$ . In this case, the direct effect is smaller than the indirect effect so that it can be said that the job satisfaction variable is an intervening variable.

**CONCLUSIONS AND RECOMMENDATIONS**

**Conclusion**

The variables of self-efficacy and organizational culture influence the performance of the organization simultaneously. The calculated F value is 81,870 and the significance is 0.00. This value is smaller than 0.05. The



value of r squared is 61.4%, which means that the Self-efficacy variable and organizational culture influence organizational performance by 61.4% while the rest is influenced by other variables which are not included in the equation model.

The self-efficacy variable partially affects organizational performance. Self-efficacy of 0.540. T value of 6.549. The significance value of 0.00. This significance value is smaller than 0.05. The value of r squared is 0.292. This means that the effect of the self-efficacy variable on performance is 29.2% and the rest is influenced by other variables which are not included in the equation model.

Organizational culture variables partially influence organizational performance. T value of 8.491. The significance value of 0.00. This significance value is smaller than 0.05. The value of r squared is 0.404. This means that the influence of organizational culture variables on organizational performance is 40.4% and the rest is influenced by other variables which are not included in the equation model.

Job satisfaction variables partially influence organizational performance. T value of 17,383. The significance value of 0.00. This significance value is smaller than 0.05. The value of r squared is 0.744. This means that the influence of job satisfaction variables on organizational performance is 74.4% and the rest is influenced by other variables which are not included in the equation model.

The effect of self-efficacy on organizational performance is 0.540. The effect of self-efficacy on performance through job satisfaction is  $0.657 \times 0.863 = 0.567$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the job satisfaction variable is an intervening variable.

The direct influence of organizational culture on organizational performance is 0.640. While the influence of organizational culture on organizational performance through job satisfaction is  $0.774 \times 0.863 = 0.668$ . In this case, the direct effect is smaller than the indirect effect so that it can be said that the job satisfaction variable is an intervening variable.

## Recommendations

Organizational performance needs to be improved by increasing self-efficacy and increasing understanding and practice of organizational culture. Self-efficacy, namely the ability of himself in carrying out tasks or actions needed to achieve certain results. Increased self-efficacy is done by increasing the experience of success, paying attention to other people's experiences to be applied to other employees, increasing verbal persuasion skills, and paying attention to physiological conditions.

Improving organizational performance can also be done by improving organizational culture. Organizational culture is defined as values, beliefs, and principles that function as the basis of an organization's management system and also management practices and behaviors that help and strengthen basic principles. This can be improved by paying attention and understanding more about the mission of the organization, consistency, adaptability, and involvement of employees in the organization.

Employee satisfaction also needs to be improved by paying attention to the amount of salary received by employees, promotion carried out by the company, supervision, and attention to coworkers.



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