

The influence of communication, teamwork and culture on employee performance at Riau Islands Province regional procurement bureau with self-efficacy as intervening variables

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Abstract

Purpose: This study investigates the influence of communication, teamwork, and work culture on employee performance, with self-efficacy as an intervening variable. This study focuses on the employees of the Riau Islands Provincial Bureau of Procurement of Goods and Services.

Research Methodology: A quantitative approach was employed with a sample of 103 employees selected through purposive sampling method. Data were collected via structured questionnaires and analyzed using Structural Equation Modeling (SEM) with AMOS 24.0 to test both direct and indirect relationships among variables.

Results: The findings revealed that communication, teamwork, and work culture significantly influenced employee performance. Additionally, all three factors positively affected self-efficacy, which in turn mediated their relationship with performance. The mediation analysis confirmed that self-efficacy strengthens the impact of communication, teamwork, and work culture on the performance outcomes.

Conclusions: Effective communication, cohesive teamwork, and supportive work culture are critical for enhancing employee performance. Self-efficacy is a vital psychological mechanism that translates organizational dynamics into improved outcomes.

Limitations: This study was limited to one regional bureau with a relatively small sample size, which restricts the generalizability of the findings to broader contexts. A cross-sectional design also prevents causal inferences.

Contribution: This study provides empirical evidence of the mediating role of self-efficacy in public sector organizations. The results can guide policymakers and managers in developing strategies that integrate communication, teamwork, and cultural reinforcement to optimize their performance.

Keywords: *Communication, Performance, Self-Efficacy, Teamwork, Work Culture*

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1. Introduction

The development of a nation requires the main capital, namely, human resources. Human resources (HR) have long been understood as the most important factor in advancing the welfare of a nation. Many countries have proven this fact. Various countries in the world, although they do not have natural

resources, have human resources who are educated, skilled, disciplined, diligent, willing to work hard, and loyal to the ideals of their nation's struggle, and they have succeeded in achieving great progress and sometimes even amaze other countries. Human resource management is a management activity that includes the utilization, development, assessment, and provision of services to human beings as individual members of an organization or agency. Human resource management also involves designing planning systems, employee preparation, career management, job evaluation, employee compensation, and employment relationships. Human resource management involves management practices that can directly affect an organization's performance. Human resources are the main drivers of an organization's activities.

In any organization, including government and private organizations, the role of human resources is an important concern in efforts to achieve organizational success. This is because an organization's performance and effectiveness are determined by human resources. Organizational performance can be achieved if human resources or employees work effectively and efficiently. Employee work performance is an important factor in organizational activities that must be fostered and developed to achieve organizational goals effectively and efficiently. The organization's goals will be achieved if the organization has reliable, skilled, and high-quality human resources who can make an optimal contribution and improve performance for the organization, society, and employees themselves.

To improve the performance of all organizations, both private and governmental, it is necessary to implement several strategies, including improving human resource management (HRM). Commemorating the performance of employees in the government sector is always a priority for the government because employees are public servants, in accordance with Law Number 25 of 2009 concerning Public Services Article 4, which states that public service provider organizations, hereinafter referred to as Organizing Organizations, are work units of public service providers located within state administrative institutions, corporations, independent institutions that are formed based on the Law for public service activities, and other legal entities established solely for public service activities.

The existing work culture will function effectively if employees can apply it as a habit while carrying out tasks with full responsibility. The work culture of employees in improving performance continuously to remain consistent in carrying out their duties and responsibilities in accordance with existing provisions and regulations is expected to continue to develop potential, especially regarding various programs in the Riau Islands Province Goods and Services Procurement Bureau. Therefore, employees are expected to not only perform well but also to be able to perform professionally.

Therefore, the researcher is interested in raising the problems that exist in the Riau Islands Provincial Procurement Bureau of Goods and Services related to the improvement of employee performance, which is influenced by the variables of teamwork communication and work culture, with job satisfaction as the intervening variable in the research. The study results are expected to identify the shortcomings of the Riau Islands Province Pawnshop Bureau of Goods and Services, where the researcher took a research sample to provide the best solution related to the problems that have been previously expressed. The title of the research proposed by the researcher in this thesis is "The Influence of Communication, Teamwork, and Work Culture on the Performance of Employees of the Regional Procurement Bureau of Goods and Services in Riau Islands Province with Self-Efficacy as an Intervention Variable."

2. Literature Review

2.1 Performance

The term job performance or actual performance (work achievement or actual achievement achieved by a person) is the origin of performance. According to Mangkunegara (2017), performance is a work result that, in terms of quality and quantity, is achieved by an employee in carrying out the duties and responsibilities given to him by leadership. Lebas and Euske in Kloko and Bayunitri (2020) argue that performance is a set of processes that motivate a manager to take the right action today so as to be able to produce future organizational performance. (Performance is a set of processes that encourage a manager to take the right action today so that it can produce organizational performance in the future).

According to El Fallahi, Ibenrissoul, and Adil (2022), a person's performance is a combination of abilities, effort, and opportunities that can be assessed based on the results of their work. Bernardi and Russell stated that performance is a record of outcomes that result from the function of a certain employee or activities carried out during a certain period. Munir (2021) argues that performance is the result of work that can be achieved by an employee or a group of employees in a company, in accordance with the authority and responsibilities given to him, in an effort to achieve the goals of the company in question legally, not in violation of the law or in accordance with morals and ethics.

From the description above, it can be concluded that performance is a work result that, in terms of quality and quantity, is achieved by an employee in carrying out the duties and responsibilities given to him by the leader, with indicators of quality (quality), quantity (quantity), time (time period), employee cooperation, cost reduction, and supervision.

2.2 Self-Efficacy

According to Luthans, Luthans, and Luthans (2015), self-efficacy refers to people's beliefs about their capabilities to produce designated levels of performance that exercise influence over events that affect their lives".

Ardi, Astuti, and Sulisty (2017). Self-efficacy is a part of self-knowledge that influences people's daily lives. Self-efficacy can be said to be a personal factor that distinguishes individuals, and changes in self-efficacy can cause behavioral changes, especially in completing tasks and goals. Robbins and Judge (2013) stated that individuals who have high self-efficacy in a given situation will devote all their efforts and attention in accordance with the demands of the situation in achieving the predetermined goals.

Muhammed, Salahudeen, and Zubairu (2021) Self-efficacy determines how long an individual persists in the face of obstacles or unpleasant experiences and will develop along with self-efficacy increase in abilities and the increase in individual experiences related to him. The abilities possessed by individuals are in the form of intelligence, intellectual, and emotional intelligence. 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 successfully influence their environment.

2.3 Communication

According to Tamirat (2023), "communication is the process of conveying information or meaning that it contains so that it can be understood, accepted, and acted upon by the recipient. According to Carl in Effendy, Nurninawati, and Setiawan (2022a), communication science is a systematic effort to firmly formulate the principles of information delivery as well as the formation of opinions and attitudes. Broadly speaking, it can be concluded that communication is the delivery of information and understanding to others. According to Rosadi and Barus (2022), communication is the exchange of verbal and nonverbal messages between the sender and recipient of the message to change their behavior. According to Thoha (2017), communication is the process of Submission and Reception of news or information from one person to another.

According to Mangkunegara (2017), communication involves the transfer of information and understanding from one person to another. Meanwhile, according to Harorl D. Lasswell in Mulyana (2017), communication is basically a process that explains who, says what, with what channel, to whom, with what consequences or results. Based on the statements and definitions mentioned above, it can be concluded that communication is a stage of conveying information or meaning so that it can be understood and conveying information from a party, either an individual, a group, or an agency, as a sender for the party who is the recipient, and there is a possibility of responding to the sender. Communication is a basic need for a person to communicate with his or her fellow man.

2.4 Team Work

Priskilla and Santika (2019) stated that *teamwork* is the most important aspect in an effort to improve the quality of performance and avoid miscommunication between employees and leaders. In addition, teamwork must be trained with aspects tailored to the company's needs. According to Ardha, Riwayatanti,

and Haris (2023), team cooperation is a group of people who are based on ability, cooperation, and complementarity to achieve the same goal. The work team produces coordination; therefore, a team must make a good and effective contribution to the organization. According to Amirullah (2015), teamwork is an excellent means of combining various talents and can provide innovative solutions that make teamwork more profitable than individuals. Cooperation in the work team is necessary to realize successful performance and work achievement.

According to Bachtiar, teamwork is the strength of several people in achieving the desired goal. Cooperation unites ideas that lead to success. According to Carnegie (Kaswan, 2017), teamwork refers to the ability to work together to achieve a common vision. Ability to direct individual achievements towards organizational goals. Teamwork allows ordinary people to achieve extraordinary results. Based on the opinions of the experts above, it can be concluded that teamwork is an activity managed and carried out by a group of people who join an organization, which can increase cooperation and communication within and between parts of the company. Usually, teamwork consists of people with differences who combine various talents and provide an innovative idea or solution, so that it is used as a force in achieving company goals.

2.5 Work Culture

Ruliyansa (2018) Work culture is a quality daily way of working and always underlies meaningful values, so that it becomes a motivation, inspires, to always work better and more satisfactorily for the community served. According to Robbins and Judge (2013), work culture leads to the unity of the system of shared meaning embraced by the members of the organization, which distinguishes it from others. Work culture refers to the deliberation of life in the workplace. El Idrissi and Alami (2021) state that work culture is a philosophy based on a view of life as values that become traits, habits, and drivers that are cultivated in a group that is reflected in attitudes toward behaviors, ideals, opinions, views, and actions that are manifested as work.

Mangkunegara (2017) and Nawawi (2017), work culture is a habit that is repeated by employees in an organization; violations of this habit are not strictly sanctioned, but from the actors of the organization who morally agree that this habit must be obeyed in the context of carrying out work to achieve goals. From the above, it can be concluded that work culture is a philosophy based on a view of life and is reflected in the attitude of the members of the organization. In a work culture, its members have the same ideals in achieving organizational goals. In addition, work culture encourages employees to work better and have high motivation (Kartika & Medlimo, 2023).

2.6 Thinking Framework

2.6.1 Communication to Performance

According to Effendy, Nurninawati, and Setiyawan (2022b), communication science is a systematic effort to firmly formulate the principles of information delivery and the formation of opinions and attitudes. Broadly speaking, it can be concluded that communication is the delivery of information and understanding to others. The importance of communication for human beings and organizations cannot be denied. With good communication, an organization can run smoothly and successfully, and vice versa. An organization cannot run well without communication. For example, in an organization, leadership does not provide good information to employees about when activities start and what tasks each employee will perform. It is likely that employees do not work because of this, which causes employee dissatisfaction at work.

From the above opinion, it is clear that communication plays an important role for a manager/leader in carrying out their duties. The primary skills of managers are communication, interpersonal communication, and intra-organizational communication. Leaders communicate as both senders and recipients of messages and have their own styles of communication. The courage to speak up (communication) is a characteristic of a leader and manager to increase productivity and innovation through open dialogue activities. Dialogue is carried out in a more meaningful way to achieve individual and organizational goals. This statement is supported by the results of a previous study conducted by Budianto et al. (2023) entitled, ' The Influence of Work Discipline and Communication on Employee

Performance at PT. Sekar Mulia Abadi Medan", shows that communication partially has a positive and significant effect on employee performance. Thus, it can be interpreted that the better the Interpersonal Communication, the higher the employee Job Satisfaction.

2.6.2 Teamwork on Performance

According to Alamry, Al-Attar, and Salih (2022), team cooperation is a group of people based on ability, cooperation, and complementarity to achieve the same goal. The work team produces coordination; therefore, a team must make a good and effective contribution to the organization. Teamwork is the driving force that drives the average individual to achieve great achievements. As future productivity depends on employees' ability to work together, trust each other, and exert their best efforts, this is a potential problem. Similarly, the organization will be able to realize its goals with the help of an optimistic and cooperative workforce, which can also affect the performance of employees later because it relies on cohesiveness, trust, and maximum effort from each individual. Similarly, the company will be able to achieve its desired goals and good cooperation.

The results of research conducted by Putri, Widajantie, and Wilasittha (2024) showed a positive and significant influence of teamwork on employee performance. The same results were obtained by Rosmayanti, Sukmawati, Mohamed, Sujarwo, and Amin (2024), who showed that teamwork had a positive and significant effect on employee performance.

2.6.3 Work Culture Towards Performance

According to Ruliyansa (2018), work culture is a quality daily way of working and always underlies meaningful values, so it becomes a motivation, inspiring one to always work better and more satisfactorily for the community served. Every organization desires good and efficient performance. Therefore, a management concept is required to control all company activities. The concept of management itself was born with the hope of being able to manage and supervise the way humans apply themselves to obtain optimal results, either in the form of goods or services, productively and efficiently. This is because humans play the roles of planners, actors, and determinants in the achievement of organizational goals. Building a work culture is certainly not as easy as it sounds; it must undergo a long and continuous process. It is called sustainable because the values and norms contained in the culture are constantly changing and evolving over time. In addition, to improve the work culture in an organization, discipline and obedience at work are needed, and the organization is committed to implementing the rules listed in the Standard Operating Procedures (SOP). Performance is the result of work that can be achieved by a person or a group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization in question legally, not in violation of the law and in accordance with morals and ethics

This statement is supported by the results of previous research conducted by Anggelina, Meitriana, and Sujana (2017), who showed that work culture variables have a significant effect on Employee Performance.

2.6.4 Communication on Self-Efficacy

According to Thoha (2017), communication is a process of delivering and receiving news or information from one person to another. According to Mangkunegara (2017), communication involves the transfer of information and understanding from one person to another. Ardi et al. (2017) found that self-efficacy influences people's daily lives. Self-efficacy can be said to be a personal factor that distinguishes individuals, and changes in self-efficacy can cause behavioral changes, especially in completing tasks and goals.

Communication is considered the most effective way to change one's attitude, beliefs, opinions, and behaviors because it is a pattern that can be done directly and face-to-face. This is effective because the relationship established between them becomes closer, and it is easier to get closer to the intended person. According to Bandura in Muhammed et al. (2021), several factors affect communication skills, including trust, sportsmanlike behavior, openness, and self-efficacy. Self-efficacy is the belief in the extent to which an individual can maintain their ability to carry out a task or perform a certain action

that is necessary to achieve a certain result. Through communication, curiosity, if not channeled, can affect employees' confidence. Communication provides information about work that makes employees act freely and with a sense of responsibility to themselves, while simultaneously developing self-awareness at work to improve organizational performance.

This statement is supported by the results of previous research conducted by Fadli (2021), which showed that communication has a positive and significant effect on self-efficacy. However, different research results were obtained by Acharya ((Acharya, 2019), who showed that communication had no positive or significant effect on students' self-efficacy.

2.6.5 Teamwork on Self-Efficacy

Ishak (2024) defined team cooperation as a group of people based on ability, cooperation, and complementarity to achieve the same goal. The work team produces coordination; therefore, a team must make a good and effective contribution to the organization. According to Napoli and Trapman (2020) Self-efficacy determines how long an individual persists in the face of obstacles or unpleasant experiences and will develop along with the increase in abilities and the increase in individual experiences related to him. The abilities possessed by each individual are in the form of intelligence, consisting of intellectual, emotional, and spiritual intelligence. Teamwork is a group of people who work together to achieve the same goal, and these goals are easily obtained by performing teamwork rather than individually. With teamwork, every job is easier to complete. This increases the confidence or self-efficacy of employees. In addition, teamwork is one of the factors that affect employee performance because if teamwork can run well, the confidence or enkais dire of each employee will be maximized, but on the other hand, if teamwork does not run smoothly, it will reduce the confidence of the employees.

Consistent with previous research conducted by Octavia and Budiono (2021), the results of this study show that teamwork has a significant positive influence on employee self-efficacy. In other words, if teamwork among employees increases, it will automatically increase employees' self-efficacy or confidence.

2.6.6 Work Culture Towards Self-Efficacy

Suherna and Nasiatin (2023) Work culture is a philosophy based on a view of life as values that become traits, habits and drivers that are cultivated in a group that is reflected in attitudes to become behaviors, ideals, opinions, views and actions that are manifested as work. Bandura, in Gerald, Obianuju, and Chukwunonso (2020), defined self-efficacy as a person's belief in their ability to complete a task. Self-confidence encompasses confidence, optimism, individuality, and independence.

Work culture can influence the way people behave and should be a benchmark in any organizational development program or policy. This is related to how culture affects an organization and how it can be managed by the organization. Self-efficacy is an individual's belief in their ability to respond to certain situations. Individuals with high self-efficacy and belief in their ability to achieve their goals are more likely to work harder and perform better. Therefore, a person with a good work culture will always have high self-efficacy and a high level of performance.

The above statement is supported by the results of previous research conducted by Marsalita Anggria P, Diana Sulianti K Tobing, Sri Wahyu Lelly Hana (2014) from the results of the study found that there is a positive and significant influence between work culture on employee self-efficacy.

2.6.7 Communication on Performance with Self-Efficacy as Variable Intervening

According to Harorl D. Lasswell in Mulyana (2017) communication is basically a process that explains who, says what, with what channel, to whom, with what consequences or results. From the above understanding, it can be concluded that communication is the process of conveying messages from one person to another through the media, which causes certain effects and interactions. Zimmerer in Suryana and Bayu (2012) stated that a person who has confidence tends to have confidence in his ability to achieve success.

Communication is important for improving employee performance. Good communication creates systematic and directed coordination between leaders and employees who receive orders. Thus, the work will be completed quickly and well, so that the performance of employees and organizations will be better. Good performance also directly increases employees' self-efficacy. If employees have high self-efficacy and believe that they can meet their goals, they are more likely to work harder to achieve the set goals and to show higher job satisfaction. Self-efficacy also affects how people feel, motivate themselves, and behave. Although knowledge and skills are required, an educational background does not guarantee a person's success. Based on this description, it can be concluded that good communication between employees improves employee performance, and employees' self-efficacy will also increase.

One study related to this is by Rahma, Triono, and A.T (2024), who found that communication affects employee performance mediated by self-efficacy; the better or higher the communication, the better or higher the employee's performance through self-efficacy.

2.6.8 Teamwork Towards Performance with Self-Efficacy as an Intervening Variable

According to Khan, Ahmad, Jabeur, and Mahdi (2021), a person's performance is a combination of abilities, effort, and opportunities that can be assessed based on the results of their work. Bernardi and Russell stated that performance is a record of outcomes that result from the function of a certain employee or activities carried out during a certain period. According to Bachtiar in (Bin Jalasi & Ambad, 2021), several people have the power to achieve a desired goal. Cooperation unites ideas that lead to success.

Performance is a form of achievement that employees must attain. An organization can achieve performance if it is driven by several factors, such as self-efficacy and teamwork. An organization will succeed if it is motivated by a combination of elements, including a belief in its ability to succeed and the strength of its collective efforts. In carrying out a job, employees must also have the ability and confidence to complete the work; if the employee is hesitant, afraid of failure, or pessimistic, then the work will be hampered and not developed; this is certainly balanced by working in a good team, trusting each other, and supporting each other to be able to complete the work more efficiently and effectively so that the goal has been achieved, then employees will receive rewards from the company to benefit the organization.

Based on research conducted by Bagus Ramadhani Putra Perkasa and Nur Widyawati (2023), the results of the research found that teamwork and self-efficacy showed a positive and significant influence on performance.

2.6.9 The Relationship of Work Culture Variables to Performance with Self-Efficacy as an Intervening Variable

Mangkunegara (2017), work culture is a set of assumptions or systems of beliefs, values, or norms developed in an organization to be used as a behavioral guideline for its members to overcome external adaptation and internal integration problems. Zimmerer in Suryana and Bayu (2012) stated that a person who has confidence tends to have confidence in his ability to achieve success. Zainal (2015) states that performance is the result of a person as a whole during a certain period in carrying out tasks, such as work performance standards, targets, or criteria that have been determined and mutually agreed upon in advance.

Work culture is a philosophy based on the view of life as values that become traits, habits, and drivers cultivated in a group and reflected in attitudes that become behaviors, ideals, opinions, views, and actions that manifest as work. Thus, employees with a good work culture will have high confidence or trust in their abilities and high ideals, plans, and commitment to achieve them. Employees maintain their confidence by working in accordance with the work culture determined by the organization. Thus, the self-confidence possessed is in line with the work culture of the organization, which can improve the performance of employees and the organization.

The results of the discussion above are in accordance with the research conducted by Sastrawan, Dewi, and Yuliansyah (2020), who found that work culture and self-efficacy have a positive and significant effect on employee performance. This means that the higher an employee's work culture, the higher the performance of the employees in an organization.

2.6.10 Self-efficacy on performance

Bandura, in Asa, Djaha, and Sayrani (2024), defined self-efficacy as a person's belief in their ability to complete a job. Self-confidence encompasses confidence, optimism, individuality, and independence. Zainal (2015) states that performance is the result of a person as a whole during a certain period in carrying out tasks, such as work performance standards, targets, or criteria that have been determined and mutually agreed upon in advance. Self-efficacy is an individual's belief in their ability to respond to certain situations. Individuals with high self-efficacy and a belief in their ability to meet their goals are more likely to work harder to achieve their goals and exhibit higher work performance. Meanwhile, individuals with low self-efficacy are more likely to be discouraged from performing their jobs. Therefore, a person with high self-efficacy has a high performance level. Thus, employees with high self-efficacy will affect their performance positively. Workers with low self-efficacy also have low performance levels. Employees with low self-efficacy never reach psychological maturity, have low work morale, are often bored, and are emotionally unstable.

This study is supported by previous research according to (Pratomo, 2022), where the results of the study show that self-efficacy has a positive and significant effect on employee performance. This means that the higher the confidence or self-efficacy of an employee, the greater the employee's performance.

The framework of this study is to use the intervening variable, which theoretically affects the relationship between independent and dependent variables, in an indirect relationship. Intervening variables can weaken or strengthen the relationship between variables.

This framework of thinking includes the influence of Communication, Teamwork and Work Culture on Performance with Self-Efficacy as an intervening variable, and will be tested with validity and reliability tests. Related to the variables to be studied and to make it easier for researchers and readers to understand the flow of thought of this research, the author presents it in the form of the following images:

H5

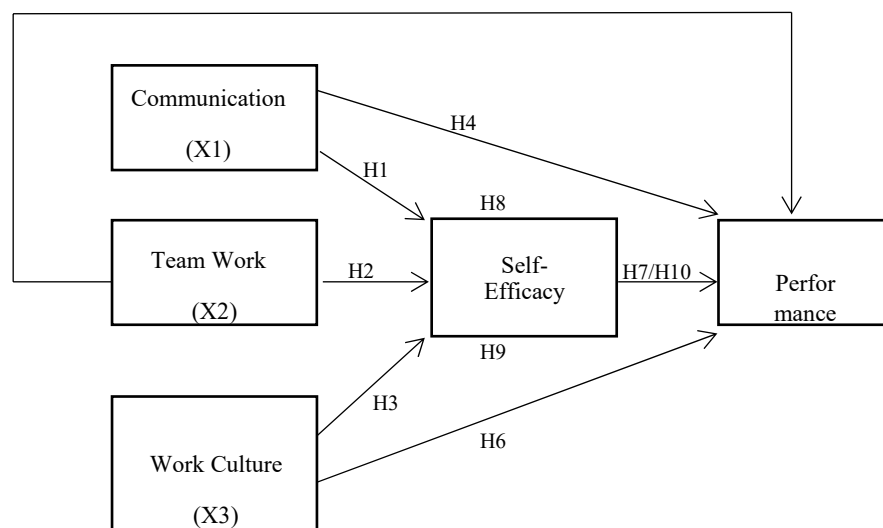


Figure 1. Research Conceptual Model

Information:

- X1 = independent variable (exogenous) Communication
- X2 = Independent Variable (Exogenous) Team Work

- X3 = Workload free variable (exogenous)
Y = Self-Efficacy intervening variable
Z = bound variable (endogenous) Performance

2.7 Hypothesis

According to Sugiyono (2018), a hypothesis is an assumption or conjecture about something that is made to explain it and often needs to be checked. From the formulation of the observed problem with the proposed theory so that a conceptual model of research can be made, the hypothesis can be formulated as follows:

- H1: Communication has a direct effect on the work performance of the Employees of the Riau Islands Provincial Bureau of Procurement of Goods and Services.
H2: Teamwork has a direct effect on the work performance of Employees of the Riau Islands Provincial Bureau of Procurement of Goods and Services.
H3: Workload has a direct effect on the workplace performance of the Employees of the Riau Islands Provincial Procurement Bureau of Goods and Services.
H4: Communication has a direct effect on the Self-Efficacy of Employees of the Riau Islands Provincial Procurement Bureau of Goods and Services.
H5: Teamwork has a direct effect on the Self-Efficacy of Employees of the Riau Islands Provincial Bureau of Procurement of Goods and Services.
H6: Workload has a direct effect on the Self-Efficacy of Employees of the Riau Islands Provincial Procurement Bureau of Goods and Services.
H7: Self-efficacy has a direct effect on the work performance of Employees of the Riau Islands Provincial Bureau of Procurement of Goods and Services.
H8: Communication has an indirect effect on Performance through Self-Efficacy as an intervening variable among employees of the Riau Islands Provincial Bureau of Procurement of Goods and Services.
H9: Teamwork has an indirect effect on Performance through Self-Efficacy as an intervening variable among employees of the Riau Islands Provincial Bureau of Procurement of Goods and Services.
H10: Workload has an indirect effect on Performance through Self-Efficacy as an intervening variable among employees of the Riau Islands Provincial Bureau of Procurement of Goods and Services.

3. Research methodology

3.1 Population and Sample

The population in this study is 102 employees who have the status of State Civil Apparatus (ASN) within the Riau Islands Provincial Bureau of Procurement of Goods and Services. The researcher in this case uses the *non-probability sampling method*, where the chosen technique is saturated sampling or census, namely, the number of sample members who are expected to represent 100% of the population is equal to the number of members of the population. Thus, the sample comprised 102 respondents.

3.2 Variable Definition and Measurement Scale

The operational definition can be seen as follows

Table 1. Performance Variable Instrument Grid

Variable	Indicators	Statement Items	Scale
Performance Cashmere (2016:208)	1. Quality of Work	1,2,3,	Likert
	2. Quantity	4,5,6	
	3. Timeliness	7,8,9	
	4. Effectiveness	10,11	
	5. Independence	12,13	
	6. Responsibility	14,15	
Total		15	
Variable	Indicators	Statement Items	Scale

Bandura (in Pupitaningsih) (2016:77)	Flora	1. Magnitude (Task Difficulty) 2. Strenght (Strength) 3. Generality (Luas Bidang Perilaku)	1,2,3,4,5 6,7,8,9,10, 11,2,13,14,15	Likert
Total			15	
Variable	Indicators		Statement Items	Scale
Communication Sutardji (2016, 10)	1.	Safety	1,2,3,	Likert
	2.	Pleasure	4,5,6	
	3.	Influence on attitude	7,8,9	
	4.	Improved relationships.	10,11,12	
	5.	Action	13,14,15	
Total			15	
Variable	Indicators		Statement Items	Scale
Team Work Ilyas (2017:58)	1.	<i>Participative Leadership Training Objectives.</i>	1,2,	Likert
	2.	Shared Responsibility (<i>Share Responsibility Training Method</i>)	3,4,5 5,6	
	3.	<i>Aligned On Purpose.</i>	7,8,9	
	4.	<i>Intensive Communication.</i>		
	5.	Focus on the future (<i>Future Focused</i>).	10,11,	
	6.	Focused On <i>Task</i> .	12,13	
	7.	Talent Deployment	14,15	
Total			15	
Variable	Indicators		Statement Items	Scale
Work Culture Robbins in Ichsan Sinaga (2009)	1.	Innovation and risk-taking	1,2,3	Likert
	2.	Attention to detail		
	3.	Results orientation	4,5	
	4.	Human orientation	6,7	
	5.	Team orientation.	8,9,	
	6.	Aggressiveness	10,11	
	7.	Stability	12,14 13,15,	
Total			15	

4. Result and Discussion

4.1 Respondent Profile

The respondent Profiles are detailed in the following table:

Table 2. Respondent Profile

It	Gender	Sum	Percentage
1	Male	64	62,14%
2	Woman	39	37,86%
	Total	103	98,10%
It	Frequency	Sum	Percentage
1	< 30 Years	15	14,56%
2	31-40 Years	30	29,13%
4	41-50 Years	37	35,92%
3	> 50 Years	21	20,39%
	Total	103	100,00%
It	Education	Sum	Percentage
1	S2	3	2,91%

2	S1	97	94,17%
3	D3	5	4,85%
Total		103	100,00%

4.2 Results of Submission of Confirmation Factor Analysis (CFA)

4.2.1 Analysis of confirmatory factors on communication variables

The analysis of the confirmatory factor (CFA) of the communication variable is shown in figure below:

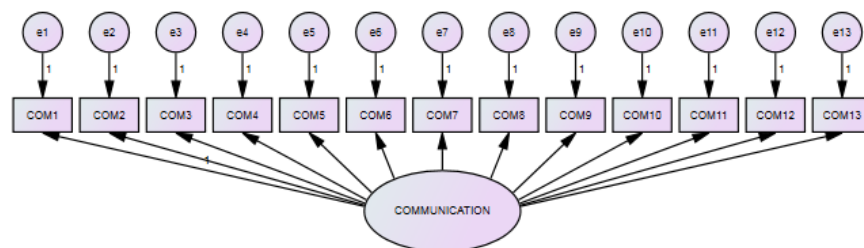


Figure 2. CFA Variable Communication
Source: Primary Data Processed with Amos, Year 2024

Table 3. Regression Weights Communication Variables

			Estimate	S.E.	C.R.	P	Label
COM1	<---	COMMUNICATION	1,000				
COM2	<---	COMMUNICATION	,231	,090	2,558	,011	par_1
COM3	<---	COMMUNICATION	1,049	,056	18,626	***	par_2
COM4	<---	COMMUNICATION	,982	,060	16,506	***	par_3
COM5	<---	COMMUNICATION	1,007	,053	19,143	***	par_4
COM6	<---	COMMUNICATION	,945	,065	14,639	***	par_5
COM7	<---	COMMUNICATION	,626	,077	8,170	***	par_6
COM8	<---	COMMUNICATION	,689	,076	9,043	***	par_7
COM9	<---	COMMUNICATION	,588	,076	7,724	***	par_8
COM10	<---	COMMUNICATION	1,057	,057	18,583	***	par_9
COM11	<---	COMMUNICATION	,997	,059	16,810	***	par_10
COM12	<---	COMMUNICATION	1,026	,053	19,194	***	par_11
COM13	<---	COMMUNICATION	,974	,067	14,554	***	par_12

Source: Primary Data Processed with Amos, Year 2024

Based on the results of the analysis of confirmatory factors on the indicators of the communication variables, both in the form of diagrams and in the form of tables, it is known that the Standardized Regression Weight (β) for the 13 indicators is greater than 0.50, the C.R. coefficient is greater than 2.00, and the probability value of the 13 indicators is less than 0.05 (*** means < 0.000). Thus, it can be said from the CFA that all 13 indicators are strong enough to confirm the latent variables of communication. Therefore, the 13 indicators can be included in further analysis.

4.2.2 Analysis of Confirmatory Factors on Teamwork Variables

The analysis of confirmatory factors (CFA) of teamwork variables based on the results of data processing is shown in figure below:

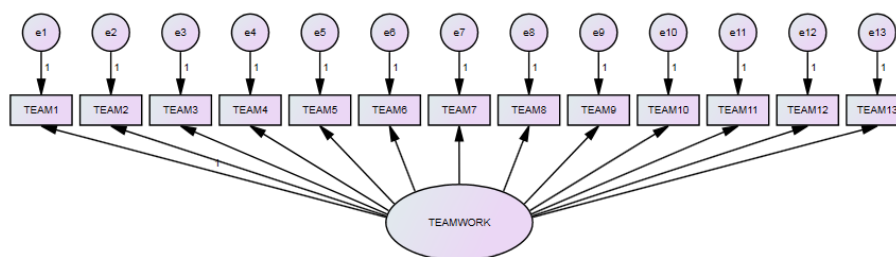


Figure 3. CFA Teamwork Variables
Source: IBM AMOS 24 Report Output (2024)

4.2.3 Analysis of Confirmatory Factors on Work Culture Variables

The confirmatory factor (CFA) of the Work Culture variable based on the results of data processing is shown in figure below:

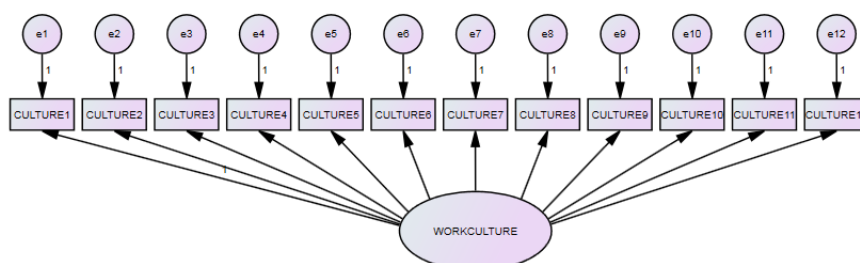


Figure 4. CFA Work Culture Variables
Source: Primary Data Processed with Amos, Year 2024

Table 4. Regression Weights Work Culture Variables

			Estimate	S.E.	C.R.	P	Label
CULTURE1	<---	WORKCULTURE	1,000				
CULTURE2	<---	WORKCULTURE	1,522	,227	6,713	***	par_1
CULTURE3	<---	WORKCULTURE	1,396	,210	6,662	***	par_2
CULTURE4	<---	WORKCULTURE	1,738	,252	6,903	***	par_3
CULTURE5	<---	WORKCULTURE	1,609	,239	6,736	***	par_4
CULTURE6	<---	WORKCULTURE	,748	,179	4,190	***	par_5
CULTURE7	<---	WORKCULTURE	1,469	,230	6,389	***	par_6
CULTURE8	<---	WORKCULTURE	1,730	,257	6,730	***	par_7
CULTURE9	<---	WORKCULTURE	1,526	,241	6,337	***	par_8
CULTURE10	<---	WORKCULTURE	1,624	,241	6,730	***	par_9
CULTURE11	<---	WORKCULTURE	1,436	,216	6,662	***	par_10
CULTURE12	<---	WORKCULTURE	1,730	,251	6,881	***	par_11

Source: Primary Data Processed with Amos, Year 2024

Table 5. Standardized Regression Weights Work Culture Variables

			Estimate
CULTURE1	<---	WORKCULTURE	,580
CULTURE2	<---	WORKCULTURE	,900
CULTURE3	<---	WORKCULTURE	,889
CULTURE4	<---	WORKCULTURE	,944
CULTURE5	<---	WORKCULTURE	,903
CULTURE6	<---	WORKCULTURE	,463

			Estimate
CULTURE7	<---	WORKCULTURE	,824
CULTURE8	<---	WORKCULTURE	,903
CULTURE9	<---	WORKCULTURE	,812
CULTURE10	<---	WORKCULTURE	,903
CULTURE11	<---	WORKCULTURE	,889
CULTURE12	<---	WORKCULTURE	,940

Source: Primary Data Processed with Amos, Year 2024

Based on the results of the confirmatory factor analysis of the variable indicators of Work Culture, both in the form of diagrams and tables, it is known that the Standardized Regression Weight (β) for the 12 indicators was greater than 0.50, the C.R. coefficient was greater than 2.00, and the probability value of the 12 indicators was less than 0.05. Thus, it can be said that judging from the CFA, the 12 indicators are strong enough to confirm the Work Culture variable. Therefore, the 12 indicators can be included in further analysis.

4.2.4 Analysis of Confirmatory Factors on Self-Efficacy Variables

The analysis of confirmatory factor (CFA) self-efficacy based on the results of data processing is shown in figure below:

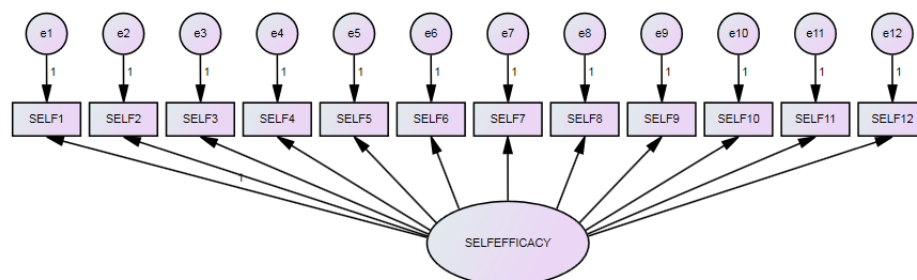


Figure 5. CFA Self-Efficacy Variable

Source: Primary Data Processed with Amos, Year 2024

4.2.5 Analysis of Confirmatory Factors on Performance Variables

The analysis of the confirmatory factor (CFA) of the performance variable based on the results of data processing is shown in the figure below.

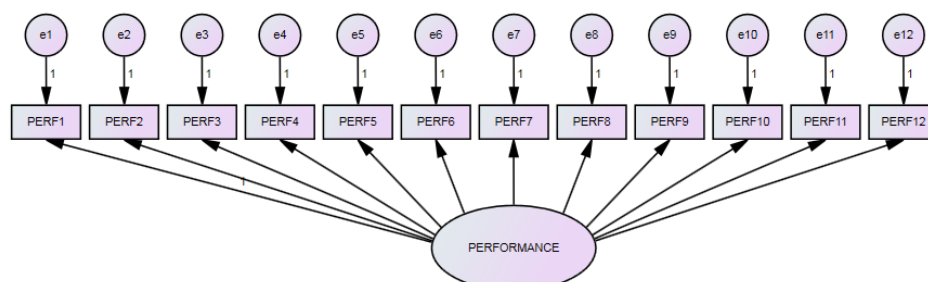


Figure 6. CFA Performance Variables

Source: Primary Data Processed with Amos, Year 2024

Based on the results of the analysis of confirmatory factors on performance variable indicators, both in the form of diagrams and tables, The *Standardized Regression Weight* (β) for the 12 indicators was greater than 0.50, the C.R. coefficient was greater than 2.00, and the probability value of the 12 indicators was less than 0.05. Thus, it can be said that judging from the CFA, the 12 indicators are

powerful for defining the Performance variables. Therefore, the 12 indicators can be included in further analysis.

4.3 Hypothesis Test Results

In accordance with the research objectives to determine the influence of Communication, Teamwork, Work Culture, Self-Efficacy and Performance, coupled with the hypothesis formulated in Chapter II, the data analysis was carried out using structural equation modelling (SEM), which is a set of statistical techniques that allow testing a series of relatively complex relationships simultaneously (Ferdinand, 2016). The hypotheses tested are as follows:

1. Hypothesis 1 (H1): Communication affects employee performance in the Riau Islands Provincial Bureau of Goods and Services Procurement.
2. Hypothesis 2 (H2): Teamwork affects employee performance in the Riau Islands Provincial Bureau of Procurement of Goods and Services.
3. Hypothesis 3 (H3): Work Culture Affects Employee Performance at the Riau Islands Provincial Goods and Services Procurement Bureau.
4. Hypothesis 4 (H4): Communication affects the self-efficacy of employees at the Riau Islands Provincial Bureau of Goods and Services Procurement.
5. Hypothesis 5 (H5): Teamwork affects employees' self-efficacy at the Provincial Bureau of Procurement of Goods and Services (PBPGS).
6. Hypothesis 6 (H3): Work Culture Affects Employee Self-Efficacy at the Riau Islands Provincial Bureau of Procurement of Goods and Services.
7. Hypothesis 7 (H6): Communication indirectly affects performance through employee self-efficacy at the Riau Islands Provincial Bureau of Goods and Services Procurement.
8. Hypothesis 8 (H8): Teamwork Indirectly Affects Performance through Employee Self-Efficacy at the Riau Islands Provincial Goods and Services Procurement Bureau.
9. Hypothesis 9 (H9): Discipline indirectly affects performance through employee self-efficacy at the Riau Islands Provincial Bureau of Procurement of Goods and Services.
10. Hypothesis 9 (H10): Self-Efficacy Affects Employee Performance at the Riau Islands Provincial Bureau of Procurement of Goods and Services,

Based on this hypothesis, a model of the relationships between the variables was developed, as shown in Figure 7.

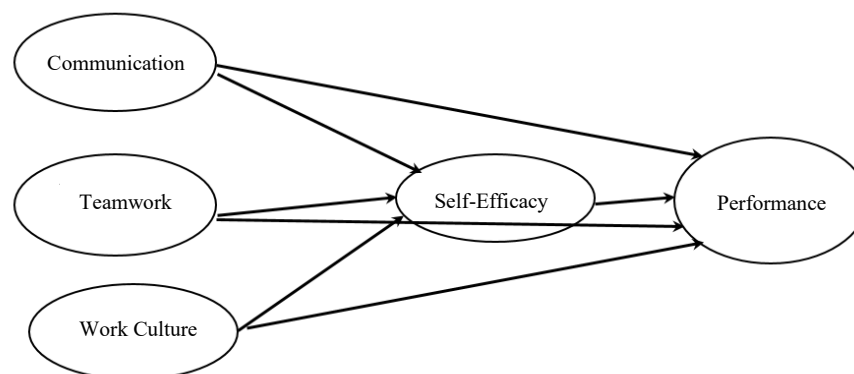


Figure 7. Variable Causality Model of Communication, Teamwork, Work Culture, Self-Efficacy and Performance

From Figure 7, the structural equation model can be formulated as follows:

H1: $Y = \beta_{y.x1} X_1 + e_1$, $\beta_{y.x1}$ Direct Effects X_1 on Y ,

H2: $Y = \beta_{y.x2} X_2 + e_1$, $\beta_{y.x2}$ Direct Effects X_2 on Y ,

H3: $Y = \beta_{y.x3} X_3 + e_1$, $\beta_{y.x3}$ Direct Effects X_3 on Y ,

H4: $Z = \beta_{z.x1} X_1 + e_2$, $\beta_{z.x1}$ Direct Effects X_1 on Z ,

H5: $Z = \beta_{z.x2} X_2 + e_2$, $\beta_{z.x2}$ Direct Effects X_2 on Z ,

H6: $Z = \gamma_{zx} X_3 + e_2$, γ_{zx} Direct Effects X_3 on Z ,

H7: $Z = \beta_{zy} Y_1 + e_2$, β_{zy} Direct Effects Z on Y

The model in Figure 7 is then equipped with the relationship of each latent variable with its indicator/question item, so that a more complete path diagram model can be displayed, as shown in Figure 8 here]

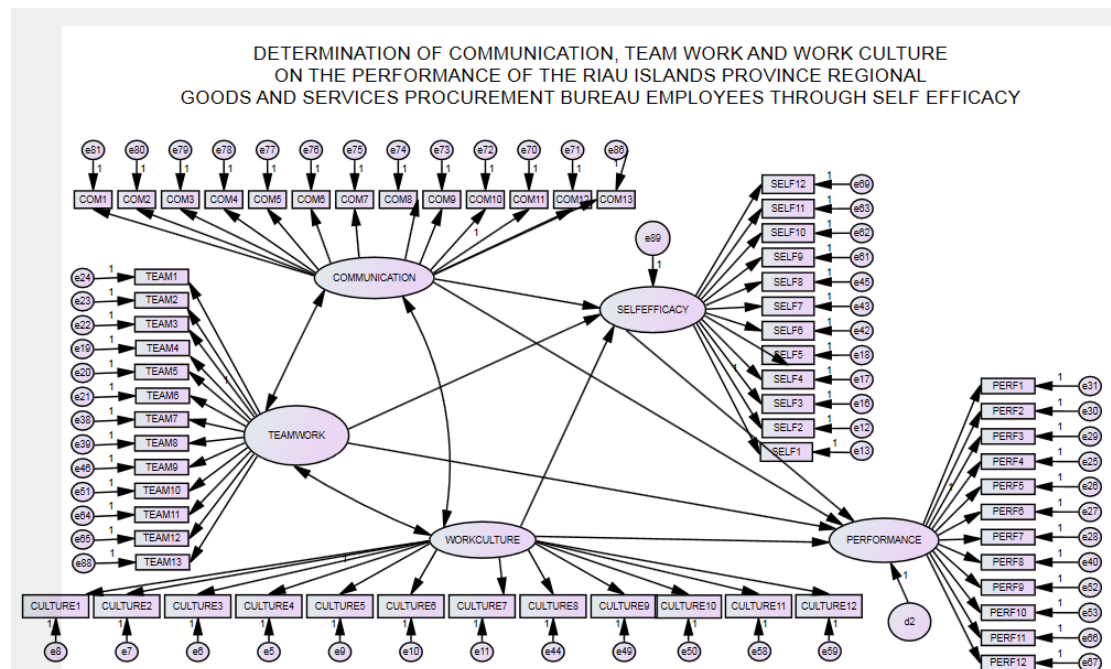


Figure 8. Full Model Variable
Variable Communication, Teamwork, Work Culture, Self-Efficacy and Performance
Source: Primary Data Processed with Amos, Year 2024

Referring to the figure above, the number of indicators for each variable (communication, teamwork, work culture, self-efficacy, and performance) for each of these indicators are presented in Appendix 8. The respondents' answer scores in Appendix 8 were processed with full model structural equation Modelling (SEM) statistics using AMOS for Windows software version 24.0, until a graph display such as and *Regression Weights* results were obtained, as shown in Appendix 13.

From the results of data processing in Appendix 13 (continued), a full *structural equation Modelling* (SEM) analysis of the data in Appendix 14 was carried out. For analytical purposes, the results of the structural equation modelling (SEM) processing are displayed.

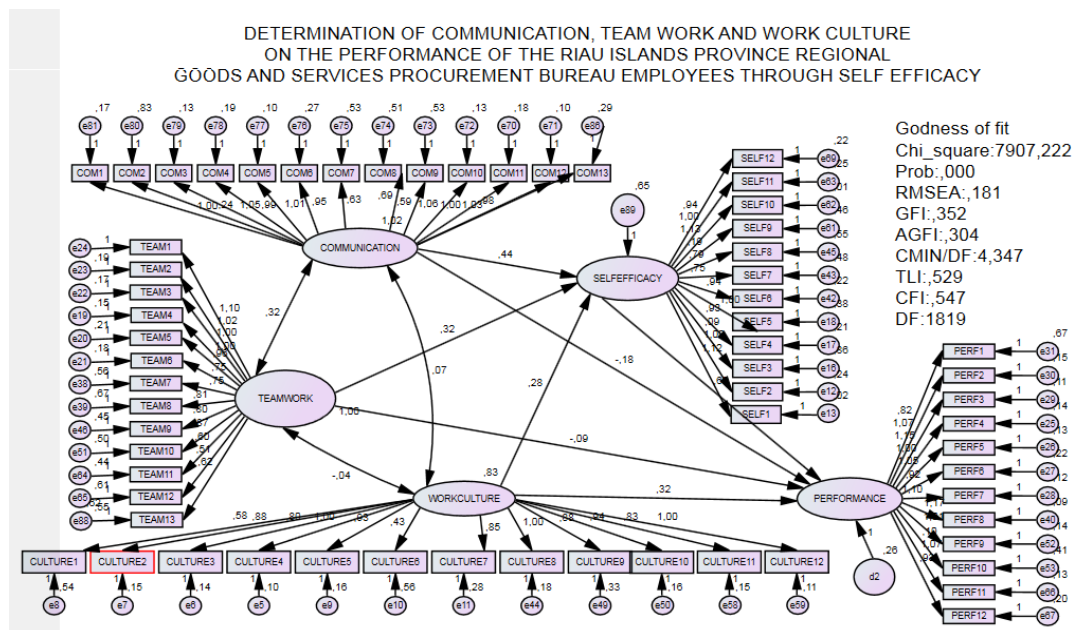


Figure 9. Model Regression Coefficient
Variables of Communication, Teamwork, Work Culture, Self-Efficacy and Performance
Source: Primary Data Processed with Amos, Year 2024

Based on the figure above, a measurement model analysis with lambda parameters, structural model analysis, determination analysis, and *goodness of fit* for the influence of Communication Variables, Teamwork, Work Culture, Self-Efficacy and Performance were conducted.

4.4 Measurement Model Testing Analysis with Lamda Parameters (λ)

The Parameter test carried out is the Lamda Parameter (λ) test. This test aimed to determine the validity of each research indicator. For the testing of the lamda parameter (λ), a standardized estimate (regression weight) value in the form of a loading factor is used. If the value of *standardized estimate (regression weight)* (λ) > 0.50, the CR value > $t_{table} = 2.000$, and the Probability < $\alpha = 0.05$, then the *loading factor* of the lamda parameter (λ) of the indicator is declared significant (Ferdinand, Agusty, 2015:97). This indicates that the indicator is valid. For the purpose of testing the lamda parameters, the following Table 4.16 is displayed which contains the *loading factor/lamda* (λ), CR, Probability (P).

Table 6. *Standardized Regression Weight (Lamda)*

		Estimate
SELFEFFICACY	<---	COMMUNICATION
SELFEFFICACY	<---	WORKCULTURE
SELFEFFICACY	<---	TEAMWORK
PERFORMANCE	<---	WORKCULTURE
PERFORMANCE	<---	TEAMWORK
PERFORMANCE	<---	COMMUNICATION
PERFORMANCE	<---	SELFEFFICACY
CULTURE4	<---	WORKCULTURE
CULTURE3	<---	WORKCULTURE
CULTURE2	<---	WORKCULTURE
CULTURE5	<---	WORKCULTURE
CULTURE6	<---	WORKCULTURE
SELF2	<---	SELFEFFICACY
SELF3	<---	SELFEFFICACY
SELF4	<---	SELFEFFICACY

			Estimate
SELF5	<---	SELFEFFICACY	,864
PERF4	<---	PERFORMANCE	,918
PERF5	<---	PERFORMANCE	,930
PERF6	<---	PERFORMANCE	,860
PERF3	<---	PERFORMANCE	,948
PERF2	<---	PERFORMANCE	,922
TEAM7	<---	TEAMWORK	,679
TEAM8	<---	TEAMWORK	,769
PERF8	<---	PERFORMANCE	,956
SELF6	<---	SELFEFFICACY	,903
SELF7	<---	SELFEFFICACY	,754
CULTURE8	<---	WORKCULTURE	,904
SELF8	<---	SELFEFFICACY	,745
TEAM9	<---	TEAMWORK	,749
CULTURE9	<---	WORKCULTURE	,812
CULTURE10	<---	WORKCULTURE	,905
TEAM10	<---	TEAMWORK	,796
PERF9	<---	PERFORMANCE	,919
PERF10	<---	PERFORMANCE	,128
CULTURE11	<---	WORKCULTURE	,888
CULTURE12	<---	WORKCULTURE	,938
SELF9	<---	SELFEFFICACY	,284
SELF10	<---	SELFEFFICACY	,995
SELF11	<---	SELFEFFICACY	,904
TEAM11	<---	TEAMWORK	,612
PERF11	<---	PERFORMANCE	,929
PERF12	<---	PERFORMANCE	,872
SELF12	<---	SELFEFFICACY	,903
COM11	<---	COMMUNICATION	,920
COM12	<---	COMMUNICATION	,955
COM10	<---	COMMUNICATION	,946
COM9	<---	COMMUNICATION	,633
COM8	<---	COMMUNICATION	,700
COM7	<---	COMMUNICATION	,656
COM6	<---	COMMUNICATION	,880
COM5	<---	COMMUNICATION	,954
COM4	<---	COMMUNICATION	,915
COM3	<---	COMMUNICATION	,946
COM2	<---	COMMUNICATION	,253
COM1	<---	COMMUNICATION	,925
PERF1	<---	PERFORMANCE	,649
PERF7	<---	PERFORMANCE	,936
TEAM5	<---	TEAMWORK	,915
TEAM6	<---	TEAMWORK	,708
TEAM12	<---	TEAMWORK	,572
CULTURE7	<---	WORKCULTURE	,827
COM13	<---	COMMUNICATION	,878
TEAM2	<---	TEAMWORK	,926

			Estimate
TEAM1	<---	TEAMWORK	,929
TEAM3	<---	TEAMWORK	,934
TEAM4	<---	TEAMWORK	,911
SELF1	<---	SELFEFFICACY	,994
TEAM13	<---	TEAMWORK	,619
CULTURE1	<---	WORKCULTURE	,584

Source : Primary Data Processed with Amos, Year 2024

Table 7. Regression Weight (Lamda)

			Estimate	S.E.	C.R.	P	Label
SELFEFFICACY	<---	COMMUNICATION	,435	,090	4,838	***	par_58
SELFEFFICACY	<---	WORKCULTURE	,282	,092	3,069	,002	par_63
SELFEFFICACY	<---	TEAMWORK	,315	,089	3,545	***	par_64
PERFORMANCE	<---	WORKCULTURE	,317	,064	4,980	***	par_62
PERFORMANCE	<---	TEAMWORK	,087	,060	1,452	,147	par_65
PERFORMANCE	<---	SELFEFFICACY	,117	,875	8,178	***	par_66
PERFORMANCE	<---	COMMUNICATION	,178	,063	2,806	,005	par_67
CULTURE4	<---	WORKCULTURE	1,000				
CULTURE3	<---	WORKCULTURE	,805	,052	15,622	***	par_1
CULTURE2	<---	WORKCULTURE	,880	,054	16,290	***	par_2
CULTURE5	<---	WORKCULTURE	,928	,055	16,753	***	par_3
CULTURE6	<---	WORKCULTURE	,432	,085	5,107	***	par_4
SELF2	<---	SELFEFFICACY	1,000				
SELF3	<---	SELFEFFICACY	,089	,088	1,019	,008	par_5
SELF4	<---	SELFEFFICACY	,926	,061	15,215	***	par_6
SELF5	<---	SELFEFFICACY	1,000	,074	13,539	***	par_7
PERF4	<---	PERFORMANCE	1,000				
PERF5	<---	PERFORMANCE	1,047	,061	17,102	***	par_8
PERF6	<---	PERFORMANCE	,916	,067	13,591	***	par_9
PERF3	<---	PERFORMANCE	1,151	,063	18,151	***	par_10
PERF2	<---	PERFORMANCE	1,067	,064	16,539	***	par_11
TEAM7	<---	TEAMWORK	,755	,090	8,342	***	par_12
TEAM8	<---	TEAMWORK	,807	,078	10,335	***	par_13
PERF8	<---	PERFORMANCE	1,173	,063	18,751	***	par_14
SELF6	<---	SELFEFFICACY	,936	,061	15,219	***	par_15
SELF7	<---	SELFEFFICACY	,753	,074	10,218	***	par_16
CULTURE8	<---	WORKCULTURE	,998	,060	16,624	***	par_17
SELF8	<---	SELFEFFICACY	,788	,079	10,006	***	par_18
TEAM9	<---	TEAMWORK	,800	,082	9,805	***	par_19
CULTURE9	<---	WORKCULTURE	,880	,071	12,400	***	par_20
CULTURE10	<---	WORKCULTURE	,938	,057	16,508	***	par_21
TEAM10	<---	TEAMWORK	,871	,079	11,077	***	par_22
PERF9	<---	PERFORMANCE	1,012	,061	16,575	***	par_23
PERF10	<---	PERFORMANCE	,097	,075	1,293	,006	par_24
CULTURE11	<---	WORKCULTURE	,827	,053	15,608	***	par_25
CULTURE12	<---	WORKCULTURE	,995	,051	19,678	***	par_26
SELF9	<---	SELFEFFICACY	,191	,065	2,954	,003	par_27
SELF10	<---	SELFEFFICACY	1,126	,053	21,169	***	par_28

			Estimate	S.E.	C.R.	P	Label
SELF11	<---	SELFEFFICACY	,997	,065	15,288	***	par_29
TEAM11	<---	TEAMWORK	,605	,084	7,211	***	par_30
PERF11	<---	PERFORMANCE	1,075	,063	17,025	***	par_31
PERF12	<---	PERFORMANCE	,928	,066	14,066	***	par_32
SELF12	<---	SELFEFFICACY	,937	,062	15,213	***	par_33
COM11	<---	COMMUNICATION	1,000				
COM12	<---	COMMUNICATION	1,029	,055	18,843	***	par_34
COM10	<---	COMMUNICATION	1,060	,058	18,154	***	par_35
COM9	<---	COMMUNICATION	,591	,077	7,722	***	par_36
COM8	<---	COMMUNICATION	,692	,077	9,039	***	par_37
COM7	<---	COMMUNICATION	,629	,077	8,159	***	par_38
COM6	<---	COMMUNICATION	,948	,065	14,560	***	par_39
COM5	<---	COMMUNICATION	1,010	,054	18,769	***	par_40
COM4	<---	COMMUNICATION	,986	,060	16,484	***	par_41
COM3	<---	COMMUNICATION	1,052	,058	18,168	***	par_42
COM2	<---	COMMUNICATION	,236	,091	2,601	,009	par_43
COM1	<---	COMMUNICATION	1,005	,059	16,896	***	par_44
PERF1	<---	PERFORMANCE	,817	,102	7,999	***	par_45
PERF7	<---	PERFORMANCE	1,098	,063	17,421	***	par_46
TEAM5	<---	TEAMWORK	,960	,061	15,704	***	par_47
TEAM6	<---	TEAMWORK	,749	,084	8,972	***	par_48
TEAM12	<---	TEAMWORK	,514	,078	6,590	***	par_49
CULTURE7	<---	WORKCULTURE	,849	,066	12,800	***	par_50
COM13	<---	COMMUNICATION	,977	,067	14,485	***	par_51
TEAM2	<---	TEAMWORK	1,024	,063	16,293	***	par_52
TEAM1	<---	TEAMWORK	1,096	,067	16,413	***	par_53
TEAM3	<---	TEAMWORK	1,005	,060	16,755	***	par_54
TEAM4	<---	TEAMWORK	1,000				
SELF1	<---	SELFEFFICACY	1,118	,053	21,126	***	par_55
TEAM13	<---	TEAMWORK	,620	,085	7,332	***	par_56
CULTURE1	<---	WORKCULTURE	,580	,083	6,954	***	par_60

Source: Primary Data Processed with Amos, Year 2024

From the two tables above, it can be seen that all latent variable indicators have a *standardized estimate (regression weight)* in the form of a *loading factor or lambda* (λ_i) > 0.50, a critical value of C.R > 2,000, and a probability less than 0.05 (***). Thus, all indicators of latent variables are valid and significant.

4.5 Analysis of Structural Equation Models

Structural equations of Communication Variables, Teamwork, Work Culture, Self-Efficacy and Performance.

H1: $Y = \gamma_{x1} X1 + e1$, γ directly determines (Direct Effects) X1 to Y,

H2: $Y = \gamma_{x2} X2 + e1$, γ directly determining (Direct Effects) X2 to Y,

H3: $Y = \gamma_{x3} X3 + e1$, γ directly determining (Direct Effects) X3 to Y,

H4: $Z = \gamma_{x1} X1 + e2$, γ directly determines (Direct Effects) X1 to Z,

H5: $Z = \gamma_{x2} X2 + e2$, γ directly determining (Direct Effects) X2 against Z,

H6: $Z = \gamma_{x3} X3 + e2$, γ directly determining (Direct Effects) X3 to Z,

H7: $Z = \beta_z \cdot Y1 + e2$ β_z determines the direct effects of Z on Y.

The partial model test was conducted using regression coefficients for the variables of Communication, Teamwork, Work Culture, Self-Efficacy and Performance through the output table from the *view/set* sub-menu. Based on the results of the *regression weight* calculation, an output table was created (Table 8).

Table 8. Standardized Direct Effects

	LEADERSHIP	DISCIPLINE	CULTURE	MOTIVATION	PERFORMANCE
MOTIVATION	,396	,355	,276	,000	,000
PERFORMANCE	,053	,552	,092	,765	,000

Source: Primary Data Processed with Amos, Year 2024

Table 9. Regression Weight

			Estimate
SELFEFFICACY	<---	COMMUNICATION	,417
SELFEFFICACY	<---	WORKCULTURE	,243
SELFEFFICACY	<---	TEAMWORK	,300
PERFORMANCE	<---	WORKCULTURE	,336
PERFORMANCE	<---	TEAMWORK	,102
PERFORMANCE	<---	COMMUNICATION	,209
PERFORMANCE	<---	SELFEFFICACY	,758

Source: Primary Data Processed with Amos, Year 2024

Table 10. *Standardized Regression*

			Estimate	S.E.	C.R.	P	Label
SELFEFFICACY	<---	COMMUNICATION	,435	,090	4,838	***	par_58
SELFEFFICACY	<---	WORKCULTURE	,282	,092	3,069	,002	par_63
SELFEFFICACY	<---	TEAMWORK	,315	,089	3,545	***	par_64
PERFORMANCE	<---	WORKCULTURE	,317	,064	4,980	***	par_62
PERFORMANCE	<---	TEAMWORK	,087	,060	1,452	,147	par_65
PERFORMANCE	<---	SELFEFFICACY	,117	,875	8,178	***	par_66
PERFORMANCE	<---	COMMUNICATION	,178	,063	2,806	,005	par_67

Source: Primary Data Processed with Amos, Year 2024

The influence of the communication variable on the performance variable has a *standardized estimate (regression weight)* of .063, with a Cr (*critical ratio* = identical to the t-calculated value) of 2.806 and *probability* = 0.005. The CR value of 2.806 > 2.000 and *probability* = 0.005 < 0.05 indicate that the influence of the communication variable on the latent variable of performance was **significant**.

The influence of the teamwork variable on the performance variable has a *standardized estimate (regression weight)* of 0.060 with a Cr (*critical ratio*) of 1.452 at *probability* = 0.147, CR value of 1.452 < 2.000, and *probability* = 0.147 > 0.05, indicating that the influence of the Work Culture variable on the performance variable is **insignificant**.

The influence of the Work Culture variable on the performance variable had a *standardized estimate (regression weight)* of 0.064 with a *critical ratio* (identical to the t-calculated value) of 4.80 at *probability* = ***. The value of CR = 5.032 > 2.000 and *probability* = *** < 0.05 indicates that the influence of the Work Culture variable on the performance variable is **significant**.

The influence of the communication variable on the self-efficacy variable had a *standardized estimate (regression weight)* of 0.090 with a Cr (*critical ratio* = identical to the t-count value) of 4.838 at *probability* of ***. The value of CR = 4.838 > 2.000 and *probability* = *** < 0.05, shows that the

influence of the communication variable on the self-efficacy variable was **significant**.

The effect of the teamwork variable on the self-efficacy variable had a *standardized estimate (regression weight)* of 0.089, with a Cr (*critical ratio* = identical to the t-calculated value) of 3.545 at a *probability* of ***. The CR value of 3.545 > 2.000 and probability = *** < 0.05 indicate that the influence of the latent variable of teamwork on self-efficacy is **significant**.

The influence of the Work Culture variable on the self-efficacy variable had a *standardized estimate (regression weight)* of 0.092 with a *critical ratio* (identical to the t-count value) of 3.069 at *probability* = .002. The CR value of 3.069 > 2.000 and probability = .002 < 0.05, showed that the influence of the Work Culture variable on the self-efficacy variable was **significant**.

The influence of the self-efficacy variable on the performance variable had a *standardized estimate (regression weight)* of 0.067, with a *critical ratio* (identical to the t-count value) of 10.293 at *probability* = ***. The value of 10.293 > 2.000 and probability = *** < 0.05 indicates that the influence of the motivation variable on the performance variable is **significant**.

The results of testing the hypothesis of the indirect influence of communication on performance through self-efficacy as an intervening variable using the Sobel test calculator program show that the results of the calculation for the Sobel test show that the mediation influence is significant/

5. Conclusion

5.1 Conclusion

The results of the data analysis in the discussion and testing of the hypothesis can be concluded as follows:

1. The influence of the communication variable on the performance variable has a *standardized estimate (regression weight)* of .063, with a Cr (*critical ratio* = identical to the t-calculated value) of 2.806 and *probability* = 0.005. The CR value of 2.806 > 2.000 and probability = 0.005 < 0.05 indicate that the influence of the communication variable on the latent variable of performance was **significant**.
2. The influence of the teamwork variable on the performance variable has a *standardized estimate (regression weight)* of 0.060 with a Cr (*critical ratio*) of 1.452 at *probability* = 0.147, CR value of 1.452 < 2.000, and probability = 0.147 > 0.05, indicating that the influence of the Work Culture variable on the performance variable is **insignificant**.
3. The influence of the Work Culture variable on the performance variable had a *standardized estimate (regression weight)* of 0.064 with a *critical ratio* (identical to the t-calculated value) of 4.80 at *probability* = ***. The value of CR = 5.032 > 2.000 and probability = *** < 0.05 indicates that the influence of the Work Culture variable on the performance variable is **significant**.
4. The influence of the communication variable on the self-efficacy variable had a *standardized estimate (regression weight)* of 0.090 with a Cr (*critical ratio* = identical to the t-count value) of 4.838 at a *probability* of ***. The value of CR = 4.838 > 2.000 and probability = *** < 0.05, shows that the influence of the communication variable on the self-efficacy variable was **significant**.
5. The effect of the teamwork variable on the self-efficacy variable had a *standardized estimate (regression weight)* of 0.089, with a Cr (*critical ratio* = identical to the t-calculated value) of 3.545 at a *probability* of ***. The CR value of 3.545 > 2.000 and probability = *** < 0.05 indicate that the influence of the latent variable of teamwork on self-efficacy is **significant**.
6. The influence of the Work Culture variable on the self-efficacy variable had a *standardized estimate (regression weight)* of 0.092 with a *critical ratio* (identical to the t-count value) of 3.069 at *probability* = .002. The CR value of 3.069 > 2.000 and probability = .002 < 0.05, showed that the influence of the Work Culture variable on the self-efficacy variable was **significant**.
7. Based on the results of *the calculation for the Sobel test in the figure above*, it can be seen that the Sobel Test Statistic value is at 4.05935320, greater than 2,000, and the value of *Two-Tailed Probability* = 0.00004921 is less than 0.05, so it can be concluded that the influence of Communication on Performance through self-efficacy is **significant**.

8. Based on the results of *the calculation for the Sobel test in the figure above*, it can be seen that the Sobel Test Statistic value is 3.19914948 greater than 2,000 and the value of *two-tailed probability* = 0.00137834 is less than 0.05, so it can be concluded that the influence of Teamwork on Performance through self-efficacy is **significant**.
9. Based on the results of *the calculation for the Sobel test in the figure above*, it can be seen that the Sobel Test Statistic value is at 2.83623424 greater than 2.000 and the value of *Two-Tailed Probability* = 0.00456490 is less than 0.05, so it can be concluded that the influence of Work Culture on Performance through self-efficacy is **significant**.
10. The influence of the self-efficacy variable on the performance variable had a *standardized estimate (regression weight)* of 0.067, with a *critical ratio* (identical to the t-count value) of 10.293 at *probability* = ***. The value of 10.293 > 2.000 and probability = *** < 0.05 indicates that the influence of the motivation variable on the performance variable is **significant**.

5.2 Suggestion

Based on the conclusions of the study, the following suggestions are suggested in accordance with the objectives of this study:

1. Suggestions for Communication need to be made for several improvements, including the need to do several things such as holding FGDs (Group Discussion Forums) between fellow employees at the Riau Islands Provincial Government Goods and Services Procurement Bureau so that effective two-way communication is established, which will result in even better performance and improved communication between employees.
2. Suggestions for improving teamwork are necessary to form teamwork in the process of each existing work. Team members must come from various disciplines so that the discussion of problem solving can be easily completed.
3. To improve the work culture of employees, it is necessary to create standard Operating Procedures (SOPs) while working with clear rules that will improve the work culture of employees. In addition, it is necessary to provide training to employees so that they can upgrade their knowledge and skills.
4. To increase self-efficacy, it is necessary to provide training to improve employees' skills and knowledge so that they become more understanding and skilled at their work. This is expected to increase employees' confidence in their duties.
5. To optimize employee performance, it is necessary to make several improvements, including leadership, which is expected to always be able to routinely motivate employees because motivation is one of the factors that makes employees more enthusiastic at work. In addition, it is necessary to have a special space for employees to pour out new ideas and ideas for completing existing work, but they must be in accordance with existing regulations.
6. Future research should examine other variables that affect performance, such as leadership, compensation, employee trust in leadership, and other factors that may influence employee performance.

5.3 Implication

The implications of this study are as follows:

1. Theoretical implications
Theoretically, Employee Self-Efficacy involves aspects of Communication, Teamwork and Work Culture in the development of the concept of substance study to improve employee performance. In addition, there are a number of other variables that have not been researched that can be developed, including the Work Environment, Empowerment, Work Attitude, Competence, and so on, but also supporting substances to improve employee performance.
2. Implications of practice
Based on the conclusion that has been stated, there is a relationship between Communication, Teamwork and Work Culture on employee performance. This proves that Communication, Teamwork and Work Culture are the factors that determine Employee Performance.
3. Methodological implications
Causality is the principle of cause and effect, whose knowledge can be automatically known without the need for knowledge and the intermediary of other sciences. Every event acquires certainty and necessity, and the specificities of its existence due to something or various other things that precede

it are things that are accepted without doubt and do not require rebuttal. Other studies with similar models are expected to use more credible causal data than this study.

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