

DRIVERS OF EMPLOYEE PERFORMANCE IN A LAUNDRY SERVICE: THE ROLES OF JOB SATISFACTION, SELF-EFFICACY, AND ORGANIZATIONAL CULTURE

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Abstract: Employee performance is an important component in achieving organizational goals. This study aims to examine the influence of job satisfaction, self-efficacy, and organizational culture on employee performance. This study was conducted at Central Laundry Service Kerobokan Badung, a hotel laundry service company. The research method used was quantitative with a saturated sampling technique, where the entire population of 52 employees was used as the sample. Data collection was conducted through observation, documentation, interviews, and questionnaires. Data analysis used multiple linear regression with SPSS version 25. The findings of this study indicate that job satisfaction has a positive and significant effect on employee performance, self-efficacy has a positive and significant effect on employee performance, and organizational culture has a positive and significant effect on employee performance.

Keywords: employee performance, job satisfaction, self-efficacy, organizational culture

INTRODUCTION

In the era of globalization, companies face intense competition and need to improve their performance. Human resources are likened to the backbone of an organization, ensuring that each department functions effectively. Human resources in an organization are expected to be managed properly and correctly in an effort to improve employee performance so that the company's expectations can be realized.

Performance is characterized as the result of consistent training conducted over a certain period (Alqudah et al., 2022). Performance is also a role of personal capabilities and competencies as well as efforts in various situations (Rodrigo et al., 2022). Companies need to monitor the performance of all employees and ensure that employees have fulfilled their obligations in accordance with assumptions (Oliveira & Honório, 2020).

Job satisfaction is an element that must be given attention in human resource management (Pratiwi, 2021). Alam & Nurimansjah (2022) define job satisfaction as the effective emotional response of individuals in various aspects of their work. The same research findings by Rinny, et al. (2020), Pratiwi (2021), Rahmizal & Dewi (2022) state that job satisfaction contributes to improved performance. Conversely, research by

Bataineh (2019) and Eka & Anik (2020) found no significant effect between job satisfaction and employee performance.

Self-efficacy is a crucial factor that influences employee performance in addition to job satisfaction. Sutoro (2022) explains that self-efficacy can be described as an individual's belief in their ability to complete tasks effectively. When individuals have high confidence in their ability to achieve success, those who lack confidence tend to experience failure. Self-efficacy has a positive effect on performance, as stated by Rahmizal & Dewi (2022), Hadi (2023), Pratiwi & Nawangsari (2021), Hidayat & Panjaitan (2022). However, this study found different results, such as those of Saputa, et al. (2024), where employee performance was not positively influenced by self-efficacy.

Organizational culture is a major factor in improving employee performance (Al-Harhi, et al., 2023) . Organizational culture generally serves as a guide for members in their attitudes and actions when carrying out tasks in the organizational environment (Widya, et al., 2022) . This statement is supported by Permadi et al. (2024), Alexander et al. (2023), Al-Harhi, et al. (2023), Prayoga & Firah (2023), Pratiwi & Nawangsari (2021), and Iskanto (2023) state that organizational culture has a positive and significant influence on employee performance. However, Panjaitan et al. (2023) found different results, namely that organizational culture does not have a significant influence on employee performance.

The research was conducted at Central Laundry Service Kerobokan Badung, located at Jl. Pengubengan Kauh No. 18, Kerobokan Kelod, which is known as a strategic area in North Kuta. Central Laundry Service Kerobokan Badung is a company in the hotel laundry service sector, which is why it was chosen as the research location. The phenomenon that occurred was that the percentage of sales realization at Central Laundry Service Kerobokan Badung could be hampered by various conditions and unpredictable employee behavior. The results of these interviews are evidenced by the level of employee performance achievement at Central Laundry Service Kerobokan Badung in the following table:

Table 1
Sales Recapitulation of Central Laundry Service Kerobokan Badung
Period March 2023 – February 2024

No	Month	Sales		
		Target March 2023 – February 2024	Actual March 2023 – February 2024	Percentage of Realization
1	March	Rp 850,000,000	IDR 273,212,041	32.14
2	April	Rp 850,000,000	IDR 363,811,153	42.80%
3	May	IDR 850,000,000	IDR 507,383,124	59.69%
4	June	IDR 850,000,000	IDR 618,997,521	72.82%

5	July	IDR 850,000,000	IDR 707,936,750	83.29%
6	August	IDR 850,000,000	IDR 638,274,942	75.09%
7	September	IDR 850,000,000	IDR 725,635,966	85.37%
8	October	IDR 850,000,000	IDR 853,644,767	100.43%
9	November	IDR 850,000,000	IDR 836,496,546	98.41%
10	December	IDR 850,000,000	IDR 947,040,942	111.42%
11	January	IDR 850,000,000	IDR 852,779,045	100.33%
12	February	IDR 850,000,000	IDR 792,630,219	93.25%
Amount		IDR 10,200,000,000	IDR 8,117,843,016	955.04%
Average		IDR 850,000,000	IDR 676,486,918	79.59%

Source: Central Laundry Service Kerobokan Badung (2024)

Based on Table 1, the percentage of sales realization for Central Laundry Service Kerobokan Badung for the period March 2023 – February 2024 only reached 79.59%, which did not meet the specified target. This is related to employee performance, which needs to be improved in order to achieve the company's goals optimally. Job dissatisfaction among employees has led to negative behaviors such as tardiness and absenteeism. In addition, some employees feel that their work is not appreciated, which causes frustration. Low levels of self-efficacy also hinder confidence in completing tasks. A strong organizational culture can be a solution by creating a supportive work environment, increasing motivation, and reducing absenteeism, while a weak culture has the potential to worsen the situation.

Based on the above background, job satisfaction, self-efficacy, and organizational culture are three variables that have the potential to influence employee performance. Considering the issues described above, the author was motivated to raise the research topic "The Influence of Job Satisfaction, Self-Efficacy, and Organizational Culture on the Performance of Employees at Central Laundry Service Kerobokan Badung."

LITERATURE

Goal Setting Theory

Locke & Latham (1978) proposed goal setting theory, a motivational theory that highlights the importance of setting specific, difficult, and challenging goals to improve performance. This theory states that when individuals commit to certain goals, their actions will be focused, which has a positive impact on performance, especially if they feel satisfied with their work and have high self-efficacy (Bandura, 1977). In addition, a positive organizational culture plays a role in reinforcing these goals, so that there is alignment between individual and organizational goals and ultimately employee performance will improve.

Employee Performance

Performance plays a very significant role in achieving organizational goals. Employee performance is a management issue because the success of achieving goals and the sustainability of the company are based on the quality of the company's human resources (Oliveira & Honório, 2020). Pratiwi (2021) proves that performance is related to individual work results, assessed based on standards set by the company. Employees are the primary asset an organization possesses to achieve success.

Job Satisfaction

Rinny, et al. (2020) define job satisfaction as the emotions felt by employees towards their work, influenced by internal performance and support from external factors related to the situation, results, and specifications of the work performed. According to Rodrigo et al. (2022), indicators of job satisfaction include aspects such as work, satisfaction with salary, promotion, supervisors, and coworkers.

Self-Efficacy

Bandura (1989) explains in simpler terms that self-efficacy is defined as "an individual's belief in their potential to complete and achieve their desired goals." Self-efficacy is an employee's conviction about their chances of successfully completing their responsibilities (Hidayat & Panjaitan, 2022). The indicators of self-efficacy are level, generality, and strength.

Organizational Culture

Organizational culture consists of beliefs, values, expectations, practices, and characteristics that shape an organization (Al-Harthi, et al., 2023). According to Iskanto (2023), organizational culture refers to habits that are applied in daily work activities. According to Sutoro (2022), indicators of organizational culture include innovation and risk-taking, attention to detail, and a focus on results and teamwork.

Research Hypothesis

The Influence of Job Satisfaction on Employee Performance

Job satisfaction is likened to the good and bad deeds that a person has towards their duties. Various studies have stated that there is a significant correlation between job satisfaction and employee performance. Wati, et al. (2024), Octavianti & Hamni (2022), Putra, et al. (2023), Dwipayana, et al. (2022), and Keramas & Mendra (2019) prove that job satisfaction positively and significantly influences employee performance. Based on the sequence of these experts' findings, the following hypothesis can be formulated:

H1: Job satisfaction has a positive effect on employee performance at Central Laundry Service Kerobokan Badung

The Influence of Self-Efficacy on Employee Performance

Self-efficacy is described as self-assessment, personal capacity, and is acquired both naturally and from life experiences. Research conducted by Arista et al. (2022), Agustin et al. (2021), Juliantari et al. (2024), Setiawan et al. (2020), and Yogi

et al. (2024) shows that self-efficacy has a positive and significant effect on employee performance. The findings of the experts' research can be summarized as follows:

H₂ : Self-efficacy has a positive effect on employee performance at Central Laundry Service Kerobokan Badung.

The Influence of Organizational Culture on Employee Performance.

Organizational culture is the identity or habits possessed by an organization. Research conducted by Permadi et al. (2024), Alexander et al. (2023), Al-Harthi, et al. (2023), Prayoga & Firah (2023), Pratiwi & Nawangsari (2021), and Iskanto (2023) states that organizational culture has a positive and significant influence on employee performance. Based on the order of the results, the hypothesis can be formulated as follows:

H₃ : Organizational culture has a positive effect on employee performance at Central Laundry Service Kerobokan Badung.

RESEARCH METHOD

This study was conducted at Central Laundry Service Kerobokan Badung, located at Jl. Pengubengan Kauh No. 18, Kerobokan Kelod, which is known as a strategic area in North Kuta. In this study, the research objects examined subjects such as job satisfaction, self-efficacy, and organizational culture. The sample consisted of 52 employees of Central Laundry Service Kerobokan Badung. The data were analyzed using multiple linear regression through SPSS 25.

RESULTS AND DISCUSSION

Instrument Validity Test Results

1. Validity Test

This test proved that the items from the variables of employee performance, job satisfaction, self-efficacy, and organizational culture used in this study were valid, as seen from each indicator having a calculated r value $>$ table $r = 0.2372$.

2. Reliability Test

This test proved that the Cronbach's alpha values for employee performance (0.715), job satisfaction (0.828), self-efficacy (0.628), and organizational culture (0.753) and the s were all > 0.6 , so the four variables applied were declared reliable in this study.

Classical Assumption Test

1. Normality Test Results

Table 2
Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		52
Normal Parameters ^{a,b}	Mean	0.00
	Standard Deviation	1.59
Most Extreme Differences	Absolute	0.096
	Positive	0.071
	Negative	-0.096
Test Statistic		0.096
Asymp. Sig. (2-tailed)		0.200 ^{c,d}
a. Test Distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Processed data, 2024

The test results above show that the Sig. value for the tested regression model is $0.200 > \alpha = 0.05$, meaning that the regression model meets the normality criteria because the Sig. value is $> \alpha$, so the tested data follows a normal distribution.

2. Multicollinearity Test Results

Table 3
Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Job Satisfaction (X_1)	0.717	1.394	Free of Multicollinearity
Self-Efficacy (X_2)	0.780	1.282	Free of Multicollinearity
Organizational Culture (X_3)	0.580	1.723	Free of Multicollinearity

Source: Processed data, 2024

The findings of the above test show that the tolerance values of independent variables such as job satisfaction 0.717, self-efficacy 0.780, and organizational culture 0.580 are > 0.10 , and the VIF values of each variable are < 10 , indicating no multicollinearity in the tested data.

3. Heteroskedasticity Test Results

Table 4
Heteroscedasticity Test Results (Glejser Test)

Variable	Sig.	Description
Job Satisfaction (X_1)	0.323	Free from Heteroscedasticity
Self-Efficacy (X_2)	0.572	Free from Heteroscedasticity
Organizational Culture (X_3)	0.295	Free from Heteroscedasticity

Source: Processed data, 2024

The results of the test using the Glejser test obtained significance values for the three variables at 0.323, 0.572, and 0.295 > 0.05. This shows that there is no evidence of heteroscedasticity in the model.

Multiple Linear Regression Equation

Table 5
Multiple Linear Regression Analysis Results

Variable	Regression Coefficient (B)	Std. Error	Standardized Coefficients	Calculated t	Sig.
(Constant)	-0.898	2.278		-0.394	0.695
Job Satisfaction	0.350	0.094	0.382	3.734	0.000
Self-Efficacy	0.658	0.150	0.429	4.373	0.000
Organizational Culture	0.335	0.148	0.257	2.26	0.028

Source: Processed data, 2024

From the regression analysis findings shown in Table 5, the regression equation is $Y = -0.898 + 0.350 X_1 + 0.658 X_2 + 0.335 X_3 + e$. This equation explains the pattern of influence of job satisfaction, self-efficacy, and organizational culture on employee performance, namely:

- $b_1 = 0.350$. This means that job satisfaction has a positive effect on employee performance at Central Laundry Service Kerobokan Badung. This means that if job satisfaction improves, employee performance will also increase.
- $b_2 = 0.658$. This shows that self-efficacy has a positive effect on employee performance at Central Laundry Service Kerobokan Badung. This means that if self-efficacy increases, employee performance will also increase.
- $b_3 = 0.335$. This indicates that organizational culture has a positive effect on employee performance at Central Laundry Service Kerobokan Badung, showing that when corporate culture improves, employee performance will also improve.

Coefficient of Determination (R^2)

Table 6
Determination Test Results

Analysis of the Coefficient of Determination (R^2)				
R	R Square	Adjusted R Square	Standard Error of the Estimate	Description
0.800 ^a	0.640	0.618	1.638	Moderate

Source: Processed data, 2024

Table 6 shows the Adjusted R Square value adjusted from the equation 0.618, which proves that 61.8% of employee performance is determined by the variables of job satisfaction, self-efficacy, organizational culture, and the remaining (100% - 61.8%) is 38.2% of employee performance (Y) influenced by factors not included in the scope of this study.

F Test

Table 7
F Test Results

Simultaneous F Test						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	229,240	3	76,413	28.49	0.000 ^b
	Residual	128,760	48	2,683		
	Total	358,000	51			

Source: Processed data, 2024

The F test results showed a value of 28.49 with Sig. = 0.000. This means that Sig. = 0.000 < 0.05, H₀ is rejected, H_a is accepted, thus proving that the variables of job satisfaction, self-efficacy, and organizational culture simultaneously have a significant effect on employee performance.

t-test

Table 8
T-test Results

Variable	Regression Coefficient (B)	Std. Error	Standardized Coefficients	Calculated t	Sig.
(Constant)	-0.898	2.278		-0.394	0.695
Job Satisfaction	0.350	0.094	0.382	3.734	0.000
Self-Efficacy	0.658	0.150	0.429	4.373	0.000
Organizational Culture	0.335	0.148	0.257	2.260	0.028

Source: Processed data, 2024

Analysis of Table 8 shows that job satisfaction positively and significantly affects employee performance, with a value of (calculated t 3.374 > table t 2.00) and a significance of 0.000 < 0.05. Self-efficacy has a positive and significant effect on employee performance, with a value of (t count 4.373 > t table = 2.00) and significance of 0.000 < 0.05. The same applies to the organizational culture variable, which has a positive and significant effect on employee performance, with a value of (t count 2.260 > t table = 2.00) with a significance of 0.028 < 0.05. In conclusion, these

three variables individually have a positive and significant effect on employee performance.

Discussion

The Influence of Job Satisfaction on Employee Performance at Central Laundry Service Kerobokan Badung

Based on the results of the analysis, job satisfaction has a positive and significant effect on employee performance at Central Laundry Service Kerobokan Badung, proving that job satisfaction contributes to optimizing employee performance, as measured by indicators such as satisfaction with work, salary, promotion, supervisors, and coworkers. According to Satriawati et al. (2023), when job satisfaction is high, it leads to improved employee performance, while poor job satisfaction can have negative effects, such as absenteeism and tardiness. The results of this study are consistent with those of Wati et al. (2024), Putra et al. (2023), and Dwipayana et al. (2022), which explain that job satisfaction has a positive and significant effect on employee performance.

The Influence of Self-Efficacy on Employee Performance at Central Laundry Service Kerobokan Badung

The findings of the analysis show that positive and significant self-efficacy affects employee performance at Central Laundry Service Kerobokan Badung. The positive effect indicates that workers who believe in their abilities will perform their tasks better. Self-efficacy is an individual's belief in their capacity and competence to complete tasks and responsibilities (Rahmizal & Dewi, 2022). Employees with good self-confidence feel motivated to achieve the best results in their work, are more efficient in completing assigned tasks, and have a higher level of initiative, which in turn optimizes work quality and has a positive impact on overall company performance. Employees who have worked longer and demonstrate stronger self-efficacy can help face work challenges with greater confidence. Research conducted by Juliantari et al. (2024), Arista et al. (2022), and Agustin et al. (2021) shows that self-efficacy has a positive and significant effect on employee performance.

The Influence of Organizational Culture on Employee Performance at Central Laundry Service Kerobokan Badung

Based on the findings of the research conducted, organizational culture has a positive and significant influence on employee performance at Central Laundry Service Kerobokan Badung. A supportive organizational culture within the company increases employee responsibility and can motivate employees to do their best, achieve higher goals, and ultimately inspire all members to increase work productivity. Organizational culture influences employee behavior because strong unity and intensity create strong behavioral control. The formation of a positive

organizational culture motivates employees to perform well, which leads to the conclusion that the more effectively a company's organizational culture is managed, the more stable employee performance will be. Reinforced by research by Permadi, et al. (2024), Suryani, et al. (2023), Dewi, et al. (2024) and Santika, et al. (2023) shows that organizational culture has a positive and significant influence on employee performance.

CONCLUSION AND LIMITATIONS

Conclusion

Research at Central Laundry Service Kerobokan Badung concludes that job satisfaction, self-efficacy, and organizational culture each have a positive effect on employee performance; satisfied employees tend to be more motivated and committed, self-confidence strengthens initiative and perseverance in completing tasks, while a healthy culture (agreed values, leadership role models, and consistent rules) harmonizes behavior, reduces friction, and accelerates collaboration. The practical implication is that the most effective way to improve performance is through an integrated strategy: fulfilling satisfaction factors (fair compensation, opportunities for development, support from superiors and colleagues), strengthening self-efficacy (practice-based training, structured feedback, measured autonomy, coaching), and reinforcing culture (clear communication of values, consistent organizational rituals, and daily behavioral examples) so that companies foster stable, adaptive, and sustainable performance.

Limitations

This study has several limitations that need to be considered: its scope is limited to one company in Kerobokan Badung with a relatively small number of respondents, so that the diversity of organizational and job characteristics is not represented and the generalizability of the findings is still narrow; the empirical model also only includes three predictors (job satisfaction, self-efficacy, and organizational culture), which opens up the possibility of variable bias being overlooked, such as the influence of leadership style, workload and work design, reward systems, organizational support, or physical working conditions, and has not explored the mediating and moderating roles among the variables.

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