

# 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 serving as the mediating variable. It hypothesizes that competence, motivation, and work culture influence self-efficacy, and in turn, self-efficacy affects performance.

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

**Results:** The findings reveal the significance of these relationships: Competence positively affects self-efficacy, as indicated by 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) have a positive impact on self-efficacy. Competence (CR Value 3.066, P-Value 0.002 < 0.05) and work culture (CR Value 2.075, P-Value 0.039 < 0.05) significantly influence performance through self-efficacy. However, motivation does not have a direct significant effect on performance (CR Value 1.157, Probability 0.248 > 0.05).

**Limitations:** The 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 via the mediating role of self-efficacy.

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

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## 1. Introduction

In hospital organizations, efforts to create hospitals that have 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 basically been clearly specialized, because all medical and medical support personnel specifically 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 be able 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 performs 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. There needs to be motivation given to employees 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 what they do so that they can understand what results from what they do.

Another factor that causes the level of employee performance is work culture. Every organization has a different culture. Each has its own philosophy of business principles, its own way of solving problems and making decisions, and has its own beliefs, behavior and thought patterns, business practices and personality (Noufal, 2020). Five factors that influence work culture are employee responsibility, innovation, results orientation, knowledge and work systems. These factors will directly affect the work culture of employees in a company or organization. The existence of 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 the online media about errors in administering drugs to patients. 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 still need to be improved.

Based on the report on the implementation of the Tanjungpinang City Regional General Hospital community satisfaction survey in 2022, it shows that the value of community satisfaction with the health services of the Tanjungpinang City Regional General Hospital has reached a value of 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 in order 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 \(2017\)](#) Competence is the ability to carry out / perform 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 he carries out 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 pro and 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, 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 whole process of providing encouragement or stimulation to employees so that they are willing to work willingly without being forced then 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 in order 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 and skills and attitudes so that employees are increasingly skilled and able to carry out their responsibilities better, according to standards. [Ahmadi and Sulistyono \(2019\)](#) work culture is a perspective and mood that fosters strong beliefs based on the values he believes in and has 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. With the purpose of implementing work culture and development, it illustrates that the role of this program is very important for the development of employees and the company itself.

## **2.4. Self-Efficacy**

[Safitri et al. \(2021\)](#) define self-efficacy as a belief in one's own ability to face and solve problems effectively. [Bandura, Freeman, and Lightsey \(1999\)](#) define self-efficacy as a person's belief in his or her ability to complete a task. Self-confidence has the value of confidence, optimism, individuality, and independence. From some of 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 into an indirect relationship. It can also be interpreted that intervening variables are variables that can weaken and strengthen the relationship between variables.

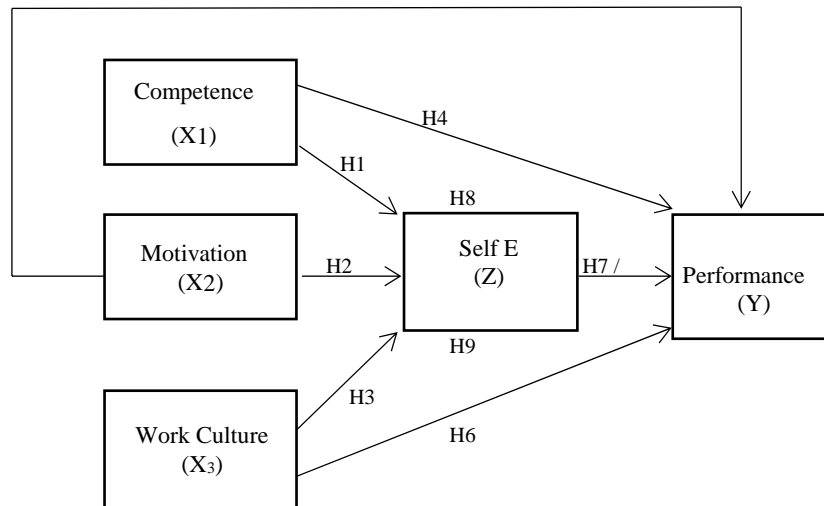


Figure 1. Research Conceptual Framework Model

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 it is easy to know the type of variable and the direction of the relationship between variables, whether positive or negative, 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 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 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 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. Methodology**

#### **3.1. Research Sample**

The method used in this research is the path analysis method with Structural Equation Modeling (SEM) modeling 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 conducted was from May 2023 to October 2023. Carried out at the Tanjungpinang City Regional General Hospital. Population is a generalization of all subjects and objects of 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. So the author took the number of samples according to [Yani, Mangkunegara, and Aditama \(1995\)](#) where all the population in this study were sampled, the population was 105 people.

For the purpose of analyzing the problem under study, data collection is carried out 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 are 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, (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 they were testing. Path analysis was implemented through the use of a flow chart that allowed them to visualize the variables and how they related to one another. Structural Equation Modeling (SEM) was the method 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 did both direct effect testing 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. Probability (P-values), when compared to alpha ( $\alpha$ ) of 0.05, was another criterion used for this analysis. If P-values in this case are less than 0.05,  $H_0$  is rejected, meaning the effect of one variable on another is significant. If P-values are greater than 0.05,  $H_0$  is accepted, and the effect of a variable on another is not significant. The 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 that occurred was direct. On the other hand, 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

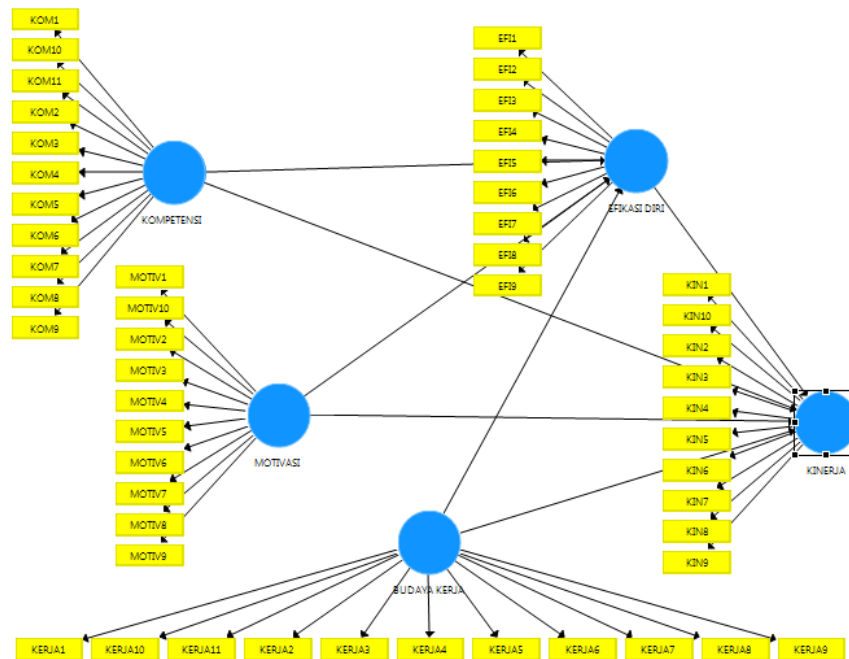


Figure 2: SEM Pls Test Results

Table 1. Direct Effect Hypothesis

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

Table 2. Indirect Effect Hypothesis

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

### 4.2. Dicussion

Based on the results of data analysis, the following discussion can be carried out:

#### 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 is a predictor of



behavior and performance across various job situations and tasks. The study also revealed that the medical support employees of 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 training and seminars both internally and externally. As a result, the hospital's employees can provide better services since their performance is closely related to their level of competence.

The findings of this study are consistent with the findings of previous research carried out by [Rosdyanti and Suwanto \(2020\)](#) wherein they concluded that Competence had a significant influence on the performance of employees. In essence, the research provides us with a glimpse of how providing employees with the right knowledge, skills, and support can lead to better performance levels, which ultimately benefit the hospitals and its patients. In conclusion, the study reinforces the importance of competence for job performance, indicating that policymakers should continue to invest in the knowledge and skills of employees. It is hoped that the 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 that are focused on motivating employees to be more productive and improve performance. These practices have had a positive effect on the employees' work attitude 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 good work culture have better employee performance levels compared to those that do not. The existence of a positive work culture in any organization creates an environment that fosters productivity, engagement, and commitment to achieving set objectives. Therefore, companies need to invest in creating a meaningful work culture that reflects the company's values and priorities.

In conclusion, the research 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 employees' engagement and commitment to the organization's objectives. Achieving a positive work culture requires teamwork, training, communication, and a concise set of values. By adopting these practices, organizations can improve their performance, boost employee satisfaction and retention, and maintain a good reputation in the market.

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

The study's findings indicated 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 done by Purnama & Manuatu, stating that high self-efficacy plays a significant role in boosting employee performance. Similarly, Lai's study 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 is high. The results are

indicative of an organizational system that prioritizes the continuous upgrading of skills and knowledge among the employees. 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 in line with previous research conducted by [Romadon and Fridatien \(2019\)](#), who concluded that self-efficacy has a positive and significant impact on the performance of auditors. In summary, an individual's self-efficacy influences their levels of job satisfaction and overall performance. Employees who have high self-efficacy are confident in their abilities to perform tasks, leading to increased productivity and performance. In conclusion, the research highlights the importance of self-efficacy in influencing employee performance. Organizational leaders need to 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 levels. It is, therefore, 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 has a positive and significant influence on employee self-efficacy. Competence is defined as a person's ability to complete a task or job as required, including their knowledge, skills, and attitudes. The Medical Support employees of the Tanjungpinang City Regional General Hospital (RSUD) were found to possess excellent levels of competence and expertise in the medical services field. This is due to their regular upgrading of knowledge and skills. Employees with a high level of knowledge and skill 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 level of competence among the employees is at a very good level, 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 \(2019\)](#) which found a positive relationship between an individual's competence and self-efficacy. Building and continuously upgrading an employee's competence levels can lead to increased confidence in their abilities, ultimately leading to higher levels of job satisfaction and performance. In conclusion, the research highlights the importance of competence in shaping self-efficacy and the overall performance of employees. Organizational leaders need to 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 has a positive and significant effect on self-efficacy. [Safitri et al. \(2021\)](#) suggests that motivation is what drives employees to achieve their goals. It is a set of attitudes and values that influence individuals to pursue specific things in line with their personal goals. The study also found that the Medical Support Staff at the Tanjungpinang City Regional General Hospital (RSUD) has 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) has built a system that encourages motivation among the employees. They provide morning encouragement sessions before working hours, which motivate and inspire the employees to start their day with a positive mindset. Additionally, the management continually upgrades employee skills and competence by providing training and development programs. The support and facilitation provided by the management in these programs help to increase employee self-confidence in carrying out their duties.

The study's findings support research conducted by Muhamad Zakiuddin, which 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 abilities. In conclusion, the study highlights the importance of motivation in enhancing self-efficacy among employees. Management needs to 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 to build employee motivation and self-efficacy. Ultimately, a motivated and confident workforce is more productive and contributes to the overall success of the organization.

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

The study found that work culture has a positive and significant effect on 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. The 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. The 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 confidently. Furthermore, the 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, which 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 to boost their confidence and self-efficacy. In conclusion, the study highlights the importance of work culture in enhancing self-efficacy among employees. Management needs to cultivate a positive work culture that fosters employee confidence and supports their efforts in achieving 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, job satisfaction, and ultimately contribute 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. Competency refers to an individual's ability to perform tasks based on their skills and knowledge, supported by the right work attitude required for their job. Competence represents the skills and knowledge that are characterized by professionalism in a particular field, making them 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 self-efficacy and confidence. Having 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 that concluded that self-efficacy mediates the effect of competence on employee performance significantly. Employees who have high levels of self-efficacy are more confident in their abilities and have higher levels of motivation, which positively impacts their job performance. In conclusion, the 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 levels of 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. Motivation refers to the energy or encouragement, both mental and physical, which drives individuals to take actions 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, inadequate income, and other factors, affect employee motivation, which consequently affects their self-efficacy and performance. When employees lack motivation, their self-confidence decreases, and this 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 their 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. When employees are motivated, they experience a higher level of self-efficacy, which leads to better job performance. In conclusion, the study highlights the importance of motivation in enhancing performance through self-efficacy. [Basuki and Khalid \(2021\)](#) Organizations need to understand the importance of employee motivation and implement strategies that motivate employees and enhance their job satisfaction and performance. Improved motivation levels lead to higher self-efficacy, which ultimately leads to higher job performance and better outcomes for the organization. It is critical for management to address any 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 effect. Work culture refers to the values, beliefs, and attitudes that shape an organization, and it affects 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 has a significant impact on performance mediated by employee self-efficacy. The work culture built by the management of the Tanjungpinang City Regional General Hospital (RSUD) is good, which can be seen from the presence of an effective work culture system. The focus on targets for individual employees as well as 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 in employees a sense of togetherness, openness, and professionalism 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 \(2015\)](#) Management needs to support positive work culture for employees, which includes creating a sense of comfort and kinship, 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 has a positive and significant effect on 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 job performance. In conclusion, the study highlights the importance of work culture in enhancing performance through job satisfaction mediated by self-efficacy. [Chairani and Pradana \(2022\)](#) Organizations need to focus on fostering a positive work culture that promotes a sense of togetherness, openness, and professionalism. A positive work culture leads to increased employee job satisfaction, motivation, higher morale, and better job performance, all of which will ultimately benefit the organization ([Kurniasih & Elizabeth, 2021](#)).

## **5. Conclusion**

In conclusion, the study found that competency, motivation, and work culture significantly and directly affect self-efficacy among 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 affect job performance, while motivation has no direct effect on job performance. However, all three variables indirectly and significantly affect job performance through self-efficacy. Overall, the 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 the research, it is suggested that management of the Tanjungpinang City Regional General Hospital (RSUD) takes 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. The management should also give awards and appreciation to employees who excel and have long-served the hospital to increase their motivation. Furthermore, the work schedule 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 given to them. Moreover, the management of the RSUD needs to maintain harmonious work relationships, monitor employee work, and ensure that employees complete their work with good quality. Employees should also have good competence to perform their duties successfully. Lastly, the study suggests that future research could expand into 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, the 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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