

## The Role Of Job Culture And Employee Self-Efficacy Among Public Appraisal Officer Performance

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### **Abstract**

*The success of a company was directly related to the success of its employees. Employees who excel can take the company to the next level. Quality, quantity, efficiency and effectiveness, as well as the ability to cooperate with others, are all important components of the individual performance standards that an organization successfully sets. The purpose of the study was to determine work culture and self-efficacy on the performance of employees of the public appraisal service office of Sugianto Prasodjo. This study uses a quantitative verification method, the research instrument uses a questionnaire. The research population was 100 KJPP Sugianto Prasodjo employees, employees were randomly selected for the research sample (random sampling). The sample used is 100 employees. Data were analyzed with Smart PLS 3.0. There was a significant relationship between work culture and employee performance ( $p < 0.05$ ), as well as between employee self-efficacy and work culture ( $p < 0.05$ ), and between the three variables ( $p < 0.05$ ). A better work culture model is likely to be developed as a result of further research.*

**Keywords** Appraisal, Employee Performance, Job Culture, Public, Self-Efficacy

### **Abstrak**

Keberhasilan suatu perusahaan berhubungan langsung dengan keberhasilan karyawannya. Karyawan yang berprestasi dapat membawa perusahaan ke tingkat selanjutnya. Kualitas, kuantitas, efisiensi, dan efektivitas, serta kemampuan untuk bekerja sama dengan orang lain, semuanya merupakan komponen penting dari standar kinerja individu yang berhasil ditetapkan oleh suatu organisasi. Tujuan penelitian adalah untuk mengetahui budaya kerja dan efikasi diri terhadap kinerja karyawan kantor jasa penilaian publik Sugianto Prasodjo. Penelitian ini menggunakan metode verifikasi kuantitatif, instrumen penelitian menggunakan kuisioner. Jumlah populasi penelitian 100 karyawan KJPP Sugianto Prasodjo, karyawan dipilih secara acak untuk sampel penelitian (random sampling). sample yang digunakan adalah 100 karyawan. Data dianalisis dengan Smart PLS 3.0. Terdapat hubungan yang signifikan antara budaya kerja dengan kinerja karyawan ( $p < 0,05$ ), serta antara efikasi diri karyawan dengan budaya kerja ( $p < 0,05$ ), serta antara ketiga variabel tersebut ( $p < 0,05$ ). Model budaya kerja yang lebih baik kemungkinan akan dikembangkan sebagai hasil dari penelitian lebih lanjut.

**Kata kunci:** Budaya Kerja, Efikasi Diri, Kinerja Karyawan, Publik, Penilaian

## INTRODUCTION

A firm or organization's ability to achieve its vision, mission, and objectives is inextricably linked to the quality of its workforce. Good employee performance is crucial for achieving this goal. Employee performance is a measurement of how effectively people carry out their primary responsibilities and tasks. Employers must evaluate employee performance based on job quality, discipline, initiative, attitude, cooperation, willingness to embrace work challenges, dependability, comprehension of work, duties, and time usage (Susanto, 2018). Despite the company's rapid expansion, maintaining a high level of performance is challenging. It is not sufficient to have a fantastic product or service; you must also have a great crew. Qualified and highly promising personnel are vital to the organization's effective operation. Every human resource inside a company must be utilized to its fullest extent in order to run a business efficiently and increase worker productivity (Wibisono, 2022). Self-efficacy and the company culture are two more factors that influence employee performance. The term "self-efficacy" is used to characterize a person's confidence in his or her own skills to carry out the intended action. Self-efficacy is the confidence in one's ability to achieve a goal, especially when it comes to performing certain tasks or responding to particular situations (Mahawati & Sulistiyani, 2021).

The employee performance of a corporation is the most important indicator to measure. It is crucial to the organization's success that its employees adhere to its standards and can do its jobs. To meet company objectives, every corporation will endeavor to improve employee performance (Wastuti, 2018). Consequently, personnel with a high level of self-efficacy are more competent and assured while dealing with organizational challenges. Thus, the presence

of working conditions that may lead to work does not diminish job happiness, but rather encourages employees to strive and overcome obstacles. A robust feeling of self-efficacy motivates us to pursue difficult goals and persevere in the face of life's adversities. Workers with a high level of self-efficacy are more likely to maintain composure in the face of obstacles and seek solutions independently. Success is the payoff for hard effort and perseverance. In conclusion, self-efficacy is directly associated with achieving performance. Philosophically and psychometrically, self-efficacy beliefs differ from result expectations, self-concept, and the impression of control (Zimmerman, 2000).

In a nutshell, self-efficacy is a belief in one's own skills to deal effectively with a variety of life situations. As an individual's self-efficacy and stress level increase, so does his personal motivation. Success motivation is directly proportional to a person's level of self-confidence. The difficulty of a task depends on an individual's confidence in his or her own talents. The work environment is a further factor influencing performance enhancement. The low level of employee recognition, low levels of well-being, communication and interaction between employees, as well as discipline and leadership, and the community environment where there are still barriers or impediments that make it appear less harmonious are indicators of the workplace culture (Arianto, 2013). To demonstrate the company's work culture, individuals must display diligence, accountability, and a commitment to reaching high performance and quality standards. The workplace culture has a significant impact on organizational productivity (Indraputra & Sutrisna, 2013). It is asserted that internal factors such as employee self-efficacy and a workplace culture aligned with their ability to perform their duties and responsibilities in order to

produce high-quality output impact the company's performance and success in achieving its objectives (Silvia et al., 2019).

The work culture of a company is shaped by the collective spirit of its employees, which is influenced by each individual's highest objectives and most ardent efforts. It is typical for an organization's leader to have the most powerful spirit, which can inspire and drive the rest of the team to work toward a common objective (Sendow et al., 2014). Critical determinants for enhancing employee performance and organizational effectiveness at KJPP Sugianto are the company's work culture and the self-efficacy of its employees. According to Nyberg et al.,(2016), a company's success depends on its employees' performance. The KJPP Sugianto Prasodjo setting was evaluated to determine if work culture and employee self-efficacy had an effect on staff performance.

Previously conducted research by Desiana (2018)with the title The Effect of Self-Efficacy on Employee Performance Through Innovation as an Intervening Variable (Studies in the Secretariat and Public Relations Division of PDAM Surya Sembada City of Surabaya) with the results of research on self-efficacy influencing employee performance. Machwati & Wibowo (2015) research entitled The Influence of Work Culture, Commitment, and Teacher Work Motivation on Elementary School Organizational Climate was also examined. The work culture of teachers can have a substantial impact on the school's overall atmosphere when it is both good and significant. There is a difference between the conclusions of this study and earlier studies in that it examines the effects of work culture and employee self-efficacy on performance at the Sugianto Public Appraisal Service Office, which has never been done before (KJPP). Providing the best customer service in KJPP Sugianto's environment relies heavily on the company's work culture and self-efficacy. A

wide range of business entities, securities, firm rights and duties, intangible assets, economic losses, financial instruments and project financing supervision are all areas of expertise for KJPP Sugianto Prasodjo's business evaluations. It is KJPP's primary concern that each and every one of its clients is completely satisfied with their experience working with the company. 1). Workplace culture affects employee performance directly, according to hypothesis in this study. 2). Self-efficacy has an impact on employee performance. 3). Workplace culture affects employee performance via self-efficacy (indirect effect).

## LITERATURE REVIEW

### *Employee performance*

In the words of "employee performance" refers to the activities, behaviors, and measurable results of employees that are linked to and contribute to the goals of the business. Thus, productivity and output are used to assess how well an organization's employees are doing in terms of their contribution to the organization's overall efficiency and effectiveness (Wulandari et al., 2011). Performance" refers to how well an individual or a group meets their job responsibilities in order to achieve organizational goals over an extended period of time. This means that individual performance (individual performance) is likely to have a positive impact on company performance (corporate performance) (Karyono, 2019).

The term "performance" refers to a person's real or perceived performance or accomplishment (Hidayat, 2017). If an employee's work results (i.e. what has to be accomplished) are combined with their level of expertise in achieving it, then we may say that they have performed well (Sedarmayanti, 2017). Employees can ensure that the firm or organization's goals for employee performance are met by ensuring

that the task is done properly and on time. Research hypothesis, namely: There is an influence of work culture mediated by self-efficacy on employee performance (indirect effect).

### *Work Culture*

Work culture is one founded on the belief that values, habits, and movement within a group are the basis for attitudes, ideas, beliefs and acts that manifest as a profession in the workplace (Hidayat, 2017). Work culture is a mindset that encourages self-confidence based on the ideals that employees believe would help them perform at their best at their job (Machwati & Wibowo, 2015). The success of an organization can be measured by the level of job satisfaction among its employees, which is a sign of a company's positive work culture (Arianto, 2013).

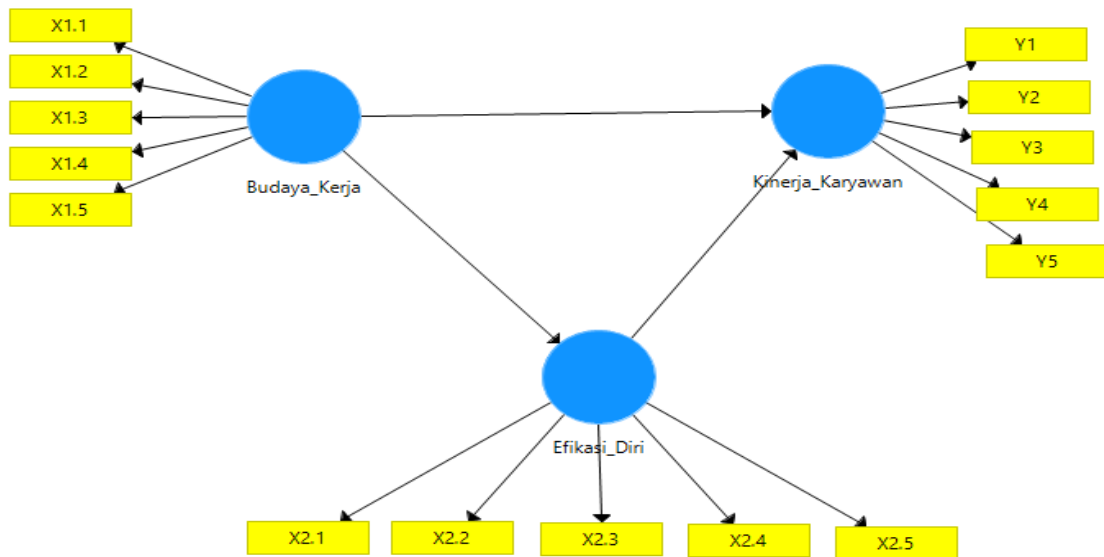
Work culture refers to the fundamental pattern of shared assumptions, attitudes, and ideas that determine how organizations think and act on issues and opportunities (Machwati & Wibowo, 2015). Developing a strong work culture is a vital internal priority since it is at the core of the philosophy to achieve success, namely the creation of values that provide broad direction for the work culture. Organizational and behavioral rules for all employees, from top to bottom of the organization (Kurniawan & Mardiana, 2019). Workplace culture is shaped by an organization's culture. It is a value system that reflects the organization's ideals as an internal and external social system, as well as its values. Organizational values are developed from its purpose and vision statements. To put it another way, each organization's culture must be distinct

(Kurniawan & Mardiana, 2019). Thus, it can be stated that a company's or organization's work culture is based on the excellent habits and patterns of its employees or employees when it comes to working or taking action in a job. Research hypothesis, namely: There is a direct influence of work culture on employee performance.

### *Self-efficacy*

A person's belief in his or her own ability to perform at a desired level is known as self-efficacy, and it is influenced by events in the individual's life (Mahawati & Sulistiyani, 2021). When someone believes they are capable of accomplishing anything, they are self-efficacious (Kusasi, 2012). Beliefs in one's own ability to succeed can have an impact on how much effort one puts in, as well as how resilient one is in the face of setbacks. Those that have a high sense of self-efficacy are willing to put in more effort and never give up until they have established the ideal business (Susanto, 2018).

Individuals believe that they are capable of directing their efforts toward success, with markers of difficulty degree, behavioral area and the strength of their belief in order to accomplish their goals (Susanto, 2018). It is the notion that a person has the ability to overcome numerous challenges in his or her life (Self-efficacy) (Yuliyani et al., 2017). Self-efficacy is a person's self-confidence in their abilities to execute labor or actions in order to achieve the goals that have been set, according to the idea described above. Research hypothesis, namely: There is an effect of self-efficacy on employee performance.



**Figure 1.** Theoretical Research Framework Model

## Research Method

### *Type of Research*

This is a quantitative study that use the descriptive verification method as its primary research approach. Employee performance at KJP Sugianto Prasodjo will be evaluated to see if the theory that work culture and self-efficacy affect employee performance can be accepted or denied.

### *Location and Time of Research*

KJP Sugianto Prasodjo will be the focus of the investigation from September 2021 to February 2022.

### *Population and sample (quantitative)*

The number of employees of KJPP Sugianto who became the population of this study amounted to 174 people. In this study, sampling was carried out using the probability sampling method. A total of 100 employees were sampled for this study. sample selection based on service period > 5 years KJPP employee Sugianto Prasodjo.

### *Data Collection Techniques*

A questionnaire was used to gather data for this investigation (questionnaire). For the

purpose of gathering data and information, researchers often administer a questionnaire to participants. A Likert scale was used to collect data for this investigation. A Likert scale survey asks participants to score their level of agreement on a 1 to 5 point scale from one to five. In order to allow responders to answer questions on a variety of scales, the Likert scale was developed. A Likert scale with a range of 1 to 5 was employed in this investigation.

### *Data Analysis*

The data analysis method used in this research is descriptive statistical analysis and inferential statistics, namely PATH analysis using SMART PLS 3.0 software. Research analysis is not only carried out on the magnitude of the direct effect (direct effect) X1 on Y or X2 on Y, but also the influence of X1 mediated by X2 on Y (indirect effect). The analytical model framework is shown in Figure 1. Testing the instrument is done by determining the validity and reliability indicators that measure each latent variable. The minimum requirement to be considered valid if  $r = 0.300$ . So if the correlation between items with a total score of less than

0.300 then the item on the instrument is declared invalid (Sugiyono, 2013). Meanwhile, the reliability test was carried out using the split half technique. An instrument variable is said to be reliable if it has a positive reliability coefficient value greater than 0.700 or 70% and the higher the reliability, the more consistent the instrument (Wibisono, 2022).

## Results and Discussion

### Results

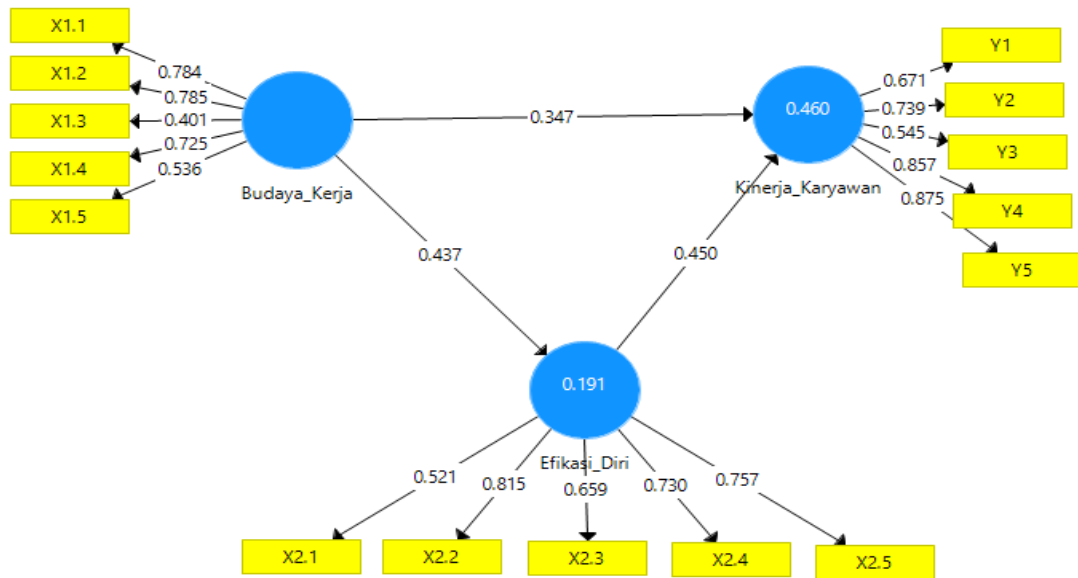
Test Each latent variable's validity and reliability are determined at the time the indicator instrument is tested. To be

declared legitimate, an instrument item must have a correlation coefficient of at least 0.300 between all of its components, with a minimum of 0.300. (Sugiyono, 2013). When it comes to testing the reliability, the split half method is applied. To put it another way, an instrument is considered more trustworthy when its positive dependable coefficient value exceeds 70 percent (or 0.700). Results of the instrument's validity and reliability testing are shown in Table 2. the research questionnaire is attached in the appendix 1.

**Table 1.** Instrument Validity & Reliability Test Results

Item	Work Culture		Self-Efficacy		Employee Performance	
	Validity	Reliability	Validity	Reliability	Validity	Reliability
1	0.630	0.777	0.717	0.906	0.780	0.861
2	0.782		0.875		0.744	
3	0.592		0.903		0.681	
4	0.875		0.897		0.897	
5	0.650		0.903		0.897	
6	0.521		0.878		0.496	
7	0.815		0.830		0.601	
8	0.659		0.584		0.467	
9	0.730		0.830		0.458	
10	0.757		0.677		0.501	
11	0.671		0.568		0.419	
12	0.739		0.497		0.681	
13	0.545		0.633		0.622	
14	0.857		0.497		0.540	
15	0.875		0.633		0.534	

Sources: Primary Data, 2022



**Figure 2.** Path Analisis Model

Sources: Primary Data, 2022

**Table 2.** Test the significance of direct and indirect effects

Hypothesis	Effect type	Loading	SD	T Statistic	P-Value
Work Culture → Employee Performance	Direct	0.354	0.098	3.540	0.000
Self Efficacy → Employee Performance	Direct	0.455	0.088	5.368	0.000
Work Culture → Self Efficacy → Employee Performance	Indirect	0.208	0.058	3.362	0.000

Sources: Primary Data, 2022

### Discussion

Figure 2 The value of R squared in the structural equation model (SEM) of each latent variable analyzed. It can be seen that the independent variable of work culture (X1) has an influence of 0.347 on employee performance (Y) (34.7 percent). The effect of self-efficacy (X2) on employee performance (Y) is 0.450 (45.0 percent), indicating that each latent variable analyzed has an influence on other latent variables. The results of the R squared analysis were compared with the total direct and indirect effects. In the opinion of Muller & Judd quoted by (Wibisono, 2022) Direct influence is the influence given

directly by the independent variable depending on the variable, while the indirect effect is the influence exerted by the independent variable through other variables. This additional variable can be an independent variable or an intervening variable. In this case, the direct effect is given by X1 to Y and X2 to Y, while the indirect effect is given by X1 to Y through X2. Table 2 describes the analysis of direct and indirect effects

Table 1. Shows that the validity and reliability of the instrument are more than the critical value ( $r = 0.195$ ) for work behavior and the work environment. The Cronbach

Alpha number, which is in the high range, is used to determine the reliability rating. As a result, it can be said that the instrument utilized is valid and reliable. Once the instrument's validity and reliability have been assessed, the next stage is to perform a path analysis utilizing Figure 1. as a framework. Each variable is depicted on a graph in accordance with the substantive theory. Path testing is made easier with Smart PLS version 3.0 because to the path coefficient value. The path in Figure 2. explains the strength of the relationship between the constructs or variables depicted coefficient.

As seen in Table 2 ( $p < 0.05$ ), X1 has a direct effect on Y. In other words, how well employees perform is strongly influenced by their workplace's culture. Workplace culture has been shown to have a favorable and significant impact on employee performance (Machwati & Wibowo, 2015) in prior studies. A company's "work culture" refers to the routines and practices followed by its employees on a daily basis (Nurhadijah, 2017). Working together with the strongest people in an organization, a work culture is created when the spirit of that person is passed down to other employees (Sendow et al., 2014). Employee performance is considerably affected ( $p < 0.05$ ) by their sense of self-efficacy. Table 2 demonstrates this. In keeping with past studies, this is the case (Desiana, 2018). Self-efficacy is a conviction in one's own abilities to deal with and overcome a wide range of challenges in one's life. Personal motivation is affected by one's self-efficacy; the lower one's stress level, the better one's self-efficacy. On the other side, the more confident one is in their own talents, the more determined they are to finish the task to the best of their abilities (Wastuti, 2018). How confident do you feel about your capacity to take actions that will benefit you? This is called self-efficacy or self-efficacy (Mahawati & Sulistiyani, 2021).

Additionally, the self-efficacy of employees is shown in Table 2 as an indirect effect of workplace culture on employee performance.  $P < 0.05$  indicates that this indirect influence has an impact. Work culture mediated by self-efficacy is shown to have an overwhelmingly favorable and significant impact in this situation. This suggests that the efficacy-mediated work culture affects KJP employees' performance. It is a way of thinking about life that sees values as qualities, habits, and driving factors that are ingrained in the life of a community or organization and then reflected in attitudes, beliefs, ideals and actions. in the form of work (Arianto, 2013).

## Conclusion and Suggestion

### Conclusion

Based on the research that has been done, it can be concluded that: work culture has a positive and significant effect on the performance of KJPP Sugianto Prasodjo employees with a value ( $p < 0.05$ ). Self-efficacy has a positive and significant effect on the performance of KJPP Sugianto Prasodjo employees with a value ( $p < 0.05$ ). Work culture and self-efficacy have a positive effect on the performance of KJPP Sugianto Prasodjo employees with a value ( $p < 0.05$ ). while the indirect effect is given by X1 to Y through X2. with a value of 0.001. This is in conformity with the dimensions of self-efficacy Confidence and effort in coping with challenging tasks so that performance increases.

### Suggestion

According to the conclusions above, the following recommendations might be summed up: This research can be utilized by KJPP Sugianto Prasodjo to increase staff performance. The performance of employees in an organization can be enhanced by providing both job- and situation-specific



coaching. The work performance of KJPP Sugianto Prasadjo personnel must be maintained and enhanced to prevent a decline. KJPP Sugianto Prasadjo personnel are expected to function well if the company can contribute to efforts to improve the quality of its employees and enhance employee development per their job requirements. Thus, future researchers may undertake more in-depth research on work culture, self-efficacy, and employee performance, as well as the factors that influence it, by employing various research objects or even by introducing other research variables.

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## Appendix 1. Research Instrument

### *Employee performance Variable*

- 1 I have a broad knowledge base. Strive to keep up with existing trends and developments
- 2 Able to solve difficult problems using the latest approaches and can develop new strategies to solve problems
- 3 Able to make decisions effectively, both based on direct experience and indirect experience
- 4 Able to choose and see problems from a different point of view from other people.
- 5 Have extensive knowledge that can help others in making decisions.
- 6 Have high self-confidence and the ability to make good decisions
- 7 Organize strategic decision-making to suit the current situation
- 8 The company provides opportunities to take training for my personal development
- 9 I have a good ability to complete the work assigned to me
- 10 The tasks that become my job are in suitable with the skills I have
- 11 I feel good about my current job
- 12 The company provides adequate facilities for me to work
- 13 Conditions in the company create good morale
14. My supervisor can motivate me to work well
- 15 I do not often make mistakes in completing assignments.

### *Work Behavior Variable*

- 1 Employee is used to coming and going home on time
- 2 Regular employees take time off according to the schedule
- 3 Employees work under the existing division of tasks

- 4 Employees are usually polite and friendly
- 5 Prioritizing service is a habit that every employee must have
- 6 All employees are neatly dressed and wear attributes
- 7 Cleanliness of the workplace is the responsibility of every employee
- 8 All existing regulations are implemented properly by all employees
- 9 Order is a shared commitment
- 10 Every employee works according to the established procedure
- 11 Employees use the facilities only for work purposes
- 12 Discipline is a habit that every employee has
- 13 Every employee has an open and communicative attitude
- 14 Every employee carries out the rules based on awareness
- 15 I always accept criticism from the leadership.

### *Self Efficacy Variable*

- 1 Confidence in the ability to take the necessary actions to achieve results
- 2 Confidence in one's ability to overcome obstacles in the difficulty of the task at hand
- 3 Have a positive view of the task at hand
- 4 Able to respond to various situations and conditions with a positive attitude
- 5 Using life experiences as a step to achieving success
- 6 Displaying an attitude that shows confidence in the entire work process
- 7 Have a strong self-confidence in self-potential in completing tasks
- 8 Have a fighting spirit and do not give up easily when experiencing obstacles in completing tasks
- 9 Commit to complete the company's tasks well
- 10 I am skilled in completing tasks and always finish them on time

- 11 I have a high sense of optimism to achieve/get something
- 12 In completing company tasks, I always give the initiative to find the best steps
- 13 In improving my performance, I focus and take responsibility for the given task
- 14 I stay calm when I get into trouble at the Company
- 15 I do not panic and rush to get things done.