

The Role of Self Efficacy and Organizational Culture on Employee Performance Through Work Motivation as a Mediation Variable at Pt Jasa Raharja, Aceh Region

Ricki Pandu Prandana¹⁾ & Ibnu Khajar²⁾

¹⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: rickipanduprandana.std@unissula.ac.id

²⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: ibnu@unissula.ac.id

Abstract. *Employee performance is one of the determining factors of company achievement. One of the factors that influences employee performance is self-efficacy, organizational culture and work motivation. The purpose of this study is to 1) determine the effect of self-efficacy on employee work motivation, 2) determine the effect of organizational culture on employee work motivation 3) determine the effect of self-efficacy on employee performance, 4) determine the effect of organizational culture on employee performance, 5) the effect of work motivation on employee performance, 6) determine the effect of self-efficacy on employee performance through work motivation as a mediating variable, 7) determine the effect of organizational culture on employee performance through work motivation as a mediating variable. This study uses a quantitative research type with a survey approach. The sample in this study were 58 employees at PT Jasa Raharja Aceh Region using the nonprobability sampling method and saturated sampling technique. The instrument used in data collection was a questionnaire. The data analysis of this study was descriptive statistics, validity, reliability, Structural Model (Inner Model) and hypothesis testing. The results of the study were 1) Self-efficacy has a positive and significant effect on work motivation; 2) Organizational culture has a positive and significant effect on work motivation, 3) Self-efficacy has a positive and significant effect on employee performance, 4) Organizational culture has a positive and significant effect on employee performance, 5) Work motivation has a positive and significant effect on employee performance, 6) Work motivation is able to mediate the positive and significant effect of self-efficacy on employee performance, 7) Work motivation is able to mediate the positive and significant effect of organizational culture on employee performance.*

Keywords: *Employee; Motivation; Organizational; Performance.*

1. Introduction

Human resources are crucial for the success of an organization. Undeniably, the role played by human resources, specifically employees, in an organization can provide valuable value to

the organization itself. A company organization requires potential human resources, from leaders to employees, who are key determinants of achieving company goals. Employee performance is a key factor in determining a company's success. An employee's performance will be good if they possess high-level skills, are willing to work for a salary or wage as agreed, and have hopes for a better future. From the discussion above, it can be concluded that if a company wants to achieve good performance, the company's leaders must be able to create conditions for each employee to perform well by creating conducive conditions, namely by motivating high-performing employees, as is the case at PT Jasa Raharja in the Aceh region.

PT. Jasa Raharja is the only state-owned enterprise engaged in traffic accident insurance and public passenger insurance. PT. Jasa Raharja (Persero), which is an extension of the government, is required to have good achievements or performance to serve the community. For this reason, the company must continue to improve and prepare for all possible consequences. Among them is by having good leadership and providing good compensation, so that it can improve employee performance. Of several factors that can influence achievement or performance such as compensation, HR management, self-efficacy, leadership, organizational climate, motivation, competence, etc. The researcher raised the issue of self-efficacy management, work motivation, employee performance and organizational culture.

One important factor in improving employee performance is self-efficacy. Self-efficacy is essential for employees, as it enhances their ability to perform assigned tasks, ensuring optimal company performance and improving employee performance. Employees with high self-efficacy tend to be confident in their work. Self-efficacy is an individual's belief in their ability to carry out and organize assigned tasks to achieve a goal (Priyantono, 2017). Self-efficacy focuses more on an individual's assessment of their abilities. The importance of self-efficacy will influence the effort required and ultimately be reflected in employee performance (Noviawati, 2019).

The phenomenon of self-efficacy at PT. Jasa Raharja, it is known that some employees still feel that they are less concerned about meeting their targets, because they assume that if they can achieve this month's target, the company will increase their target for the following month, even though if salespeople can achieve the target, they will receive an incentive on the 10th of each month. According to Ary and Sriathi (2019), self-efficacy has a significantly positive impact on employee performance. Harjono et al. (2015) explain that self-efficacy directly affects performance. However, Prasetya (2023) and Noviawati (2016) explain that self-efficacy does not affect individual performance.

Organizational culture is crucial because it influences various aspects of company performance, from employee productivity to the achievement of organizational goals. A positive culture can create a positive work environment, increase employee motivation and commitment, and encourage collaboration and innovation. Optimal employee performance can be improved by implementing a solid and healthy organizational culture. Employee performance significantly determines the success of an organization, as evidenced by the

analysis of the influence of organizational culture on employee performance (Shahzad et al., 2014). Previous research has demonstrated the influence of organizational culture on employee performance (Maryati et al., 2019). Research conducted by Denison and Mishra (2016) found that if an organization has a strong culture, it will influence the high level of employee engagement within the organization.

However, research shows that there are still employees at the Aceh Branch of PT Jasa Raharja who do not understand the meaning and application of organizational culture. This may be caused by low employee awareness of the application of organizational culture in their duties and responsibilities, which has an impact on performance that is not fully effective. Therefore, improvements are needed in organizational culture to improve employee performance. Initial observations indicate that there are several problems in organizational culture at the Aceh Branch of PT Jasa Raharja, such as a lack of employee responsibility for work habits, violations of work regulations, and employees who still depend on others in using work facilities. These problems affect the effectiveness of employee performance.

2. Research Methods

The research method is a functional process in the form of data collection, analysis and interpretation of information related to the research object. (Arikunto, 2019) The method used in this study is a quantitative method, utilizing a questionnaire as a data collection tool. The research method used in this study is a survey method, with a questionnaire as the data collection tool. According to Arikunto (2019), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. The approach used is a survey approach. According to Sugiyono (2019), explains that the survey research method is a quantitative research method used to collect data from past or present events. Therefore, this research strategy aims to explain the relationships between self-efficacy, work motivation, employee performance, and organizational culture.

3. Results and Discussion

The subjects of this study were employee PT Jasa Raharja Aceh Region. Data collection was conducted through the use of questionnaires distributed directly (face-to-face) to respondents. The results of the questionnaire distribution in this study are shown in the table below:

Table Data Distribution Results

Information	Amount
Questionnaires distributed	58
Returned questionnaire	58
Processable questionnaire	58

Source: Processed primary data (2025)

Based on the number of samples Which hobtained, namely 58employeePT Jasa Raharja Aceh Region, the characteristics of respondents related to age, education and length of service can be seen in the tables below:

Table Respondent Characteristics

Characteristics	Frequency	Percentage
Gender:		
Man	47	81%
Woman	11	19%
Total	58	100%
Education:		
High school/equivalent	3	5.2%
Diploma	1	1.7%
S1	49	84.5%
S2	5	8.6%
Total	58	100%
Length of work:		
15 years	18	31%
6 – 10 years	6	10.3%
11 – 15 years	24	41.4%
16 – 20 years	5	8.6%
>20 years	5	8.6%
Total	58	100%

Based on table it shows that as many as 81%employeePT Jasa Raharja Aceh Region are men, this explains that a man's duty as head of the family is to provide for the family's needs. The highest level of education is a bachelor's degree at 84.5%, this explains employee PT Jasa Raharja Aceh Region has a higher education. Data on length of service shows that 41.4% have worked for 11-15 years, indicating that the respondents are employee who has long worked at PT Jasa Raharja Aceh Region.

Description of intended variables to translate respondents' responses based on the results obtained from the answers of 58 respondents to the measuring indicators for each variable (self-efficacy, work motivation, organizational culture and employee performance) whether they are in the medium, low or high category.

Evaluation of the outer model is used to examine the relationship between latent variables and their indicators or manifest variables (measurement model). The following is a schematic of the PLS program model being tested:

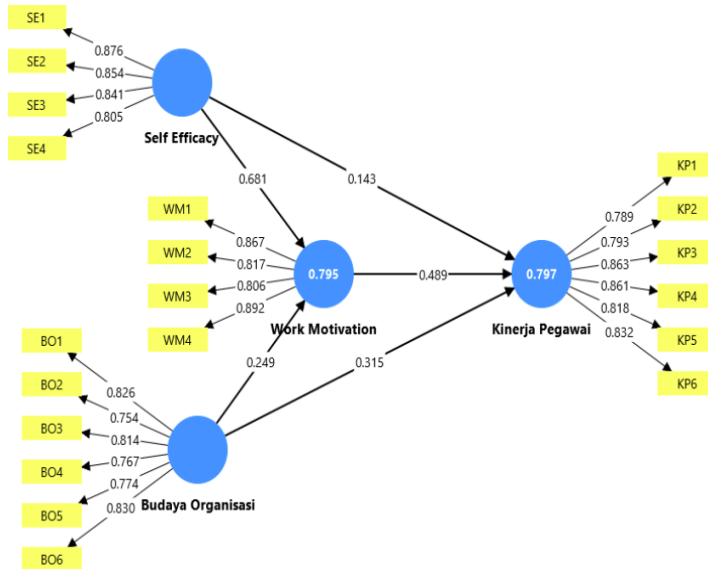


Figure Outer Model (Measurement Model)

Based on the image above, the following is a table of processed loading factors, as follows:

Table Loading Factor Evaluation

Variables	Indicator	Loading Factor	Information
Organizational culture	BO1	0.826	Valid
	BO2	0.754	Valid
	BO3	0.814	Valid
	BO4	0.767	Valid
	BO5	0.774	Valid
	BO6	0.830	Valid
Employee Performance	KP1	0.789	Valid
	KP2	0.793	Valid
	KP3	0.863	Valid
	KP4	0.861	Valid
	KP5	0.818	Valid
	KP6	0.832	Valid
Self-Efficacy	SE1	0.876	Valid
	SE2	0.854	Valid
	SE3	0.841	Valid
	SE4	0.805	Valid
Work Motivation	WM1	0.867	Valid
	WM2	0.817	Valid
	WM3	0.806	Valid
	WM4	0.892	Valid

All variance in the construct explained by the model is represented by R-Square. The output from determining the R-Squares value is as follows:

Table R-Square Value

No	Variables	R-Squares	Adjusted R-Squares
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1	Employee Performance	0.797	0.786
2	Work Motivation	0.795	0.788

Based on table, the Adjusted R-square value of employee performance is 0.786, meaning that 78.6% of variations or changes in employee performance are influenced by self-efficacy, organizational culture, and work motivation, while the remaining 21.4% are influenced by other variables not studied. The Adjusted R-square value of work motivation is 0.788, meaning that 78.8% of variations or changes in work motivation are influenced by self-efficacy and organizational culture, while the remaining 21.2% are influenced by other variables not studied.

The F2 value criteria consist of three classification, namely 0.02 (small/bad); 0.15 (moderate/sufficient); and 0.35 (large/good) (Setiawan, 2023). The following are the results of the F-square test in this study:

Table F-Square Value

Variable Relationship	<i>f-Squares</i>	Substantive influence
Organizational Culture -> Employee Performance	0.161	Enough
Organizational Culture -> Work Motivation	0.111	Small
Self-Efficacy-> Employee Performance	0.090	Small
Self-Efficacy-> Work Motivation	0.830	Big
Work Motivation-> Employee Performance	0.241	Enough

Based on the table above, it can be seen a large substantive influence occurs on the variable *self-efficacy* to *work motivation* (0.830). Then, a fairly large substantive influence occurred on the organizational culture variable on employee performance (0.161) and work motivation on employee performance (0.241). Meanwhile, a small substantive influence occurred on the organizational culture variable. organizational culture on work motivation (0.111) and *self-efficacy* to employee performance (0.090).

Based on the data processing that has been carried out using the smart PLS 4.0 program, the SRMR, d_ULS, d_G, chi square and NFI values were obtained.

Table Goodness of Fit Model Test Results

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.071	Fit
2	d_ULS	> 0.05	0.664	Fit
3	d_G	> 0.05	0.904	Fit
4	Chi-Square	>X2table (df = 54; X2table = 38.11622)	50,770	Fit
5	NFI	Approaching 1	0.754	Fit

Based on results the goodness of fit test of the PLS model in the table above shows an acceptable model fit. These results indicate that the model has a good level of fit. With data,

meaning that the proposed model is accurate in representing the relationship between variables in the data.

Hypothesis testing in this context aims to validate or refute the researcher's initial assumptions regarding the relationship between variables. Hypothesis testing is conducted by examining the structural path coefficients. Hypothesis testing in this study was conducted by examining the T-statistics, P-values, and original sample values through a bootstrapping procedure.

1) Direct Effect Hypothesis Testing

Table Testing the Direct Effect Hypothesis (Path Coefficient)

Hypothesis	Original Sample (O)	T Statistics	P values	Decision
H1 <i>Self-Efficacy</i> -> Work Motivation	0.681	7.175	0.000	H1 accepted
H2 Organizational Culture -> Work Motivation	0.218	2,384	0.017	H2 accepted
H3 <i>Self-Efficacy</i> -> Employee Performance	0.143	1,970	0.033	H3 is accepted
H4 Organizational Culture -> Employee Performance	0.315	3,433	0.001	H4 accepted
H5 Work Motivation-> Employee Performance	0.489	3,331	0.001	H5 is accepted

Based on the data presented in table above, it can be seen that the two hypotheses proposed in this study are as follows:

a. The Influence of Self Efficacy on Work Motivation

The results of the hypothesis test show that the P-values that determine the influence of self-efficacy on work motivation are $0.000 < 0.05$ and the T-Statistics value $(7.175) > 1.96$. Meanwhile, the original sample has a value of 0.681 (positive). These results support the first hypothesis, namely that self-efficacy has a positive and significant effect on work motivation, which means H1 is accepted.

b. The Influence of Organizational Culture on Work Motivation

The results of the hypothesis test show that the P-values that determine the influence of organizational culture on work motivation are $0.017 < 0.05$ and the T-Statistics value $(2.384) > 1.96$. Meanwhile, the original sample has a value of 0.218 (positive). These results support the second hypothesis, namely that organizational culture has a positive and significant effect on work motivation, which means H2 is accepted.

c. The Influence of Self-Efficacy on Employee Performance

The results of the hypothesis test show that the P-values that determine the influence of self-

efficacy on employee performance are $0.033 < 0.05$ and the T-Statistics value $(1.970) > 1.96$. Meanwhile, the original sample has a value of 0.143 (positive). These results support the third hypothesis, namely that self-efficacy has a positive and significant effect on employee performance, which means H3 is accepted.

d. The Influence of Organizational Culture on Employee Performance

The results of the hypothesis test show that the P-values that determine the influence of organizational culture on employee performance are $0.001 < 0.05$ and the T-Statistics value $(3.433) > 1.96$. Meanwhile, the original sample has a value of 0.315 (positive). These results support the fourth hypothesis, namely that organizational culture has a positive and significant effect on employee performance, which means H4 is accepted.

e. The Influence of Work Motivation on Employee Performance

The results of the hypothesis test show that the P-values that determine the influence of work motivation on employee performance are $0.001 < 0.05$ and the T-Statistics value $(3.331) > 1.96$. Meanwhile, the original sample has a value of 0.489 (positive). These results support the fifth hypothesis, namely that work motivation has a positive and significant effect on employee performance, which means H5 is accepted.

2) Testing the Indirect Effect Hypothesis (Mediation Effect)

Table Indirect Effect Hypothesis Test (Specific Indirect Effect)

Hypothesis		Original Sample (O)	T Statistics	P values	Decision
H6	Self-Efficacy-> Work Motivation -> Employee Performance	0.333	3,068	0.002	H6 is accepted
H7	Organizational Culture -> Work Motivation -> Employee Performance	0.122	1,983	0.046	H7 accepted

Based on the data presented in table above, it can be seen that the two hypotheses proposed in this study are explained as follows:

a. The Role of Work Motivation in Mediating the Effect of Self-Efficacy on Employee Performance

The results of the hypothesis test show that the P-Values specific indirect effect is $0.002 < 0.05$ and the T-Statistics value $(3.068) > 1.96$ with the original sample value of 0.333 (positive). These results support the sixth hypothesis, namely that work motivation is able to mediate the positive and significant influence of self-efficacy on employee performance, which means that H6 is accepted.

b. The Role of Work Motivation in Mediating the Influence of Organizational Culture on Employee Performance

The results of the hypothesis test show that the P-Values specific indirect effect is $0.046 < 0.05$ and the T-Statistics value $(1.983) > 1.96$ with the original sample value of 0.122 (positive). These results support the seventh hypothesis, namely that work motivation is able to mediate the positive and significant influence of organizational culture on employee performance, which means that H7 is accepted.

Discussion:

1) The Influence of Self-Efficacy on Employee Work Motivation at PT Jasa Raharja Aceh Region

The results of the study indicate that self-efficacy has a positive and significant effect on work motivation, with P-values of $0.000 < 0.05$ and T-Statistics $(7.175) > 1.96$. While the original sample has a value of 0.681 (positive). The results of this study are in line with research conducted by Ramadhani, Dipoadmodjo, and Burhanudin (2023), which states that self-efficacy has a positive and significant effect on work motivation (0.000). This means that the better the self-efficacy of employees, the better their work motivation will be, and vice versa, the worse the self-efficacy, the lower the employee's motivation.

The results of this study indicate a strong relationship between self-efficacy and work motivation. Individuals with high self-efficacy tend to have stronger work motivation because they believe they are capable of achieving their goals. Conversely, high work motivation can strengthen self-efficacy because successful work experiences can increase self-confidence. If someone believes in their ability to succeed at work tasks, they tend to be more motivated to start and complete them. High self-efficacy helps individuals stay motivated even when facing obstacles or failures. They tend to view failure as an opportunity to learn and bounce back. Individuals with high self-efficacy will put in more effort and persevere in achieving their goals because they believe their efforts will pay off.

2) The influence of organizational culture on employee work motivation at PT Jasa Raharja Aceh Region

The results of the study indicate that organizational culture has a positive and significant effect on work motivation, with P-values of $0.017 < 0.05$ and T-Statistics $(2.384) > 1.96$. While the original sample has a value of 0.218 (positive). This is in line with research by Darma and Purnawa (2025), which shows that organizational culture influences the work motivation of Pontianak City Disporapar employees.

The results of this study indicate that organizational culture has a strong relationship with work motivation. A positive and supportive organizational culture can increase employee motivation, while a negative culture can decrease motivation. A good organizational culture creates a positive work environment, reinforces shared values, and provides a sense of security, all of which can trigger work motivation. A strong organizational culture, which emphasizes values such as teamwork, innovation, and recognition, can increase employee motivation to perform better and achieve organizational goals. A positive organizational

culture, which is people-oriented, results-oriented, and team-oriented, can create a supportive work environment, provide a sense of security, and increase job satisfaction, all of which contribute to higher work motivation.

Organizational culture is a pattern that refers to a set of values, beliefs, convictions, principles, or norms that have long been shared by members of the organization (employees), as a guideline for behavior, rules, management systems, and guidelines for solving organizational problems as well as external adaptation problems and internal integration problems (Susilo, 2018). A good organizational culture is an important factor in achieving organizational success and development (Gurunathan, 2021). Organizational culture has a significant influence in organizations as a factor that influences how employees feel about their work, the level of employee motivation, commitment, and job satisfaction (Sokro, 2017).

3) The influence of self-efficacy on employee performance at PT Jasa Raharja Aceh Region

The results of the study indicate that self-efficacy has a positive and significant effect on employee performance, with a P-value of $0.033 < 0.05$ and a T-statistic of $1.970 > 1.96$. The original sample had a positive value of 0.143. Research conducted by Agustin, Widyani, and Utami (2021) shows that self-efficacy has a positive and significant effect on employee performance. Research conducted by Syifa and Maharani (2022) shows that self-efficacy has a positive and significant effect on performance. Furthermore, research by Santri, Verawati, and Giovanni (2023) found that self-efficacy has a positive and significant effect on performance.

The relationship between self-efficacy and employee performance is positive and significant. Employees with high self-efficacy tend to perform better because they have more confidence in their ability to complete tasks and achieve goals. The relationship between self-efficacy and performance means that the higher an employee's self-efficacy, the better their performance. This context shows that the relationship is not just a coincidence, but has a strong and measurable basis. Employees with high self-efficacy tend to be more motivated to work hard and achieve optimal results because they believe in their potential.

Self-efficacy is a person's belief in their ability or competence to perform a given task, achieve a goal, or overcome an obstacle. Individuals with high self-efficacy will achieve better performance and feel confident and capable of completing any task and overcoming any obstacles (Bandura, 2020). Efficacy beliefs also help determine how much effort people will expend in an activity, how long they will persist when facing obstacles, and how resilient they will be in the face of unfavorable situations (Dian Rizki; 2019). This means that the higher an employee's belief in their abilities, the better their performance in completing tasks.

4) The Influence of Organizational Culture on Employee Performance at PT Jasa Raharja Aceh Region

The results of the study indicate that organizational culture has a positive and significant effect on employee performance, with P-values of $0.001 < 0.05$ and T-Statistics ($3.433 > 1.96$).

While the original sample has a value of 0.315 (positive). This is in line with research by Gaol (2022) which proves that there is a positive and significant influence between work culture on employee performance in Pejagalan Village, North Jakarta Administrative City. This is in line with research by Nafisah, Sumastuti, and Indriasari (2024), which states that there is a positive and significant influence between work culture on employee performance.

The research results show that organizational culture has a significant influence on employee performance. A positive and strong culture can increase employee motivation, loyalty, and productivity, while a negative culture can hinder performance and job satisfaction. Organizational culture establishes norms, values, and expectations that guide employee behavior. A strong culture will shape employee behavior in the direction desired by the organization, such as collaboration, innovation, or customer focus. A positive culture can increase employee engagement, which in turn can improve performance. Employees who feel valued and involved in the organization will be more motivated to work hard and achieve organizational goals.

Work culture is a habit repeatedly practiced by employees within an organization (Adha & Qomariah, 2019). If this work culture is well-functioning, it will encourage good employee performance. A positive and strong organizational culture can motivate, increase work enthusiasm, and create a conducive work environment, ultimately impacting employee performance and productivity (Priyadharsan & Nithiya, 2020). Organizational culture can also encourage and shape the attitudes and behaviors of all employees, emphasizing that organizational culture has an influence on employee performance (Jie et al., 2020).

Zahra et al. (2020) stated that organizational culture contributes to shaping employee behavior, such as instilling values and attitudes in employees in achieving organizational goals. Organizations are able to operate when there are shared values. These values will guide behavior in every process of its activities. Organizational culture on employee performance is very important in achieving the success and long-term growth of a company (Nafisah, Sumastuti & Indriasari, 2024). Companies with a culture that is aligned with the vision and mission, employees feel connected to the organization's goals and feel responsible for its success (Denison & Mishra (2016). By creating a positive and motivating work environment, organizational culture can directly improve employee performance in various aspects, such as work quality, efficiency, and target achievement.

5) The Influence of Work Motivation on Employee Performance at PT Jasa Raharja Aceh Region

The results of the study indicate that work motivation has a positive and significant effect on employee performance, with a P-value of $0.001 < 0.05$ and a T-statistic of $3.331 > 1.96$. The original sample had a positive value of 0.489. This finding is supported by previous research by Sarrah Apriliana et al. (2023), Okto Abrivianto et al. (2024), and Susita et al. (2022), which demonstrated that motivation significantly impacts employee performance.

The results of this study indicate that work motivation has a positive and significant relationship with employee performance. Motivated employees tend to perform better. Work motivation can encourage employees to be more productive, engaged, and committed to their work, which ultimately impacts performance improvement. Work motivation is the driving force that drives employees to achieve their goals. In a work context, high motivation can increase productivity, work quality, and employee engagement. This study shows that higher work motivation often results in improved employee performance. Motivated employees tend to be more enthusiastic, focused, and strive to achieve optimal results.

Motivation is crucial for employees, as it encourages them to perform better, thereby achieving company goals (Caissar et al., 2022). Motivation is used to encourage employees to act to meet their needs and achieve goals. Work motivation is typically influenced by many other factors, such as salary, health benefits, workplace safety, leadership policies, and several other factors. Providing motivation by a company can encourage employees to carry out their duties, while also encouraging their own work motivation, which can improve their performance. If employees have a strong drive, they will be motivated to perform their jobs well. Consequently, their performance will also be good (Aeni & Kuswanto, 2021).

6) Mediating Variable at PT Jasa Raharja Aceh Region.

The results of the study indicate that work motivation is able to mediate the positive and significant influence of self-efficacy on employee performance, it is known that the P-Values specific indirect effect is $0.002 < 0.05$ and the T-Statistics value $(3.068) > 1.96$ with an original sample value of 0.333 (positive). In line with research by Kamarullah, Marwan and Hidayanti (2024), it shows that self-efficacy can positively and significantly influence employee performance through work motivation as a mediating variable. This means that an individual's belief in their ability to complete tasks (self-efficacy) can increase work motivation.

People with strong self-efficacy can change events they encounter in their environment because they believe they are competent in carrying out the tasks at hand (Rajapakshe, 2021). Conversely, people with weak self-efficacy cannot change what happens in their environment because they feel they lack the skills to do anything (Zakariya, 2021). Therefore, when faced with difficulties, people with strong self-efficacy usually choose to persevere and keep fighting, unlike people with weak self-efficacy who usually give up easily when faced with difficulties (Khaerana, 2020).

Employees who have a high level of self-efficacy are usually more confident, persistent, and committed in facing various challenges. This increase in work motivation encourages employees to work better. Employees with high self-efficacy are more enthusiastic about achieving organizational goals and completing tasks optimally. Work motivation acts as a bridge connecting self-efficacy with performance. Self-confidence in individual abilities can influence work motivation in various aspects, such as setting goals, the level of effort devoted, resilience in facing challenges, and resilience in facing failure (Noviawati, (2016). Thus, someone who has high Self-Efficacy will encourage motivation in each employee which will

then improve Employee Performance.

7) The Influence of Organizational Culture on Employee Performance Through Work Motivation as a Mediation Variables at PT Jasa Raharja Aceh Region

The results of the study indicate that work motivation is able to mediate the positive and significant influence of organizational culture on employee performance, it is known that the P-Values specific indirect effect is $0.046 < 0.05$ and the T-Statistics value $(1.983) > 1.96$ with an original sample value of 0.122 (positive). In line with research by Sulasmi, Sefnedi and Yuliviona (2023), work motivation mediates the relationship between organizational culture and employee performance. Research by Kustanti and Kustini (2022), that Work Motivation Mediates Organizational Culture on Performance.

According to Robbins & Judge (2017), organizational culture is the way employees work together, each with its own unique characteristics. Organizational culture must be encouraged to ensure employee motivation and improve employee performance (Matko and Takacs, 2017). Sumarni (2021) states that organizational culture is also an aspect that can improve performance. A better organizational culture also improves employee performance. The creation of organizational culture is influenced by the behavior of several individuals within the organization. A strong organizational culture supports the achievement of organizational goals. Conversely, a weak organizational culture will hinder the achievement of organizational goals.

Furthermore, providing appropriate motivation can foster enthusiasm, passion, and sincerity in one's work (Andriani & Na'mah Ulin, 2019). This increased enthusiasm and willingness to work voluntarily will result in better work, thereby improving employee performance. Employees who fail to complete their work promptly can be caused by declining work motivation. This is reflected in the research results of Supardi & Wibawa (2022) which found that a low work culture and a lack of motivation from leaders and coworkers in carrying out activities can impact employee performance.

4. Conclusion

Based on several analytical studies and discussions, the following conclusions can be drawn: *Self-efficacy* has a positive and significant effect on work motivation (0.000). Organizational culture has a positive and significant influence on work motivation (0.017). *Self-efficacy* has a positive and significant effect on employee performance (0.033). Organizational culture has a positive and significant influence on employee performance (0.001). *Work motivation* has a positive and significant effect on employee performance (0.001). *Work motivation* to mediate the positive and significant influence of self-efficacy on employee performance (0.002). *Work motivation* to mediate the positive and significant influence of organizational culture on employee performance (0.046).

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