

MOTIVATION AND ORGANIZATIONAL CULTURE ON PERFORMANCE WITH *SELF-EFFICACY* MEDIATION

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Abstract

The study aims to determine firstly the direct effect of motivation on performance, secondly the indirect effect of motivation on performance mediated by self efficacy, thirdly the direct influence of organizational culture on the performance, and lastly the indirect influence of organizational culture on performance mediated by self-efficacy. The subjects of this study are 60 women from the group of cashew producer. Hence, the sampling technique uses Census and the data collection method uses semi-structured interviews and questionnaires. The data analysis uses Simple Linear Regression and Path Analysis. Based on the data processing results, it shows: 1) the direct effect of motivation on the performance are at 0,287; 2) the indirect effect of motivation on performance mediated by self efficacy are at 0.440; 3) the direct effect of organizational culture on the performance are at 0,260; and 4) the indirect influence organizational culture on performance mediated by self-efficacy mediated are at 0.426.

Therefore, it can be concluded that self-efficacy can help in overcoming the existing problems in the organization, because self-efficacy encourage the efforts to improve performance. Within strong, dynamic, and positive motivation and organizational culture, one's performance will definitely increase and shows good progress.

Keywords: *motivation, organizational culture, performance, self efficacy mediation.*

Abstrak

Penelitian ini bertujuan untuk mengetahui terlebih dahulu pengaruh langsung motivasi terhadap kinerja, kedua efek tidak langsung motivasi terhadap kinerja dimediasi oleh self-efficacy, ketiga pengaruh langsung budaya organisasi terhadap kinerja, dan terakhir pengaruh tidak langsung budaya organisasi terhadap kinerja dimediasi oleh self-efficacy. Subyek penelitian ini adalah 60 wanita dari kelompok produsen mete. Oleh karena itu, teknik pengambilan sampel menggunakan Sensus dan metode pengumpulan data menggunakan wawancara semi terstruktur dan kuesioner. Analisis data menggunakan

Regresi Linier Sederhana dan Path Analysis. Berdasarkan hasil pengolahan data, hal itu menunjukkan: 1) pengaruh langsung motivasi terhadap kinerja berada di 0,287; 2) pengaruh tidak langsung motivasi terhadap kinerja dimediasi oleh self-efficacy berada di 0,440; 3) pengaruh langsung budaya organisasi terhadap kinerja berada pada 0,260; dan 4) pengaruh budaya organisasi tidak langsung terhadap kinerja dimediasi oleh self-efficacy dimediasi berada di 0,426.

Oleh karena itu, dapat disimpulkan bahwa self-efficacy dapat membantu dalam mengatasi permasalahan yang ada dalam organisasi, karena self-efficacy mendorong upaya untuk meningkatkan kinerja. Dalam motivasi yang kuat, dinamis, dan positif dan budaya organisasi, kinerja seseorang pasti akan meningkat dan menunjukkan kemajuan yang baik.

Kata kunci: *budaya organisasi, kinerja, motivasi, self-efficacy mediasi.*

1. Introduction

Various attempts are commonly made by humans to meet the wishes and needs, however in order to meet the desires and needs is not readily easy to achieve without maximum effort. It is considering that the needs of one person with another are different therefore ways to obtain it are also different as well. Enabling to meet the needs, one will behave in accordance with his/her push-owned and what underlies his/her behavior. Herewith, it can be said that there is power in a person (Mardiana and Heriningsih, 2014).

Human resources are very important asset in a company because human resources have a role as subjects of policy implementation and operational activities in a company. Therefore, every organization should consider and empower its human resources properly so that the organization can thrive. The success of an organization is influenced by the performance of its employees in performing duties in accordance with the responsibilities given to him/her. Employees are important resources for the organization, because they have the talent, energy, and thought that is needed by the organization to achieve its objectives. Organizational culture is essentially representing the norms of behavior that is followed by the members of the organization.

Mangkunagara (2000) states the factors that affect performance are ability and motivation. Each organization or company will strive to improve the performance of its employees to achieve organizational goals.

In order to empower existing employees, a company should be able to motivate and implement strong, dynamic, and positive organizational culture in an effort to improve the employee performance with the mediation of self-efficacy. Hence, the quality of the employee performance can be achieved.

According to the research by Denison, Haalan and Goelzer, a strong and positive organizational culture is a culture that can increase the effectiveness of the organization. There are at least several positive benefits of organizational culture, namely: (1) *empowering employees;*

(2) *having a team orientation*; (3) *having a clear strategic direction and intent*; (4) *possessing a strong and recognizable vision* (Robbins & Judge, 2011 in Jessica Kwan Madiono Sutanto Gunawan and Eddy, 2013).

According to Robbins & Judge, 2011 (in Kwan Jessica Gunawan and Eddy Madiono Sutanto, 2013) organizational culture is a system owned by members of the organization that makes the organization different from other organizations. While according to Bateman and Snell (2007) organizational culture is the set of essential assumptions about the organization and its objectives and about how they share the values in the company.

Organizational culture becomes a habit that should have taken place since the inception of the company. The core motivation and organizational culture is the encouragement of work and implementation activities of the employees enabling the goals to be achieved by the company. The importance of motivation and organizational culture of the employee performance within the Agency is to ask how the competence of a leader in maintaining and guaranteeing the work motivation through the fulfillment of the employee's need.

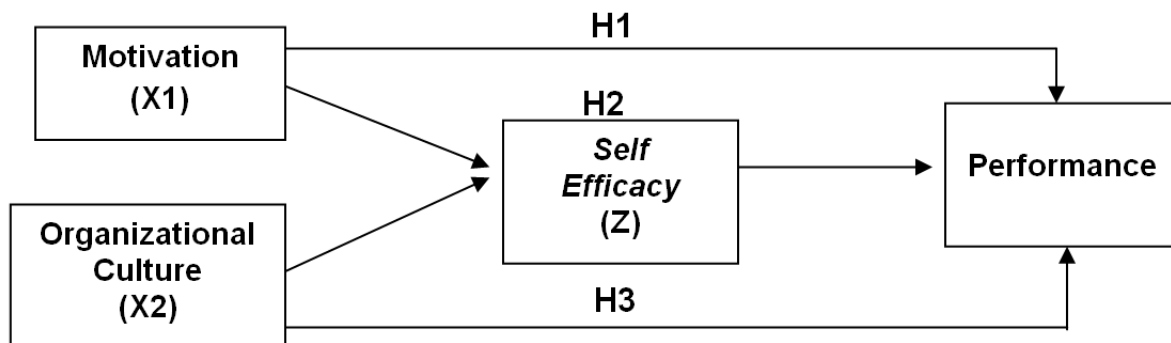
In this study, organizational culture is the value system of the organization held by members of the organization, which then affects the way to work and behave from members of the organization. Nowadays, culture is seen as something dynamic, not something rigid. Culture is now more understood as a verb which is linked to human activity. The strength of a culture affects the atmosphere of an organization and the behavior of its members. The culture of an organization that has the greatest possibility to establish a high ethical standard is a culture with high cultural tolerance for high risk.

Self-efficacy on each employee also needs to be achieved through human interaction and mental cognition. It is somehow reliable to yield positive results and outcomes of skills in the work environment. Self-efficacy in every employee needs to be increased in order to maintain the continuity and ensure an atmosphere of tranquility at works so the impact that may reduce job satisfaction can be minimized. According to Bandura (in Kustini and Fendy, 2004) the higher the level of self-efficacy of employees to perform responsibly tasks will provide satisfaction for employees to be involved in a participatory way within the organization. It will help employees to further improve the work optimally. According to Noe (in Kustini and Fendy, 2004: 45) self-efficacy is the ability of a person who has a level of confidence in performing the task.

A group of women cashew producer at Krikilan Village, Berbah Sleman has unique characteristics to work at home. Working at home is flexible after household domestic tasks are completed. The scale of production is also not substantial.

This research will analyze namely 1) the direct effect of motivation on performance; 2) the indirect effect of motivation on performance mediated by *self efficacy*; 3) the direct influence of organizational culture on performance; and 4) the indirect influence of organizational culture on performance mediated by *self efficacy*.

2. Theoretical Framework



3. Understanding Motivation, Organizational Culture, Self Efficacy And Performance

Motivation is a powerful way to give morale when the workers are already feeling tired or bored with the routine work. Motivating can be done by providing a refreshing solution to the employees. In this case, refreshing is not about beautiful and luxurious trip, nor spending many days to go on a trip, but simply by resting the body and mind. Motivating oneself is important and necessary for the future, family, and work. Motivation is a skill in directing or controlling and moving a person to take action based on sets of targets for achieving certain goals.

Hadari Nawawi (2003) states that motivation is a condition that encourage a person committing the act or activity that takes place consciously. Several factors affecting work motivation include: money, praise, attention, competition, pride, wealth, opportunities, needs, age, gender, level of education, skills, employment, etc.

According to Turner (in Chasanah, 2008) the culture in an organization is essentially lead to behaviors that are considered appropriate, binding and motivating every individual in it and exert the effort to find a settlement in ambiguous situations. This understanding gives the premise that each individual involved will try to create ideal working conditions together in order to create an atmosphere that is conducive to the achievement of the desired objectives. There are so many definitions of culture that is essentially not much different from one expert to another expert. According to Robbins and Coulter (in Chasanah, 2008), culture is defined as a system or patterns of values, symbols, rituals, myths, and practices persist; directing people to behave and try to resolve the issue.

The theory of self-efficacy is a branch of the *Social Cognitive Theory* proposed by Albert Bandura (also known as *Social Learning Theory*). Bandura's social cognitive theory highlights chance meeting (chance encounters) and unforeseen events (fortuitous events) although the meeting and the event will not necessarily change the course of human life . The way people react to a meeting or event is usually much stronger the event itself (Feist & Feist, 2008). According to Bandura (2000), self-efficacy is a person's confidence that he/she can exhibit behaviors that are required in a specific situation. Self-efficacy is directed at an individual assessment of his/her ability. The importance of self-efficacy will affect the effort required and ultimately be seen

from the performance of work. Moreover, according to Bandura (in Avey, Luthans & Jensen, 2009), self-efficacy beliefs influence how people view and interpret an event. Those who have low self-efficacy are easily convinced that the effort they do in facing difficult challenges will be in vain, therefore they tend to experience negative symptoms of stress. While those with high self-efficacy, are likely to see challenges as something that can be overcome by the competence and considerable effort.

According to Bandura (2000) the existence of self-efficacy in a person will have an impact on the four processes, namely:

a. *Cognitive process*

The influence of self-efficacy in cognitive process can occur in various forms. Many human behaviors are regulated by forethought in realizing the goal. Setting individual goals are influenced by the individual assessment of his/her capabilities.

b. *Motivation Process*

The confidence of self-efficacy is the self-regulating motivation. The individual motivation is often generated through cognitive process. People usually motivate themselves by directing their actions through a variety of exercises. They believe in what they do and always anticipate the results of a prospective action. They will set their goals and plan exercises before taking action by designing them in accordance of the future values.

c. *Affective Process*

People believe in the influence of their capabilities to cope with stress and depression in facing threats or difficult situation. In terms of self-efficacy, a person will be able to overcome all the problems that threaten his/her existence.

d. *Selection Process*

Through confidence in his/her capabilities, a person tends to act selectively or to vote against the achievement of his goal of life. Humans will commonly choose troubleshooting and achievement of his/her goal of life in accordance with his/her capabilities.

Waldman (1994) argues that performance is a combination of behavior with the achievement of what is expected and a choice or part of the terms that exist in each individual in an organization. Performance is a condition that must be known and communicated to certain parties to determine the level of achievement. With the information regarding the performance of a company will enable us to take necessary action as a correction of policy, straighten the main activities and the principal task of the agency, the material for planning, determine the level of success of the agency to decide a course of action, and others. In Ostroff's research, 1992; he stated that an employee performance referring to employee achievement is measured according to the standard or criteria established by the company. The management is expected to achieve high employee performance for improving overall company performance.

4. Results

The census method used on the respondents to obtain data is 60 women of the cashew producer groups. The data is collected by spreading questionnaire, after being analyzed by using Simple Linear Regression and Path Analysis. The results showed:

Table I
Test Results Of The Effect Between Variables

| No | Pengaruh | | Koefisien Jalur | Pengaruh | |
|----|----------|---|-----------------|---------------------------------------|----------|
| 1 | X1 | Y | 0.287 | direct | |
| 2 | X2 | Y | 0.260 | direct | |
| 3 | Z | Y | 0.609 | direct | |
| 4 | X1 | Z | 0.252 | direct | |
| 5 | X2 | Z | 0.272 | direct | |
| 6 | X1 | Z | Y | $0.287 (0.252 \times 0.609) = 0.440$ | indirect |
| 7 | X2 | Z | Y | $0.260 (0.272 \times 0.609) = 0.426$ | indirect |

From table 1 the test result of the effect between variables above shows that the indirect effect through self-efficacy is greater than the direct effect on the performance. These results indicate that motivation and organizational are effected indirectly on the performance through self-efficacy, or it can be concluded that self efficacy becomes a variable that enable to mediate between motivation and organizational culture on performance.

5. Mediation Importance Of Self Efficacy On Performance

Bandura , 1986; stated that the self -efficacy is expressed as a person’s belief that he or she can perform a task at a certain level, is one of the factors affecting the private activities towards the achievement of the task. Self-efficacy is a belief or perception of self reliance in performing a task that is obtained in order to achieve a goal to be achieved. In the study conducted by Bandura, 1993, stating that self-efficacy is a person’s belief that he can perform a task at a certain level, affecting private activities towards the achievement of objectives.

Individuals, who are comfortable in working, look at the difficult tasks as a challenge to be mastered rather than as a threat to be avoided. They have a stronger interest and deep preoccupation in work activities. They set goals that challenge them and maintain a strong commitment as well as enhancing and supporting their efforts in facing failure. They are quicker to recover if they happen to face failure or deterioration in the work. High self-efficacy helps them make sense of calm in approaching tasks and difficult activities. Conversely, people who doubted his or her abilities believe that something is more difficult than it really is.

Benefits of Self Efficacy mediation in performance:

1. The self efficacy owned, specify what he or she would do in the face of a duty to achieve the desired goal .

2. Self -efficacy as a mediator considerable influence on the selection of one's career.
3. Having a desire to hang on a task. For individuals who have high self-efficacy will usually try hard to face difficulties and persist in doing a task if they already have the prerequisite skills.
4. Having the quality of the business strategy to process a task in greater depth with high self-efficacy.

6. Motivation And Organizational Culture Affecting The Performance Of Mediation With Self Efficacy

Based on the description of the statistical data of research that has been done, the performance of the 60 women of cashew producer in the village of Krikilan, Brebah Sleman is very steep. This is indicated by a mean value of empirical performance by 50 %. This is supported by the acquisition of the empirical mean value of motivation, organizational culture and self efficacy which is as high as each motivated by 51.6 % , amounting to 51.7 % of organizational culture and self efficacy of 48.3 % .

The results also showed that there was a significant direct effect between motivation and organizational culture on performance. This means that the women of cashew producer who have the motivation and organizational culture is high, therefore the performance will be higher and vice versa the women of cashew producer whose motivation and organizational culture are low, therefore the performance will be low as well.

The results were supported by Susila and Susanti's research (2012) and Listianto and Setiaji's (2013). They found that there is a positive and significant impact on the performance motivation. Furthermore Nur Chasanah (2008) and Susetyo (2014) found that there is a positive and significant impact on the performance of organizational culture.

If the employees are motivated to work better, therefore the labor productivity will increase and so if productivity increases it means that the employee performance will also increase. Therefore, the company's goals in an effort to motivate and implement a strong, dynamic, and positive organizational culture to their employees will succeed. Employees who are motivated will show an attitude of willingness and ability to do a good job working and to achieve maximum performance. This is called the spirit of work. Eventually, employees who have been motivated to be enthusiastic in work which will then indicate an attempt to comply with the organizational culture that is applied to enhance the optimal work performance.

According to Chasanah,2008, concluded that the self-efficacy is a great influence on the formation of employee satisfaction. For that it is necessary to set up a high self-efficacy, in particular by implementing the management system of assessment of the results of individual work pales in doing the work completed by a team that assessment is not only given to the team but also to individuals who are on the team.

While Kwan Jessica Gunawan and Eddy Madiono Sutanto, 2013 concluded that the organizational culture affect the performance of employees, organizational culture influence on self-efficacy of employees and the self-efficacy of employees affect the performance of employees,

as well as the organizational culture influence on employee performance through self-efficacy as an intervening variable/mediation.

Robbins and Judge (2011) states that organizational culture is transmitted to employees in a number of forms, such as: stories, rituals, symbols and language. Chasanah 2008 states that organizational culture is of great importance, therefore in order for enabling employee performance to continue to increase, the need planting within each individual is necessary so that they understand the true meaning related to organizational culture, particularly in this case the cultural adaptation which is understanding the mission and clear goals.

Organizational culture is an agreement with the members of an organization or company that facilitate the birth of a broader agreement for the benefit of individuals or groups. The virtue of organizational culture is control and direct in shaping attitudes and behavior of people who get involved in an organization's activities. Individually or in groups, ones will not be released to the culture of the organization and in general they will be influenced by the diversity of resources that no one acts as a stimulus.

The standard describes the performance levels expected, and it is a comparative material, purpose or target depending on the approach taken. A good standard performance is scalable, easy to understand, and benefit both the organization and the employee. The standard defines the performance of the work quite satisfactory. The performance assessment is the process of evaluation of how employees do their work when compared to the standards of the company, and then communicate it with employees. In conditions of stress or fatigue in the presence of a lot of work and the demands that must be implemented to reduce self-efficacy at the individual, if the individual stress level is low then self-efficacy is high. On the contrary if there is high stress on the individual, then self-efficacy is low. Self-efficacy is the belief in one's ability to perform the task. People who are confident in their ability are likely to succeed, while those who have always felt like a failure tends to fail. Self-efficacy related to performance where if someone has high self-efficacy are then likely to succeed in his or her task thus increasing satisfaction over what he or she did. Organizations that employ individuals with values that lead to job satisfaction of employees, on the contrary, if there is no compatibility between the characteristics of the employees with the organization's culture will lead to less motivated employees and lower its commitment and not the creation of job satisfaction. Strong organizational culture that will trigger employees to think, behave and act in accordance with the values of the organization. According to Sutanto, 2002, stating that the conformity between organizational culture with members of the organization who support it will lead to job satisfaction and improved employee performance, thus improving overall organizational performance. Confidence in the ability of self and also confidence in the success that has been achieved always make someone work harder and always produce the best. Whereas self-efficacy is a belief about the probability that someone can successfully execute some action or future and achieve some results.

7. Conclusion

Based on research that has been conducted and the results of hypothesis testing, it can be concluded as follows :

- a. Motivation directly affect the performance of the women cashew producer at Krikilan Village, Brebah Sleman .
- b. Motivation indirectly effects on the performance of the women cashew producer at Krikilan Village, Brebah Sleman mediated by self efficacy
- c. Organizational culture directly affect the performance of women cashew producer at Krikilan Village, Brebah Sleman; and
- d. Organizational culture indirectly effect on the performance of women cashew producer at Krikilan Village, Brebah Sleman mediated by self efficacy .

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