

THE INFLUENCE OF ORGANIZATIONAL CULTURE & TRAINING PROGRAMS ON EMPLOYEE PERFORMANCE WITH SELF-EFFICACY AS AN INTERVENING VARIABLE AT THE GENERAL SECRETARIAT OF THE MINISTRY OF AGRARIAN AFFAIRS & SPATIAL PLANNING/NATIONAL LAND AGENCY



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Abstract

This research was conducted to determine the influence of organizational culture and training programs on employee performance through self-efficacy, at the General Secretariat of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency. This research was conducted within the General Secretariat of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN). This research is expected to provide input for institutions to strengthen a more open and innovation-supporting organizational culture, improve the effectiveness of training programs to better meet employee needs, and build stronger employee self-efficacy, thus directly contributing to improved employee performance. In this study, sampling was conducted using the Simple Random Sampling method, distributing questionnaires to 163 employees. The data obtained from the questionnaires were then analyzed using SmartPLS software version 3 to test the formulated model of relationships between variables, namely organizational culture, training programs, self-efficacy, and employee performance. The research results indicate that organizational culture influences employee performance, training programs do not influence employee performance, and organizational culture and training programs affect self-efficacy. Self-efficacy does not influence employee performance, organizational culture does not affect employee performance through self-efficacy, and training programs do not influence employee performance through self-efficacy.

Keywords: Organizational Culture, Training Programs, Self-Efficacy, Employee Performance

INTRODUCTION

Human resources are a vital asset for any organization, including the General Secretariat of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN), which plays a strategic role in land services. Improving employee quality through training, strengthening self-efficacy, and performance management is an important step in supporting organizational success. This government agency has crucial tasks such as formulating and implementing land policies, agrarian planning, surveys and mapping, and resolving land disputes, as stipulated in Presidential Regulation Number 20 of 2015. All of these tasks can only be carried out optimally with the support of competent, effective, and efficient employees.

The General Secretariat, as a key unit under ATR/BPN, is responsible for administrative management, internal coordination, and technical and operational services that support the smooth functioning of all work units. The General Secretariat plays an important role in ensuring the efficiency of administrative processes, document management, information systems, finance, human resources, and facilities and infrastructure. This function makes the General Secretariat the backbone that facilitates decision-making and policy implementation for the ministry.

However, despite various efforts such as employee training and development, challenges remain, such as less-than-optimal employee performance even with work experience. The success of performance improvement is highly influenced by leadership, work culture, the scope and workload of the organization, and employee job satisfaction. Therefore, comprehensive and targeted human resource management is needed to ensure that the goals, vision, and mission of ATR/BPN can be achieved sustainably.

The Organization and Personnel Bureau, the Finance and State Property Bureau, the Legal Bureau, the Public Relations Bureau, and the General Affairs and Procurement Services Bureau. This research was conducted due to inconsistencies in the achievement of Employee Performance Targets (SKP) across each Bureau over the past three years (2022–2024), as reflected in official SKP data. For example, the Bureau of Finance and State Property recorded consistent performance improvements and achieved its highest performance in 2024 (99.82%), while the Bureau of Organization and Human Resources and the Bureau of General Affairs and Procurement Services also showed an improving trend. Conversely, the Bureau of Law, which achieved its highest performance in 2022, experienced a decline the following year, although it remained above 98%. This phenomenon underscores that the bureau's performance is inseparable from the contribution of its employees. The performance improvement in 2024 reflects improvements at the individual level, which collectively impact organizational performance. Therefore, periodic analysis of program and activity implementation is crucial to ensure alignment between planned targets and performance achievement realization, thus supporting the sustainable optimization of the ATR/BPN Ministry's organizational goals.

Based on the initial identification of performance indicator targets for the six main activities in the General Secretariat of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency for the period 2022–2024, several significant potential problems were found. In the Program and Budget Planning, Monitoring, and Evaluation activities, a consistent 20% revision of activity outputs indicates a weakness in planning

accuracy, while the percentage of blocked budget remains at 10%, showing that budget efficiency is still not optimal. Additionally, the small increase in the additional budget target from cooperation reflects the low institutional attractiveness for forming strategic partnerships. Problems are also evident in the General Administration Management activity, where the target for modern office infrastructure fulfillment increased sharply from 30% to 90% in three years, indicating a significant infrastructure backlog, as well as the acceleration of archive digitalization which risks facing technical and human resource readiness constraints.

Another challenge arises in the Financial and State Property Management (BMN) activity, where the number of work units implementing risk management is still low, and the stagnation of the SPIP maturity level until 2023 indicates a weak internal control culture. In the Organizational and Personnel Development activity, the slow improvement in the professionalism of civil servants and the merit system score indicate the need for increased competency development and the application of meritocracy principles. Meanwhile, in the Regulatory Arrangement and Legal Aid activities, although the targets for drafting regulations and providing legal aid facilitation continue to increase, there are no indicators that directly measure the quality of the substance of the regulations or the quality of the legal services provided.

Based on the results of a pre-survey of employee performance within the General Secretariat of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, the main issue lies in workload management, with 13 employees stating they are unable to complete tasks on time. The contributing factors include a high volume of work, uneven distribution of tasks, and unclear targets. Additionally, employee work motivation tends to fluctuate due to an imbalance between intrinsic and extrinsic motivation, such as a lack of recognition and career development opportunities. Leadership also plays a role, as not all employees feel they receive adequate guidance and training, while the performance appraisal system is considered too administrative and does not sufficiently support employee self-reflection.

On the other hand, the results of the organizational culture pre-survey showed significant weaknesses in supporting employee innovation and the courage to take risks or speak up. Only a small percentage of employees feel supported to innovate, while the majority lack confidence in presenting their initiatives. This condition reflects an organizational culture that is still closed to change, which can hinder creativity and the organization's ability to respond to new challenges. Therefore, efforts to improve performance require not only technical improvements but also a transformation of organizational culture to become more open, supportive, and innovative.

The pre-survey results for the training also revealed weaknesses in the relevance of the material and contextual delivery. Many employees feel they rarely or never get real-world examples from instructors and consider the training objectives less relevant to their tasks. These findings indicate the need for improvements in training design to make it more needs-based and practical, thereby enhancing knowledge transfer and participant motivation. Additionally, self-efficacy emerges as an important factor, as employees' belief in their abilities significantly influences their persistence and performance. Proper training, combined with efforts to build self-efficacy, is believed to help employees face work challenges with more confidence.

However, training and self-efficacy enhancement alone are not sufficient without positive organizational culture support. An open, collaborative organizational culture that values innovation and is learning-oriented can create a conducive work environment, fostering a sense of belonging, loyalty, and employee commitment. With synergy between relevant training, self-efficacy enhancement, and a healthy organizational culture, it is hoped that the General Secretariat of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency can minimize fluctuations in performance achievement (SKP) and achieve more stable, optimal, and sustainable performance.

REVIEW OF LITERATURE

Performance is a person's overall results during a specific period in carrying out tasks, such as work performance standards, targets, or goals that have been predetermined and mutually agreed upon (Rivai, 2020). As for employee performance indicators, they are 1) quality, 2) quantity, 3) timeliness, 4) effectiveness, 5) independence, and 6) work commitment.

Organizational culture is a system of shared beliefs and values that develops within an organization and guides the behavior of its members. Organizational culture can be a key instrument of competitive advantage, specifically when organizational culture supports the organization's strategy. Organizational culture is a set of assumptions or a system of beliefs, values, and norms developed within an organization that serves as a guide for its members' behavior in addressing external adaptation and internal integration issues (Mangkunegara, 2020). As for the organizational culture indicators, they are 1) innovation and risk-taking, 2) attention to detail, 3) results orientation, 4) people orientation, 5) team orientation, 6) aggressiveness, and 7) stability.

According to Mangkunegara (2020), training is a systematic and organized educational process used for the short term and aimed at non-managerial employees. The purpose of the training is to teach technical knowledge and skills within a limited scope. The training indicators are: 1) training instructors, 2) training participants, 3) methods, 4) materials, and 5) training objectives.

According to Gibson et al (2021), self-efficacy is defined as the belief that one can perform adequately in a specific situation. As for the self-efficacy indicators, they are 1) task challenges, and 2) the number of tasks. strength indicators consisting of 3) previous experience, 4) knowledge possessed. the hope indicator is the extent to which hope is generalized across situations, with the following indicators: 5) prestige for success, 6) optimism for success. To provide a clear overview of this research, a conceptual framework was developed as shown in the figure below:

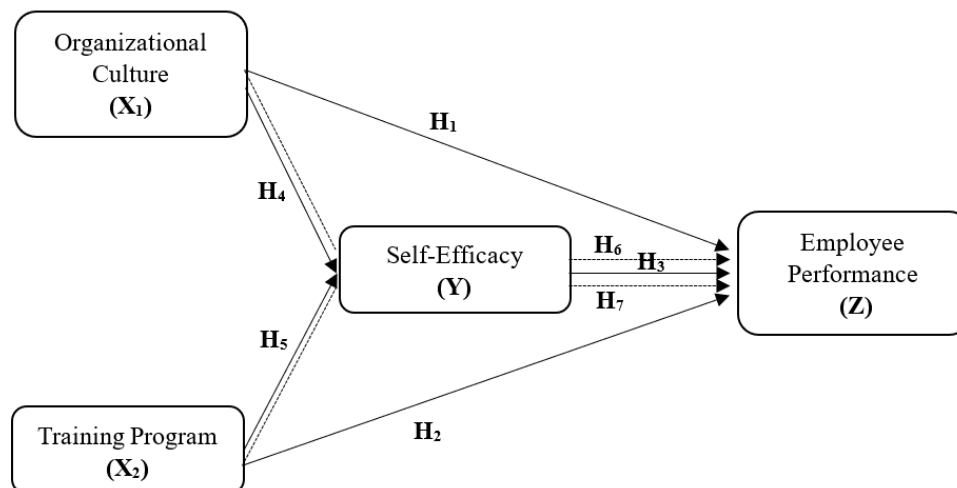


Figure 1.
Conceptual Framework

RESEARCH METHOD

The method used in this research is quantitative, using a survey technique. This research was conducted on employees at the General Secretariat of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (Ministry of ATR/BPN). The survey measures all research variables, namely: organizational culture, training programs, self-efficacy, and employee performance. The research questionnaire is divided into three main sections: (1) screening questions to ensure respondents meet the criteria, (2) respondent profile data, and (3) core questions directly related to each research variable. For practical considerations and based on the total number of employees in the target population, the researchers determined the sample size using Slovin's formula. After calculation, the total number of respondents included in the sample for this study was 163. This number is considered sufficient and representative to describe the relationship between organizational culture, training, self-efficacy, and employee performance at the General Secretariat of the Ministry of ATR/BPN, and to support the validity of the research findings.

RESULTS AND DISCUSSION

Data collection and processing by the researcher were carried out by distributing questionnaires online (Google Forms) and offline (directly to respondents). A total of 163 respondents were used for the research "The Influence of Organizational Culture and Training Programs on Employee Performance with Self-Efficacy as an Intervening Variable at the General Secretariat of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency". All respondents met the criteria as employees at the General Secretariat of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN). The collected data was then processed and analyzed using Structural Equation Modeling (SEM) version 3.

Hypothesis Testing

Table 1
Coefficient of Determination and Specific Indirect Effects

	Hypothesis	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Result
H₁	Organizational Culture → Employee Performance	0.547	0.556	0.111	4.934	0.000	Accepted
H₂	Training Program → Employee Performance	0.212	0.224	0.125	1.695	0.091	Rejected
H₃	Efikasi Diri → Employee Performance	0.107	0.104	0.118	0.903	0.367	Rejected
H₄	Organizational Culture → Self-Efficacy	0.438	0.442	0.114	3.846	0.000	Accepted
H₅	Training Program → Self-Efficacy	0.357	0.365	0.107	3.342	0.001	Accepted
H₆	Organizational Culture → Self-Efficacy → Employee Performance	0.047	0.045	0.057	0.818	0.414	Rejected
H₇	Training Program → Self-Efficacy → Employee Performance	0.038	0.038	0.045	2.831	0.006	Accepted

Source : Data processed by the author using SmartPLS 3

The Influence of Organizational Culture on Employee Performance

Based on the test results, the original sample (O) value is 0.547, the t-statistic of 4.934 > 1.96, and the p-value of 0.000 < 0.05. Hypothesis H1, which states that organizational culture influences employee performance, is accepted. This indicates that organizational culture has been proven to have an influence on improving employee performance. This means that the stronger the organizational culture implemented, the more employee performance improves.

Organizational culture is not just a symbolic part or formality in an organization, but truly an important factor driving improved employee performance. This finding strengthens organizational behavior theories that position organizational culture as the foundation for

creating work productivity and efficiency (Cameron & Quinn, 2011). Organizational culture encompasses shared values, beliefs, norms, and customs that shape how employees act and interact. When organizational culture is strong and internalized, employees will be more motivated, feel a sense of belonging, and understand the organization's goals. Research by Mahaputra & Nasution (2024) found that organizational culture plays a significant role in increasing job satisfaction, which in turn directly impacts improved employee performance. The findings of this study are also consistent with recent research by Arifin et al. (2022), which states that organizational culture can be an important mediator between organizational strategy and employee performance. Organizational culture creates alignment between individual and organizational goals, leading to clearer direction for employees and improved performance.

The Influence of Training Programs on Employee Performance

Based on the test results, it is known that the influence of the training program on employee performance yields an original sample value (O) of 0.212, a t-statistic of $1.695 < 1.96$, and a p-value of $0.091 > 0.05$. Since the p-value is greater than 0.05 and the t-statistic is less than 1.96, it can be stated that the influence of the training program on employee performance is not significant. Thus, the second hypothesis (H2), which states that the training program significantly affects employee performance, cannot be accepted.

This result indicates that although the training program has a directional influence on improving employee performance, this influence is not yet statistically significant. This means that the training programs that have been implemented have not yet been able to have a strong enough direct impact to drive employee performance to become more optimal. This condition can be caused by several factors, such as training designs that are not well-suited to employee work needs, less effective delivery methods, or low application of training results in daily work activities. This finding aligns with Ma & Zhang (2019), who emphasized the importance of alignment between training materials and employee competency needs. Training that is not designed participatively or is merely a formality often fails to produce significant knowledge and skill transfer to the workplace. Additionally, the effectiveness of training programs is highly dependent on management support and an organizational culture that supports continuous learning. According to Alagaraja & Shuck (2019), organizations with a strong learning culture and consistent leadership support tend to be able to maximize the results of training programs on employee performance.

The Influence of Self-Efficacy on Employee Performance

Based on the test results, it is known that the effect of self-efficacy on employee performance yields an original sample (O) value of 0.107, a t-statistic of $0.903 < 1.96$, and a p-value of $0.367 > 0.05$. A p-value greater than 0.05 and a t-statistic less than 1.96 indicate that the effect of self-efficacy on employee performance is not statistically significant. Thus, hypothesis H3, which states that self-efficacy significantly affects employee performance, cannot be accepted.

This result indicates that employee self-efficacy theoretically has a positive influence on performance improvement, but in the context of this study, this influence was not proven to be significant. This means that the level of employee self-confidence in their abilities has not yet been able to make a real contribution to improving workplace performance. This condition can occur because high self-efficacy alone is not always sufficient to produce optimal performance, especially if it is not accompanied by other supporting factors such as

work motivation, work facilities, a strong organizational culture, and supportive leadership. This finding aligns with Caza & Posner's (2019) research, which found that self-efficacy has the potential to improve performance, but its influence is often moderate or even weak if not accompanied by situational factors such as supervisor support and organizational culture. In the context of public organizations or service sectors, work pressure and bureaucracy can also be obstacles to implementing self-efficacy into actual work behavior. Another study by Miao et al (2021) confirms that self-efficacy is most effective when employees are in a work environment that supports learning and innovation. Without an open work environment and appreciation for initiative, employees' self-confidence often remains an internal attitude that doesn't directly impact work output.

The Influence of Organizational Culture on Self-Efficacy

Based on the test results, it is known that the influence of organizational culture on self-efficacy shows an original sample value (O) of 0.438, t-statistic of $3.846 > 1.96$, and p-value of $0.000 < 0.05$. With a p-value much smaller than 0.05 and a t-statistic value greater than 1.96, it can be stated that organizational culture influences self-efficacy. Therefore, the fourth hypothesis (H4), which states that Organizational Culture significantly influences Self-Efficacy, is accepted.

This result confirms that a good organizational culture not only impacts performance aspects but also influences the individual psychology of employees, specifically in the form of increased self-efficacy. Self-efficacy can be understood as an individual's belief in their ability to successfully perform a specific task. An organizational culture that is supportive, communicative, and encourages self-development can strengthen employees' confidence that they are capable of facing work challenges. This finding aligns with Hasan (2020) research that a positive and open organizational culture strengthens employees' confidence to learn, take initiative, and adapt to change. When organizational culture encourages innovation and provides space for employees to actively participate, employees feel more empowered and confident in their abilities. Furthermore, research by Wiyanto et al (2022) indicates that a collaborative organizational culture can enhance employees' self-efficacy perceptions due to social support, recognition of new ideas, and open communication among team members. Employees feel more confident in their abilities when they feel supported by the work environment.

The Influence of The Training Program on Self-Efficacy

Based on the test results, it is known that the influence of the training program on Self-Efficacy yields an original sample (O) value of 0.357, t-statistic of $3.342 > 1.96$, and p-value of $0.001 < 0.05$. With a p-value much smaller than 0.05 and a t-statistic value greater than 1.96, it can be concluded that the training program influences employee self-efficacy. Thus, the fifth hypothesis (H5), which states that the training program significantly affects self-efficacy, is accepted.

These findings indicate that training designed and delivered by organizations not only plays a role in improving employees' technical knowledge or skills but also impacts psychological aspects, namely strengthening employees' confidence in their ability to complete work tasks. Effective training programs make employees feel more prepared, skilled, and confident in facing the challenges of their daily work. This result aligns with Tandipayuk's (2024) research, which found that training designed to meet employee needs can significantly improve self-efficacy. Employees feel more confident after receiving

practical training relevant to the problems they face in the workplace. Furthermore, these results are also supported by Ma & Zhang (2019), who found that experiential learning and interactive training increase employee confidence. The simulation process, case studies, and group discussions help employees internalize the training material and feel capable of applying it in real-world work.

The Indirect Influence of Organizational Culture on Employee Performance Through Self-Efficacy

Based on the test results, it is known that the indirect influence of organizational culture on employee performance through self-efficacy shows an original sample value (O) of 0.047, t-statistic of $0.818 < 1.96$, and p-value of $0.414 > 0.05$. A p-value much greater than 0.05 and a t-statistic less than 1.96 indicate that this indirect effect is not statistically significant. Thus, hypothesis H6, which states that organizational culture significantly influences employee performance through self-efficacy, is not accepted.

This result indicates that organizational culture has an influence on self-efficacy (as proven in previous testing), and its subsequent effect, namely the influence of self-efficacy on employee performance, is not strong enough to produce a significant indirect effect. This means that self-efficacy in the context of this study was not entirely successful in acting as a mediator bridging the influence of organizational culture on employee performance. This finding aligns with Lyu & Zhu (2019) research that the mediating role of self-efficacy often depends on the organizational context, job type, and the strength of the direct relationship between variables. When the influence of self-efficacy on employee performance is weak or insignificant, its role as a mediator is automatically limited as well. Besides internal employee factors, the influence of organizational culture is also often felt more directly than through psychological mediators. According to Zhang & Dong (2021), a strong organizational culture directly shapes behavioral norms, commitment, and a sense of belonging, which quickly impacts employee performance. Therefore, the indirect influence through self-efficacy is sometimes small or even insignificant.

The Indirect Influence of The Training Program on Employee Performance Through Self-Efficacy

Based on the test results, it was found that the indirect influence of the training program on employee performance through self-efficacy had an original sample value (O) of 0.038, t-statistic of $2.831 > 1.96$, and p-value of $0.006 < 0.05$. Because the p-value is much smaller than 0.05 and the t-statistic is greater than 1.96, this indirect effect is declared statistically significant. Thus, hypothesis H7, which states that the training program significantly affects employee performance through self-efficacy, is accepted.

Research by Park & Kang (2020) shows that the effectiveness of training in improving employee performance is largely mediated by psychological factors, one of which is self-efficacy. Employees who feel more confident after training will be more proactive and motivated in completing their work. Shin et al. (2020) explain that experiential learning programs are highly effective in increasing self-efficacy because employees learn through direct practice, discussion, and constructive feedback. Self-efficacy formed through approaches like this plays an important role in driving performance achievement. Theoretically, these findings also support Bandura's social cognitive theory, which states that direct experience, modeling, and feedback are the main factors that increase self-efficacy. Well-designed training programs typically contain these elements, which successfully

enhance employees' sense of self-efficacy. This result sends an important message to the organization that investing in training programs is not just about improving technical skills, but should also be directed towards strengthening employees' confidence in their own abilities. This is because strong self-efficacy has been proven to be an important mediator that truly reflects training outcomes in daily work performance. Organizations are advised to regularly evaluate the effectiveness of training, ensure training methods align with employee needs, and provide opportunities for employees to apply what they have learned. These steps will strengthen the role of self-efficacy as a significant mediator.

CONCLUSION

Based on the results of the analysis and hypothesis testing in this study, it can be concluded that organizational culture has a positive and significant influence on employee performance. These findings indicate that a strong, internalized, and consistent organizational culture can create a work environment conducive to increased productivity and work effectiveness. An organizational culture that reflects positive values, norms, and habits plays a role in shaping employee work behavior that aligns with organizational goals. The training program did not show a significant direct impact on employee performance. Although the direction of the relationship shown is positive, the direct contribution of training to performance improvement has not yet been statistically proven. This indicates potential discrepancies between the training design and the actual needs of employees, in terms of content, methods, and the implementation of training results in the work environment. Self-efficacy does not have a direct and significant impact on employee performance. Although self-efficacy theoretically plays a role in determining work behavior, in the context of this study, individuals' level of confidence in their abilities was not sufficient to drive optimal performance achievement. Contextual factors such as organizational support, work structure, and effective reward systems are likely to be important elements mediating the relationship between self-efficacy and employee performance. Organizational culture and training programs have a positive and significant influence on employee self-efficacy. This finding confirms that a supportive work environment and relevant training processes can strengthen employees' confidence in facing challenges and completing work tasks. Therefore, developing self-efficacy within an organization cannot be separated from strategies for organizational culture development and human resource development policies through training. However, the indirect influence of organizational culture on employee performance through self-efficacy was not statistically significant. This indicates that self-efficacy does not effectively mediate the relationship between organizational culture and performance. Conversely, the indirect effect of the training program on employee performance through self-efficacy was found to be significant, suggesting that self-efficacy acts as a mediating variable capable of more effectively linking the training program to improved employee performance.

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