



**THE INFLUENCE OF ORGANIZATIONAL CULTURE AND SELF-EFFICACY ON
EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING
VARIABLE (STUDY AT PT. REGIONAL DRINKING WATER COMPANY)**

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ABSTRACT

This study aims to understand organizational culture and self-efficacy on employee performance through variable intervention. This type of research is quantitative research. A sample of 74 people who were employees of PT. the municipal water company of the city of Padang uses random sampling techniques and uses the Slovin formula. Analysis of the data used is descriptive analysis, path analysis, and multiple tests. The results showed that organizational culture and self efficacy variables influenced employee performance, job satisfaction and employee performance variables did not mediate the influence of organizational culture and self efficacy on employee performance. The conclusion obtained is better from organizational culture and self efficacy, the better the company at PT. Padang city water supply Company.

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

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INTRODUCTION

Humans basically have a social nature, which means humans cannot live alone and depend on one another. This characteristic can be possessed by everyone without exception if it is implemented from an early age and implemented under any conditions. An organization requires human resources who have good social attitudes and are needed to carry out their duties both individually and in groups. An organization is formed from a group of people who have different characteristics who are united to manage their thoughts into a common goal. This is also inseparable from role and proper management of human resources. Human Resources (HR) are an important asset in an organization. HR refers to the people involved in it. Without these people, the organization will not run well.

Achievement of employee job satisfaction at PT. Regional Drinking Water Companies are still relatively low. This can be seen from the data recap for 2017 where it can be seen that the level of employee discipline is still low, for example, every day there are still those who are late for work, taking permission during working hours. Apart from that, work enthusiasm/motivation is considered to be still low, for example taking breaks before time. This research is very important to explore the influence of organizational culture, self-efficacy, on employee performance and job satisfaction as intervening variables in the PT Department. Local water company. There are several things that are the basis for consideration, including: in an organization a reference is needed to create self-efficacy, employee performance and job satisfaction. Each employee can carry out their duties and functions in line with directions so that employee performance can run optimally

and job satisfaction is achieved. Maharjan in Indrawati's research (2016) stated that performance is a result achieved because they are motivated by work and satisfied with the work they do.

Organizational culture is a habit that has been going on for a long time and is used and applied in work activities as a driving force for improving the work quality of company employees and managers (Fahmi 2015). According to (Niu, 2010) self-efficacy is an individual's belief about his or her ability to mobilize the motivation, cognitive resources, and actions necessary to successfully carry out a particular task in a particular context. Self-efficacy can also be defined as a person's ability to do something or the perceived belief in their ability. a person organizes and implements the programs needed to achieve goals. Job satisfaction according to Hasibuan in Indrawati's research (2016) is an emotional attitude shown by an employee who shows an attitude of liking and loving his job. These actions are reflected through work morale, discipline and work performance. If the level of employee job satisfaction is high, it will stimulate employees to work even better.

The Influence of Organizational Culture on Employee Performance

Organizational culture becomes the controller and direction in shaping the attitudes and behavior of humans who involve themselves in organizational activities. Organizational culture influences productivity, performance, commitment, self-confidence and ethical behavior (Indrawati, 2016). This research is in accordance with research from Chasanah (2008). Based on the research results, there is a positive influence between organizational culture on employee performance. This means that the organizational culture applied at village credit institutions (LPD) in Badung Regency has an effect on employee performance. This is in line with Arifin (2013) who stated that organizations are capable of having organizational culture in improving their performance. This means that the organizational culture value of management support is able to improve organizational performance due to the limitations of its human resources.

Organizational culture has a significant effect on employee performance. This means that the better the organizational culture, the better the employee's performance. In other words, if organizational culture improves, employee performance will also increase and vice versa, if organizational culture decreases, then employee performance will also experience a decline. Based on this description, the first hypothesis can be formulated, namely:

H₁: It is suspected that organizational culture has a significant positive effect on employee performance

The influence of self-efficacy on employee performance

Self-efficacy has a big influence in realizing great abilities or desires in carrying out tasks as an employee starting from the beginning of learning planning, the process and final results of learning (Astutik, 2018). The results of this research support the results of research conducted by Chairina and Suharso (2015). The results of this research show that self-efficacy has a significant and positive influence on the performance of PT employees. Lotus Indah Textile Industries winding section in Nganjuk. Implementing good self-efficacy will have an impact on increasing employee performance. This is in line with research (Noviawati, 2016) that the higher the employee's self-efficacy, the greater the employee's performance.

The results of this research indicate that there is a positive and significant



influence on employee performance variables. So the higher the employee's self-efficacy, the employee's performance can improve and conversely the lower the employee's self-efficacy, the lower the employee's performance will be. Based on this description, a second hypothesis can be formulated, namely:

H₂: self-efficacy is thought to have a significant positive effect on employee performance

The influence of organizational culture on job satisfaction

A person's job satisfaction and work results depend on the suitability between the person's characteristics and the organizational culture (Wardin 2009). Wardin's statement is supported by Jonathan (2010), who states that there is a positive relationship between organizational culture and job satisfaction. Therefore, a hypothesis can be formulated that explains the relationship between organizational culture and job satisfaction as follows: Organizational culture has a positive effect on job satisfaction. This is in line with Satyawati's (2014) research, this means that organizational culture in village credit institutions (LPD) in Badung Regency has an effect on job satisfaction, in the sense that the better the implementation of organizational culture in LPDs in Badung Regency, the higher employee job satisfaction.

Based on the research results, there is a positive influence between organizational culture and job satisfaction. This means that organizational culture influences job satisfaction, in the sense that the better the implementation of organizational culture, the higher employee job satisfaction. Based on this description, a third hypothesis can be formulated, namely:

H₃: organizational culture is thought to have a significant positive effect on job satisfaction

The influence of self-efficacy on job satisfaction

Individuals have strong self-efficacy to complete their work because they have self-confidence to be able to complete the work they get. Someone who has a high sense of self-confidence will also have a high sense of job satisfaction. (Samuel, 2017). The results of this research support the results of research conducted by Engko (2006), the results of the analysis state that Self Efficacy has a positive effect on employee job satisfaction. These results show that employees of PT. Tropica Cocoprime Manado, Self Efficacy is created as a whole, so that it influences employee job satisfaction. Furthermore, according to Chasanah (2008), this individual has strong self-efficacy to complete his work because he has self-confidence to be able to complete the work he gets. Someone who has a high sense of self-confidence will also have a high sense of job satisfaction. Based on this description, four hypotheses can be formulated, namely:

H₄: self-efficacy is thought to have a significant positive effect on job satisfaction

The influence of job satisfaction on employee performance

Employees who own Job satisfaction means they are more likely to speak positively about the organization, help others, and make their job performance exceed normal expectations (Robbins, 2006). The results of this research support the results of research conducted by Satyawati (2014) that there is a positive influence of job satisfaction on performance. This means that employee job satisfaction at village credit institutions (LPD) in Badung Regency influences employee performance. These results are supported by research by Lawler which concluded that to improve company performance requires high job satisfaction

from employees. Other research that obtained similar results to this research was research conducted by Devi (2009). The research results obtained are that job satisfaction has a significant positive effect on employee performance. So the more satisfied employees are, the more employees will show their best performance. On the other hand, if employees do not feel satisfied at work, they will feel lazy, which will result in decreased performance. Based on this description, the fifth hypothesis can be formulated, namely:

H5: Job satisfaction is thought to have a significant positive effect on employee performance

RESEARCH METHODS

The type of research used is quantitative research in the form of numbers and hypotheses. The population in this study was 277 employees of PT. PDAM Padang City and a sample size of 74 people was taken using the Slovin formula. Data sources from primary data are questionnaires and interviews, secondary data is obtained from the PT office. Padang City PDAM This research was conducted on employees of PT. Padang City PDAM.

The operational definitions and indicators of each research variable are presented in table 1 below:

Table 1
Operational Definition of Variables

No	Research variable	Definiton	Research Indicators	Source
1	Organizational culture	Organizational culture is a system of shared meaning held by members that differentiates the organization from other organizations. Organizational culture can has an influence on the attitudes and behavior of organizational members. Culture also makes it easier for culture to grow in something broader than a person's personal interests.	1. Responsiveness 2. Encouragement 3. Leadership 4. Friendliness 5. ability	Mariam (2009)
2	Self-efficacy	Work self-efficacy can be defined as a person's belief about his ability to direct the motivation, cognitive resources and actions needed to successfully carry out his work	1. <i>Magnitude</i> 2. <i>Strength</i> 3. <i>Generality</i>	Indrawati (2016)



3	Employee performance	Performance is the output produced by the functions or indicators of a job or profession within a certain time. Work is the activity of completing something or making something that only requires certain energy and skills as is done by manual workers.	1. Quality 2. Quantity 3. Accuracy time 4. Effectiveness 5. Be safe 6. Work commitment	Mariam (2009)
4	Satisfaction Work	Job satisfaction is an emotional attitude shown by an employee who shows an attitude of liking and loving his job. These actions are reflected through work morale, discipline and work performance. If the level of employee job satisfaction is high, it will stimulate employees to work better	1. Feelings about the work itself 2. Loves his job 3. Work morale 4. Discipline 5. Work performance	Indrawati (2016)

In this research variables are generally about something in a form that has been determined by the researcher so that it can be understood so that information can be obtained about these things and conclusions can be drawn.

This research contains 3 variables, namely the dependent variable, independent variable, and intervening variable. The dependent variable in this research is employee performance (Y), the independent variables are organizational culture and self-efficacy (X), while job satisfaction is the intervening variable (M).

Data analysis techniques use research instrument tests (validity test and reliability test), normality test, heteroscedasticity test, descriptive analysis, regression analysis with intervening variables, hypothesis testing (T test and Sobel test).

RESULTS AND DISCUSSION

This research aims to obtain empirical evidence of the influence of organizational culture and self-efficacy on performance and job satisfaction as intervening variables (PT. PDAM Kota Padang). To prove this statement, a data information collection process is first carried out.

Test this research instrument using the method:

Kolmogorov Smirnov Normality Test Results

Table 2

Normality Test X1, X2, M against Y

	Standardized Residuals	Information
Kolmogorov-Smirnov Z	,819	Distribution
Asymp. Sig (2-tailed)	,398	Normal

Source: SPSS Processed Data

Based on the table above, it can be concluded that the standard residual values in this study are normally distributed. This can be seen in testing using Kolmogorov-Smirnov (KS) One sample, the normality test results show the Asymp significance value. Sig. 0.398 > 0.05 so it can be concluded that the residual value is normally distributed.

Table 3
Normality Test Results X1 and X2 on M

	Standardized Residuals	Information
Kolmogorov-Smirnov Z	,733	Distribution
Asymp. Sig (2-tailed)	,656	Normal

Source: SPSS Processed Data

Based on the table above, it can be concluded that the standard residual values in this study are normally distributed. This can be seen in testing using Kolmogorov-Smirnov (KS) one sample, the normality test results show the Asymp significance value. Sig. 0.656 > 0.05, so it can be concluded that the residual value is normally distributed.

Multicollinearity Test Results

Table 4
Multicollinearity Test
Variables X1, X2, and M against Y Coefficients (a)

No	Variable	t	Sig	Information
1	X1	2,621	.011	Multicollinearity does not occur
2	X2	3,788	,000	Multicollinearity does not occur
3	m	1,783	,079	Multicollinearity does not occur

Source: SPSS Processed Data

Through the results of the heteroscedasticity test on SPSS, it can be seen that the sig value of each independent variable is >0.05, which means that in this heteroscedasticity test it can be concluded that there is no heteroscedasticity occurring.

Table 5
Multicollinearity Test of Variables X1 and X2 on M

No	Variable	t	Sig	Information
1	X1	2,656	,010	Not occur
2	X2	4,116	,000	Heteroscedasticity

Source: SPSS Processed Data

Through the results of the heteroscedasticity test on SPSS, it can be seen that the sig value of each independent variable is >0.05, which means that in this heteroscedasticity test it can be concluded that heteroscedasticity does not occur.

Heteroscedasticity Test Results

Table 6
Heteroscedasticity test of variables X, X2 and M against Y
Coefficients(a)

No	Variable	t	Sig	Information
1	X1	-.814	,418	Heteroscedasticity does not occur
2	X2	,578	,565	Heteroscedasticity does not occur
2	m	1,106	,272	Heteroscedasticity does not occur

Source: SPSS Processed Data



Through the results of the heteroscedasticity test on SPSS, it can be seen that the sig value of each independent variable is >0.05, meaning that in this heteroscedasticity test it can be concluded that there is no heteroscedasticity occurring.

Table 7
Heteroscedasticity Test for Variables X and M against Y

No	Variable	t	Sig	Information
1	X1	-.667	,507	Not occur
2	X2	,520	,605	Heteroscedasticity

Source: SPSS Processed Data

Through test resultsheteroscedasticity in spss can be seen that the sig value of each independent variable is >0.05, which means that in this heteroscedasticity test it can be concluded that heteroscedasticity does not occur.

Regression Analysis with Intervening Variables

Table 8
Model I Regression Analysis Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	11,599	3,441		3,371	,001
	X1	,184	,091	,220	2,017	,048
	X2	,266	,083	,357	3,215	,002
	m	,332	,110	,295	3,015	,004

Based on the results of stage I regression in table 8 above, the following equation can be created:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 11.599 + 0.184X_1 + 0.266X_2 + 0.332 M$$

The results of the equation above give the meaning that:

1. The constant value is 11.599, so it can be concluded that if the independent variable has a value of 0, then the employee performance at PDAM Kota Padang has a value of 11.599.
2. The coefficient value of the organizational culture variable is 0.184, indicating that for every one-unit addition, variable X1 will increase employee performance by 0.184, assuming the other variables are constant.
3. The coefficient value of the self-efficacy variable is 0.266, indicating that for every one-unit increase, variable X2 will increase employee performance by 0.266, assuming the other variables are constant.
4. The coefficient value of the job satisfaction variable is 0.332, indicating that each one-unit increase will increase employee performance by 0.332, assuming other variables are constant.

Table 9
Model II Regression Analysis Results
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,473	3,070		5,692	,000
	X1	,194	,095	,261	2,035	,046
	X2	,229	,085	,347	2,704	,009

Based on the regression results of model II in table 9 above, the following equation can be created:

$$M = \alpha + \beta_1 X_1 + \beta_2 X_2$$

$$M = 17.473 + 0.194X_1 + 0.229X_2$$

The results of the equation above give the meaning that:

- The constant value is 17,473, so it can be concluded that if the independent variable has a value of 0, then job satisfaction at PT PDAM Kota Padang has a value of 17,473.
- The coefficient value of the organizational culture variable is 0.194, indicating that for every one-unit addition, variable X1 will increase job satisfaction by 0.194, assuming the other variables are constant.
- The coefficient value of the self-efficacy variable is 0.229, indicating that for every one-unit addition, variable X2 will increase job satisfaction by 0.229, assuming the other variables are constant.

Path Analysis (Path Analysis)

Table 10
Results of Path Model I
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,599	3,441		3,371	,001
	X1	,184	,091	,220	2,017	,048
	X2	,266	,083	,357	3,215	,002
	m	,332	,110	,295	3,015	,004

From the regression results of model I in table 10, it can provide a standardized beta value for each variable, namely X1 = 0.220 and a significant 0.020, which means organizational culture influences employee performance. X2 = 0.357 and a significant 0.020, which means self-efficacy influences employee performance.



Table 11
Path Model II Path Results
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	17,473	3,070		5,692	,000
	X1	,194	,095	,261	2,035	,046
	X2	,229	,085	,347	2,704	,009

From the regression results of model II in table 11 we can provide a standardized beta value for each variable, namely X1 = 0.261 and a significant 0.046, which means organizational culture influences job satisfaction. X2 = 0.347 and significant 0.009 which means self efficacy affects job satisfaction. Meanwhile, for the EL value can be searched with the following formula:

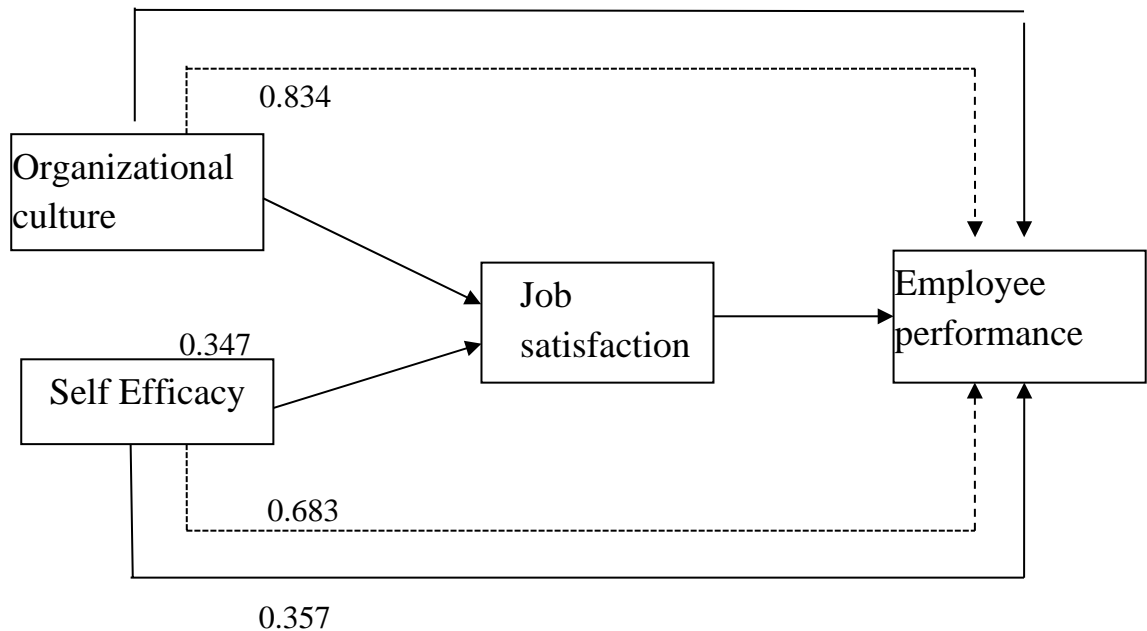
$$EI = \sqrt{1 - R^2}$$

$$= \sqrt{1 - 0.304} = \sqrt{0.696} = 0.834$$

$$EI = \sqrt{1 - R^2}$$

$$= \sqrt{1 - 0.533} = \sqrt{0.467} = 0.683$$

In this way, the path diagram of the structural model can be obtained as follows:



Partial Test (T Test)

Table 12
Partial test results (T) Model 1
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	11,599	3,441		3,371	,001
	X1	,184	,091	,220	2,017	,048
	X2	,266	,083	,357	3,215	,002
	m	,332	,110	,295	3,015	,004

From the table above, the results of the t test calculation of organizational culture on employee performance have a calculated t value of 2.017 with a significance of $0.048 < 0.05$ with a t table of 1.99300, this means the calculated t is greater than the t table.

From the table above, the results of the t test calculation of organizational culture on employee performance have a calculated t value of 3.215 with a significance of $0.002 < 0.05$ with a t table of 1.99300, this means the calculated t is greater than the t table.

From the table of t-test calculation results, job satisfaction on employee performance has a calculated t value of 3.015 with a significance of $0.004 < 0.05$ with a t table of 1.99300, this means the calculated t is greater than the t table.

Table 13
Partial test results (T) Model II
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	17,473	3,070		5,692	,000
	X1	,194	,095	,261	2,035	,046
	X2	,229	,085	,347	2,704	,009

From the table of t-test calculation results, organizational culture on job satisfaction performance has a calculated t value of 2.035 with a significance of $0.046 < 0.05$ with a t table of 1.99300, this means the calculated t is smaller than the t table.

From the table of calculation results of the self-efficacy t test on job satisfaction, it has a calculated t value of 2.704 with a significance of $0.009 < 0.05$ with a t table of 1.99300, this means the calculated t is smaller than the t table.

Sobel Test

1. The influence of organizational culture on employee performance with job satisfaction as an intervening variable.

Is known:

a = 0.194	a ² = 0.037636
b = 0.261	b ² = 0.068121
Sa = 0.095	Sa ² = 0.009025
SB = 0.110	SB ² = 0.0121



Answer

$$Sat = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

$$Sat = \sqrt{0.068121 \times 0.009025 + 0.037636 \times 0.0121}$$

$$= \sqrt{0.009025 \times 0.0121}$$

$$= \sqrt{0.000614792 + 0.004553956 + 0.0001092025}$$

$$= \sqrt{0.0052779505}$$

$$= 0.0726495045$$

$$(0.194) \times (0.261)$$

$$t = \frac{0.0726495045}{0.050634}$$

$$= \frac{0.0726495045}{0.050634}$$

$$= 0.6969627714$$

From the results above, the calculated t value is 0.6969627714 with a significance of 0.05 and the t table is 1.99300. Therefore, the calculated t is smaller than the t table so that the mediation coefficient is negative and not significant, which means there is no mediation effect. Thus, it can be concluded that job satisfaction does not significantly mediate the influence of organizational culture on employee performance.

2. The influence of self-efficacy on employee performance with job satisfaction as an intervening variable.

Is known:

a	= 0.229	a ²	= 0.052441
b	= 0.347	b ²	= 0.120409
Sa	= 0.085	Sa ²	= 0.007225
SB	= 0.110	SB ²	= 0.0121

Answer:

$$Sat = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

$$Sat = \sqrt{0.120409 \times 0.007225 + 0.052441 \times 0.0121}$$

$$= \sqrt{0.007225 \times 0.0121}$$

$$= \sqrt{0.000869955 + 0.0006345361 + 0.0000874225}$$

$$= \sqrt{0.0015919136}$$

$$= 0.039898792$$

$$(0.229) \times (0.347)$$

$$t = \frac{0.039898792}{0.079463}$$

$$= \frac{0.039898792}{0.079463}$$

$$= 1.991614182$$

From the results above, the calculated t value is 1.991614182 with a significance of 0.05 and the t table is 1.99300, therefore the calculated t is smaller than the t table so that the mediation coefficient is negative and not significant, which means there is no mediation effect. Thus, it can be concluded that job satisfaction does not significantly mediate the influence of self-efficacy on employee performance.

DISCUSSION

Based on hypothesis testing that has been carried out by testing the regression equation regarding the influence of organizational culture and self-efficacy on employee performance with Job Satisfaction as an intervening variable. Then these results can be obtained as follows:

The Influence of Organizational Culture on Employee Performance

Based on the results of testing the first hypothesis, it was found that organizational culture variables had a positive and significant effect on employee performance at PT. Padang city regional drinking water company (PDAM). This means that organizational culture supports improving employee performance at PT. Padang City PDAM

Organizational culture greatly influences employee performance. The results of this research show that there is a significant relationship between organizational culture and employee performance. This means that the better the organizational culture, the better the employee performance. On the other hand, if the organizational culture is not good, employee performance will decrease. So both variables must be equally improved so that they become better and in line with expectations.

This research is the same as previous research conducted by Indrawati, (2016). Based on the results of the analysis carried out, organizational culture variables have a positive and significant effect on employee performance at the Surabaya City Cooperatives and Micro Enterprises Service.

The Influence of Self-Efficacy on Employee Performance

Based on the results of testing the second hypothesis, it was found that the Self efficacy variable had a positive and significant effect on employee performance at PT. Padang City Regional Drinking Water Company (PDAM). This means that a person's self-efficacy supports improving employee performance at PT. Padang city PDAM

Self-efficacy greatly affects employee performance. The results of this research show that there is a significant relationship between self-efficacy and employee performance, where employees who have high self-efficacy will increase the employee's performance, and conversely if the employee's self-efficacy is low it will reduce the employee's performance.

This research is supported by previous research conducted by Indrawati, (2016). Based on the results of the analysis carried out, it states that self-efficacy has a positive and significant effect on employee performance for employees of the Surabaya City Cooperatives and Micro Enterprises Service.

The Effect of Job Satisfaction on Employee Performance

Based on the results of testing the third hypothesis, it was found that the job satisfaction variable had a positive and significant effect on employee performance at PT. Padang city regional drinking water company (PDAM). This means that job satisfaction is able to support improving employee performance at PT. Padang City PDAM.

Job satisfaction greatly influences employee performance. This means that the better the job satisfaction, the better the employee's performance. On the other hand, if job satisfaction is not good, employee performance will decrease. So both variables must be equally improved so that they become better and in line with expectations.



The results of this research are supported by the results of previous research conducted by Indrawati, (2016). Based on the results of the analysis carried out, the job satisfaction variable has a positive and significant effect on employee performance at the Surabaya City Cooperatives and Micro Enterprises Service.

The Influence of Organizational Culture on Job Satisfaction

Based on the results of testing the fourth hypothesis, it was found that the organizational culture variable had a positive and significant effect on job satisfaction at PT. Padang city regional drinking water company (PDAM). This means that organizational culture is able to support increasing job satisfaction among PT employees. Padang city PDAM.

Organizational culture greatly influences job satisfaction. The results of this study show that there is a significant relationship between organizational culture and job satisfaction. This means that the better the organizational culture, the better the employee's job satisfaction. On the other hand, if the organizational culture is not good, job satisfaction will decrease. So both variables must be equally improved so that they become better and in line with expectations.

The results of this research are supported by the results of previous research conducted by Indrawati, (2016). Based on the results of the analysis carried out, the organizational culture variable has a positive and significant effect on employee job satisfaction at the Surabaya City Cooperatives and Micro Enterprises Service.

The Influence of Self-Efficacy on Job Satisfaction

Based on the results of testing the fifth hypothesis, it was found that the Self efficacy variable had a positive and significant effect on job satisfaction at PT. Padang city regional drinking water company (PDAM). This means that self-efficacy is able to support increasing job satisfaction among PT employees. Padang City PDAM

Self-efficacy significant effect on job satisfaction. where employees who have high self-efficacy will increase the employee's job satisfaction, and conversely, if the employee's self-efficacy is low, job satisfaction will decrease.

The results of this research are in line with previous research conducted by Indrawati, (2016). Based on the results of the analysis carried out, the Self-efficacy variable has a positive and significant effect on employee job satisfaction at the Surabaya City Cooperatives and Micro Enterprises Service.

Cultural Influence Organizations on Employee Performance Through Job Satisfaction as an Intervening Variable

Based on the results of testing the sixth hypothesis, it was found that the job satisfaction variable did not mediate the influence of organizational culture on employee performance at PT. Padang city regional drinking water company (PDAM). This means that job satisfaction is unable to mediate the relationship between organizational culture and employee performance at PT. Padang city PDAM. It can be concluded that without job satisfaction, organizational culture can still improve employee performance directly, because the better the organizational culture in a company, the better the employee performance will be without the level of job satisfaction in a company.

The results of this research are supported and support research from Liana, (2013) The results of the mediation test of job satisfaction on the influence of organizational culture on employee performance, the Organizational Culture variable has a significant effect on the employee performance variable. Meanwhile,

the influence is indirect or through the job satisfaction variable because the direct relationship coefficient is greater. The large indirect relationship coefficient means that job satisfaction is unable to mediate the influence of organizational culture on employee performance.

The Influence of Self-Efficacy on Employee Performance Through Job Satisfaction as an Intervening Variable

Based on the results of testing the seventh hypothesis, it was found that the job satisfaction variable did not mediate the influence of self-efficacy on employee performance at PT. Padang city regional drinking water company (PDAM). This means that job satisfaction is unable to mediate the relationship between self-efficacy and employee performance at PT. Padang city PDAM

From the description above, it can be concluded that without job satisfaction, self-efficacy can still improve employee performance directly, because the better the employee's self-efficacy in a company, the better the employee's performance will be without the level of job satisfaction in a company.

The results of this research support and are supported by research conducted by Widjajani, (2012). The results of path analysis show that Self-efficacy can have a direct effect on Performance and can also have an indirect effect, namely from Self-efficacy to Job Satisfaction (as a mediating variable) then to Performance. Because the direct relationship coefficient is greater than the indirect relationship coefficient, it can be said that the actual relationship is direct. This shows that job satisfaction does not mediate the influence of self-efficacy on employee performance.

CONCLUSION

From the results of hypothesis testing that has been carried out regarding the analysis of the influence of organizational culture and self-efficacy on employee performance through Job Satisfaction as an Intervening, the following conclusions can be drawn:

1. The organizational culture variable influences employee performance, so the hypothesis is accepted because it supports hypothesis 1 (H₁) that compensation has a positive and significant effect on employee performance.
2. The Self-efficacy variable influences employee performance, so the hypothesis is accepted because it supports hypothesis 2 (H₂) that self-efficacy has an influence on employee performance.
3. The variable job satisfaction influences employee performance, so the hypothesis is accepted because it supports hypothesis 3 (H₃) that Satisfaction work influences employee performance.
4. Organizational culture variables influence job satisfaction, so the hypothesis is accepted because it supports hypothesis 4 (H₄) that culture organization influences job satisfaction.
5. The self-efficacy variable influences employee performance, so the hypothesis is accepted because it supports hypothesis 5 (H₅) that self-efficacy has an influence on job satisfaction.
6. The organizational culture variable on employee performance is not mediated by job satisfaction as shown by the t-count which is smaller than the t-table
7. The self-efficacy variable on employee performance is not mediated by job satisfaction as shown by the t-count which is smaller than the t-table



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