

The Influence of Organizational Culture, Empowerment and Self-efficacy on Job Satisfaction and Employee Performance of the Public Works Office of East Kutai Regency

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ABSTRACT: *The purpose of this research is to see that employee performance is influenced by organizational culture, empowerment, and self-efficacy at the Public Works Office of East Kutai Regency. The sample in this study were all civil servants, amounting to 70 employees. The data analysis used by the author is the Structural Equation Model (SEM). Hypothesis testing is carried out by multivariate analysis which is run through the SmartPLS program. Data analysis through partial Least Square (PLS) was carried out in two stages, namely: First, assessing the outer model or measurement model. Second, assessing the inner model or structural model. The results showed that organizational culture had a positive and insignificant effect on employee satisfaction, Empowerment had a positive and insignificant effect on employee satisfaction, Self-efficacy had a positive and significant effect on employee satisfaction, Organizational culture had a positive and insignificant effect on employee performance, Empowerment had a positive effect. and significant towards employee performance, self-efficacy has a positive and insignificant effect on employee performance, satisfaction has a positive and significant effect on employee performance.*

KEY WORD: *Organizational Culture, Empowerment, Self-Efficacy, Job Satisfaction, Employee Performance.*

Date of Submission: 06-07-2022

Date of Acceptance: 20-07-2022

I. INTRODUCTION

Employee performance for an agency is manifested in its ability to provide superior public services, namely an attitude or way of employees in providing optimal public services. Employee performance is a must and a strategy. If the public services provided through the performance of the Public Works Department's employees in the Human Settlements Sector, East Kutai Regency. Job satisfaction is something that can shape employee performance, because if employees are satisfied or in other words the employee feels comfortable with their respective jobs, then no doubt they will work whole-heartedly and will produce the quality and quantity of work expected by the agency. But when employees have tried their best and got good results, the agency should not just stand still, because they need to be appreciated for their efforts, the agency should appreciate it by giving feedback that can make employees more enthusiastic about working. If the organization can appreciate, then this can certainly produce a positive impact so that employees can work well. In general, performance is influenced by two factors, namely internal and external factors. Internal factors are factors that come from within the employee, for example, job satisfaction, while external factors are factors that come from outside the employee, for example, organizational culture. Organizational culture is the values that develop in an organization, where these values are used to direct the behavior of members of the organization. This behaviour is influenced by the environment in which they work which is shaped through organizational culture, where the existence of culture in an organization is expected to improve employee performance. Organizational culture is part of organizational life that affects the behavior, attitudes, and effectiveness of all employees. Indications of the implementation of organizational culture is still felt to be less strong, which is indicated by a decrease in morale and work discipline of employees. Organizations always want the performance of their employees to be good, thus, to increase the contribution of employees to their organization, the organization needs to implement an empowerment program. Several management experts agree that empowerment will get benefits and advantages for the organization. Empowerment is considered capable of growing and increasing the creativity of employees. While creativity itself is the basis for the growth of innovation. Employees who have creativity will always look for new ways or methods that are cheap and appropriate to produce a quality output. Creative employees also make a big contribution to the creation of innovation in an organization. Therefore,

empowerment is seen as an important part to ensure the survival of the organization in a competitive environment. Empowerment carried out within the organization is carried out within the organization with a focus on providing services. Through this concept, employees are given greater authority and responsibility in making decisions. For this reason, communication or exchange of information and knowledge between leaders and employees is needed so that employees can truly understand their duties and can make a real contribution to organizational achievement. In addition to the important empowerment program for improving performance, it is also necessary to pay attention to the self-efficacy of the employees. Self-efficacy is a belief about the probability that a person can carry out successfully some action or future and achieve some results, self-efficacy reflects an individual's belief for a moment when their ability to carry out a specific task at a specific level of performance.

The objectives of this study are: To determine the effect of organizational culture variables on employee satisfaction at the Public Works Department of Human Settlements, East Kutai Regency. Knowing the effect of the empowerment variable on employee satisfaction at the Public Works Department of CiptaKarya, East Kutai Regency. Knowing the effect of the self-efficacy variable on employee satisfaction at the Public Works Department of CiptaKarya, East Kutai Regency. Knowing the influence of organizational culture variables on the performance of the Public Works Department of Human Settlements Division of Human Settlements, East Kutai Regency. Knowing the effect of the empowerment variable on the performance of the Public Works Department of Human Settlements, East Kutai Regency. Knowing the effect of the self-efficacy variable on the performance of the Public Works Department of Human Settlements, East Kutai Regency. Knowing the effect of the satisfaction variable on the performance of the Public Works Department of Human Settlements Sector of Human Settlements, East Kutai Regency.

II. LITERATURE REVIEW

The Influence of Organizational Culture on Satisfaction

The influence of organizational culture on job satisfaction can be explained through several empirical studies conducted by Alvi et al. (2014), with the research title *The Impact of Organizational Culture on Organizational Commitment and Job Satisfaction*, Azanza et al. (2013), with the research title *Authentic leadership and organizational culture as drivers of employee job satisfaction*, Chipunza & Malo (2017), with the research title *Organizational culture and job satisfaction among academic professionals at the South African university of technology*, Davoodalmousavi (2013), with the title *Correlation research between organizational culture and employee job satisfaction in biotechnology production companies*, Janicijevic et al. (2018), with the research title *The Effect of Organizational Culture on Job Satisfaction*, Sabri et al. (2011), with the research title *Organizational Culture and Its Impact on Job Satisfaction of Lahore University lecturers*, Sharma (2017), with the research title *Organizational Culture as a Predictor of Job Satisfaction: The Role of Age and Gender states that organizational culture has a significant influence on job satisfaction*, while research conducted by Utami & Sitohang (2019), with the research title *The Effect of Organizational Culture Intensity on Job Satisfaction*, Vukonjanski & Nikolic (2013), with the research title *Organizational Culture and Job Satisfaction Effects of Company Ownership Structure*, Zhang & Li (2013) with the title *Research Organizational Culture and Employee Satisfaction: Exploratory Study states that organizational culture has no significant effect on job satisfaction*.

The Effect of Empowerment on Satisfaction

The effect of empowerment on job satisfaction can be explained through several empirical studies conducted by Akbar et al. (2011), with the research title *Impact of Employee Empowerment on Job Satisfaction: Empirical Analysis of Pakistan's Service Industry*, Almeida et al. (2017), with the research title *Workplace Empowerment and Job Satisfaction in Portuguese Nursing Staff: An Exploratory Study*, Arifudin et al. (2018), with the research title *The Effect of Empowerment and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance at the Merauke Transportation Service*, Hanaysha & Tahir (2016), with the research title *Researching the Effects of Employment Empowerment, Teamwork and Employee Training on Job Satisfaction*, states that empowerment has a significant effect on job satisfaction, while the research conducted by Holdworth & Cartwright (2003), with the research title *Empowerment, stress, and satisfaction*, Rana & Singh (2016), with the research title *Employee Empowerment and Job Satisfaction: Empirical Studies in the IT Industry*, Tetik (2016), with the research title *Effects of Psychological Empowerment on Job Satisfaction and Job Performance of Tour Guides*, Wong & Perry (2011) with the research title *Employee empowerment, job satisfaction, and organizational commitment: An in-depth empirical investigation states that empowerment has no significant effect on job satisfaction*.

Effect of Self-efficacy on Satisfaction

The effect of self-efficacy on job satisfaction can be explained through several empirical studies conducted by Betoret et al. (2017), with the research title *Self-efficacy, Satisfaction, and Academic Achievement: The Mediator Role of Student Expectation Values of Trust*, Capri et al. (2012), with the research title *General self-efficacy beliefs, life satisfaction and student burnout*, Harris & Patterson (2013), with the research title *Role of Habits, Self-efficacy, and Satisfaction in Encouraging Continued Use of Self-Service Technology A Longitudinal Study*, Machmud (2018), with the research title *The Effect of Self-efficacy on Job-Related Satisfaction and Performance* stating that self-efficacy has a significant influence on job satisfaction, while the research conducted by Yalalova & Li (2017) with the research title *Impact of Self-efficacy on Career Satisfaction* states that self-efficacy has no significant effect on job satisfaction.

The Influence of Organizational Culture on Performance

The influence of organizational culture on employee performance can be explained through several empirical studies conducted by Ahmed & Shafiq (2014), with the research title *Impact of Organizational Culture on Organizational Performance: Case Studies of the Telecommunications Sector*, Cheung et al. (2011), with the research title *Investigating the Relationship Between Organizational Culture and Construction Organizational Performance*, Ehtesham et al. (2011), with the research title *The Relationship between Organizational Culture and Performance Management Practices: The Case of Universities in Pakistan*, Idowu (2017), with the research title *Understanding Organizational Culture and Organizational Performance*, Joseph & Kibera (2019), with the research title *Organizational Culture and Performance : Evidence from Microfinance Institutions in Kenya*, Nikpour (2017), with research title *Impact of organizational culture on organizational performance: The mediating role of employee organizational commitment*, Saad & Abbas (2018), with research title *Impact of organizational culture on job performance: study of work culture Saudi Arabia's public sector*, states that organizational culture has a significant effect on employee performance, while the research conducted by Sengke (2016), with the research title *The Effect of Organizational Culture on Organizational Performance*, Tedla (2016), with the research title *Impact of Organizational Culture on Company Performance*, Umrani et al. (2017) with the research title *Organizational Culture and Business Performance* stating that organizational culture has no significant effect on employee performance.

The Effect of Empowerment on Performance

The effect of empowerment on employee performance can be explained through several empirical studies conducted by Aryan et al. (2016), with the research title *Employee Empowerment and Their Performance in the Private Sector: Analytical Studies*, Demirci & Erbas (2010), with the research title *Employee Empowerment and Its Effect on Organizational Performance*, Taktaz et al. (2012), with the research title *The Relationship Between Psychological Empowerment and Employee Performance*, Turkmenoglu (2019), with the research title *Investigating the Benefits and Weaknesses of Employee Empowerment in the Hospitality Sector*, states that empowerment has a significant effect on employee performance, while research conducted by Wall & Wood (2005), with the title of *empowerment and performance research*, Widyastuti & Riana (2019) with the research title *The Effect of Empowerment and Compensation on Honorary Employee Performance Mediated by Organizational Commitment*, stated that empowerment had no significant effect on employee performance.

Effect of Self-efficacy on Performance

The effect of self-efficacy on employee performance can be explained through several empirical studies conducted by Ahmad & Safaria (2013), with the research title *Effect of Self-efficacy on Student Academic Performance*, Judge et al. (2007), with the research title *Self-efficacy and Job-Related Performance: The Integral Role of Individual Differences*, Meral et al. (2012), with the research title *Relationship between self-efficacy and academic performance*, stated that self-efficacy had a significant effect on employee performance, while the research conducted by Salanova et al. (2012), with the research title *Dark and Bright Sides of Self-efficacy in Predicting Learning Performance, Innovativeness and Risk*, Singh et al. (2009) with the research title *Effect of Self-efficacy on Performance* stated that self-efficacy had no significant effect on employee performance.

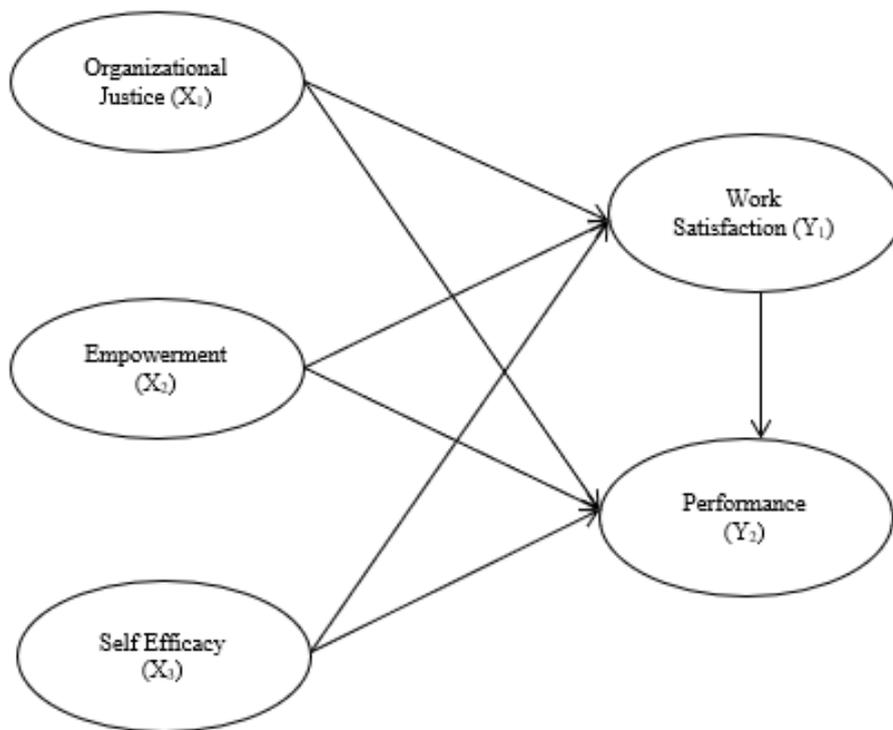
Effect of Satisfaction on Performance

The effect of job satisfaction on performance can be explained through several empirical studies conducted by Abuhashesh et al. (2019), with the research title *Factors Affecting Employee Satisfaction and Performance to Improve Customer Satisfaction*, Alajlouni (2015), job satisfaction and performance Alromaihi et al. (2017), with the research title *Job Satisfaction and Employee Performance: A Theoretical Review of the Relationship Between Two Variables*, Arifin et al. (2018), with the research title *Relationship Job Satisfaction, Transformational Leadership, and Work Discipline on Performance Employees with Organizational Commitment as an Intervention Variable for Administrative Staff at State Malikussaleh University*, Chi

&Gursoy (2009), with the research title Employee satisfaction, customer satisfaction, and financial performance: Empirical examination, Jalagat (2016), with the research title Job Performance, Job Satisfaction, and Motivation, Platis et al. (2015), with the research title The relationship between job satisfaction and job performance in health services, states that job satisfaction has a significant effect on employee performance, while the research conducted by Shaju& Subhashini (2017), with the title research study on the impact of Job Satisfaction on Performance Employment of Employees who work in the Automotive Industry, Punjab, India, Sutjitra (2015), with the research title The Impact of Employee Job Satisfaction on Employee Job Performance at PT Y, Wagiman&Sutanto (2019) with the research title Job Satisfaction Mediating the Relationship Between Organizational Commitment and Performance Employees, stated that job satisfaction has no significant effect on employee performance.

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2022

III. RESEARCH METHODOLOGY

The population in this study were all employees (both civil servants/PNS and contract/honorary workers) at the Public Works Department of Human Settlements, East Kutai Regency. The sample in this study were all Civil Servants (PNS) of the Public Works Department of Cipta Karya, East Kutai Regency, totaling 70 people or respondents. In this study, the entire population is used as a sample or saturated sample because the number of respondents is not too large so this research is called research with the census method. The author takes a sample of respondents using a total population of 70 respondents, namely all civil servants of the Public Works Department of Cipta Karya, East Kutai, the minimum number of samples that can be used as research subjects should be no less than 30 (thirty). Employee respondents will fill out a questionnaire directly concerning the variables of organizational culture, empowerment, self-efficacy, job satisfaction. This is because the variable is more internal, where only the respondent in question knows it. The total of all respondents is 68 people minus the researcher and the head of the field (70 respondents – 2 respondents = 68 respondents). The responses were sought using Likert's five-point scale. The relationship between variables in this study was analyzed using the Partial Least Square Structural Equation Modeling method (PLS-SEM). PLS-SEM is more suitable for identification of fewer problems, can use a much smaller and much larger sample, and is easier to construct formative and reflective constructs.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. In particular, multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross loading value.

Table 1: Evaluation of Measurement Model

Variables and Indicators	Loadings	Composite Reliability	AVE	Cross Loading
X1.1 <- Organizational Culture (X1)	0.866	0.889	0.757	Yes
X1.2 <- Organizational Culture (X1)	0.712			
X1.3 <- Organizational Culture (X1)	0.773			
X1.5 <- Organizational Culture (X1)	0.739			
X1.6 <- Organizational Culture (X1)	0.770			
X1.7 <- Organizational Culture (X1)	0.669			
X2.1 <- Empowerment (X2)	0.650			
X2.2 <- Empowerment (X2)	0.691			
X2.3 <- Empowerment (X2)	0.563			
X2.4 <- Empowerment (X2)	0.697			
X2.5 <- Empowerment (X2)	0.716			
X2.6 <- Empowerment (X2)	0.616			
X3.1 <- Self-Efficacy (X3)	0.585	0.822	0.695	Yes
X3.2 <- Self-Efficacy (X3)	0.670			
X3.3 <- Self-Efficacy (X3)	0.724			
X3.4 <- Self-Efficacy (X3)	0.834			
X3.5 <- Self-Efficacy (X3)	0.642			
Y1.1 <- Work Satisfaction(Y1)	0.809	0.849	0.765	Yes
Y1.2 <- Work Satisfaction(Y1)	0.820			
Y1.3 <- Work Satisfaction(Y1)	0.731			
Y1.4 <- Work Satisfaction(Y1)	0.695			
Y2.1 <- Employee Performance (Y2)	0.693	0.876	0.766	Yes
Y2.2 <- Employee Performance (Y2)	0.746			
Y2.3 <- Employee Performance (Y2)	0.911			
Y2.4 <- Employee Performance (Y2)	0.683			
Y2.5 <- Employee Performance (Y2)	0.778			

Source: Calculated using SmartPLS, 2022

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. Organizational culture has a positive and insignificant effect on employee satisfaction at the Public Works Department of CiptaKarya, East Kutai Regency because it has a coefficient value of 0.023 and a significance value of p-values of $0.891 > 0.05$ and t statistics of $0.137 < 1.96$.

2. Empowerment has a positive and insignificant effect on employee satisfaction of the Public Works Department of CiptaKarya, East Kutai Regency because it has a coefficient value of 0.229 and a significance value of p values of $0.070 > 0.05$ and t statistics of $1.815 < 1.96$.
3. Self-efficacy has a positive and significant effect on employee satisfaction at the Public Works Department of CiptaKarya, East Kutai Regency because it has a coefficient value of 0.428 and a significance value of p-values of $0.001 < 0.05$ and t statistics of $3.410 > 1.96$.
4. Organizational culture has a positive and insignificant effect on the performance of the Public Works Department's employees in the CiptaKarya Sector, East Kutai Regency because it has a coefficient value of 0.171 and a significance value of p-values of $0.218 > 0.05$ and t statistics of $1.233 < 1.96$.
5. Empowerment has a positive and significant effect on the performance of the Public Works Department's employees in the CiptaKarya Sector, East Kutai Regency because it has a coefficient value of 0.313 and a significance value of p values of $0.008 < 0.05$ and t statistics of $2.668 > 1.96$.
6. Self-efficacy has a positive and insignificant effect on the performance of the Public Works Department of CiptaKarya, East Kutai Regency because it has a coefficient value of 0.074 and a significance value of p-values of $0.626 > 0.05$ and t statistics of $0.488 < 1.96$.
7. Satisfaction has a positive and significant effect on the performance of the Public Works Department's employees in the CiptaKarya sector, East Kutai Regency because it has a coefficient value of 0.326 and a significance value of p-values of $0.007 < 0.05$ and t statistics of $2.731 > 1.96$.

Table 2. Bootstrapping Results

Variable	Path Coefficients			
	Original Sample	t Statistics	p Values	5% Significance Level
Organizational Culture to Work Satisfaction	0.023	0.137	0.891	Not Significant
Empowerment to Work Satisfaction	0.299	1.815	0.070	Not Significant
Self-Efficacy to Work Satisfaction	0.428	3.410	0.001	Significant
Organizational Culture to Employee Performance	0.171	1.233	0.218	Not Significant
Empowerment to Employee Performance	0.313	2.668	0.008	Significant
Self-Efficacy to Employee Performance	0.074	0.488	0.626	Not Significant
Work Satisfaction to Employee Performance	0.326	2.731	0.007	Significant

Source: Calculated using SmartPLS, 2022

Discussion

Organizational culture has a positive and insignificant effect on employee satisfaction of the Public Works Department of Human Settlements, East Kutai Regency. This means that if the organizational culture is improved, it will increase employee satisfaction of the Public Works Department of Human Settlements, East Kutai Regency, with an insignificant or insignificant increase.

This means that the culture that has existed in the Public Works Department of Cipta Karya, East Kutai Regency is still deemed not to be in accordance with employee satisfaction in carrying out their duties, the organizational culture in question is stability, where employees of the Public Works Department of Cipta Karya, East Kutai Regency do not being able to carry out their duties on an ongoing basis, the work program that has been prepared by employees cannot be carried out in the long term because it cannot be ascertained that it can be in accordance with the vision and mission of the agency in the future, so that current employees feel dissatisfied with it, especially not supported by colleagues. who have different perspectives on future service development.

The results of this study mean that organizational culture is measured using several indicators including innovation, employees feel encouraged to innovate in their work, attention to detail, employees have good analytical skills, results orientation, employees focus on achieving results at work, people orientation, good decisions. taken by employees can be carried out properly in accordance with expectations, team orientation, employees prioritize teamwork, aggressiveness, employees have the ability to complete work quickly, stability, employees are able to carry out work programs on an ongoing basis have not been able to increase job satisfaction measured using several indicators which include satisfied to the job itself, satisfied with the promotion, satisfied with the relationship with superiors, satisfied with co-workers significantly or significantly.

The influence of organizational culture on job satisfaction can be explained through several empirical studies conducted by Alvi et al. (2014), with the research title The Impact of Organizational Culture on Organizational Commitment and Job Satisfaction, Azanza et al. (2013), with the research title Authentic leadership and organizational culture as drivers of employee job satisfaction, Chipunza & Malo (2017), with the research title Organizational culture and job satisfaction among academic professionals at the South African university of technology, Davoodalmousavi (2013), with the title Correlation research between organizational culture and employee job satisfaction in biotechnology production companies, Janicijevic et al. (2018), with the research title The Effect of Organizational Culture on Job Satisfaction, Sabri et al. (2011), with the research title

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Empowerment has a positive and insignificant effect on employee satisfaction of the Public Works Department of Cipta Karya, East Kutai Regency. This means that if empowerment is increased, it will increase employee satisfaction at the Public Works Department of Cipta Karya, East Kutai Regency, with an insignificant or insignificant increase.

Empowerment or empowerment has not been able to significantly increase employee satisfaction this is because the empowerment provided by the agency is still temporary and not on target, temporary means that it is only carried out to fulfill the obligations of the agency's activities and is not on target. in accordance with the duties currently held by the employee. This makes employee job satisfaction not achieved optimally.

The results of this study mean that Empowerment is measured using several indicators consisting of work that is in accordance with the wishes of the individual, the work done is very important for the individual, the desire to be able to provide the best for the agency, confidence in individual abilities, the desire to achieve targets. , accuracy in the placement of colleagues, the ability to determine how to do work has not been able to increase job satisfaction measured using several indicators which include satisfaction with the work itself, satisfaction with promotions, satisfaction with relationships with superiors, satisfaction with coworkers significantly or significantly.

The effect of empowerment on job satisfaction can be explained through several empirical studies conducted by Akbar et al. (2011), with the research title Impact of Employee Empowerment on Job Satisfaction: Empirical Analysis of Pakistan's Service Industry, Almeida et al. (2017), with the research title Workplace Empowerment and Job Satisfaction in Portuguese Nursing Staff: An Exploratory Study, Arifudin et al. (2018), with the research title The Effect of Empowerment and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance at the Merauke Transportation Service, Hanaysha & Tahir (2016), with the research title Researching the Effects of Employment Empowerment, Teamwork and Employee Training on Job Satisfaction, states that empowerment has a significant effect on job satisfaction, while the research conducted by Holdworth & Cartwright (2003), with the research title Empowerment, stress, and satisfaction, Rana & Singh (2016), with the research title Employee Empowerment and Job Satisfaction: Empirical Studies in the IT Industry, Tetik (2016), with the research title Effects of Psychological Empowerment on Job Satisfaction and Job Performance of Tour Guides, Wong & Perry (2011) with the research title Employee empowerment, job satisfaction, and organizational commitment: An in-depth empirical investigation states that empowerment has no significant effect on k job satisfaction.

Self-efficacy has a positive and significant effect on employee satisfaction at the Public Works Department of Cipta Karya, East Kutai Regency. This means that if self-efficacy is increased, it will increase employee satisfaction at the Public Works Department of Cipta Karya, East Kutai Regency, with a significant or significant increase.

This means that self-efficacy is measured using several indicators which include being sure that you can complete certain tasks, the individual is convinced that he is able to complete certain tasks, believes he can motivate himself to take the necessary actions in completing individual tasks, believes that he is able to try hard, persistent and diligent, confident that oneself is able to withstand obstacles and difficulties individuals are able to survive in the face of difficulties and obstacles that arise, confident that they can complete tasks that have a wide or narrow (specific) range, individuals believe that in any task they are able to increase job satisfaction measured using several indicators which include satisfied with the work itself, satisfied with the promotion, satisfied with the relationship with superiors, satisfied with co-workers significantly or significantly.

The effect of self-efficacy on job satisfaction can be explained through several empirical studies conducted by Betoret et al. (2017), with the research title Self-efficacy, Satisfaction, and Academic Achievement: The Mediator Role of Student Expectation Values of Trust, Capri et al. (2012), with the research title General self-efficacy beliefs, life satisfaction and student burnout, Harris & Patterson (2013), with the research title Role of Habits, Self-efficacy, and Satisfaction in Encouraging Continued Use of Self-Service Technology A Longitudinal Study, Machmud (2018), with the research title The Effect of Self-efficacy on Job-Related Satisfaction and Performance stating that self-efficacy has a significant influence on job satisfaction,

while the research conducted by Yalalova & Li (2017) with the research title Impact of Self-efficacy on Career Satisfaction states that self-efficacy has no significant effect on job satisfaction.

Organizational culture has a positive and insignificant effect on the performance of the Public Works Department's employees in the Cipta Karya Sector, East Kutai Regency. This means that if the organizational culture is improved, it will improve the performance of the Public Works Department of Human Settlements for Human Settlements, East Kutai Regency, with an insignificant or insignificant increase.

Organizational culture has not been able to significantly improve employee performance, this is because employees who carry out work programs cannot be sure that the work program will be used for the benefit of the agency in the long term, even though the work program made by employees is the most suitable work program for optimizing employee performance. in terms of execution of creativity in the future in order to achieve even better performance.

The results of this study mean that organizational culture is measured using several indicators including innovation, employees feel encouraged to innovate in their work, attention to detail, employees have good analytical skills, results orientation, employees focus on achieving results at work, people orientation, good decisions. taken by employees can be carried out properly in accordance with expectations, team orientation, employees prioritize teamwork, aggressiveness, employees have the ability to complete work quickly, stability, employees are able to carry out work programs on an ongoing basis have not been able to improve employee performance measured by using several indicators consisting of from the quality of work, quantity of work, employee knowledge, creativity, cooperation ability in real or significant.

The influence of organizational culture on employee performance can be explained through several empirical studies conducted by Ahmed & Shafiq (2014), with the research title Impact of Organizational Culture on Organizational Performance: Case Studies of the Telecommunications Sector, Cheung et al. (2011), with the research title Investigating the Relationship Between Organizational Culture and Construction Organizational Performance, Ehtesham et al. (2011), with the research title The Relationship between Organizational Culture and Performance Management Practices: The Case of Universities in Pakistan, Idowu (2017), with the research title Understanding Organizational Culture and Organizational Performance, Joseph & Kibera (2019), with the research title Organizational Culture and Performance : Evidence from Microfinance Institutions in Kenya, Nikpour (2017), with research title Impact of organizational culture on organizational performance: The mediating role of employee organizational commitment, Saad & Abbas (2018), with research title Impact of organizational culture on job performance: study of work culture Saudi Arabia's public sector, states that organizational culture has a significant effect on employee performance, while the research conducted by Sengke (2016), with the research title The Effect of Organizational Culture on Organizational Performance, Tedla (2016), with the research title Impact of Organizational Culture on Company Performance, Umrani et al. (2017) with the research title Organizational Culture and Business Performance stating that organizational culture has no significant effect on employee performance.

Empowerment has a positive and significant effect on the performance of the Public Works Department's employees in the Cipta Karya Sector, East Kutai Regency. This means that if empowerment is increased, it will improve the performance of the Public Works Department's employees in the Cipta Karya sector, East Kutai Regency, with a significant or real increase.

This means that Empowerment is measured using several indicators consisting of work that is in accordance with individual desires, the work done is very important for individuals, the desire to be able to provide the best for the agency, confidence in individual abilities, the desire to achieve targets, accuracy in the placement of colleagues, the ability to determine how to do work can improve employee performance measured using several indicators consisting of work quality, work quantity, employee knowledge, creativity, real or significant cooperation ability.

The effect of empowerment on employee performance can be explained through several empirical studies conducted by Aryan et al. (2016), with the research title Employee Empowerment and Their Performance in the Private Sector: Analytical Studies, Demirci & Erbas (2010), with the research title Employee Empowerment and Its Effect on Organizational Performance, Taktaz et al. (2012), with the research title The Relationship Between Psychological Empowerment and Employee Performance, Turkmenoglu (2019), with the research title Investigating the Benefits and Weaknesses of Employee Empowerment in the Hospitality Sector, states that empowerment has a significant effect on employee performance, while research conducted by Wall & Wood (2005), with the title of empowerment and performance research, Widyastuti & Riana (2019) with the research title The Effect of Empowerment and Compensation on Honorary Employee Performance Mediated by Organizational Commitment, stated that empowerment had no significant effect on employee performance.

Self-efficacy has a positive and insignificant effect on the performance of the Public Works Department's employees in the Cipta Karya Sector, East Kutai Regency. This means that if self-efficacy is increased, it will increase the performance of the Public Works Department of Human Settlements for Human Settlements, East Kutai Regency, with an insignificant or insignificant increase.

Self-efficacy in this study has not been able to improve employee performance optimally, this is due to employee confidence in completing the tasks and responsibilities given not being able to support performance improvement or execution of work programs at the Public Works Department for Human Settlements, East Kutai Regency, employees are still not confident in their own abilities because the variety of tasks given are still not in accordance with the employee's expertise, the unclear description of the detailed tasks makes employees feel insecure in carrying out the assigned tasks.

The results of this study mean that Self-efficacy is measured using several indicators which include being confident that they can complete certain tasks, the individual believes that he is able to complete certain tasks, believes he can motivate himself to take the necessary actions in completing individual tasks, believes that he is able to try hard. , persistent and diligent, confident that oneself is able to withstand obstacles and difficulties individuals are able to survive when faced with difficulties and obstacles that arise, confident that they can complete tasks that have a wide or narrow range (specific) individuals believe that in any task they have not been able to improve performance employees are measured using several indicators consisting of work quality, work quantity, employee knowledge, creativity, real or significant cooperation ability.

The effect of self-efficacy on employee performance can be explained through several empirical studies conducted by Ahmad & Safaria (2013), with the research title Effect of Self-efficacy on Student Academic Performance, Judge et al. (2007), with the research title Self-efficacy and Job-Related Performance: The Integral Role of Individual Differences, Meral et al. (2012), with the research title Relationship between self-efficacy and academic performance, stated that self-efficacy had a significant effect on employee performance, while the research conducted by Salanova et al. (2012), with the research title Dark and Bright Sides of Self-efficacy in Predicting Learning Performance, Innovativeness and Risk, Singh et al. (2009) with the research title Effect of Self-efficacy on Performance stated that self-efficacy had no significant effect on employee performance.

Satisfaction has a positive and significant effect on the performance of the Public Works Department's employees in the Cipta Karya Sector, East Kutai Regency. This means that if satisfaction is increased, it will increase the performance of the Public Works Department of Human Settlements in the Cipta Karya sector, East Kutai Regency, with a significant or significant increase.

This means that job satisfaction is measured using several indicators which include satisfaction with the work itself, satisfaction with promotions, satisfaction with relationships with superiors, satisfaction with coworkers able to improve employee performance measured using several indicators consisting of quality of work, quantity of work , employee knowledge, creativity, cooperation ability significantly or significantly.

The effect of job satisfaction on performance can be explained through several empirical studies conducted by Abuhashesh et al. (2019), with the research title Factors Affecting Employee Satisfaction and Performance to Improve Customer Satisfaction, Alajlouni (2015), job satisfaction and performance Alromaihi et al. (2017), with the research title Job Satisfaction and Employee Performance: A Theoretical Review of the Relationship Between Two Variables, Arifin et al. (2018), with the research title Relationship Job Satisfaction, Transformational Leadership, and Work Discipline on Performance Employees with Organizational Commitment as an Intervention Variable for Administrative Staff at State Malikussaleh University, Chi & Gursoy (2009), with the research title Employee satisfaction, customer satisfaction, and financial performance: Empirical examination, Jalagat (2016), with the research title Job Performance, Job Satisfaction, and Motivation, Platis et al. (2015), with the research title The relationship between job satisfaction and job performance in health services, states that job satisfaction has a significant effect on employee performance, while the research conducted by Shaju & Subhashini (2017), with the title research study on the impact of Job Satisfaction on Performance Employment of Employees who work in the Automotive Industry, Punjab, India, Sutjitra (2015), with the research title The Impact of Employee Job Satisfaction on Employee Job Performance at PT Y, Wagiman & Sutanto (2019) with the research title Job Satisfaction Mediating the Relationship Between Organizational Commitment and Performance Employees, stated that job satisfaction has no significant effect on employee performance.

V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Regarding the relationship between the variables in the model, based on the results of the analysis presented in the previous chapter, the following conclusions can be drawn: Organizational culture has a positive and insignificant effect on employee satisfaction at the Public Works Department of CiptaKarya, East Kutai Regency. The increase in organizational culture as measured by the innovation indicator as the indicator with

the highest influence has not been able to increase job satisfaction as measured by satisfaction with promotion as the indicator with the highest influence. Empowerment has a positive and insignificant effect on employee satisfaction of the Public Works Department of CiptaKarya, East Kutai Regency. The increase in empowerment as measured by the desire to achieve the target indicator as the indicator with the highest influence has not been able to increase job satisfaction as measured by satisfaction with promotion as the indicator with the highest influence. Self-efficacy has a positive and significant effect on employee satisfaction at the Public Works Department of CiptaKarya, East Kutai Regency. The increase in self-efficacy as measured by the confidence indicator that one is able to survive in the face of obstacles and difficulties as the indicator with the highest influence has been able to increase job satisfaction as measured by being satisfied with the promotion as the indicator with the highest influence. Organizational culture has a positive and insignificant effect on the performance of the Public Works Department's employees in the CiptaKarya Sector, East Kutai Regency. Increasing organizational culture as measured by the innovation indicator as the indicator with the highest influence has not been able to improve employee performance as measured by employee knowledge as the indicator with the highest influence. Empowerment has a positive and significant effect on the performance of the Public Works Department's employees in the CiptaKarya Sector, East Kutai Regency. The increase in empowerment as measured by the desire to achieve the target indicator as the indicator with the highest influence has been able to improve employee performance as measured by employee knowledge as the indicator with the highest influence. Self-efficacy has a positive and insignificant effect on the performance of the Public Works Department's employees in the CiptaKarya Sector, East Kutai Regency. The increase in self-efficacy as measured by the indicator of confidence that one is able to withstand obstacles and difficulties as the indicator with the highest influence has not been able to improve employee performance as measured by employee knowledge as the indicator with the highest influence. Satisfaction has a positive and significant effect on the performance of the Public Works Department's employees in the CiptaKarya Sector, East Kutai Regency. The increase in job satisfaction as measured by the indicator of satisfaction with promotion as the indicator with the highest influence has been able to improve employee performance as measured by employee knowledge as the indicator with the highest influence.

Suggestions that can be given from the results of this study are as follows: Organizational culture must be maintained and improved through increasing employee confidence in their abilities, so that the working atmosphere becomes a productive atmosphere so that it can provide a good culture as a whole. What needs to be done by the Public Works Department of CiptaKarya, East Kutai Regency is to build trust between agencies and employees, with mutual trust between agencies and employees it will create good conditions for the exchange of information and suggestions without fear and in the end create a culture that is expected by the Office Public Works in the Field of Human Settlements, East Kutai Regency. Employee empowerment must have full support from superiors or the agency as a whole, for this reason, agencies need to provide additional provisions and improve employee abilities through training programs and provide good infrastructure so that employees can carry out their duties to the best of their abilities. The Public Works Department for Human Settlements in East Kutai Regency also gives responsibility and autonomy to employees so that they can focus their best abilities in carrying out their duties and encourage the achievement of overall organizational goals. If the agency wants to increase employee self-efficacy by employing employees according to the capabilities of the employee, the Public Works Department of Human Settlements in East Kutai Regency needs to recruit TK2D employees who have qualifications above the work so that they can provide optimization in their work. The Department of Public Works for Human Settlements in East Kutai Regency is also expected to maintain employee job satisfaction by maintaining good communication and relationships between employees and with the superiors of each department so that employees are able to maximize their performance. The Public Works Department for Human Settlements in East Kutai Regency needs to implement periodic employee performance appraisals and can take corrective actions in overcoming these problems. Suggestions for the Human Settlements Sector in East Kutai Regency: Agencies should pay more attention to internal factors such as the ability and willingness of employees to carry out the work they are responsible for before making policies on employee empowerment. Because basically every individual has behavior caused by external factors such as the support provided by the agency as a whole or by superiors. Self-efficacy should be able to provide a role in the formation of employee job satisfaction. For this reason, it is necessary to form high self-efficacy, namely by implementing an assessment system for individual work results, meaning that if the work is completed by a team, the assessment is not only given to the team but also to individuals who are on the team. Agencies need to increase employee job satisfaction in relation to policies regarding providing opportunities for employees by giving their best to agencies which are ultimately expected to have good work results to be promoted to higher work stages. The policy of determining employee benefits is not only in the form of salary, but can be given in other ways such as incentives or bonuses. Leaders also need to find out the obstacles faced by their subordinates by conducting briefings and sharing with all employees every day, with these briefings and sharing employees can convey work problems that occur or ideas to solve these problems. This communication between leaders and

subordinates can help employees to be more optimal in completing their work. Agencies should encourage their employees in accordance with self-esteem to work better by conducting self-evaluations so that employees will know their performance abilities in accordance with performance achievements in their roles as employees and members of the work team because in accordance with employee opinions, those that have not been optimized. Suggestions for the next researcher. Future research should be able to re-examine this research model by adding new variables such as personality, job satisfaction, and commitment. Future research agendas can also be carried out on other different objects. For the development of further researchers, it is suggested that further researchers can provide space for answers by providing questions to respondents to provide responses to the question items and also further clarify or sharpen the questions on the questionnaire. It is advisable for further researchers to involve demographic characteristics such as age, length of work, gender, and education to determine the relationship with employee performance variables. Differences in demographic characteristics can cause respondents' perceptions of understanding the context of the questions in the instrument to be different.

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Surya Dharma Purba, et. al. "The Influence of Organizational Culture, Empowerment and Self-efficacy on Job Satisfaction and Employee Performance of the Public Works Office of East Kutai Regency." *International Journal of Business and Management Invention (IJBMI)*, vol. 11(07), 2022, pp. 57-69. Journal DOI- 10.35629/8028