

THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL WORK CULTURE ON EMPLOYEE PERFORMANCE THROUGH SELF-EFFICACY

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Abstract: This study investigates how leadership and organizational work culture impact employee performance through self-efficacy, addressing the lack of research on psychological mediation in this relationship. Using a quantitative approach, data were collected from 145 Kopsyah Rabani employees via questionnaires and analyzed with SEM-PLS. Show that while leadership and work culture significantly enhance self-efficacy, they do not directly affect performance. Instead, self-efficacy fully mediates their influence, demonstrating its critical role in driving productivity. These findings emphasize that effective leadership and a supportive work environment boost performance by strengthening employees' self-belief. The study provides practical insights for organizations to prioritize employee confidence-building alongside leadership and cultural development for optimal performance outcomes.

Keywords: leadership, organizational culture, self-efficacy, employee performance

Abstrak: Studi ini menyelidiki bagaimana kepemimpinan dan budaya kerja organisasi memengaruhi kinerja karyawan melalui efikasi diri, mengatasi kurangnya penelitian tentang mediasi psikologis dalam hubungan ini. Dengan menggunakan pendekatan kuantitatif, data dikumpulkan dari 145 karyawan Kopsyah Rabani melalui kuesioner dan dianalisis dengan SEM-PLS. Hasil menunjukkan bahwa meskipun kepemimpinan dan budaya kerja secara signifikan meningkatkan efikasi diri, mereka tidak secara langsung mempengaruhi kinerja. Sebaliknya, efikasi diri sepenuhnya memediasi pengaruh mereka, menunjukkan peran pentingnya dalam mendorong produktivitas. Temuan ini menekankan bahwa kepemimpinan yang efektif dan lingkungan kerja yang mendukung meningkatkan kinerja dengan memperkuat kepercayaan diri karyawan. Studi ini memberikan wawasan praktis bagi organisasi untuk memprioritaskan pembangunan kepercayaan karyawan di samping pengembangan kepemimpinan dan budaya untuk hasil kinerja yang optimal.

Kata Kunci: kepemimpinan, budaya organisasi, self-efficacy, kinerja karyawan

INTRODUCTION

Cooperatives are a people's economic movement based on the principle of kinship (Law No. 25 concerning Indonesian Cooperatives 1992). Sharia cooperatives are cooperatives whose principles, objectives and business activities are based on Islamic sharia, namely the Al-Quran and Assunah (Rully, Anwar, and Nanda 2022). KSPPS Raya Banda Madani (KSPPS Rabani) or Rabani Sharia Cooperative (Kopsyah Rabani) is one of the cooperatives that received the best cooperative award from Banten Province for its best performance achievements.

Performance at Kopsyah Rabani can be observed from several indicators, starting from the number of branches, members, capital, total assets, distribution, receivables, savings, income and remaining business results (SHU). In detail, the targets and realization of Kopsyah Rabani's performance in 2023:

Table 1. Target and Realization of Kopsyah Rabani Performance

No	Performance Indicators	Target 2023	Realization	Achievements (%)
1	Branch	25	25	100%
2	Member	60,000	55,424	92%
3	Capital	25,000,000,000	21,099,716,432	84%
4	Number of assets	175,000,000,000	132.892.918.324	76%
5	Distribution	150,000,000,000	114,965,407,600	77%
6	Receivables	125,000,000,000	98.095.217.030	78%
7	Savings	30,000,000,000	29,736,992,378	99%
8	Income	35,000,000,000	34,007,008,041	97%
9	SHU	1,000,000,000	862.430.428	86%

Source: 2023 RAT Report

Almost all performance indicators at Kopsyah Rabani have increased significantly every year, but the target and performance realization is only branch growth which reaches 100%. Total assets, distribution and receivables are still below 80%. Member growth performance indicators are above 90%. For capital, savings, income and remaining operating results (SHU) are still below 90%. This performance achievement is largely determined by leadership factors, organizational work culture and employee self-efficacy. In terms of age, the Branch Head level is still very young and does not have much experience. With limited flying hours and experience, this is allegedly the reason why the branch's performance and targets have not been fully achieved. Moreover, organizational work culture, such as a responsive culture, is still very lacking, especially in responding to every policy from the head office. With the average age of employees being quite young, their experience and self-efficacy are still not yet mature enough to become leaders.

Employee performance greatly determines organizational effectiveness(Otoo 2024).A positive work environment has the power to improve employee performance(Zhenjing et al. 2022). Employee performance is greatly influenced by various factors, one of which is leadership(Schaubroeck et al., 2011,Peterson et al., 2012,Ruschman 2002,Jaramillo et al., 2015), self-efficacy(Khalique and Singh, 2019,Schmidt and DeShon, 2010, Van Dijk and Kluger, 2011,Ambarita et al., 2022) and organizational work culture(Hamdani et al., 2024,Warrick et al., 2016,Mohsen et al.,2020,Warrick, 2017,Cherian et al. 2021b).

Uncertainty in the global market requires organizations to be more aware of change, the complexity of business operations requires effective participation from every level of the organization(Asrar-ul-Haq and Kuchinke 2016a). Change is synonymous with an effective leadership style to produce strong energy and determination for every employee, challenge and encourage every employee to be enthusiastic in working, able to take high-risk decisions, and have a vision and mission that is in line with organizational goals.(Wahyudi et al., 2021).Loyal employees carry out their core performance in the company and increase their concern for the success and development of the organization(Hamzah et al., 2021).

The importance of leadership cannot be separated from the ability to control, lead, and influence other people to achieve goals. Effective leadership is able to provide emotional and inspirational support by being a role model in implementing organizational values and shaping organizational culture. True leadership is a combination of personality, professional knowledge and skills, experience, self-confidence, intuition and empathy(Dimitrovska et al., 2009). Leadership is an important factor that determines the high and low performance of employees in an organization. However, it is known that leadership factors alone are not enough to maximize employee performance. One of the predictor variables that is thought to influence performance is organizational culture(Ferine et al., 2021). Environmental factors such as organizational culture can also make employee performance better(Gerhart and Milkovich, 1992).

A leader's influence and effectiveness varies greatly based on the strength of the culture in which the leader works.Organizational culture has a big influence on developing employee productivity(Pangarso et al., 2021).Organizational culture has a strong positive impact on the behavior of its members, including the desire to improve work performance. Company culture can help employees solve work problems so that new members of the company will continue

because it is considered the correct way to understand, think and feel. in connection with these problems or the company's customary standards(Schein, 2014).

Other factors that are no less important in determining employee performance are internal factors within the employee such as self-efficacy. Previous research has proven that individuals with a high level of self-efficacy are better at overcoming problems compared to individuals with a low level of self-efficacy. Even(Mujeeb et al., 2021)saying bluntly that someone with low self-efficacy will perform poorly.

In 1977, Albert Bandura initiated the concept of perceived self-efficacy which influences and modifies human behavior. Workers with high self-efficacy are confident and motivated to work well(Stajkovic et al., 2018). Any employee with high self-efficacy will be able to adapt to problems and effectively find better approaches to perform complex tasks and difficulties.(Carter et al., 2018a).

The research results, which still contain differences, motivate this research. Several previous studies have proven that there is significant relationship between leadership and employee performance outcomes(Asrar-ul-Haq and Kuchinke, 2016b). Leadership style influences employee performance in many ways. There is a large body of literature that supports that leaders are considered effective when they use transformational and transactional leadership styles simultaneously. According to Hoedemakers et al., (2023), supervisor leadership influences employee work ability. However, the Laissez-Faire leadership style shows a negative relationship to employee performance in terms of effectiveness and employee satisfaction(Asrar-ul-Haq and Kuchinke, 2016b). This type of leadership tends to avoid making decisions, because of the potential for facing problems. As a result, employees become dissatisfied, unproductive and inefficient in their work. The Laissez-Faire leadership style is considered the least effective and has a negative impact on the performance results and productivity of its followers(Yahaya and Ebrahim 2016).

Apart from that, the relationship between organizational culture and employee performance still has different results. Several studies say that organizational culture has a positive effect on employee performance(Cherian et al., 2021a; Paais, 2018; Pangarso et al., 2021)whereas(Harwiki, 2016; Hiršová et al., 2018)revealed that organizational culture has no effect on performance. The differences in research results believe that there is a need for other variables that can mediate the relationship between leadership and organizational

culture. Findings from other research suggest the important role of self-efficacy in improving employee performance. Leadership has a positive effect on employee self-efficacy, motivation, creativity and organizational performance (Bronkhorst et al., 2015; Newland et al., 2015; Kim and Yoon, 2015; Jyoti and Bhau, 2015). This is also in line with research (Carter et al., 2018a; Mishra et al., 2022; Stajkovic et al., 2018; Yusuf, 2011) that self-efficacy has a positive effect on improving employee performance.

Previous studies have extensively explored the direct effects of leadership and organizational work culture on employee performance. However, there remains a significant gap in understanding the mediating mechanisms that explain how these factors influence performance outcomes. While self-efficacy has been recognized as a critical psychological factor in individual performance, its role as a mediator in the relationship between leadership, organizational culture, and employee performance has not been sufficiently examined. Many existing studies focus on isolated aspects of leadership or culture, often neglecting the integrated influence of these variables through self-efficacy. Additionally, there is limited empirical evidence from specific organizational contexts, particularly in dynamic work environments where leadership adaptability and cultural alignment are crucial for performance enhancement.

This study introduces a novel perspective by investigating self-efficacy as a key mediating variable that bridges leadership and organizational work culture with employee performance. Unlike prior research that predominantly examines direct relationships, this study adopts a more comprehensive approach by analyzing how transformational leadership and supportive work cultures enhance employees' self-belief, thereby driving performance. Furthermore, the research contributes to the literature by integrating multiple theoretical frameworks, including Social Cognitive Theory and Organizational Behavior Theory, to provide a deeper understanding of the psychological and structural factors influencing performance. The findings are expected to offer fresh insights into optimizing leadership strategies and cultural practices to foster self-efficacy and, consequently, improve employee productivity.

The purpose of this study is to examine the influence of leadership and organizational work culture on employee performance, with self-efficacy as a mediating variable. By doing so, the research aims to: (1) determine the direct effects of leadership styles and work culture

on employee performance, (2) assess the role of self-efficacy in mediating these relationships, and (3) provide practical recommendations for organizations to enhance performance by cultivating effective leadership, a positive work culture, and employees' self-efficacy. Ultimately, this study seeks to bridge theoretical and practical gaps, offering actionable strategies for organizational development and human resource management.

Someone who has good self-efficacy will turn obstacles or challenges into opportunities at work. Self-efficacy can also be a mediating variable to encourage the influence of leadership on employee performance. Apart from that, self-efficacy can also increase the influence of organizational culture on employee performance.

Influence leadership on self-efficacy

Leadership style impacts the manner and frequency of delivery of feedback (Gumah, Wenbin, and Aziabah 2021). Said to be a leader, because its ability to stimulate and motivate its employees to achieve the desired results. (Andersen 2016). A leader always guides his followers to act and engage in certain behaviors (Walumbwa et al. 2008, Iqbal et al. 2018, Elsaied 2019), can even lead beyond expectations (López-Domínguez et al. 2013). Self-efficacy is greatly influenced by the leader's behavior (Ren and Chadee 2017). Self-efficacy directs people to work hard to succeed and encourages skill development (Bandura 2010).

Leaders always motivate positive and creative behavior, be productive and increase the self-confidence of their followers. Leaders can increase the confidence and self-efficacy of their followers (Pillai and Williams 2004). Various leadership styles (responsible, inclusive, authentic, supportive leadership) (Ullah et al. (2021), proven to be able to shape employee self-efficacy. Same opinion from Liu, Qiang, and Kang (2023), that leadership influences self-efficacy. Likewise according to (Pillai and Williams 2004), transformational leadership has a direct effect on self-efficacy. From the description above, the following hypothesis can be formulated:

H1 : Leadership influences self-efficacy

Influence organizational work culture on self-efficacy

A positive and supportive organizational culture that emphasizes the values of togetherness, teamwork and employee empowerment can increase self-efficacy. Organizational culture has been proven to have a positive and significant effect on self-efficacy (Opolot et al., 2023). Self-efficacy reflects the employee's attitude in completing work

tasks to the best of his ability (Memon et al., 2019). A culture that is supportive and empowering tends to increase self-efficacy. Organizational culture plays an important role in organizational empowerment which influences self-efficacy (Wu et al., 2023). One of the supportive cultures is demonstrated by Khan et al., (2023), with a culture of knowledge sharing to increase employee confidence, thereby increasing their self-efficacy. According to Soomro et al., (2023), company culture factors such as organizational communication, training and development as well as rewards and recognition have a positive and significant impact on employee self-efficacy. From the description above, the following hypothesis can be formulated:

H2: Work culture organization influences self-efficacy

Influence leadership on employee performance

Leadership is one of the most studied topics in organizational environments and is related to employee performance (Asrar-ul-Haq and Anwar 2018). Leadership can be defined as the ability or art of influencing and mobilizing organizational members to achieve predetermined organizational goals (Black and Porter 2000), (Sertel, Karadag, and Ergin-Kocatürk 2022), (Jacobs and Jaques 1990), (Robbins et al. 2013). Leadership style significantly influences employee performance. Transformational leadership is proven to be able to motivate employees to move and change their attitudes, values and behavior through empowerment, which leads to extraordinary performance (Hoedemakers et al., 2023). Other leadership styles, such as authentic leadership can also influence employee performance (Sertel et al., 2022).

Effective communication is very important for leaders to foster employee motivation which in turn can have a positive impact on their performance (Arisman 2022). In short, leadership style plays an important role in shaping employee performance. Effective leadership can inspire, motivate and empower employees, leading to improved performance outcomes. From the description above, the following hypothesis can be formulated:

H3: Leadership influences employee performance

Influence Organizational work culture on employee performance

Organizational culture is a term used to describe the environment in which people work and its influence on the way they think, act, and experience work. Culture plays an important role in the success or failure of an organization (Warrick et al., 2016). Organizational culture has a positive and significant impact on employee performance (Mohsen et al., 2020). The main factor in the success of an organization is its culture. This organizational culture can influence

the performance, effectiveness, work morale and productivity of its employees. Organizational culture also has a significant influence on company performance and effectiveness (Warrick, 2017). Thus, a good work culture can create a positive work environment that can improve employee performance (Cherian et al., 2021b). From the description above, the following hypothesis can be formulated:

H4: Work culture Organizations influence employee performance

The influence of self-efficacy on employee performance

Self-efficacy plays an important role in realizing employee performance. Self-efficacy allows people to take responsibility with confidence and do work effectively (Elangovan and Karakowsky 1999), (Carter et al. 2018b). Self-efficacy refers to an individual's belief in his or her ability to carry out tasks and achieve goals, which has been proven to have a significant effect on employee performance. Employees who have self-efficacy will be more involved in their work, have higher job satisfaction, and be more committed to their organization (Coming 2023), (Na-Nan, Kanthong, and Joungtrakul 2021). From the description above, the following hypothesis can be formulated:

H5: Self-efficacy influence employee performance

The influence of leadership on employee performance through self-efficacy

Leaders can influence employee self-efficacy by providing support, resources, and opportunities for success. Self-efficacy is the belief to carry out tasks skillfully, so that it has a positive impact on employee performance. Self-efficacy increases expectations for employees to achieve performance. Self-efficacy has been proven to influence performance (Saleem, Malik, and Qasim 2022). Employee involvement in work shows good self-efficacy, resulting in better performance (Sidik Nusannas et al. 2020). Good leadership can influence employee self-efficacy, so that they are motivated to perform well.

The transformational leadership model is very strong in forming self-efficacy, so that this leadership model has a positive influence on job performance. Self-efficacy has been proven to mediate the influence of leadership on employee performance (Sürücü, Maslakçı, and Sesen 2022). The same finding was also expressed by Khalique and Singh (2019), where transformational leadership is proven to have a positive effect on work performance and self-efficacy as a mediating variable. The existence of self-efficacy as a mediator was also revealed by Hadi (2023). These two findings have confirmed that self-efficacy is a connecting factor

between leadership and employee performance. From the description above, the following hypothesis can be formulated:

H6 : KLeadership influences employee performance through self-efficacy

The influence of organizational work culture on employee performance through self-efficacy

Organizational culture influences employee performance which is mediated by self-efficacy. This means that organizational culture influences employee performance not directly, but rather indirectly through employee self-efficacy, or their belief in their ability to successfully carry out tasks. (Wiyanto, Widayati, and Marliya 2022). Self-efficacy is a significant mediator in the relationship between organizational culture and employee performance. Work culture plays an important role in shaping a person's self-efficacy, thereby fostering confidence in their ability to carry out various tasks and responsibilities. By cultivating a culture that increases self-efficacy, organizations can cultivate a more committed and motivated workforce, leading to improved performance (Opolot et al. 2023).

An organizational culture that is fostered to increase self-efficacy by providing opportunities for training, development, mentoring, continuous performance evaluation and feedback. Self-efficacy grows a person's confidence of its ability to complete a particular task (Bandura 1978). A person's self-efficacy is a strong determinant of effort, perseverance, strategy formulation, as well as training and work performance. Apart from being highly predictive, self-efficacy can also be developed to improve performance (Heslin and Klehe 2006), (Saleem, Malik, and Qasim 2022). Because employees have self-efficacy tend to struggle to overcome difficulties at work while maintaining their performance (Cherian and Jacob 2013). From the description above, the following hypothesis can be formulated:

H7: Culture Organizational work influences employee performance through self-efficacy

METHOD

This research uses a quantitative approach to test examine the influence of leadership and organizational work culture on employee performance through self-efficacy. The population in this research are employees Banda Madani Sharia Cooperativewith a random sampling technique using the Slovin formula, 145 employees were obtained. The data analysis technique in this research uses multivariate analysis. All variables were measured using a questionnaire

with a Likert scale of 1-5, scale 1 (very bad), scale 2 (not good), scale 3 (fairly good), scale 4 (good) and scale 5 (very good).

Transformative leadership is measured by adopting an instrument from Carless, Wearing, and Mann (2000) and Bronkhorst, Steijn, and Vermeeren (2015) which consists of indicators (1) communicating the vision, (2) developing staff, (3) providing support, (4) empowering staff, (5) innovative, (6) leading by example, and (7) being charismatic. With Leadership Styles (LEA) from Harris and Ogbonna (2001) and Lam et al., (2021): participative and supportive style. Organizational culture is measured using items from Lee and Choi (2003) which was also adopted by Lam et al. (2021) with indicators: collaboration, mutual trust and learning. Self-efficacy Leadership was measured using a short version of The Leadership Self-Efficacy Scale (LSES) with the leader's self-control efficacy subscale (leader self-control efficacy) and the efficacy of leader assertiveness (leader assertiveness efficacy) (Samuels, Foster, and Lindsay 2010), (Bergman, Sendén, and Berntson 2019). Employee performance indicators refer to individual Work Performance Questionnaire (IWPQ). IWPQ is based on dimensions Koopmans (2014) modified, where individual work performance consists of task performance scale, contextual performance scale and counterproductive work behavior scale.

RESULTS AND DISCUSSION

Respondent description

Respondent data is based on age, namely 18 (12%) < 20 years old and 127 (88%) aged 21-40 years. The education level for high school was 123 (85%), bachelor's degree was 21 (14%) and master's degree was 1 (1%). Based on the position level for Branch Heads it is 25% (17%), Deputy Branch Heads are 29 (20%), Managers are 1 (1%) and SPIs are 4 (3%) and Field Staff are 86 (59%).

Convergent Validity and Discriminant Validity

The scales measuring the constructs in this article were tested for construct validity. A measurement can be said to have *construct validity* if it can test the construct or characteristics of the hypothesis as a design (Hair, Ringle, and Sarstedt 2011). To test *convergent validity* construct, we tested Cronbach's alpha, Average Variance Extracted (AVE), and Composite Reliability (CR). Acceptable threshold values for Cronbach's Alpha, AVE, and CR are 0.6, 0.5, and 0.7 respectively (Hair, Ringle, and Sarstedt 2011; Bagozzi, Yi, and Phillips 1991). All values *Cronbach's alpha* higher than 0.7, exceeding the predetermined value. The

AVE value is above 0.5, meaning it meets *convergent validity* of the construct being tested. In addition, the composite reliability value is above 0.7, which indicates high internal consistency (Hair, Ringle, and Sarstedt 2011). In addition, the fact that all variables have outer loadings higher than 0.6, which meets the theoretical requirements (Henseler, Ringle, and Sarstedt 2012), and confirm the content validity of the scale. For BKO3, BKO5, BKO6, KK2, KK4 do not meet the requirements *convergent validity*, so that this outlier data is not included in data processing.

Table 2. Convergent Validity and Discriminant Validity

Latent Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
	Thresholds	≥ 0.6	≥ 0.6	≥ 0.7	≥ 0.5
KEP	KEP1	0.769	0.926	0.940	0.661
	KEP2	0.834			
	KEP3	0.745			
	KEP4	0.806			
	KEP5	0.837			
	KEP6	0.806			
	KEP7	0.845			
	KEP8	0.854			
BKO	BKO1	0.841	0.739	0.852	0.657
	BKO2	0.768			
	BKO4	0.822			
SELF	SELF1	0.742	0.872	0.904	0.611
	SELF2	0.792			
	SELF3	0.756			
	SELF4	0.781			
	SELF5	0.784			
	SELF6	0.833			
K.K	KK1	0.730	0.962	0.965	0.595
	KK3	0.686			
	KK5	0.717			
	KK6	0.765			
	KK7	0.785			
	KK8	0.787			
	KK9	0.785			
	KK10	0.828			
	KK11	0.770			
	KK12	0.783			
	KK13	0.782			
	KK14	0.709			
	KK15	0.785			
	KK16	0.787			
	KK17	0.785			

Latent Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
	Thresholds	≥ 0.6	≥ 0.6	≥ 0.7	≥ 0.5
	KK18	0.828			
	KK19	0.770			
	KK20	0.783			
	KK21	0.782			

Source: processed research data

The following are the results of testing the research model using WarpPLS

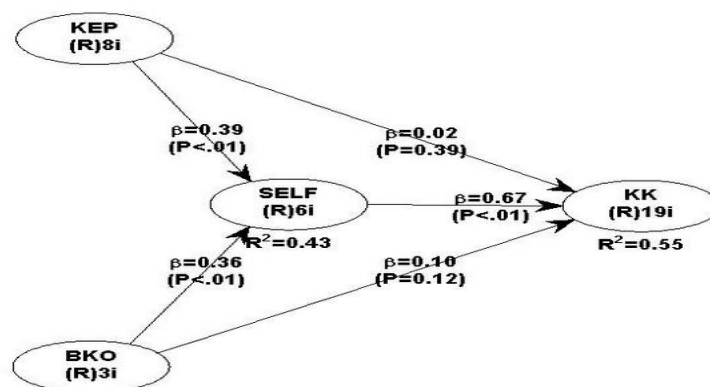


Figure 1. Model Test Results (WarpPLS)

Inner Model

Adjusted R-Squared and Q-Squared

Table 3. Table Adjusted R-Square and Q-Squared

	Adjusted R-Squared Coefficients	Q-Squared Coefficients
Self-Efficacy	0.420	0.433
Employee performance	0.554	0.561

MarkAdjusted R-Squared self-efficacy variable of 0.420 shows that variations in self-efficacy can be explained by variations in leadership, organizational work culture and employee performance of 42% and the remaining 58% is influenced by other variables. The Adjusted R-Squared value of the employee performance variable is 0.554, indicating that variations in employee performance can be explained by variations in leadership, organizational work culture and self-efficacy of 55.4% and the remaining 44.6% is influenced by other variables. The R Square value is 0.75 (strong), 0.5 (medium) and 0.25 weak. The Adjusted R-Squared value for the self-efficacy variable of 0.420 is considered moderate because it is close to 0.5 and employee performance of 0.554 is considered moderate. Furthermore, a research model with predictive validity must have a Q-Squared value greater

than 0. The estimation results of the research model show good predictive validity, namely self-efficacy of 0.433 and employee performance of 0.561.

Effect Size

The next test is to see which exogenous latent factors have the greatest influence on the endogenous variables. According to Hair et al. (2014) and Cohen (1988), the effect sizes are: 0.02 (weak), 0.15 (medium) and 0.35 (strong). The following table displays the test results.

Table 4. Effect Size

	Effect Size	Results
<i>Leadership > Self-efficacy</i>	0.225	Currently
<i>Work culture organization > Self-efficacy</i>	0.203	Currently
<i>Leadership > employee performance</i>	0.011	Weak
<i>Work culture organization > employee performance</i>	0.047	Weak
<i>Self-efficacy > employee performance</i>	0.496	Strong

The effect size is classified as strong, namely the influence of self-efficacy on employee performance of 0.496. The effect size is classified as moderate, namely the influence of leadership on self-efficacy is 0.225 and the influence of organizational work culture on self-efficacy is 0.203. The effect size is classified as weak, namely the influence of leadership on performance of 0.011 and the influence of organizational work culture on employee performance of 0.047.

Model Fit and Quality Indices

Outputs The fit index shows the goodness of fit criteria for a good model. Where the APC value = 0.308, ARS = 0.491, AARS = 0.482 with a significance value of $p < 0.001$ (< 0.05). Likewise, the value of average block VIF (AVIF) = 1.558 and Average full collinearity VIF (AFVIF) = 1.990, which is less than 3.3 (meets ideal standards). This means that there is no multicollinearity between indicators and between latent variables. The resulting GoF is 0.557 > 0.36 , which means the model fit is very good. For the Simpson's paradox ratio (SPR) index = 1,000, R-squared contribution ratio (RSCR) = 1,000, statistical suppression ratio (SSR) = 1,000 and nonlinear bivariate causality direction ratio (NLBCDR) = 1,000. Each has a value ≥ 0.7 , which means there is no causality problem in the model. This research was carried out in two iterations using the resampling (bootstrapping) method with 200 samples.

Significance Test

Path Coefficients Direct Influence

Table 5. Results of the Direct Effect Test

Direct Influence	B	P Values	Results
<i>Keinfluential leadership->Self-efficacy</i>	0.389	< 0.001	Accepted
<i>Work cultureorganization->Self-efficacy</i>	0.359	< 0.001	Accepted
<i>Keleadership->employee performance</i>	0.022	0.394	Reject
<i>Work cultureorganization->employee performance</i>	0.097	0.117	Reject
<i>Self-efficacy->employee performance</i>	0.671	< 0.001	Accepted

Direct test results can be said to be influential if the p value <0.05. The direct influence test proves that leadership has a significant effect on self-efficacy and values < 0.001 (below 0.05), which means hypothesis 1 is accepted. Hypothesis 2 is also accepted which states that organizational work culture has a significant effect on self-efficacy as evidenced by the p value < 0.001 (below 0.05). Leadership has no effect on employee performance with a significance value of 0.394 (more than 0.05), so hypothesis 3 is rejected. Hypothesis 4 was also rejected because the p value was 0.117 (more than 0.05), so organizational work culture had no effect on employee performance. Self-efficacy has a significant effect on employee performance with a p value < 0.001 (below 0.05), so hypothesis 5 is accepted.

Indirect Effects

Table 6. Indirect Effect Test Results

Indirect Influence	Indirect Effects	P Values	Results
Leadership -> self-efficacy -> employee performance	0.261	< 0.001	Accepted
Organizational work culture-> self-efficacy -> employee performance	0.241	< 0.001	Accepted

The results of testing the indirect influence of leadership on employee performance through self-efficacy obtained a P value of < 0.001 (below 0.005), which means there is an indirect influence so that self-efficacy can intervene in the influence of leadership on employee performance (hypothesis 6 is accepted). The second indirect influence is organizational work culture on employee performance through self-efficacy which has a P value of < 0.001 (below 0.005), which means there is an indirect influence so that self-efficacy can intervene in the influence of organizational work culture on employee performance (hypothesis 7 is accepted).

CONCLUSION

This research provides important evidence about the role of leadership and organizational work culture on employee performance, both directly and indirectly. Five of the seven proposed hypotheses were accepted and two hypotheses were rejected. Hypothesis 1 is accepted, namely leadership has a significant effect on self-efficacy. A good leader must be able to motivate his subordinates in a positive, creative and productive direction and be able to increase his followers' self-efficacy (Pillai and Williams 2004). The results of this study are in line with research Ullah et al. (2021), Liu, Qiang, and Kang (2023). Hypothesis 2 is accepted, where organizational work culture influences self-efficacy. A positive and supportive work culture can build togetherness, teamwork and empowerment can form self-efficacy that reflects the employee's attitude in completing work to the best of his ability (Memon et al., 2019). This is in line with research Opolot et al. (2023), Wu et al. (2023), Khan et al. (2023) and Soomro et al. (2023).

Hypothesis 3 is rejected, leadership has no effect on employee performance. In this case, leadership has not been able to motivate its followers to move, change attitudes, values and behavior that lead to performance. This can happen due to the experience and age of a leader. Because experience and maturity really determine the quality of a leader in making decisions and moving other people to achieve good performance. The results of this study are not in line with research Hoedemakers et al. (2023), Sertel et al. (2022) and Arisman (2022). Hypothesis 4 is also rejected, this proves that organizational work culture has no effect on employee performance. This means that the organization's work culture has not been able to create a positive work environment that can improve performance (Cherian et al., 2021b). This is not in line with research (Mohsen et al., 2020), (Warrick, 2017). Hypothesis 5 is accepted, self-efficacy is proven to influence employee performance. Self-efficacy allows people to take responsibility with confidence (Elangovan and Karakowsky, 1999; Carter et al., 2018b) in carrying out tasks to achieve better employee performance.

Next, for the indirect hypothesis, the role of self-efficacy is to intervene in the influence of leadership and organizational work culture on employee performance. Hypothesis 6 is accepted, leadership influences employee performance which is mediated by self-efficacy. This means that leadership must be able to create self-efficacy through providing support, resources, opportunities and confidence in carrying out tasks to achieve employee performance. This is

in line with research Saleem, Malik, and Qasim (2022), Sidik Nusannas et al. (2020), Sürücü, Maslakçı, and Sesen (2022), Khalique and Singh (2019), And Hadi (2023). Hypothesis 7 is accepted, where organizational work culture influences employee performance which is mediated by self-efficacy. This means that organizational culture does not have a direct effect on employee performance, but rather an indirect effect through self-efficacy (Wiyanto, Widayati, and Marliya 2022). With b This supportive and productive organizational work culture provides support and confidence in resolving difficulties in the workplace to achieve employee performance (Cherian and Jacob 2013). This is in line with research Opolot et al. (2023), Heslin and Klehe (2006), Saleem, Malik, and Qasim (2022).

The benefits of this research can be seen in two main aspects. Theoretically, this study enriches the literature in the field of organizational behavior by confirming the role of self-efficacy as a mediator variable. In practical terms, these findings provide valuable guidance for organizational management to develop employee development programs that not only focus on improving leadership and work culture, but also pay attention to aspects of strengthening employee self-confidence.

This research has several limitations that need to be considered. First, the scope of research is limited to one organization (Kopsyah Rabani) makes the generalization of findings need to be done carefully. Second, the data collection method using questionnaires has the potential to bias the subjectivity of respondents. Third, this study has not considered other potential moderator variables that might influence the relationship between variables.

The implications of this study emphasize the importance of a holistic approach in improving employee performance. Organizations are advised to: (1) integrate self-efficacy strengthening programs in HR development strategies, (2) create a supportive work environment through constructive feedback and measurable work challenges, and (3) develop an empowering leadership style and inclusive organizational culture. These findings also open up opportunities for further research involving other mediator and moderator variables in more diverse organizational contexts.

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