

## **The Influence of Self-Efficacy, Work Discipline and Organizational Culture On Employee Performance Mediated By Job Satisfaction**

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### **KEYWORDS**

self-efficacy; work discipline; organizational culture; job satisfaction; employee performance

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### **ABSTRACT**

The study aimed to examine self-efficacy, work discipline and organizational culture on employee performance mediated by job satisfaction. In this study, the technique of taking data sources by means of non-probability sampling with purposive sampling method. The sample used was employees at PT APM Logistics collected through a google form online questionnaire totaling 145 respondents. This study uses Partial Least Square SEM or what is called PLS-SEM. This study uses variables of self-efficacy, discipline and culture as dependent variables, employee performance as an independent variable, and job satisfaction as a mediating variable. The results of this study indicate that efficacy has no positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance, organizational culture has a positive and significant effect on employee performance, self-efficacy has a positive and significant effect on job satisfaction, work discipline has a positive and significant effect on job satisfaction, organizational culture has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on employee performance, job satisfaction mediates the effect of self-efficacy on employee performance, job satisfaction mediates the effect of work discipline on employee performance, job satisfaction does not mediate the effect of organizational culture on employee performance

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### **Introduction**

Employee performance is very important in the company. A company wants its employees to work earnestly in accordance with their abilities to achieve good work results. Without good performance from all employees, the success of a company to achieve its goals will be difficult to achieve. Performance basically includes mental attitudes and behaviors that always have the view that the work carried out today must be more qualified than the work of the past, for the future more qualified than the present.

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An employee or employee will feel proud and satisfied with the achievements of those achieved based on the performance he provides for the company. Good performance is a desirable condition in the world of work. An employee will get good work performance if his performance is in accordance with standards, both quality and quantity.

Basically, employees or workers as motivated human resources, will carry out activities or tasks as well as possible so that they can provide maximum work results (Kubiak et al., 2020). However, with an abundant number of employees, it requires an organization to be able to utilize and optimize employee performance (Adeniji et al., 2018).

One of the challenges faced by employees in the future is to create an organization that has increasingly reliable human resources. Quality human resources are aimed at increasing the contribution that can be made by employees in the organization towards achieving organizational goals. The achievement of organizational goals does not only depend on modern equipment, complete facilities and infrastructure, but rather depends more on the people who carry out the work. The success of an organization is greatly influenced by the performance of its individual employees, (Nurhayati & Suprapti, 2019).

In the current era of globalization, often marked by rapid changes, an organization or institution is required to make adjustments in all aspects of the organization to be able to make its human resources become more loyal to the organization and institution. One of the issues that began to develop was about self-efficacy. Self-efficacy is a term used to describe a person's belief that he has the ability to perform certain activities or behaviors (Sebayang & Sembiring, 2017). Identity theory asserts that one of the influential ways in which individuals see themselves is through a sense of role identity (Laksmi & Kawiana, 2022). The literature on identity has noted that self-efficacy comes from the enactment of identity, suggesting identity as a precursor to developmental benefits. Employees will be able to have high self-efficacy if supported by an organizational culture that supports the progress of the employees themselves (Morandi et al., 2022).

In this turbulent era of globalization, organizations and institutions are faced with increasingly complex and rapidly changing challenges. Technological changes, global competition, and evolving market dynamics encourage organizations to continuously adapt and innovate. One increasingly important factor in dealing with this challenge is the individual's self-efficacy or self-confidence in their abilities. Self-efficacy is a concept first introduced by Albert Bandura in 1977. This concept describes a person's belief in his ability to perform a task or achieve a certain goal. These beliefs underlie individual motivation, behavior, and achievement in a variety of contexts, including the work environment (Hajar, 2019).

In the context of organizations and institutions, self-efficacy becomes an important factor that can affect employee performance, loyalty, and their contribution to the organization. When individuals feel confident that they have the ability to cope with the tasks at hand, they tend to be more motivated, committed, and put in great effort to achieve good results. This means that self-efficacy can be key to improving productivity and quality of work in organizations. However, it is important to understand that self-efficacy is not a static trait. It can be influenced by a variety of factors, including previous experience, social support, and work environment. Therefore, organizations and institutions have an important role to play in shaping and strengthening the self-efficacy of their employees.

First of all, organizations can help employees develop self-efficacy through training and development. By providing appropriate training and opportunities to learn and grow,

organizations can improve the skills and confidence of employees in carrying out their duties. It can also increase their sense of competence and self-efficacy. In addition, managers and leaders have a significant role in influencing employee self-efficacy. They can provide support, positive feedback, and encouragement to employees to boost their confidence. When employees feel supported and recognized for their efforts and achievements, their self-efficacy tends to increase (Sebayang & Sembiring, 2017).

In addition to individual self-efficacy, organizations can also build a culture that supports and promotes self-efficacy. An organizational culture that encourages employees to take initiative, overcome challenges, and collaborate in achieving common goals can strengthen employee self-efficacy. This can be achieved through open communication, recognition of achievements, and appreciation of positive efforts. Furthermore, self-efficacy can also act as a mediator in the relationship between other factors, such as organizational culture, work discipline, and job satisfaction, and employee performance. This means that self-efficacy can help explain how these factors are interrelated and impact employee performance.

Related to this research that chose empirical studies at PT APM Logistics is one of the companies operating in the logistics industry that is competitive with other logistics companies, of course, in the industrial field. This research focuses on PT. APM Logistics, a freight, expedition, and cargo service company that has been operating since 1990. As one of the leaders in the logistics industry in Indonesia, APM Logistics has an extensive branch network in various major cities in Indonesia, including Jakarta, Bandung, Aceh, Medan, Palembang, and Pekanbaru. In over three decades of experience, the company has built a reputation as a fast, safe and timely logistics service provider. PT. APM Logistics is supported by a professional and trained team that makes this company a trusted choice for a number of local and international companies in Indonesia. Speed and consistency in service, security, trust, and responsibility make APM Logistics has high credibility in the eyes of customers and partners.

This study will examine the influence of self-efficacy, work discipline, and organizational culture on employee performance at PT. APM Logistics. In addition, research will also explore how job satisfaction can be a mediator that influences the relationship between these factors. In this case, self-efficacy in PT APM Logistics employees has an important role, because basically employees feel confident in believing they have the ability to overcome various complex logistics problems and challenges. Then in terms of work discipline in PT APM Logistics employees who still do not comply with company regulations such as working hours and other operational regulations. As well as for the organizational culture of PT APM Logistics such as in the work environment that can affect the process taking place when the employees work.

This research is relevant to help companies better understand the factors that can improve employee performance and increase job satisfaction, which in turn can contribute positively to the success and growth of PT. APM Logistics as a leading logistics company in Indonesia, especially to face fierce competition and motivation to provide satisfactory results such as fast, safe, and timely service to customers.

## **Research Methods**

This study aims to test several hypotheses related to the influence of independent variables (self-efficacy, work discipline, and organizational culture) on the dependent variable (employee performance) mediated by job satisfaction. Self-efficacy is considered as an individual's confidence in their ability to complete job tasks, while work discipline

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refers to the level of obedience and regularity of employees in carrying out company duties and rules, and organizational culture includes values and norms that govern behavior within the organization. In addition, job satisfaction acts as a mediating variable that facilitates a deeper understanding of the relationship between the independent variable and the dependent variable.

This research design focuses on measuring and analyzing data objectively, according to a positivistic approach, which aims to find scientific truths and identify the best possible relationships. By formulating ten detailed hypotheses, this study has a clear and structured framework to examine the effect of self-efficacy, work discipline, and organizational culture on employee performance and the mediating role of job satisfaction in these relationships. The results of this study are expected to provide valuable guidance for the management of PT. AIPM Logistics to improve the performance and satisfaction of their employees.

## Results and Discussions

### Descriptive analysis results related to respondent profile and indicators

Based on the questionnaire that was previously distributed online via google form, in this research, it was obtained by 145 respondents who met the criteria of this research. The number has met the minimum number of research statements for this research, for the minimum number of research statements is 145 respondents.

### Respondent Characteristics

In this research, the following is the profile of respondents who have been used:

**Table 1 Table of Respondent Results Based on Gender Type**

Types of Gender	Sum	Percentage
Men	98	68%
Women	45	32%
<b>Total</b>	<b>145</b>	<b>100%</b>

Source: Respondent questionnaire results, (2024)

**Table 2 Table of Respondent Results Based on Age**

Types of Gender	Sum	Percentage
20 – 30 Years	62	42,8%
31 – 40 Years	44	30,3%
41 – 50 Years	29	20%
> 51 Years	10	6,9%
<b>Total</b>	<b>145</b>	<b>100%</b>

Source: Respondent questionnaire results, (2024)

**Table 3 Testable Results of Respondents Based on Educational Background**

Educational Background	Sum	Percentage
Junior High School	0	0
Senior High School	60	41%
D1 – D3	33	23%
Strata 1	52	36%
<b>Total</b>	<b>145</b>	<b>100%</b>

Source: Respondent questionnaire results, (2024)

In this research, there is a demographic profile of respondents used for data analysis. Table 1 indicates the distribution of respondents based on their gender. From the total of 145 respondents, 98 (approximately 68%) are male, while 45 (around 32%) are female. This data reveals the gender composition of the respondents in the study. Additionally, Table 4.2 assesses the age distribution of respondents. According to the table, the majority of respondents fall within the age range of 20 to 30 years, totaling 62 respondents (approximately 42.8%). Those aged 31 to 40 years follow with 44 respondents (around 30.3%), while respondents aged 41 to 50 years comprise 29 respondents (about 20%). Although respondents aged 51 years or older are fewer in number, there are 10 respondents (about 6.9%) in this category. This data illustrates the age diversity among respondents in the research. Lastly, Table 4.3 examines the educational attainment of respondents. It reveals that the majority of respondents have completed secondary education (SMA), with 60 respondents (about 41%). Additionally, 33 respondents (approximately 23%) hold a diploma degree (D1-D3), while 52 respondents (about 36%) possess a bachelor's degree (S1). This table provides insights into the educational background of the respondents, offering a snapshot of the sample's educational profile. Overall, the demographic profile captured in these tables offers valuable insights into the characteristics of the study participants, laying the groundwork for further analysis related to the research topic.

#### **Instrument Test**

**Data is collected from the SEM model using SmartPLS version 3.0.** Partial Least Squares (PLS) is an alternative method to Structural Equation Modeling (SEM) that is used for SEM research parameterization (Hariyono, 2020).

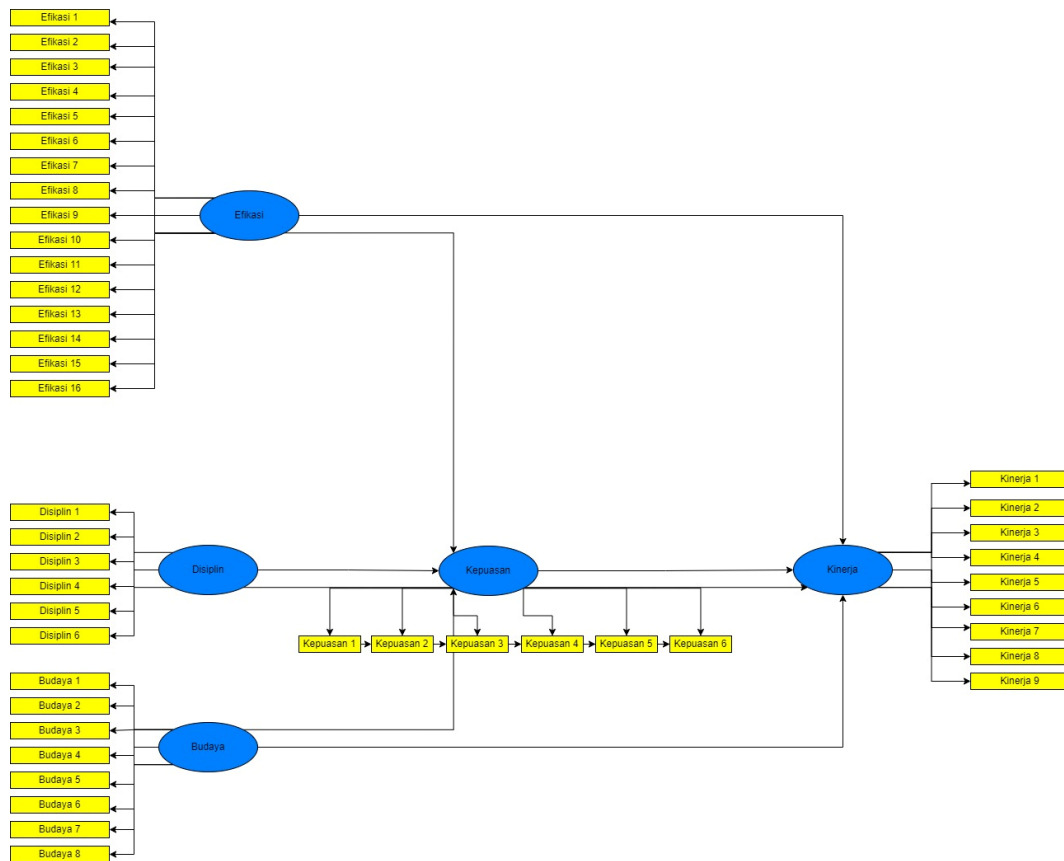
#### **Evaluation Outer Model**

Evaluation of the outer model is a measurement model used to assess validity and reliability. The outer model evaluates indicators through convergent validity, discriminant validity, and composite reliability for indicator blocks (Ghozali & Latan, 2015). Within this framework, a developed SEM model diagram aims to improve understanding of the connections to be tested.

#### **Validity Examination**

Testing validity through convergent validity is employed to assess loadings from each indicator variable onto its latent variable. Criterion for assessing validity through Convergent Validity entails loadings of each indicator  $> 0.7$  (Hair et al., 2017).

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**Figure 1 Outer Loadings**

Source: Respondent questionnaire results, (2024)

This is a summary of the outer loading for each indicator construct:

**Table 4 Table of Validity Test Results**

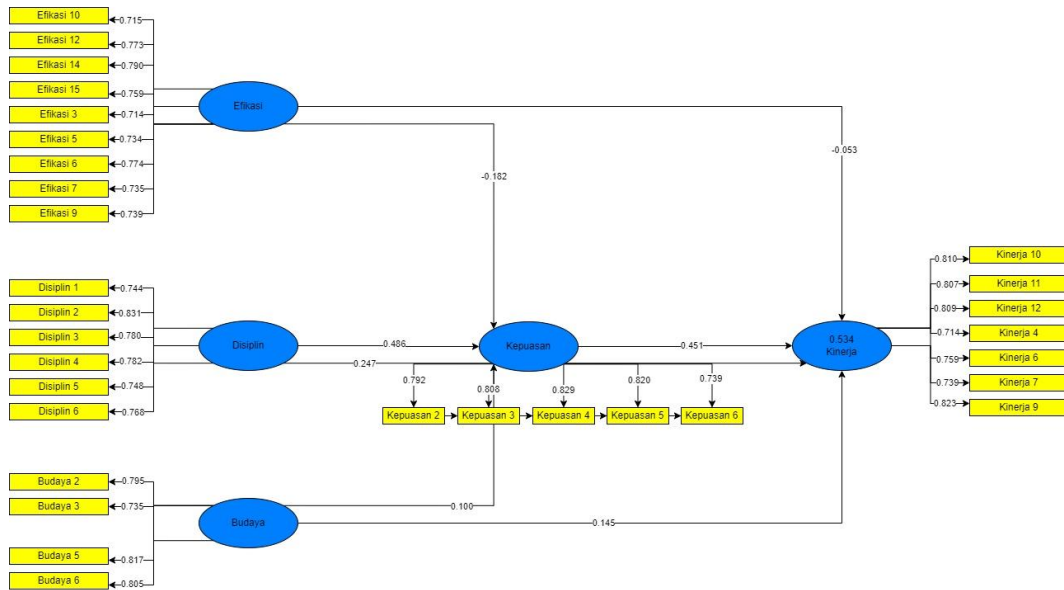
Variable	Code_Item	Outer Loading	Information
Efficacy	Efficacy 1	0.658	Invalid
	Efficacy 2	0.692	Invalid
	Efficacy 3	0.708	Valid
	Efficacy 4	0.662	Invalid
	Efficacy 5	0.709	Valid
	Efficacy 6	0.741	Valid
	Efficacy 7	0.726	Valid
	Efficacy 8	0.688	Invalid
	Efficacy 9	0.744	Valid
	Efficacy 10	0.711	Valid
	Efficacy 11	0.566	Invalid
	Efficacy 12	0.779	Valid
	Efficacy 13	0.622	Invalid
	Efficacy 14	0.779	Valid
	Efficacy 15	0.745	Valid
	Efficacy 16	0.686	Invalid
Discipline	Discipline 1	0.744	Valid
	Discipline 2	0.830	Valid
	Discipline 3	0.781	Valid

Variable	Code_Item	Outer Loading	Information
	Discipline 4	0.781	Valid
	Discipline 5	0.750	Valid
	Discipline 6	0.768	Valid
Culture	Culture 1	0.698	Invalid
	Culture 2	0.756	Valid
	Culture 3	0.727	Valid
	Culture 4	0.644	Invalid
	Culture 5	0.778	Valid
	Culture 6	0.765	Valid
	Culture 7	0.554	Invalid
	Culture 8	0.688	Invalid
Satisfaction	Satisfaction 1	0.620	Invalid
	Satisfaction 2	0.807	Valid
	Satisfaction 3	0.797	Valid
	Satisfaction 4	0.822	Valid
	Satisfaction 5	0.805	Valid
	Satisfaction 6	0.721	Valid
Performance	Performance 1	0.462	Invalid
	Performance 2	0.616	Invalid
	Performance 3	0.691	Invalid
	Performance 4	0.717	Valid
	Performance 5	0.632	Invalid
	Performance 6	0.732	Valid
	Performance 7	0.718	Valid
	Performance 8	0.687	Invalid
	Performance 9	0.813	Valid
	Performance 0	0.787	Valid
	Performance 11	0.790	Valid
	Performance 12	0.805	Valid

Source: Respondent questionnaire results, (2024)

From Table 1 and Table 4, it can be observed that as a whole, all indicators have an outer loading value of  $> 0.7$ , except for the indicators Efficacy 1, Efficacy 2, Efficacy 4, Efficacy 8, Efficacy 11, Efficacy 13, Efficacy 16, Culture 1, Culture 4, Culture 7, and Culture 8, which means these indicators need to be eliminated and further assessed for convergent validity testing.

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**Figure 2 Outer Loadings**

Source: Respondent questionnaire results, (2024)

Here are the values of outer loadings for the construct indicator:

**Table 5 Validity Test Results**

Valid	Code_Item	Outer Loading	Information
Efficacy	Efficacy3	0.708	Valid
	Efficacy5	0.709	Valid
	Efficacy6	0.741	Valid
	Efficacy7	0.726	Valid
	Efficacy9	0.744	Valid
	Efikaii10	0.711	Valid
	Efficacy12	0.779	Valid
	Efficacy14	0.779	Valid
Discipline	Discipline1	0.744	Valid
	Discipline2	0.830	Valid
	Discipline3	0.781	Valid
	Discipline4	0.781	Valid
	Discipline5	0.750	Valid
	Discipline6	0.768	Valid
Culture	Culture 2	0.756	Valid
	Culture 3	0.727	Valid
	Culture 5	0.778	Valid
	Culture 6	0.765	Valid
Satisfaction	Satisfaction 2	0.807	Valid
	Satisfaction 3	0.797	Valid
	Satisfaction 4	0.822	Valid
	Satisfaction 5	0.805	Valid
	Satisfaction 6	0.721	Valid



Valid	Code_Item	Outer Loading	Information
Performance	Performance4	0.717	Valid
	Performance6	0.732	Valid
	Performance7	0.718	Valid
	Performance9	0.813	Valid
	Performance10	0.787	Valid
	Performance11	0.790	Valid
	Performance12	0.805	Valid

Source: Respondent questionnaire results, (2024)

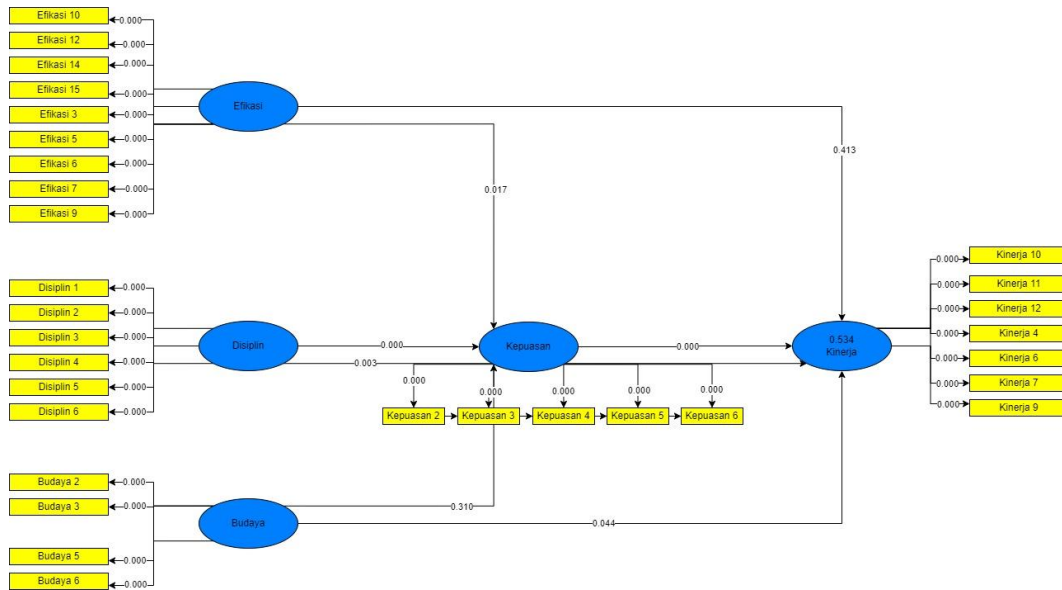
After eliminating the initiations, it is evident that all indicators from each variable in the research have outer loadings  $> 0.7$ , indicating their validity. From the results of the outer loading obtained in Table 5:

1. The highest indicator of self-efficacy is represented by efficacy12 with a value of 0.779, and self-efficacy 14 with a value of 0.779, demonstrating individuals' capability to achieve certain tasks in their work roles.
2. The highest indicator of work discipline is discipline2 with a value of 0.830, reflecting the ability and commitment of employees to adhere to rules, policies, schedules, and tasks set by the company.
3. The highest indicator of organizational loyalty is loyalty5 with a value of 0.778, showcasing employees' interaction with each other, how they perceive their work, and their contributions to the organization's goals.
4. The highest indicator of family welfare is welfare4 with a value of 0.822, indicating their satisfaction with their work, the work environment, and supervision across the organization.
5. The highest indicator of employee performance is performance12 with a value of 0.805, illustrating employees' efforts to enhance their performance beyond their current capabilities.

### Hypothesis Testing

Furthermore, bootstrapping was conducted in this study. The analysis examines the period and the Path Coefficients to ascertain the significance value via P-value, thereby assessing the relationship between variables. The results from bootstrapping using SmartPLS 4 are presented below.

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**Figure 3 Bootstrapping Model**

Source: Respondent questionnaire results, (2024)

After undergoing bootstrapping analysis as shown in Figure 4.3, the subsequent step involves examining the Path Coefficients to calculate the direct effects. Variables with a significant value of P-value < 0.05 are considered statistically significant.

**Table 6 Researching the Direct Hypothesis**

Hypothesis	Original Sample (O)	T Statistics ( O/STDEV )	(P values)	Information
Culture -> Satisfaction	0.100	1.015	0.310	Rejected
Culture -> Performance	0.145	2.018	0.044	Accepted
Dicipline -> Satisfaction	0.486	5.199	0.000	Accepted
Dicipline -> Performance	0.247	3.020	0.003	Accepted
Efficacy -> Satisfaction	-0.182	2.388	0.017	Accepted
Efficacy -> Performance	-0.053	0.819	0.413	Rejected
Satisfaction -> Performance	0.451	6.436	0.000	Accepted

Source: SmartPLS data processed 4, (2024)

From Table 6, the results of constructing based on the model by determining the P-value are as follows:

1. Hypothesis 1: The hypothesis indicates that self-efficacy positively influences performance. The coefficient value was -0.053, T-value was 0.819, and P-value was 0.413, indicating that self-efficacy does not significantly impact performance. Therefore, H1 is not supported.

2. Hypothesis 2: The hypothesis suggests that work discipline positively affects employee performance. The coefficient value was 0.247, T-value was 3.020, and P-value was 0.003, indicating a significant positive relationship between work discipline and performance. Thus, H2 is supported.
3. Hypothesis 3: This hypothesis posits that organizational culture significantly influences employee performance. The coefficient value was 0.145, T-value was 2.018, and P-value was 0.044, indicating a significant positive impact of organizational culture on performance. Therefore, H3 is supported.
4. Hypothesis 4: The hypothesis examines the impact of self-efficacy and work discipline on performance. The coefficient value was -0.182, T-value was 2.388, and P-value was 0.017, suggesting that self-efficacy does not significantly affect performance. Thus, H4 is not supported.
5. Hypothesis 5: This hypothesis investigates the relationship between work discipline and performance. The coefficient value was 0.486, T-value was 5.199, and P-value was 0.000, indicating a significant positive influence of work discipline on performance. Therefore, H5 is supported.
6. Hypothesis 6: The hypothesis examines the effect of organizational culture on job satisfaction. The coefficient value was 0.100, T-value was 1.015, and P-value was 0.310, suggesting that organizational culture does not significantly impact job satisfaction. Thus, H6 is not supported.
7. Hypothesis 7: This hypothesis explores the impact of organizational culture on employee performance. The coefficient value was 0.451, T-value was 6.436, and P-value was 0.000, indicating a significant positive relationship between organizational culture and performance. Therefore, H7 is supported.

Furthermore, for the analysis of mediation, it is addressed separately from the tables.

**Table 7 Researching the Hypothesis of Silence Not Directly**

Hypothesis	Original Saample (O)	T Staitistics ( O/STDEV)	(P values)	Information
Culture -> Satisfaction -> Performance	0.045	0.993	0.321	Rejected
Efficacy -> Satisfaction -> Performance	-0.082	2.104	0.035	Accepted
Discipline -> Satisfaction-> Performance	0.219	4.312	0.000	Accepted

8. Hypothesis 8: The results of the hypothesis show that self-efficacy, mediated by employee performance, has a coefficient value of -0.082, a T-value of 2.104, and a P-value of 0.035. With a negative coefficient value and a T-value greater than 1.96, while the P-value is less than 0.05, indicating that self-efficacy can be mediated by employee performance. Therefore, H8 supports the mediation of self-efficacy in relation to employee performance.
9. Hypothesis 9: The hypothesis suggests that work discipline, mediated by employee performance, has a coefficient value of 0.219, a T-value of 4.312, and a P-value of 0.000. With a positive coefficient value, a T-value greater than 1.96, and a P-value less than 0.05, indicating that work discipline can mediate employee performance. Hence, H9 supports the mediation of work discipline in relation to accepted performance.

10. Hypothesis 10: The hypothesis indicates that organizational culture, mediated by employee performance, has a coefficient value of 0.045, a T-value of 0.993, and a P-value of 0.321. With a positive coefficient value, a T-value less than 1.96, and a P-value greater than 0.05, suggesting that organizational culture does not mediate employee performance. Thus, H10 does not support the mediation of organizational culture.

### **Abandonment of Research Results**

#### **Poetry Self-efficacy Regarding Employee's Performance**

The variable of self-efficacy on employee performance showed a coefficient value of -0.053, with a T-value of 0.819 and a p-value of 0.413. Given the negative coefficient value and the fact that  $0.819 < 1.96$ , and  $P\text{-value } 0.413 > 0.05$ , H1 is rejected. The lack of positive and significant self-efficacy in employee performance suggests that employees may lack confidence in their abilities, leading them to avoid tasks and risks. This finding contrasts with previous research by (Blomquist et al., 2016), (Vancouver & Kendall, 2006), (Beck & Schmidt, 2018), and (Haddad & Taleb, 2016), which reported positive self-efficacy and significant employee performance. Unlike these studies, the current research yielded a negative coefficient value (-0.053), indicating a detrimental effect on performance.

#### **Impact of Work Discipline on Employee Performance**

The variable of work discipline exhibited a coefficient value of 0.247, with a T-value of 3.020 and a p-value of 0.003. With a positive coefficient value and T before  $3.020 > 1.96$ , while  $P\text{-value } 0.003 < 0.05$ , H2 is accepted. This indicates that work discipline has a positive and significant impact on employee performance. This finding aligns with research by (Aritonang, 2020), which identified work discipline as a predictor of employee performance. Organizational practices that embed and promote work discipline contribute to a harmonious work environment, fostering employee dedication and performance. Research by (Aditya Reza, 2010) further supports this, highlighting the positive correlation between work discipline and employee performance.

The variable of organizational culture affecting employee performance showed a coefficient value of 0.145, with a T-value of 2.018 and a p-value of 0.044. Given that the T-value before  $2.018 > 1.96$  and  $P\text{-value } 0.044 < 0.05$ , H3 is accepted. This indicates that organizational culture positively influences and significantly impacts employee performance. This finding aligns with research conducted by (Ahmed & Shafiq, 2014), which found that a positive organizational culture significantly enhances employee performance. A conducive organizational culture fosters employee satisfaction and commitment, leading to improved performance. By instilling values and practices that prioritize employee well-being and growth, organizations can elevate employee performance and contribute to their overall success.

#### **Self-Efficacy and Work Performance**

The variable of self-efficacy in the workplace exhibited a coefficient value of -0.182, with a T-value of 2.388 and a p-value of 0.017. Given that the T-value before  $2.388 > 1.96$  and  $P\text{-value } 0.017 < 0.05$ , H4 is accepted. This indicates a significant lack of self-efficacy in job performance. This finding is consistent with previous research by (Judge & Kammeyer-Mueller, 2012), (Zimmerman et al., 1993), (Wood & Bandura, 1989), (Judge & Bono, 2001), and (Ferris et al., 2011), which all found a negative impact of self-efficacy on work performance. Despite prior studies indicating a positive relationship, this research reveals a negative influence, suggesting a need for further investigation into the factors affecting self-efficacy and performance in the workplace.

### **Impact of Work Discipline on Employee Performance**

The variable of work discipline exhibited a coefficient value of 0.486, with a T-value of 5.199 and a p-value of 0.000. Given that the T-value before  $5.199 > 1.96$  and P-value  $0.000 < 0.05$ , H5 is accepted. This underscores the significant positive impact of work discipline on employee performance. This finding is consistent with research by (Supriadi et al., 2023) and (Suryana et al., 2023), which emphasized the role of work discipline in enhancing employee performance. Moreover, studies by (Nopitasari & Krisnandy, 2018) highlighted how a high level of work discipline instills responsibility and commitment in employees, leading to improved performance and job satisfaction. By fostering a culture of discipline and accountability, organizations can effectively enhance employee performance and overall organizational success.

The variable of organizational culture impacting job satisfaction shows a coefficient value of 0.100, with a T-value of 1.015 and a p-value of 0.310. Given that the T-value before  $1.015 < 1.96$  and P-value  $0.310 > 0.05$ , H6 is rejected. There is no significant positive impact on job satisfaction. This finding contradicts research conducted by Debitri, Augustinai, and Supardi (2017), which supported a positive and significant relationship between organizational culture and job satisfaction.

### **Impact of Job Satisfaction on Employee Performance**

The variable of job satisfaction affecting employee performance exhibited a coefficient value of 0.451, with a T-value of 6.436 and a p-value of 0.000. Given that the T-value before  $6.436 > 1.96$  and P-value  $0.000 < 0.05$ , H7 is accepted. Job satisfaction is a significant positive factor influencing performance. This hypothesis aligns with research conducted by (Yunus, 2021), which found a positive and significant relationship between job satisfaction and employee performance. Therefore, it can be concluded that employees who experience higher job satisfaction tend to exhibit better performance, thereby enhancing organizational productivity.

### **Relationship between Self-Efficacy, Job Satisfaction, and Employee Performance**

The variable of self-efficacy mediated by employee performance showed a coefficient value of -0.082, with a T-value of 2.104 and a p-value of 0.035. Given that the T-value before  $2.104 > 1.96$  and P-value  $0.035 < 0.05$ , H8 is accepted. It is essential to focus on mediating self-efficacy through employee performance. The findings of this hypothesis are consistent with research conducted by (Wang et al., 2015), (Johnson et al., 2019), and (Blomquist et al., 2016). However, unlike the findings of the second research, which support the mediation of self-efficacy on employee performance, this study presents conflicting results. While the practitioner's hypothesis aligns with the hypothesis tested, no other practitioner's hypothesis shows a coefficient of -0.082 indicating a negative impact.

### **The Relationship between Work Discipline and Employee Performance Mediated by Leadership**

The variable of work discipline mediated by employee performance exhibits a coefficient value of 0.219, with a T-value of 4.312 and a p-value of 0.000. Given that the T-value before  $4.312 > 1.96$  and P-value  $0.000 < 0.05$ , H9 is accepted. Positive work discipline and its significant mediation in employee performance are essential. This hypothesis is supported by research conducted by Muhaimin Al Haifizh and Arif Hartono (2022), which found that work discipline and leadership are influential in employee performance. Thus, the findings of this study are in line with existing research, emphasizing the importance of providing motivation to employees and enforcing work discipline.

### **Impact of Organizational Culture on Employee Performance Mediated by Job Satisfaction**

The variable of organizational culture, when mediated by performance, shows a coefficient value of 0.045, with a T-value of 0.993 and a p-value of 0.321. Given that the T-value before  $0.993 < 1.96$  and P-value  $0.321 > 0.05$ , H10 is rejected. Organizational culture cannot mediate employee performance. This finding contrasts with research conducted by (Ahmed & Shafiq, 2014) and research by (Parlina & Madiawati, 2016). Both studies support the mediating role of organizational culture in employee performance.

### **Conclusion**

Based on the results of the analysis of the questionnaire that has been distributed through google form, it can be concluded from the results of data analysis in the previous chapter four, which is as follows:

Testing on the H1 hypothesis, based on the evidence collected there is sufficient support that the existence of self-efficacy that does not have a positive and significant effect on employee performance so that H1 is rejected. This means that respondents in this study feel that self-efficacy possessed in themselves, such as a belief or belief of individuals, has no influence in their performance to achieve something or produce something in their work.

Testing on the H2 hypothesis, based on the evidence collected there is sufficient support that the existence of work discipline has a positive and significant effect on employee performance so that H2 is accepted. This means that respondents in this study describe that if work discipline is applied well and increases, it will improve performance in employees.

Testing on the H3 hypothesis, based on the evidence collected there is sufficient support that the existence of organizational culture has a positive and significant effect on employee performance so that the H3 hypothesis is accepted. This means that respondents in this study are employees who describe if the organizational culture is applied well, it will improve performance in employees.

Testing on the H4 hypothesis, based on the evidence collected there is sufficient support that the existence of self-efficacy has a negative and significant effect on H4 job satisfaction is accepted. This means that respondents in this study employees who describe self-efficacy do not have an influence on job satisfaction in employees.

Testing on the H5 hypothesis, based on the evidence collected there is sufficient support that the existence of work discipline has a positive and significant effect on H5 job satisfaction received. This means that respondents in this study are employees who describe if they have discipline at work, it will increase job satisfaction in employees.

Testing on the H6 hypothesis, based on the evidence gathered there is sufficient support that the existence of organizational culture does not have a positive and significant effect on H6 job satisfaction is accepted. This means that respondents in this study are employees who describe if working in an organization has a culture that runs well, it will increase job satisfaction in employees.

Testing on the H7 hypothesis, based on the evidence gathered there is sufficient support that the presence of satisfaction has a positive and significant effect on H7 performance is accepted. This means that respondents in this study are employees who describe if job satisfaction has an influence and will improve employee performance.

Testing the H8 hypothesis, based on the evidence gathered there is sufficient support that job satisfaction does not mediate self-efficacy on employee performance. This means that employees in this study as respondents, describe that their level of job satisfaction does not directly affect their level of self-efficacy with performance. In other words, the results of the study show that even if an employee is dissatisfied with their job, it does not directly affect their confidence in their ability to achieve good work results.

Testing the H9 hypothesis, based on the evidence gathered there is sufficient support that job satisfaction has a positive and significant effect mediating efficacy on employee performance. This means that employees in this study as respondents, illustrate that if job satisfaction increases, it will also increase the relationship between work discipline and employee performance.

Testing the H10 hypothesis, based on the evidence gathered there is sufficient support that means job satisfaction does not mediate the influence of organizational culture on employee performance. This means that employees in this study as respondents, describing job satisfaction do not mediate the influence of organizational culture on employee performance.

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