

# The influence of competence, motivation, and work culture on employee performance through self-efficacy as an intervening variable for medical support employees Regional General Hospital Tanjungpinang City

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## Abstract

**Purpose:** This study investigates the impact of competence, motivation, and work culture on employee performance, with self-efficacy as the mediating variable. It hypothesizes that competence, motivation, and work culture influence self-efficacy, which in turn affects performance.

**Research Methodology:** The sample in this study included all Medical Support employees at the Tanjungpinang City Regional General Hospital. The number of samples used was 105. The data obtained were analyzed using data analysis techniques with AMOS 24.0 software.

**Results:** The findings revealed the significance of these relationships: competence positively affected self-efficacy, as indicated by the CR Value (5.045) and probability ( $0.000 < 0.05$ ). Similarly, motivation (CR Value 2.802, P-Value  $0.002 < 0.05$ ) and work culture (CR Value 4.267, P-Value  $0.001 < 0.05$ ) positively impacted self-efficacy. Competence (CR = 3.066,  $p = 0.002 < 0.05$ ) and work culture (CR = 2.075,  $p = 0.039 < 0.05$ ) significantly influenced performance through self-efficacy. However, motivation does not have a direct significant effect on performance (CR Value = 1.157, probability =  $0.248 > 0.05$ ).

**Conclusions:** Competence and work culture enhance performance through self-efficacy, while motivation indirectly supports it by strengthening self-efficacy.

**Limitations:** This research focuses on 105 Medical Support employees at the Tanjungpinang City Regional General Hospital, employing AMOS 24.0 for data analysis.

**Contribution:** This study underscores the importance of competence, motivation, and work culture in enhancing employee performance through the mediating role of self-efficacy.

**Keywords:** Competence, Motivation, Performance, PLS, Self-Efficacy, Work Culture

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## 1. Introduction

In hospital organizations, efforts to create hospitals with a good image (quality) in the eyes of their customers are largely determined by the quality of their standardized human resources. Standardized

HR means that the personnel owned by the organization have the skills and knowledge that are in accordance with the field of work performed both in terms of the level of education and experience of the HR concerned. Hospital HR has been clearly specialized because all medical and medical support personnel have an educational background in accordance with the field of work they do. With this educational background, human resources in hospital organizations are expected to support quality hospital services.

Hospital human resources consist of medical, paramedical, and non-medical staff. In accordance with Tanjungpinang Mayor Regulation Number 13 of 2021 concerning the Establishment of Organization and Work Procedures of the Technical Implementation Unit of the Tanjungpinang City Regional General Hospital Service, in carrying out the duties and functions referred to the Medical Support, the function of coordination, guidance, and supervision of installations related to its duties, including Radiology Installation, Laboratory Installation, Pharmacy Installation, Nutrition Installation, Medical Rehabilitation Installation, as well as Hospital Facilities and Infrastructure Installation, Body and Ambulance Marketing Installation, Central Sterile Supply Department (CSSD) Unit, and Medical Waste Management Unit.

Competency-based development of State Civil Apparatus (ASN) resources is needed to realize a professional government. Career development of the Regional Civil Apparatus considers integrity and morality, education and training, rank, position mutation, inter-regional mutation, and competence, as well as motivation and work discipline that a person has in carrying out their duties. From these HR management activities, a number of potential workers with the best quality must be obtained. Employees need to be motivated so that they realize that the work they do greatly affects the achievement of company or organizational performance. Every employee must know the basic principles of their work to understand the results of their actions.

Another factor that affects employee performance is work culture. Every organization has a unique culture. Each has its own philosophy of business principles, its own way of solving problems and making decisions, and its own beliefs, behaviors, thought patterns, business practices, and personality ([Noufal, 2020](#)). The five factors that influence work culture are employee responsibility, innovation, results orientation, knowledge, and work systems. These factors directly affect the work culture of employees in a company or organization ([Ding & Liu, 2022](#)). Patient/family complaints about Pharmacy and Laboratory services and other supporting services, about the slow service of providing drugs at the pharmacy, and the slow receipt of laboratory examination results submitted to hospital management, as well as news exposed to online media about errors in administering drugs to patients ([Zare et al., 2020](#)). This shows that the level of employee performance, especially in the Medical Support section of the Tanjungpinang City Regional General Hospital, is still unsatisfactory because the technical capabilities of Medical Support employees of the Tanjungpinang City Regional General Hospital need to be improved ([Krijgsheld, Tummers, & Scheepers, 2022](#)).

Based on the report on the implementation of the Tanjungpinang City Regional General Hospital community satisfaction survey in 2022, the value of community satisfaction with the health services of the Tanjungpinang City Regional General Hospital reached 85. This shows that the performance of health services at the Tanjungpinang City Hospital is good, but in some cases, there are aspects that must be improved to obtain maximum service results or very good value. From the above problems, the researcher is interested in examining the problems of human resources (HR) in the Tanjungpinang City Regional General Hospital with the title "The effect of competence, motivation, and work culture on employee performance through self-efficacy as an intervening variable for medical support employees of the Tanjungpinang City Regional General Hospital."

## **2. Literature Review**

### **2.1. Competence**

[Sedarmayanti \(2017\)](#) defined competence as the ability to carry out work/tasks based on skills and knowledge, supported by the work attitude required by the job. Competence shows the skills/knowledge characterized by professionalism in a particular field as something important, as the flagship of that

field. [Safitri, Husniati, and Permadhy \(2021\)](#) state that competence is the basic foundation of people's characteristics and indicates a way of behaving or thinking, equalizing situations and supporting for a long period of time. From some of the above opinions, it can be concluded that competence is an ability based on the knowledge, skills, and attitudes of a person or employee to complete the tasks and responsibilities satisfactorily.

## **2.2. Motivation**

According to [Mangkunegara \(2011\)](#), motivation is a condition of energy that moves employees who are directed or aimed at achieving the company's organizational goals. It is the positive mental attitude of employees towards the work situation that strengthens their work motivation to achieve maximum performance. This means that employees at work must be mentally and physically healthy, understand the situation and conditions, and strive to achieve work targets, namely the main objectives of the organization. In everyday life, motivation is defined as the process of providing encouragement or stimulation to employees so that they are willing to work willingly without being forced. Every organization must be able to provide motivation to all its members, because with this motivation, it can move each individual to carry out all activities to achieve the desired goals.

## **2.3. Work Culture**

[Muhamad, Sopjan, Budiani, Chamidah, and Kardiyati \(2022\)](#) Work culture is important for companies because work culture is a characteristic that distinguishes a company from other companies. Work culture is a process of teaching certain knowledge, skills, and attitudes so that employees are increasingly skilled and able to carry out their responsibilities better according to standards. [Ahmadi and Sulistyono \(2019\)](#) define work culture as a perspective and mood that fosters strong beliefs based on the values one believes in and a high and earnest spirit to realize the best work performance. [Putra and Pradana \(2022\)](#) Companies that fail to provide a work culture and development will lose achievement-oriented employees who feel frustrated because they feel there is no opportunity for promotion and eventually choose to leave to find another company that provides a work culture and development for their career advancement. To implement work culture and development, the role of this program is very important for the development of employees and the company itself.

## **2.4. Self-Efficacy**

[Safitri et al. \(2021\)](#) defined self-efficacy as a belief in one's own ability to face and solve problems effectively. [Bandura, Freeman, and Lightsey \(1999\)](#) defined self-efficacy as a person's belief in their ability to complete a task. Self-confidence encompasses confidence, optimism, individuality, and independence. From the expert opinions above, it can be concluded that self-efficacy is an individual's belief or confidence in their ability to organize, perform a task, achieve a goal, and influence their environment successfully ([Yahya & Yani, 2023](#)).

## **2.5. Frame of Mind**

The framework in this study is to use intervening variables, namely variables that theoretically affect the relationship between the independent and dependent variables, in an indirect relationship. Intervening variables can weaken and strengthen the relationship between variables.

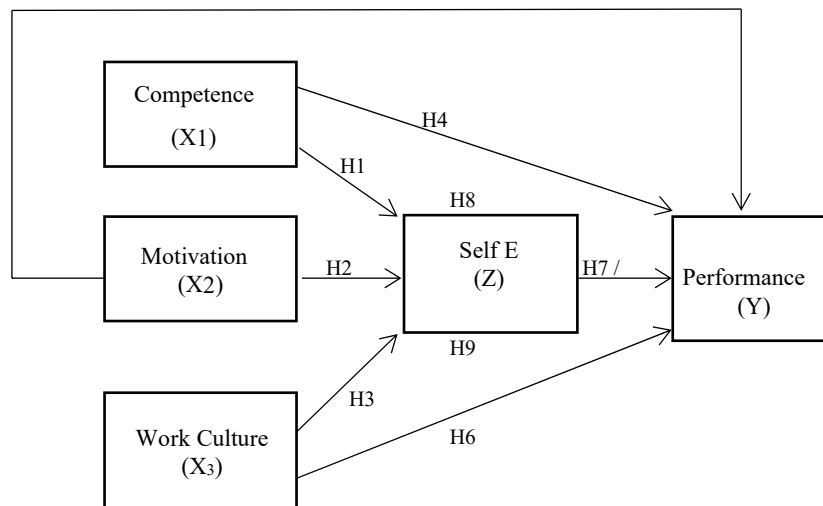


Figure 1. Research Conceptual Framework Model

Details:

X1 = independent variable (exogenous) Competence

X2 = independent variable (exogenous) Motivation

X3 = independent variable (exogenous) Work Culture

Y = intervening variable Self-efficacy

Z = dependent variable (endogenous) Performance

## 2.6. Research Hypothesis

Tentative statements that are conjectures or guesses about what researchers observe in an effort to understand them. A hypothesis must show a clear structure so that the type of variable and the direction of the relationship between variables, whether positive or negative, are easily identifiable. A temporary answer to the research problem is as follows.

- H1: Competence has a direct effect on the self-efficacy of Medical Support Employees of the Tanjungpinang City Regional General Hospital in 2023.
- H2: Motivation has a direct effect on the self-efficacy of Medical Support Employees of the Tanjungpinang City Regional General Hospital in 2023.
- H3: Work Culture has a direct effect on the self-efficacy of the Medical Support Staff of the Tanjungpinang City Regional General Hospital in 2023.
- H4: Competence has a direct effect on the performance of Medical Support Employees of the Tanjungpinang City Regional General Hospital in 2023.
- H5: Motivation has a direct effect on the performance of Medical Support Employees of the Tanjungpinang City Regional General Hospital in 2023.
- H6: Work Culture has a direct and significant effect on the performance of Medical Support Employees of Tanjungpinang City Regional General Hospital in 2023.
- H7: Competence has an indirect effect on the performance of Medical Support Employees of the Tanjungpinang City Regional General Hospital in 2023 through self-efficacy.
- H8: Motivation has an indirect effect on the performance of the Medical Support Staff of the Tanjungpinang City Regional General Hospital in 2023 through self-efficacy.
- H9: Self-efficacy has a direct effect on the performance of the Medical Support Staff of the Tanjungpinang City Regional General Hospital in 2023.
- H10: Self-efficacy has a direct effect on the performance of Medical Support Employees of the Tanjungpinang City Regional General Hospital in 2023.

## 3. Research Methodology

### 3.1. Research Sample

The method used in this research is path analysis with Structural Equation Modeling (SEM) using the Smart-PLS program. This study uses a pattern of explanation (level of explanation), which is an explanation of the position of the variables studied and the relationship between one variable and

another. The research time that the author was conducted from May 2023 to October 2023. The study was conducted at the Tanjungpinang City Regional General Hospital. The population is a generalization of all subjects and objects in existing research. The sampling technique in this study used the Saturated Sampling Technique, another term for a saturated sample is a census, where all members of the population are sampled. Therefore, the author took the number of samples according to [Yani, Mangkunegara, and Aditama \(1995\)](#), where all the population in this study were sampled, and the population was 105 people.

To analyze the problem under study, data collection was conducted using the following techniques:

1. Interviews, namely questions and answers directly to the parties concerned to obtain the desired data and information.
2. Distribution of questionnaires, which contains questions from each research variable, where the number of questions from each variable is 5 questions. Furthermore, these questions were weighted based on a Likert scale with a value weighting of 1 to 5.
3. Document Study, namely studying and observing data or reports contained in the Regional Secretariat of the Riau Islands Province.

### **3.2. Research Variable**

In this study, the variables are divided into independent variables, namely variables that influence, consisting of (X1) competence, (X2) motivation, and (X3) work culture. Another variable is the dependent variable, which is the variable that is influenced or which is the result of the independent variable. In this study there are two dependent variables, namely the Intervening Variable (Intervening variable) is (Y) Self-Efficacy, and the dependent variable is (Z) Performance.

### **3.3. Data Analysis Technique**

The researchers used path analysis in this study to better understand the relationships between the variables being tested. Path analysis was implemented using a flowchart that allowed them to visualize the variables and how they related to one another. Structural equation Modeling (SEM) was used for data analysis, and the software used for structural analysis was PLS, while SPSS 24 was used for descriptive analysis. To prove their hypotheses, the researchers conducted both direct effect and direct influence testing. If a path coefficient value is positive, it means that the increase in a variable's value is followed by an 'increase' in other variables, and vice versa. The probability (P-values), when compared to alpha ( $\alpha$ ) of 0.05, was another criterion used for this analysis. If the P-values in this case are less than 0.05,  $H_0$  is rejected, indicating that the effect of one variable on another is significant. If the P-values are greater than 0.05,  $H_0$  is accepted, and the effect of a variable on another is not significant. Indirect effect testing was also conducted by the researchers, which aimed to prove hypotheses of the effect of a variable on other variables that were mediated by other variables. The criteria for concluding this analysis was if the indirect effect coefficient value produced a significant probability of p-values less than 0.05. If this was the case, then the conclusion was that the effect was direct. However, if the P-value was greater than 0.05, then the conclusion was that the effect was indirect.

## 4. Results and Discussion

### 4.1. Results

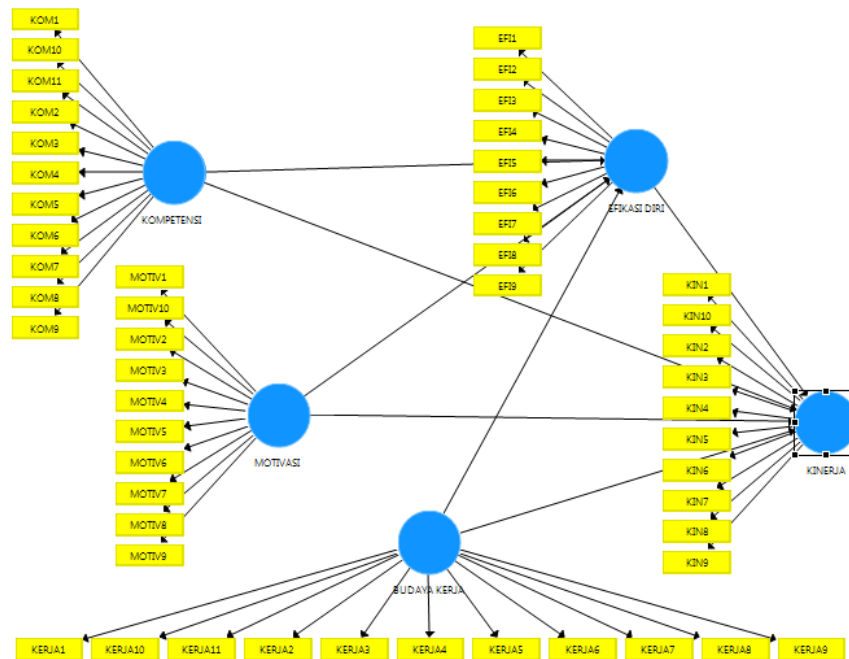


Figure 2: SEM Pls Test Results

Table 1. Direct Effect Hypothesis

		Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV  )	P Values
Competence Performance	->	-0,243	-0,238	0,079	3,066	<b>0,002</b>
Motivation Performance	->	-0,085	-0,084	0,073	1,157	<b>0,248</b>
Work Culture Performance	->	0,157	0,161	0,076	2,075	<b>0,039</b>
Self-efficacy Performance	->	0,877	0,876	0,085	10,358	<b>0,012</b>
Competence Self-efficacy	->	0,467	0,472	0,093	5,045	<b>0,000</b>
Motivation -> Self- efficacy		0,233	0,236	0,083	2,802	<b>0,005</b>
Work Culture -> Self Efficacy		0,315	0,313	0,074	4,267	<b>0,001</b>

Table 2. Indirect Effect Hypothesis

Variable	Original Sample	Average Sample	Standard Deviation	T Statistic	P Values
X1 -> Y -> Z	0,410	0,414	0,095	4,317	<b>0,000</b>
X2 -> Y -> Z	0,205	0,208	0,078	2,620	<b>0,000</b>
X3 -> Y -> Z	0,276	0,273	0,063	4,402	<b>0,009</b>

### 4.2. Discussion

Based on the results of the data analysis, the following discussion can be conducted.



#### *4.2.1 Direct effect of competence on performance*

The results of the study showed that the hypothesis was accepted, indicating that competence has a positive and significant impact on performance. These results were consistent with the theory proposed by Triastuti, which suggests that competence is an underlying characteristic that influences an individual's performance in their job or role. Competence is innate in every person and a predictor of behavior and performance across various job situations and tasks. The study also revealed that the medical support employees of the Tanjungpinang City Regional General Hospital had good levels of competence, which corresponded to their excellent performance levels. This could be attributed to the hospital's policy of upgrading employees' knowledge and skills by providing internal and external training and seminars. As a result, the hospital's employees can provide better services because their performance is closely related to their level of competence.

The findings of this study are consistent with the findings of previous research conducted by [Rosdyanti and Suwanto \(2020\)](#), who concluded that competence significantly influences employee performance. In essence, this research provides a glimpse of how providing employees with the right knowledge, skills, and support can lead to better performance levels, which ultimately benefits hospitals and patients. In conclusion, this study reinforces the importance of competence for job performance, indicating that policymakers should continue to invest in employees' knowledge and skills. It is hoped that this research will provide valuable insights for hospital management in designing policies that help employees become more competent, ultimately leading to better performance and better outcomes for patients.

#### *4.2.2 Direct effect of work culture on performance*

The study's findings showed that work culture has a positive and significant influence on performance. These outcomes were consistent with the theory proposed by [Bani Muhtarom, Faizul, Siti Jaroyatun, and Khoirul \(2023\)](#) which states that work culture is a critical characteristic that distinguishes one company from another. Work culture is a process of training, building certain knowledge, skills, and attitudes in employees to ensure that they become more competent and can carry out their roles more effectively, according to established standards. In the case of Medical Support employees of the Tanjungpinang City Regional General Hospital (RSUD), the study shows that their work culture is good, which means the work system, as designed by the hospital's leadership and stakeholders, is effective. For instance, the hospital conducts morning briefings focused on motivating employees to be more productive and improve their performance. These practices have positively affected employees' work attitudes and, in turn, their performance. The results of this study align with previous research conducted by [Anggeline, Meitriana, and Sujana \(2017\)](#), where the study showed a significant correlation between work culture and employee performance at PT BPR Nusamba Kubutambahan. This implies that companies with a good work culture have better employee performance levels than those that do not. A positive work culture in any organization creates an environment that fosters productivity, engagement, and commitment to achieving set objectives. Therefore, companies must invest in creating a meaningful work culture that reflects their values and priorities.

In conclusion, this study highlights the importance of work culture in shaping employee performance. It is crucial for organizational leaders to focus on creating a supportive and positive work culture that fosters employee engagement and commitment to the organization's objectives. Achieving a positive work culture requires teamwork, training, communication, and concise values. By adopting these practices, organizations can improve their performance, boost employee satisfaction and retention, and maintain a good market reputation.

#### *4.2.3 Direct effect of self-efficacy on performance*

The study's findings indicate that self-efficacy has a positive and significant impact on employee performance. If an employee's self-efficacy is high, it leads to a high sense of job satisfaction, which, in turn, translates to increased performance levels. This is supported by previous research by Purnama and Manuatu, who stated that high self-efficacy plays a significant role in boosting employee performance. Similarly, Lai concluded that employees with high self-efficacy possess better work abilities, leading to a substantial increase in their overall performance. In the case of Medical Support

employees at Tanjungpinang City Regional General Hospital (RSUD), the study shows that their self-efficacy and self-confidence in carrying out their daily responsibilities are high. The results indicate an organizational system that prioritizes the continuous upgrading of employees' skills and knowledge. Therefore, employees are better equipped to carry out their duties, leading to high levels of job satisfaction and increased performance levels.

The study's findings are consistent with those of [Romadon and Fridatien \(2019\)](#), who concluded that self-efficacy positively and significantly impacts auditor performance. In summary, an individual's self-efficacy influences their job satisfaction and overall performance. Employees with high self-efficacy are confident in their abilities to perform tasks, leading to increased productivity and performance. In conclusion, this study highlights the importance of self-efficacy in influencing employee performance. Organizational leaders must prioritize the continuous upgrading of employees' skills and knowledge to build their self-efficacy. This, in turn, leads to a positive work environment, higher job satisfaction, and increased performance. Therefore, it is important for organizations to foster an environment of continuous employee development to build self-efficacy, which will ultimately lead to better performance and overall organizational success.

#### *4.2.4 Direct effect of competence on employee self-efficacy*

The study's findings revealed that competence positively and significantly influenced employee self-efficacy. Competence is defined as a person's ability to complete a task or job as required, including their knowledge, skills, and attitude. The Medical Support employees of the Tanjungpinang City Regional General Hospital (RSUD) possessed excellent levels of competence and expertise in the medical services field. This is due to their regular upgrading of their knowledge and skills. Employees with a high level of knowledge and skills tend to have greater self-efficacy and confidence in their abilities to perform their duties well. This is supported by the study's findings, which identified a lack of patient complaints regarding the medical services provided by the Medical Support employees of the Tanjungpinang City Regional General Hospital (RSUD). These outcomes indicate that the employees' level of competence is very good, leading to a high level of self-confidence in carrying out their assigned tasks. The study's findings support previous research conducted by Ahmad [Romadon and Fridatien \(2019\)](#), who found a positive relationship between an individual's competence and self-efficacy. Building and continuously upgrading employees' competence can lead to increased confidence in their abilities, ultimately leading to higher levels of job satisfaction and performance. In conclusion, this study highlights the importance of competence in shaping self-efficacy and the overall performance of employees. Organizational leaders must prioritize the continuous upgrading of employee knowledge and skills to improve their competence levels, which, in turn, will boost their self-efficacy and confidence. A high level of competence among employees is crucial for building a positive work environment, enhancing job satisfaction, and ultimately increasing organizational productivity and success.

#### *4.2.5 Direct effect of motivation on self-efficacy*

The study found that motivation had a positive and significant effect on self-efficacy. [Safitri et al. \(2021\)](#) suggested that motivation drives employees to achieve their goals. It is a set of attitudes and values that influence individuals to pursue specific things in accordance with their personal goals. The study also found that the Medical Support Staff at the Tanjungpinang City Regional General Hospital (RSUD) had a high level of motivation and self-confidence, which can be attributed to the culture created by the management. The management of Tanjungpinang City Regional General Hospital (RSUD) built a system that encourages motivation among employees. They provide morning encouragement sessions before working hours, which motivate and inspire employees to start their day with a positive mindset. Additionally, management continually upgrades employee skills and competencies by providing training and development programs. The support and facilitation provided by the management in these programs help increase employees' self-confidence in carrying out their duties.

The study's findings support research conducted by Zakiuddin, who found a strong link between motivation and self-efficacy. A high level of motivation encourages employees to have a positive outlook and work hard to achieve their goals. This, in turn, leads to a high level of self-efficacy and



confidence in their ability. In conclusion, this study highlights the importance of motivation in enhancing employees' self-efficacy. Management must cultivate a positive work environment that encourages and motivates employees to achieve their goals. A positive work culture involving regular recognition, feedback, and training opportunities can help build employee motivation and self-efficacy. Ultimately, a motivated and confident workforce is more productive and contributes to the overall success of an organization.

#### *4.2.6 Direct effect of work culture on self-efficacy*

The study found that work culture positively and significantly affected self-efficacy. Work culture refers to the habits and behaviors of individuals or groups in an organization that must be developed to optimize efficiency and build mutually beneficial relationships with stakeholders. The results of the study showed that the work culture for the Medical Support employees of the Regional General Hospital (RSUD) of Tanjungpinang City is very good. Employees have a high level of confidence in carrying out their duties, which can be attributed to the well-built work culture by the management of the RSUD. Employees are equipped with standard operating procedures (SOPs) and regulations that protect them while carrying out their duties. This allows them to work comfortably and with confidence. Furthermore, employees also make recorded reports related to their work, providing evidence that they have completed their work in accordance with the SOP.

The findings of this study support the research conducted by Muhamad Zakiuddin, who concluded that there is a significant relationship between organizational culture variables and self-efficacy. A positive work culture can create a comfortable and safe working environment for employees, which can help boost their confidence and self-efficacy. In conclusion, this study highlights the importance of work culture in enhancing employees' self-efficacy. Management must cultivate a positive work culture that fosters employee confidence and supports their efforts to achieve their goals. Organizational culture plays a vital role in shaping employee behavior and perceptions, leading to a positive or negative impact on self-efficacy. A positive work culture can lead to better employee performance and job satisfaction, ultimately contributing to the success of the organization.

#### *4.2.7 Indirect influence of competence on employee performance through self-efficacy*

The study found that the competency variable on performance through self-efficacy had a significant effect on performance. Competency refers to an individual's ability to perform tasks based on their skills and knowledge, supported by the right attitude required for their job. Competence represents the skills and knowledge characterized by professionalism in a particular field, making it an important factor in achieving organizational goals. The study's findings showed that the employees of the Medical Support team at the Tanjungpinang City Regional General Hospital (RSUD) possess excellent competence, which leads to an increase in their self-efficacy and confidence. With a good provision of competence, employees can work more efficiently and effectively, leading to increased productivity and better job performance. This occurs because employees' beliefs in their abilities make them more enthusiastic and committed to their work ([Faeni, Puspitaningtyas, & Safitra, 2021](#)).

The study's findings support previous research conducted by Resky Safitri, which concluded that self-efficacy significantly mediates the effect of competence on employee performance. Employees with high self-efficacy are more confident in their abilities and have higher motivation, which positively impacts their job performance. In conclusion, this study highlights the importance of competency and self-efficacy in employee performance ([Mulya, 2022](#)). [Anisman \(2021\)](#) Management needs to ensure that employees have the necessary skills and knowledge to carry out their tasks efficiently and effectively, which will increase their confidence and self-efficacy. Employees with high self-efficacy are more motivated and committed to their work, leading to better job performance. Hence, it is vital to enhance employees' competency and self-efficacy via training programs and development initiatives, which ultimately lead to improved employee performance and organizational success.

#### *4.2.8 The indirect effect of motivation on employee performance through self-efficacy*

The study found that the motivation variable on performance through self-efficacy had a significant effect on performance. Motivation refers to the mental and physical energy or encouragement that drives

individuals to take action towards achieving certain goals. In an organization like the Tanjungpinang City Regional General Hospital, employees have their own goals and motivations at work, and not everyone has the same level of motivation to achieve job satisfaction. The study found that many factors, such as being in the same position for a long time and inadequate income, affect employee motivation, which consequently affects their self-efficacy and performance. When employees lack motivation, their self-confidence decreases, which ultimately affects their job performance. Reforms must be made by the management and leadership of the Tanjungpinang Regional Hospital to address employee problems and improve motivation levels. It is vital to ensure that employees are motivated to achieve their goals, which, in turn, would increase their level of confidence and self-efficacy. The study's findings support previous research conducted by [Jafar \(2018\)](#), which demonstrated that motivation has a positive and significant effect on performance through self-efficacy. Motivated employees experience a higher level of self-efficacy, leading to better job performance. In conclusion, this study highlights the importance of motivation in enhancing performance through self-efficacy. [Basuki and Khalid \(2021\)](#). Improved motivation levels lead to higher self-efficacy, which ultimately leads to higher job performance and better organizational outcomes. It is critical for management to address employee-related issues and provide support to ensure that employees remain motivated and enthusiastic in their roles.

#### *4.2.9 The indirect effect of work culture on employee performance through self-efficacy*

The study found that the work culture variable on performance through job satisfaction had a significant impact. Work culture refers to the values, beliefs, and attitudes that shape an organization and affect employee performance in various ways. A positive work culture can enhance employee performance, whereas a negative work culture can lead to poor performance. The study found that work culture significantly impacts performance, mediated by employee self-efficacy. The work culture built by the management of the Tanjungpinang City Regional General Hospital (RSUD) is good, as evidenced by the presence of an effective work culture system. The focus on targets for individual employees and teams weekly, monthly, and annually creates an atmosphere of structure and ease of work, leading to better job performance.

[Hermawan, Wulandari, Buana, and Sanjaya \(2021\)](#) stated that it is necessary to foster a sense of togetherness, openness, and professionalism among employees to create a favorable work culture. A positive work culture can contribute to employees' job satisfaction, leading to increased motivation, higher morale, and better job performance. [Abdillah and Hartono \(2015\)](#) state that management needs to support a positive work culture for employees, which includes creating a sense of comfort and kinship and building better communication with the work environment. The study's findings support previous research conducted by Siti Sarah in 2019, which concluded that work culture positively and significantly affects employee performance, mediated by self-efficacy. When employees work in a positive and supportive work culture, they develop a higher level of self-efficacy, leading to greater confidence in their abilities and improved performance. In conclusion, this study highlights the importance of work culture in enhancing performance through job satisfaction, mediated by self-efficacy. [Chairani and Pradana \(2022\)](#). A positive work culture leads to increased employee job satisfaction, motivation, morale, and job performance, all of which ultimately benefit the organization ([Kurniasih & Elizabeth, 2021](#)).

## **5. Conclusion**

In conclusion, the study found that competency, motivation, and work culture significantly and directly affect the self-efficacy of medical support employees at the Tanjungpinang Regional General Hospital. Additionally, self-efficacy directly and significantly affects job performance. Competency and work culture also directly and highly significantly affected job performance, whereas motivation had no direct effect on job performance. However, all three variables indirectly and significantly affected job performance through self-efficacy. Overall, this study highlights the importance of fostering a positive work culture, building a competent workforce, and promoting employee motivation to enhance self-efficacy and boost job performance in healthcare settings. Based on the conclusions of this study, it is suggested that the management of the Tanjungpinang City Regional General Hospital (RSUD) take actions to foster a competent and motivated workforce, build a positive work culture, and enhance

employee self-efficacy to promote better performance. Management can provide training and scholarships, implement skills improvement activities, and create opportunities for employees to develop their talents and interests. Management should also give awards and appreciation to employees who excel and have long served the hospital to increase their motivation. Furthermore, work schedules and regulations should allow for flexibility while adhering to existing regulations.

The study found that self-efficacy had a positive and significant effect on employee performance. Therefore, management should provide employees with confidence and trust to carry out the tasks and responsibilities assigned to them. Moreover, the RSUD management needs to maintain harmonious work relationships, monitor employee work, and ensure that employees complete their work with good quality. Employees should also have the competence to perform their duties successfully. Lastly, the study suggests that future research could expand to other variables affecting employee performance, such as leadership, compensation, and employee trust in leadership. Future studies can also examine the effects of these variables on other objects that might influence employee performance. In summary, this study highlights the critical role of management in promoting competence, motivation, positive work culture, self-efficacy, and quality performance in the healthcare sector.

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