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The Influence of Self Efficacy, Work Environment and Organizational Culture on Employee Performance at the Bangkalan Pratama Tax Office

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ABSTRACT
This study was conducted to examine employee performance based on the influence of Self Efficacy, work environment and organizational culture. The sample in this study were 77 employees at the Bangkalan Primary Tax Service Office. The analytical tool used is multiple linear regression. The results showed that partially the Self Efficacy variable, work environment and organizational culture had a positive and significant effect on employee performance. Then the results of simultaneous testing of self efficacy variables, work environment and organizational culture affect employee performance, at the Bangkalan Pratama Tax Service Office, East Java.).

Keywords: Self Efficacy, Work Environment, and organizational Culture.

1. INTRODUCTION

In the era of globalization and increasing competition, employee performance has become one of the key factors in determining the success of an organization, including government institutions such as the Tax Service Office (KPP). Employee performance is influenced not only by technical skills but also by various psychological and work environment factors. One important aspect is self-efficacy, which refers to an individual's belief in their ability to complete specific tasks. According to Bandura (1997), “Self-efficacy refers to beliefs in one’s capabilities to organize and execute the courses of action required to produce given attainments.” This means that individuals with high self-efficacy tend to have greater motivation, perseverance, and diligence in their work.

Besides internal factors like self-efficacy, external factors such as the work environment also play a crucial role. A conducive work environment creates comfort, safety, and increases productivity. Robbins and Judge (2017) state that “Work environment that supports individual well-being and job satisfaction leads to better employee performance.” This shows that both physical and non-physical conditions of the work environment significantly affect employee output.

Equally important is organizational culture, which reflects the values, norms, and habits developed within an organization. A strong organizational culture can shape employees' behaviors and attitudes in performing their duties. According to Schein (2010), "Organizational culture is a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration." A positive and supportive organizational culture will enhance loyalty, work ethic, and ultimately improve performance.

KPP Pratama Bangkalan, as a vertical unit of the Directorate General of Taxes under the Ministry of Finance of the Republic of Indonesia, plays an important role in state revenue from the tax sector. Therefore, employee performance in this environment must continually be improved. However, in practice, challenges arise such as workload pressure, tax revenue targets, and adaptation to new policies and technologies. This requires synergy between individual beliefs (self-efficacy), quality of the work environment, and supportive organizational culture.

Based on the above explanation, it is important to conduct research on the influence of self-efficacy, work environment, and organizational culture on employee performance at KPP Pratama Bangkalan. This study is expected to contribute to efforts in improving employee performance through a more comprehensive approach.

2. LITERATURE REVIEW

Self-Efficacy

Self-efficacy is a psychological concept that plays a crucial role in determining an individual's behavior, especially in facing challenges and completing specific tasks. This concept was first introduced by Albert Bandura, a central figure in social cognitive theory. According to Bandura (1997, p. 31), self-efficacy refers to an individual's belief in their capability to organize and execute the courses of action required to manage specific tasks. It is not merely an evaluation of one's skills but reflects the confidence in utilizing those skills across various situations.

Bandura, as cited by Gufron and Risnawati (2016, p. 75), explains that self-efficacy results from cognitive processes involving the assessment or expectation of how confident an individual is that they can perform a particular action to achieve desired goals. This belief is shaped by personal experiences, learning from the environment, self-regulation mechanisms, and education received.

Supporting this, Lunenburg in Sebayang (2017, p. 338) emphasizes that self-efficacy is an individual's confidence in facing and resolving problems in various situations, as well as the ability to decide on appropriate actions to overcome obstacles and reach objectives. This indicates that self-efficacy is closely related to adaptability and effective decision-making.

Alwisol, cited in Renaningtyas (2017), states that self-efficacy is an individual's perception of how effectively they can function in particular situations. Thus, self-efficacy involves not only cognitive but also affective and behavioral aspects.

Moreover, Yamin (in Renaningtyas, 2017) highlights that self-efficacy relates to the belief that an individual has the capacity to act according to expectations. This includes initiative in understanding, acting independently, and making autonomous decisions.

Alwisol (2014, p. 287) further describes self-efficacy as an individual's evaluation of how well or poorly actions are performed, as well as the extent to which someone feels capable of carrying out tasks according to prevailing standards or requirements.

Bandura in Parlar (2017, p. 755) states that self-efficacy is a person's belief in their ability to manage responsibilities. He further asserts that self-efficacy is connected to a person's goals to continually improve capacity and performance in facing challenges.

Rusnawati in Susanto (2018, p. 285) also explains that self-efficacy is an individual's belief in their ability to complete the tasks at hand, thereby overcoming obstacles and achieving set goals.

Setiadi in Susanto (2018, p. 285) adds that self-efficacy is related to the confidence an individual has in their capacity to perform various actions in different conditions.

Nurodin (2019, p. 100) defines self-efficacy as an individual's assessment of whether they are able to perform specific actions well or poorly, correctly or incorrectly, in accordance with requirements.

Frett, in Sumardjono and Yustinus (2014, p. 97), emphasizes that self-efficacy is an individual's belief in the likelihood of successfully completing specific tasks, serving as an internal motivator when facing challenges.

Finally, Baron and Greenberg in Prasetyo (2016, p. 183) note that individuals with high self-efficacy exhibit enthusiasm, strong confidence, and perseverance when encountering obstacles. Self-efficacy influences coping behavior, effort intensity, and resilience in task completion.

Based on these various perspectives, it can be concluded that self-efficacy is an individual's belief in their ability to design, organize, and carry out actions to overcome challenges and achieve specific goals. Self-efficacy plays a vital role in fostering motivation, persistence, and confidence when facing potential obstacles during task achievement.

Work Environment

The work environment is a crucial factor affecting employee comfort, motivation, and productivity in carrying out their tasks. According to Nitisemito (2010:183), the work environment is "everything around workers that can influence their task performance." Sedarmayanti (2011:21) adds that the work environment includes tools, materials, surroundings, and work methods that collectively shape working conditions.

The work environment is divided into two main types: physical and non-physical (psychosocial). Physical environment includes lighting, temperature, ventilation, cleanliness, noise, and workspace layout (Sedarmayanti, 2011). The non-physical environment covers employee relationships, work atmosphere, organizational structure, leadership, communication, and work culture (Robbins & Judge, 2017). A conducive environment enhances job satisfaction and organizational commitment.

Key indicators of work environment quality include adequate lighting and ventilation, cleanliness and orderliness, harmonious social relations, supervisor support, and workplace safety (Sedarmayanti, 2011; Nitisemito, 2010; Robbins & Judge, 2017; Mangkunegara, 2017). A good work environment boosts employee morale, loyalty, and productivity, whereas a poor environment can cause stress and reduce performance (Mangkunegara, 2017).

Factors influencing the work environment include workspace layout, lighting and ventilation, noise levels, cleanliness, social relations and organizational culture, leadership style, work facilities and technology, and occupational health and safety (Sedarmayanti, 2011; Nitisemito, 2010; Robbins & Judge, 2017; Gibson et al., 2012; Mangkunegara, 2017). Effective management of the work environment enables organizations to optimize employee performance.

Organizational culture

Organizational culture refers to the shared values, beliefs, and norms that guide the behavior and interactions of members within an organization, shaping its identity and distinguishing it from others (Robbins & Judge, 2017; Schein, 2010). It encompasses various dimensions such as power distance, individualism versus collectivism, uncertainty avoidance, and orientation towards innovation and teamwork (Hofstede, 2010; Robbins, 2016). This culture plays a crucial role in providing identity, fostering commitment, stabilizing social systems, and directing employee attitudes and behaviors, thereby influencing overall organizational performance (Kreitner & Kinicki, 2014; Denison, 1990). A positive organizational culture enhances motivation, job satisfaction, and loyalty, contributing to increased productivity (Luthans, 2011). Factors shaping organizational culture include the organization's history and founders, leadership style, structure, external environment, employee characteristics, human resource practices, and broader social values (Robbins & Judge, 2017; Schein, 2010). Since culture evolves through collective learning and adaptation, it remains a dynamic force vital for sustaining competitive advantage and achieving organizational goals.

Employee Performance

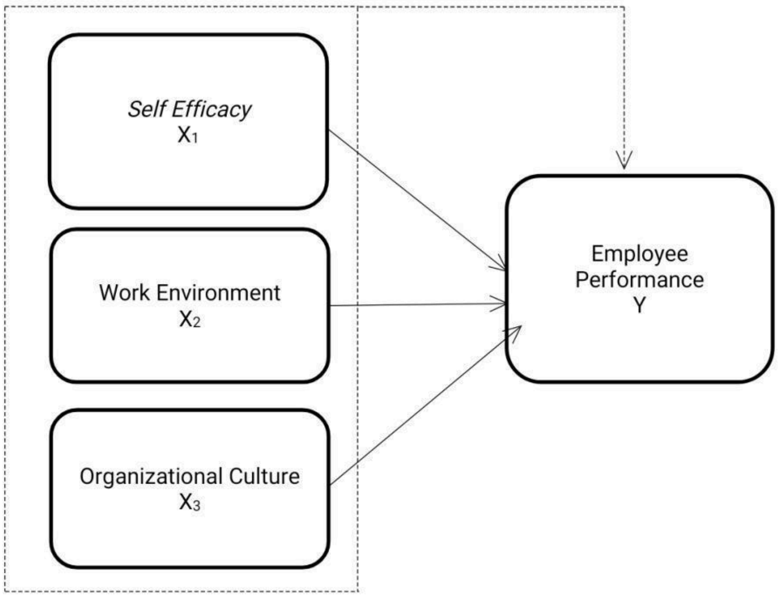
Employee performance is a central element in human resource management that directly contributes to the achievement of organizational goals. In public sector organizations such as the Primary Tax Service Office, employee performance is closely related to service effectiveness, public satisfaction, and institutional target realization. According to Mangkunegara (2017), performance, or work achievement, is the quality and quantity of work results achieved by an employee in carrying out assigned tasks in accordance with their responsibilities. This definition emphasizes the importance of balancing output and the process of performing duties in line with organizational standards. Gomes (2003) expands this definition by including the legal and ethical dimensions of performance, referring to the level of achievement in work results in accordance with authority and responsibility without violating laws and ethical norms. Bernardin and Russell (1993) define performance as the recorded outcomes produced on a specified job function or activity within a specified time period. Meanwhile, Robbins and Judge (2017) state that performance is the result of a person's job function that can be measured against organizational standards. Generally, Simamora (2006) explains that employee performance is the level of achievement or results obtained by individuals in performing their main tasks. From these various definitions, employee performance can be concluded as the work results achieved by an individual in executing tasks and responsibilities, measured based on specific standards in terms of quality, quantity, and time, while adhering to ethical and organizational rules.

Performance is influenced by several internal and external factors, including ability, motivation, work environment, and reward system (Gomes, 2003). Ability refers to an individual's capacity to perform certain tasks, including intellectual, technical, and physical capabilities. It can be divided into potential ability (aptitude) and actual ability (competence) developed through training and experience. Motivation is the internal or external drive that encourages individuals to act or work towards certain goals. Motivation can be intrinsic, such as job satisfaction and self-development, or extrinsic, such as salary, bonuses, and recognition. The work environment encompasses physical and social conditions affecting comfort and work efficiency. A conducive work environment includes a clean workspace, adequate ventilation, good lighting, and harmonious relationships with supervisors and colleagues. The reward system is the way an organization recognizes and appreciates employee contributions through financial and non-financial incentives, which enhance motivation and performance.

To evaluate employee contributions to organizational goals, several performance indicators are used. Quality of work reflects the degree of accuracy, thoroughness, and adherence to procedures in completing tasks (Bernardin & Russell, 1993). Quantity of work measures the amount of output completed within a certain time frame, indicating productivity (Simamora, 2006). Timeliness reflects the ability to complete tasks within deadlines, demonstrating efficiency and discipline (Gomes, 2003). Effectiveness and efficiency relate to achieving work goals while minimizing resource use without compromising quality (Mangkunegara, 2017). Lastly, cooperation refers to the ability to maintain harmonious and professional relationships with colleagues to support team and organizational objectives, including effective communication and constructive conflict resolution (Robbins & Judge, 2017).

Conceptual Framework

The analysis model in this study is as shown in Figure 1 below:



Information:

: Simultaneous Effect Line

: Partial Effect Line

Figure 3.1 Conceptual Framework

Source: Processed by the author (2025)

Hypothesis

The hypothesis is a temporary answer to the formulation of research problems, it is said to be a temporary answer because the answer is still presumptive of the existing problem, and still has to be proven. So what can be done is to answer first while still presumptive. A hypothesis will be accepted if the data collected supports the statement. The following is a research hypothesis based on the framework above:

1. The effect of Self Efficacy on employee performance
   H1 : Self Efficacy partially affects employee performance at the Bangkalan Primary Tax Service Office.
2. The influence of the work environment on employee performance

H2: the work environment partially affects employee performance at the Bangkalan Primary Tax Service Office.

3. The influence of organizational culture on employee performance
   H3: organizational culture partially affects employee performance at the Bangkalan Primary Tax Service Office.
4. Simultaneous influence
   H4 : Self Efficacy, work environment, and organizational culture simultaneously affect employee performance at the Bangkalan Primary Tax Service Office.

3. RESEARCH METHOD

Type of Research

This research is a causal associative research, in accordance with the research methodology applied. The purpose of causal associative research according to Sugiono (2013: 16) is to identify causative problems between two or more variables. This study only discusses the effect of Self Efficacy, work environment, and organizational culture on employee performance.

Population and Research Sample

Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions (Sugiyono, 2009: 80). The number of employees of the Bangkalan Primary Tax Service Office is 77 people. The population in this study were all 77 employees of the Bangkalan Primary Tax Service Office. This research was conducted on the entire population. This is done because the population has a relatively small number or when the researcher wants to make generalizations with very small errors. Thus, the method used in this study is a census.

Data Analysis

The purpose of data analysis is to obtain relevant information contained in the data and use the results to solve a problem (Ghozali, 2016: 3). Data analysis in this study was processed using Statistical Package For Social Sciences (SPSS) software version SPSS 20 for Windows. Data analysis in this study includes validity and reliability tests, classical assumption tests, regression tests, coefficient of determination tests, and hypothesis testing.

Place and Time of Research

This research was conducted at the Bangkalan Primary Tax Service Office, which is located on Jl. Soekarno Hatta No.1, RW.08, Kemayoran, Kec. Bangkalan, Bangkalan Regency, East Java. The research implementation time was from April to May 2025.

RESULTS AND ANALYSIS

Normality test

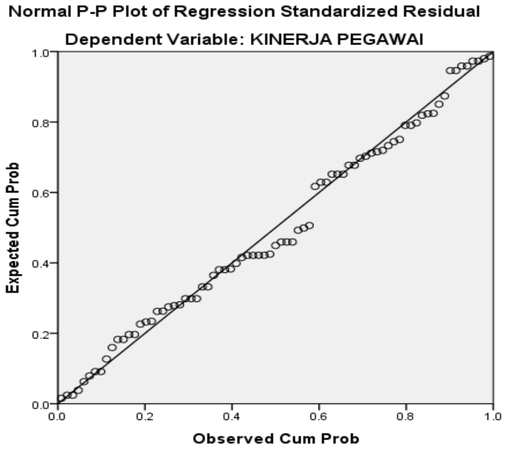


Figure 2
Normality Test Chart
Source: Data Processing Results, 2025

Based on the test results in Figure 2, it can be seen that the distribution of existing data has followed the diagonal line between 0 and the intersection of the X and Y axes. So it can be concluded that the data used in this study is declared normal and has met the requirements of the normality test.

Tabel 1
Multicollinearity Test Result
Coefficients[a]

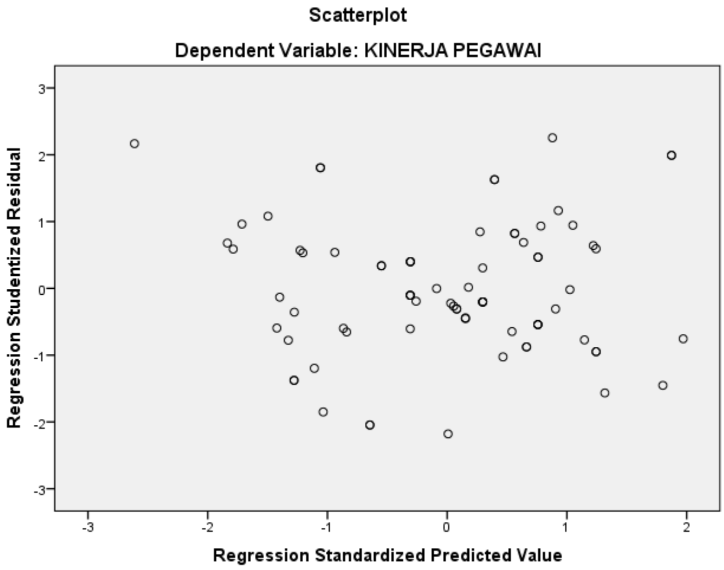
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Self Efficacy (SE)	0.920	1.087
	Work Environment (LK)	0.916	1.091
	Organizational Culture (BO)	0.973	1.028

a. Predictors: (Constant), *SELF EFFICACY, WORK ENVIRONMENT, ORGANIZATIONAL CULTURE*
b. Dependent Variable: EMPLOYEE PERFORMANCE

Multicollinearity Test

Based on table 1, it can be seen that the VIF value of each independent variable (charismatic leadership, work environment, organizational culture) used in this study is < 10, while the tolerance value of each variable is > 0.10. So it can be stated that all independent variables used in this study have met the provisions or requirements in the multicollinearity test, so it is said to be free from multicollinearity.

Heteroscedasticity Test



Figur 3
Heteroscedasticity Test Chart
Source: Data Processing Results, 2025

Based on Figure 3. it can be seen that the points in the image are randomly scattered and do not form a certain pattern. So it can be concluded in this regression model, no heteroscedasticity occurs.

Multiple Linear Regression Analysis

Tabel 2
Multiple Linear Regression Analysis Test
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.908	2.191		3.153	.002
	Self Efficacy (SE)	.439	.042	.605	10.334	.000
	Work Environment (LK)	.176	.036	.286	4.879	.000
	Organizational Culture (BO)	.440	.054	.462	8.113	.000

a. Dependent Variable:EMPLOYEE PERFORMANCE
Source: Data Processing Results, 2025

From the multiple linear regression equation, it can be concluded:

1. Constant value constant
   The constant constant value (α) is 6.908, meaning that if all independent variables (SE, LK, BO = 0) then Employee Performance (PP) is 6.908.
2. Self Efficacy
   The coefficient value of the Self Efficacy variable is 0.439. The positive sign explains that the Self Efficacy variable has a unidirectional (positive) relationship with the Employee performance variable (KP). So it can be interpreted that every

increase in Self Efficacy, then Employee Performance (KP) will increase. Assuming other independent variables are costumes.

3. Work Environment
The coefficient value of the work environment variable is 0.176. The positive sign explains that the work environment variable has a unidirectional (positive) relationship with the employee performance variable (KP). So it can be interpreted that every increase in the work environment, the Employee Performance (KP) will increase. Assuming other independent variables are costumes.
4. Organizational Culture
The coefficient value of the organizational culture variable is 0.440. The positive sign explains that the organizational culture variable has a unidirectional (positive) relationship with the employee performance variable (KP). So it can be interpreted that every increase in organizational culture, then Employee Performance (KP) will increase. Assuming other independent variables are costumes.

Determination Coefficient (R^2)

Tabel 3
Determination Coefficient Test Results
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
.878[a]	.770	.761	2.019	.878[a]

a. Predictors: ((Constant), SE, LK, BO)
b. Dependent Variable: KP

Source: Data Processing Results, 2025

Based on table 3 it can be seen that the R square value of 0.777 or 77.7% is the magnitude of the contribution of the independent variable to the dependent variable and 22.3% is explained by other variables outside the research model. while the R value is 0.881 or 88.1%, where the correlation of independent variables (self efficacy, work environment, and organizational culture), has a strong enough relationship to explain the dependent variable (employee performance).

Partial test (t test)

Tabel 4
T Test Result
Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-6.908	2.191		-3.153	.002
	Self Efficacy (SE)	.439	.042	.605	10.334	.000
	Work Environment (LK)	.176	.036	.286	4.879	.000
	Organizational Culture (BO)	.440	.054	.462	8.113	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Data Processing Results, 2025

Based on table 4, it is explained about how much influence the independent variable has on the dependent variable. Then the hypothesis results can be described as follows:

1. Hypothesis testing Self Efficacy (SE) on Employee Performance (KP). Sig value. t test for the Self Efficacy (SE) variable is 0.000 or <0.05. So it can be concluded that the first hypothesis which states that Self Efficacy (SE) has a partial effect on employee performance is accepted.
2. Hypothesis testing of Work Environment (LK) on Employee Performance (KP). Sig. value of t test for Work Environment (LK) variable is 0.000 or <0.05. So it can be concluded that the second hypothesis which states that Work Environment (LK) has a partial effect on employee performance is accepted.
3. Hypothesis testing of Organizational Culture (BO) on Employee Performance (KP). Sig. value of t test for Organizational Culture (BO) variable is 0.000 or <0.05. So it can be concluded that the third hypothesis which states that Organizational Culture (BO) has a partial effect on employee performance is accepted.

Simultaneous test (F test)

Tabel 5
F test Result

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	997.265	3	332.422	81.537	.000[b]
	Residual	297.618	73	4.077		
	Total	1294.883	76			

a. Predictors: ((Constant) SE, LK, BO)

b. Dependent Variable: KP

Source: Data Processing Results, 2025

Based on table 5, it can be seen that the F value is 81.537 with a Sig level. 0,000 < 0,05. So it can be concluded that the fourth hypothesis which states that the variables of Self Efficacy, work environment, and organizational culture simultaneously affect employee performance is accepted.

Discussion

The Influence of Self-Efficacy on Employee Performance

The results of statistical analysis show that self-efficacy significantly influences employee performance, as evidenced by a significance value of 0.000 (< 0.05), confirming the first hypothesis. This finding, based on data from KPP Pratama Bangkalan, indicates that employees with higher self-efficacy tend to perform better. Individuals with strong self-belief are confident in their ability to complete tasks effectively and overcome work-related challenges, which ultimately enhances their performance (Noviawati, 2016).

Questionnaire responses also support this, with most employees agreeing that they can handle obstacles, persist in facing difficulties, and are committed to completing their duties well. These results align with previous studies (Erawati & Wahyono, 2019; Chen, 2020; Khaerana, 2020; Rahmi, 2020; Sawitri et al., 2018; Setyawan, 2017), which found a positive and significant relationship between self-efficacy and employee performance. Thus, this research reinforces earlier findings and contributes to further understanding of this relationship.

The Influence of Work Environment on Employee Performance

The statistical analysis shows that the work environment has a significant influence on employee performance, with a significance value of 0.000 (< 0.05), indicating that the second hypothesis is accepted. According to Kasmir (2016), the work environment—which includes the physical workspace, layout, facilities, and interpersonal relationships—plays a critical role in employee performance. A conducive, comfortable, and safe work environment fosters focus and improves productivity. In contrast, a poor environment disrupts concentration and hampers performance.

Data collected through questionnaires at KPP Pratama Bangkalan show that most respondents agreed (average scores of 4 and 5) with statements related to air temperature, ventilation, noise levels, comfort, and workplace security. These results confirm that a well-maintained work environment positively affects employee performance.

This finding is consistent with previous studies by Hasibuan & Bahri (2018), Ferawati (2017), Himma (2020), and Dumanauw et al. (2018), all of which concluded that the work environment has a significant positive impact on employee performance.

The Influence of Organizational Culture on Employee Performance

Statistical analysis indicates that organizational culture significantly influences employee performance, with a significance value of 0.000 (< 0.05), supporting the third hypothesis. Kasmir (2016) explains that organizational culture—consisting of values, norms, and behaviors shared within a company—shapes employee interactions and work attitudes. A positive and supportive culture fosters motivation, encourages innovation, and enhances productivity.

Well-established organizational culture affects employee behavior, leading to improved job performance. Employees tend to align their behavior with the prevailing culture, especially when management consistently upholds it to achieve the organization's mission and vision. A strong culture also defines acceptable conduct, guiding actions in both formal and informal settings.

Questionnaire results from KPP Pratama Bangkalan show that most respondents agreed (average scores of 4 and 5) with statements such as completing responsibilities before leaving, punctual attendance, support for innovation, and routine evaluation. These findings confirm that organizational culture significantly affects employee performance.

This is consistent with prior studies by Jufrizen & Rahmadhani (2020) and Surya (2022), which also found that organizational culture positively and significantly influences employee performance

Simultaneous Influence

Based on the explanation of the F-test results presented in Table 5.8, it can be seen that the calculated F-value is 81.537 with a significance level of 0.000 (< 0.05). Therefore, it can be concluded that the fourth hypothesis, which states that the variables of self-efficacy, work environment, and organizational culture simultaneously influence employee performance, is accepted.

Confidence in one's abilities, a supportive work environment, and a well-developed organizational culture within the workplace have been shown to influence tax employees in achieving good performance. Additionally, individuals who feel valued and meaningful tend to do their best in carrying out their duties and responsibilities, which in turn improves their performance.

5. CONCLUSION

Based on the explanation presented in the previous chapter, the conclusions are as follows:

1) The results of testing the first hypothesis prove that self-efficacy has a significant influence on employee performance at the Pratama Tax Service Office in Bangkalan.
2) The results of testing the second hypothesis prove that the work environment has a significant influence on employee performance at the Pratama Tax Service Office in Bangkalan.
3) The results of testing the third hypothesis prove that organizational culture has a significant influence on employee performance at the Pratama Tax Service Office in Bangkalan.
4) The results of testing the fourth hypothesis prove that the variables of self-efficacy, work environment, and organizational culture simultaneously influence employee performance.

Suggestions

Based on the conclusions presented above, the researcher would like to provide the following suggestions that may be considered as input, particularly for the relevant institution, namely the Pratama Tax Service Office (KPP) Bangkalan, as well as for future researchers conducting related studies:

1. Suggestions for Employees of KPP Pratama Bangkalan
   Regarding the issue of self-efficacy, employees are advised to remain calm when given sudden tasks within a short timeframe. Have confidence in your abilities that the task can be completed well. This is intended to ensure that performance targets (proforma) can be achieved effectively
2. Suggestions for KPP Pratama Bangkalan Management
   Efforts that should be taken by the Pratama Tax Service Office (KPP) Bangkalan include maintaining employee performance and further enhancing the implementation of organizational culture so that it is deeply embedded within the employees. This way, employees can better understand the meaning and values of the organizational culture within the institution. For example, younger employees should provide support to older coworkers, especially concerning developments in information and communication technology, as many senior employees tend to struggle with adapting to technological changes (technological illiteracy).
3. Suggestions for the HR Department of KPP Pratama Bangkalan
   The management team, particularly the Human Resources department, is encouraged to provide a conducive work environment that fosters comfort and supports employees in performing their duties efficiently.
4. Suggestions for Future Researchers
   The suggestions provided for future researchers are as follows:
   a. Future studies are recommended to use case studies in government institutions other than KPP Pratama Bangkalan or in private companies, in order to compare the results with this study, which was conducted at a government institution.
   b. Future researchers are also encouraged to include additional variables that may influence employee performance, such as the quality of human resource management, employee placement, job training, and other relevant factor

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