

**INFLUENCE OF SELF EFFICACY, ORGANIZATIONAL CULTURE AND DISCIPLINE
WORK ON THE PERFORMANCE OF NURSES AND EMPLOYEES MAJENANG
HOSPITAL WITH ORGANIZATIONAL COMMITMENT
AS MEDIATION VARIABLES**

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Abstract: *Employee performance is the ability of employees to do certain skills. To complete a task or job a person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. With good organizational commitment in employees, it will prevent signs of strikes, decreased absenteeism, turnover intentions and job dissatisfaction. Furthermore, the encouragement that influences organizational commitment to self-efficacy, there are several factors that influence organizational commitment, one of which is self-efficacy. This research was conducted for 8 months. The research population was nurses at Majenang Hospital. Primary data collection techniques by observation and discussion, direct observation in the field using a questionnaire that is distributed. The data analysis method used is Partial Least Square (PLS). The results of this research are planned to be published in national/international seminars and in national journals. The results of the study show that self-efficacy, organizational culture and work discipline have no effect on organizational commitment. The results also show that organizational commitment has no effect on nurse performance. However, self-efficacy, organizational culture and work discipline affect the performance of nurses. Meanwhile, organizational commitment is proven to be unable to mediate the influence between self-efficacy, organizational culture and work discipline on the performance of nurses in Majenang Hospital.*

Keywords: *Employee Performance, Organizational Commitment, Self Efficacy, Majenang Hospital, PLS*

1. Introduction

The hospital, which is one of the health facilities, is a reference for health services with the main function of organizing health efforts that are healing and recovery for patients (Depkes, 2004). The role of the Hospital is an urgent matter, therefore getting to know the Hospital is not only seen from the number of patients, but rather the benefits and roles and functions. The development of the Hospital Business has experienced very rapid growth in Indonesia. According to data (Kemenkes, 2018) Hospitals in Indonesia consist of government hospitals and private hospitals with a total of 2,773.

The key factor for the quality of hospital services is human resource management. To get quality human resources. Hospitals must be able to manage resources well for the survival of the hospital, because with poor resources in the hospital, the hospital cannot run as it should (Isvandari, 2017). Human Resources must show a commitment to the organization, where

commitment to the organization shows how much individuals feel attached to the company where they work (Bagis, *et al.*, 2020). The success of an organization is strongly influenced by its human resources. The better the performance of an employee, the higher the productivity of the company, the worse the performance of an employee, the productivity of the company will decrease (Nasir *et al.*, 2021). According to Sinambela (2016) suggests that employee performance is defined as the employee's ability to do a certain skill.

According to (Sinambela, 2016), employee performance is the employee's ability to do certain skills. To complete a task or job a person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Employee performance is influenced by several factors. Among them is organizational commitment, when employees have good organizational commitment, it means that employees have strong beliefs, acceptance of company goals and values, there is an employee's willingness to work hard for the company, and there is a desire to maintain membership in a company (Asih & Dewi, 2017).

With good organizational commitment in employees, it will prevent signs of strikes, decreased absenteeism, turnover intentions and job dissatisfaction (Asih & Dewi, 2017). Another impact of good commitment is the formation of employees who have a high level of commitment to the organization so that they know the organization well and feel bound to remain part of the organization in achieving organizational goals so as to improve employee performance (Bagis *et al.*, 2019). The company will try to build a situation that can encourage a sense of belonging, loyalty, and trust in the company so that, it is hoped that with these efforts the organizational commitment of each employee will be generated.

Furthermore, the encouragement that influences organizational commitment to self-efficacy, there are several factors that influence organizational commitment, one of which is self-efficacy (Saraswati and Prihatsanti, 2017), Self-Efficacy is a very important employee characteristic to improve communication skills and self-confidence in carrying out all tasks provided, so that company activities run smoothly and employee job satisfaction will also increase (Malvika, 2017). The results of research Darmadi (2021) state that employee performance is influenced by organizational culture and work discipline. In addition, (Prasetyo, 2019) states that job satisfaction is also a factor that influences employee performance.

Based on the problems mentioned above, research is needed on the analysis of the influence of self-efficacy, organizational culture and work discipline that affect the performance of Majenang Hospital employees by placing organizational commitment as a mediating variable.

Some research linking employee performance may have been carried out, but very few researchers have conducted research by placing the variables of self-efficacy, organizational culture and work discipline as variables that affect organizational commitment and employee performance. And in this study the researcher places organizational commitment as a mediating variable.

The purpose of this study was to analyze the effect of self-efficacy, organizational culture and work discipline on the performance of employees of Majenang Hospital with organizational commitment as a mediating variable. with the following hypothesis:

- H1: Self efficacy affects organizational commitment.
- H2: Organizational culture influences organizational commitment.
- H3: Work discipline affects organizational commitment.
- H4: Self efficacy affects performance.
- H5: Organizational culture influences performance.
- H6: Work discipline affects performance.

H7: Organizational commitment has an effect on performance

H8: Organizational commitment can mediate the influence of self-efficacy, organizational culture and work discipline on performance.

Goal Congruence Theory

An organization in implementing a control system has a goal to ascertain how appropriate the level of Goal Congruence, Goal Congruence is an action carried out by individuals to direct people to be able to implement personal individual goals which are then able to help achieve organizational goals that have been determined according to Ouchi, (1979). Individuals who combine personal interests with the interests of the organization are able to support and assist the organization in achieving organizational goals.

Goal alignment theory can be used for combine systems are trying to improve alignment of individual and member behavior with goals organization (Abernethy and Chua, 1996). So that the main focus of goal alignment theory is behavior control by increasing the probability of alignment of individual and member interests with organizational goals. According to (Anthony, N. Robert, 2000). the theory of goal alignment can assist managers in running organizations towards their strategic goals.

Employee Performance

(Edison, E, Yohny A, 2017) state that performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. Meanwhile, according to (Mangkunegara, 2015) performance is the result of work achieved based on job requirements, and performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In addition, performance refers to the achievements achieved by employees in carrying out their duties according to the standards set for certain jobs (Bagis *et al.*, 2023).

Self Efficacy

Bandura (in Abidin, Pangtulan and Maria, 2016) that self-efficacy has an important role in the process of regulating individual motivation in achieving predetermined performance. One of the determinants of individuals who can carry out certain tasks and activities so that they will survive in a company is self-efficacy (Asih & Dewi, 2017). Self-efficacy and self-efficacy are employee characteristics to improve communication skills and self-confidence in carrying out all assigned tasks, so that company activities will run optimally and nurse job satisfaction will also increase (Malvika, 2017).

(Mujanah, 2020) Self Efficacy, namely the ability to get things done according to one's expectations and the importance of improving the performance of nurses in the company. According to (Subagyo, 2019) self-efficacy can be defined as an individual's belief in exploring one's own potential so that it can be developed further, so that it is able to carry out work well. Self Efficacy refers to an individual's belief in his ability to motivate cognitive resources and take the necessary actions for success in completing the assigned task (Bagis, 2022).

Organizational Culture

According to Sutrisno (2017) organizational culture is an invisible social force that can be moved by people in an organization to carry out work activities. Meanwhile, according to (Fahmi, 2014) organizational culture is a habit that has been going on for a long time and is

used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers. Based on the opinions above, it can be concluded that organizational culture is a system of control and direction in shaping the attitudes, behavior and norms and values of members in an organization that has unique characteristics and is a differentiator from other organizations.

Work Discipline

According to (Hasibuan, 2017) suggests that work discipline is defined when employees always come and go home on time, do all the work well, comply with all company regulations and applicable social norms.

According to Sinambela (2021) said that work discipline is a person's ability to work regularly, diligently continuously and work according to applicable rules by not violating predetermined rules. In line with this, (Edy, 2016) states that discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is attitudes, behavior, and actions that are in accordance with organizational regulations, both written and unwritten.

Based on some of the opinions above, it can be concluded that work discipline is the awareness and willingness of an employee to comply with regulations in an organization or company where he works. The benefit of implementing work discipline is to increase an individual's sense of responsibility in carrying out the work that has been given to him (Bagis *et al.*, 2019).

2. Research Method

This research is a research on data collected after the occurrence of events or facts so that it is categorized as a comparative causal research. From the data obtained, then identify facts or events as the affected variables to conduct an investigation of the affected variables. The population in this study is the Majenang Regional General Hospital. The population studied in this study were employees with a total of 134 employees from the results of research I conducted at the Majenang Regional General Hospital. As for the sample used is a saturated sample so that all members of the population are used as samples in the study.

This study uses primary data and secondary data. Primary data were obtained by observation and discussion, direct observation and using a questionnaire distributed to employees of the Majenang Regional General Hospital. Secondary data is data obtained from literature studies, related agencies, research publications and supporting documents. In this study using PLS (Partial Least Square).

3. Results and Discussion

3.1 Results

This research was conducted in various stages, while the first stage was data collection to be analyzed through a questionnaire given directly to the respondents. Respondents in this case were nurses at Majenang Hospital, totaling 108 people, with a response rate of 100 percent. To find out the description of the respondents, we provide an explanation as follows:

Table 1. Description of Respondents

No	Description of Respondents		amount	(%)
1	Gender	Female	68	63.00
		Male	40	37.00
2	Age	22-30 Year	72	66.70
		31-50 Year	36	33.30
3	Education	D3	38	35,2
		S1/D4	62	57,4
		S2	8	7,4
4	Length of work	> 1 Year	22	20,4
		1-2 Year	28	25,9
		3-5 Year	22	20,4
		6-10 Year	5	4,6
		> 10 Year	31	28,7
5	Department	Clinical Nurse	87	80,6
		Nurse Manager	21	19,4

Based on the description table, the majority of respondents are female, because nurse work is basically about care and service and is more in demand by women. The same thing happened in Majenang Hospital for the nursing department which was more dominated by women, because a nurse requires patience, patience and good communication with patients. Respondents based on the last education of nurses at Majenang Hospital showed nurses at Bachelor/D4 Education with a total of 62 respondents with a percentage of 57.4%, the highest Bachelor/D4 education level was at Majenang Hospital because the standard for accepting nurses at Majenang Hospital had a minimum D3 education in nursing.

From the old data, the data shows that nurses at Majenang Hospital have high organizational commitment. This can also be related to the ability of nurses to optimize their potential, where the longer the work period of a nurse, the more likely a nurse will further improve her ability to carry out worker duties. .Here we present the results of data processing using PLS analysis:

Table 4.1. Validity and Reliability Test Results

	AVE	Composite Reliability
Self Efifacy	0.593	0.879
Organizatonal Culture	0.617	0.828
Work Dicipline	0.794	0.885
Organizational Comitment	0.665	0.856
Employee Performance	0.599	0.856

PLS analysis was carried out 3 rounds until the validity and reliability requirements were met. All indicators of the variables are declared valid if they have an AVE value of more than 0.5 and are declared reliable if the composite reliability value exceeds 0.700. After being declared valid and reliable, further analysis was carried out. Structural model analysis is carried out by evaluating the results of the path coefficient parameter estimation and its significance

level. The test results for the significance of the path coefficient can be seen in table 4.2 and table 4.3.

Table 2. Parameter Coefficient and Statistical Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Self Efficacy => Organizational Comitment	-0.133	-0.155	0.149	0.892	0.373
Organizational Culture => Organizational Comitment	-0.136	-0.143	0.124	1.098	0.273
Work Dicipline => Organizational Comitment	0.171	0.177	0.174	0.979	0.328
Organizational Comitment => Employee Performance	0.117	0.117	0.065	1.801	0.072
Self Efficacy => Employee Performance	0.456	0.462	0.104	4.382	0.000
Organizational Culture => Employee Performance	0.262	0.264	0.077	3.391	0.001
Work Dicipline => Employee Performance	0.173	0.172	0.083	2.088	0.037

Table 3. Spesific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Self Efficacy => Organizational Comitment => Employee Performance	-0.016	-0.018	0.022	0.722	0.471
Organizational Culture => Organizational Comitment => Employee Performance	-0.016	-0.018	0.019	0.860	0.390
Work Dicipline => Organizational Comitment => Employee Performance	0.020	0.022	0.025	0.809	0.419

The results of the analysis show that hypotheses 1, 2 are rejected and which states that self-efficacy, organizational culture and work discipline have an effect on organizational commitment, because the p-value has a significance of more than 0.05. The same thing happened to the fourth hypothesis, namely the rejection of the hypothesis which states that organizational commitment affects employee performance. Different results were obtained in the 5th, 6th and 7th hypotheses which showed a p-value value of less than 0.05 so that the hypothesis stating self-efficacy, organizational culture and work discipline have an effect on

employee performance can be accepted. The results of the analysis for mediating variables show that the 8th hypothesis is not accepted which states that organizational commitment can mediate the influence of self-efficacy, organizational culture and work discipline on employee performance.

3.2 Discussion

The results of the study show that the first hypothesis which states that self-efficacy has an effect on organizational commitment is rejected. Nurses at the Majenang Regional General Hospital are less optimistic about achieving success in doing their job as nurses and feel less confident about success in doing a good job. Nurses should have a strong and successful belief that they can complete tasks to the best of their ability. So that nurses have previous experience that has worked well. Nurses at Majenang Hospital should be confident in their work so that the higher the confidence in the learning process optimally so as to increase organizational commitment. The results of this study are in line with research conducted by (Putri, 2021).

The second hypothesis is rejected so that organizational culture has no effect on organizational commitment. Organizational culture is based on shared values and assumptions about work as the right way to think and act in the face of problems and opportunities. (Share Irawati) . The nurses at Majenang Hospital feel that they are not trusted by the institution, even though trust is an important aspect that needs to be considered so that employees have a commitment to the organization. When employees have a high level of trust, they will not hesitate to do the best for their institution. This is in line with research conducted by Koesmono (2013) which shows organizational culture has no effect on organizational commitment.

The results of the analysis show that work discipline has no effect on organizational commitment. Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. If the rules or regulations that exist in the company are ignored or are often violated, then employees have poor work discipline (Bagis, Darmawan dan Hidayah, 2020). The work discipline factor is not a factor that can affect the organizational commitment of the nurses in Majenang Hospital. This means that nurses really understand the existing regulations so that they work according to existing regulations.

Research shows the results of accepting the fourth hypothesis, namely Self Efficacy affects performance. These findings support social cognitive theory which states that individual behavior is influenced by the environment and shows consistency in this study. Nurses at Majenang Hospital have a very good scope because leaders always support the development of their employees to continue to grow and each individual has the confidence and ability to achieve success. This research is in line with research conducted by (Rianda, R., & Firmansyah, 2021).

The fifth hypothesis which states that work culture has an effect on nurse performance is accepted. This shows that organizational culture can improve nurse performance and currently the organizational culture at Majenang Hospital is quite good. So far, nurses at Majenang Hospital have worked according to long-standing habits and are applied in work activities.

Organizational culture can help employee performance, because it creates an extraordinary level of motivation for employees to give their best in taking advantage of the

opportunities provided by their organization. This research is in line with research conducted by (Cahyani *et al.*, 2021), (Nababan and Siagian, 2020).

Acceptance of the sixth hypothesis which states that work discipline affects the performance of nurses, shows that nurses at Majenang General Hospital always maintain attitudes, behaviors, and actions that are in accordance with work rules and procedures. Improving the quality of employee resources is very urgent and needs to be carried out in a planned, directed and sustainable manner in order to increase capability and professionalism. The goal and development of the quality of human resources is to improve performance in carrying out their duties and responsibilities. In addition, the task of high employee resources will lead to the birth of a strong commitment in completing routine tasks according to their respective responsibilities and functions effectively and productively. This research is in line with research conducted by (Arif *et al.*, 2021), (Darmawan, 2022).

The seventh hypothesis shows that there is no effect of organizational commitment on employee performance. Nurses at Majenang Hospital who have worked for more than 6 years are only 33.1 percent. Organizational commitment is a more concrete form of loyalty that can be seen to what extent employees devote attention, ideas and responsibility in an effort to achieve organizational goals (Bagis, Kusumo dan Hidayah, 2021). And this is not fully owned by the nurses of Majenang Hospital at this time. Nurses at Majenang Hospital must have a strong desire to remain part of the institution and have a high commitment so that they can support optimal performance in achieving institutional performance, especially in terms of serving patients. The results of this study are in line with but not in line with the previous research conducted by (Bagis *et al.*, 2019).

The results of the analysis show that self-efficacy, organizational culture and work discipline have no effect on organizational commitment. So that it indirectly provides a rebuttal to the proposed hypothesis. In other words, organizational commitment cannot mediate the influence between self-efficacy, organizational culture and work discipline on the performance of nurses in Majenang Hospital. It is necessary to further examine the reasons why these variables do not affect organizational commitment by conducting further research.

4. Conclusion

This research aims to analyze self efficacy, organizational culture and work discipline at employee performance at Majenang Hospital with organizational commitment as a mediating variable. Based on the data analysis from the discussions that have been carried out, the following

it can be concluded:

- 1) self-efficacy does not affect organizational commitment.
- 2) Organizational culture has no effect on organizational commitment. That organizational culture is based on shared values and assumptions about work as the right way to think and act in dealing with problems and opportunities. The nurses at Majenang Hospital feel that they are not trusted by the institution, even though trust is an important aspect that needs to be considered so that employees have a commitment to the organization. When employees have a high level of trust, they will not hesitate to do the best for their institution.

- 3) Work discipline has no effect on organizational commitment. Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. If the rules or regulations in the company are ignored or often violated, then the employee has poor work discipline. Good work discipline means that beneficial benefits will be achieved, both for the company and the employees themselves.
- 4) Self Efficacy affects performance. that rate. Based on social cognitive theory which states that individual behavior is influenced by the environment and shows consistency in this study.
- 5) Work culture influences nurse performance. This shows that organizational culture can improve nurse performance and currently the organizational culture at Majenang Hospital is quite good.
- 6) Work discipline affects the performance of nurses. Shows that nurses in Majenang Hospital always maintain attitudes, behaviors, and actions that are in accordance with work rules and procedures. Improving the quality of employee resources is very urgent and needs to be carried out in a planned, directed and sustainable manner in order to increase capability and professionalism.
- 7) Organizational commitment has no effect on employee performance. Organizational commitment is a more concrete form of loyalty which can be seen in the extent to which employees devote attention, ideas and responsibility in an effort to achieve organizational goals. And this is not fully owned by the nurses of Majenang Hospital at this time.
- 8) Organizational commitment cannot mediate the influence between self-efficacy, organizational culture and work discipline on the performance of nurses in Majenang Hospital.

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