



are a factor that has a central role in all activities of PT Jasa Raharja (Annual Report Jasa Raharja, 2023).

Based on the employee productivity assessment, it is known that PT Jasa Raharja not only focuses on providing the best service to the community but is also required to improve company performance which is assessed from profit. Based on the observations obtained, there are indications that employee productivity has not been maximized which still needs attention. Currently, the company has carried out good human capital management and development that will create "Great People & Great Leaders" with the hope of being able to provide employee productivity for improving company performance.

Productivity is a measure that is often used in determining organizational effectiveness and is a key requirement for companies in facing business competition and increasing company revenue (Menhard et al., 2022). According to Busro (2018: 344) productivity is the relationship between real and physical results (goods or services) with the actual input. Employees are expected to work well in carrying out their responsibilities through increased productivity, to help the company gain sustainability (Laily et al., 2023). As for several factors that can increase productivity, Pentang & Domingo (2024) is self-efficacy. Another opinion is according to Simbolon (2021: 3) that organizational culture is a factor that determines work productivity.

Some research in the field of management states that organizational culture is a major factor in organizational life (Ayu & Martadiani, 2019). Corporate culture is a pattern of shared basic assumptions that a group learns when it wants to solve a problem and is passed on to new members as the correct way to see, think, and feel about the problem and becomes a mirror of the company's identity (Cherian et al., 2021). Organizational culture is believed to be one of the keys to company performance and organizational culture can be managed to increase the company's competitive advantage (Akpa et al., 2021). Several other studies concluded that organizational culture has a significant positive effect on work productivity (Laily et al., 2021; Cherian, 2021; Akpa et al., 2021; Laily et al., 2023; Bijalwan et al., 2024), while Matahelumal & Kawet's (2019) study concluded that organizational culture has no impact on work productivity.

In addition, a set of values that can be communicated continuously, internally and externally, can increase motivation (Cherian et al., 2021). (Cherian et al., 2021). Employees who agree with organizational rules will be motivated to increase productivity (Suari et al., 2022). This is mentioned in the conclusion of research by Lestari (2020), Putra et al (2020), Sutoro (2020), Khairani (2022), and Dirwan et al (2024) who found that organizational culture is positively and significantly able to increase employee intrinsic motivation.

In addition to the important role of organizational culture, self-efficacy is also an important part that will affect the way individuals behave or overcome a situation to achieve achievement (Sitohang & Budiono, 2021). Self-efficacy is an individual's belief in their ability to perform an important action in producing a certain achievement (Pentang & Domingo, 2024). Self-efficacy is also described, as a cognitive appraisal of the plans needed to achieve goals and behavioral abilities such as motivation, resources, and beliefs needed to perform tasks (Kim & Lee, 2021). Several studies mention that self-efficacy has a significant positive effect on work productivity (Hidayat et al., 2020; Kim & Lee, 2020; Sitohang & Budiono, 2021, Li & Zhang, 2022), while Margono & Atma's research (2020) found that self-efficacy has an insignificant positive effect on productivity.

Self-efficacy is applied to diverse contexts that require some adaptation (Schunk & DiBenedetto, 2021). Self-efficacy can trigger a series of actions needed to fulfill the given resources as the situation demands and create motivation (Kim & Lee, 2021). Several existing studies such as Demir (2020), Schunk & DiBenedetto (2021), Li & Zhang (2022), Hidayat et al. (2022), and Lahagu

(2023) concluded that there is a significant positive influence between self-efficacy and intrinsic motivation.

Productivity is also associated with motivation. Work motivation is a set of energy forces that come from within and outside the individual, to initiate work-related behavior, as well as determine its form, direction, intensity, and duration (Riana et al., 2020). Rajapakshe (2024) states that work motivation is critical in increasing employee productivity for organizational growth. The same thing was revealed by Putra et al. (2020) stated, that work motivation is the most important factor in encouraging employees to develop in a company. In this study, motivation is focused on intrinsic motivation. Several studies such as Hidayat et al (2020), Kim & Lee (2021), Sitohang & Budiono (2021), Li & Zhang (2022), and Pentang & Domingo (2024) mention the importance of intrinsic motivation in increasing employee work productivity, while Margono & Atma's research (2020) found the results that positive intrinsic motivation is not significant on productivity.

Based on this explanation, it can be seen that there is a gap in theory, empirics, and implementation in the field which becomes complicated, so it is important to deepen the understanding of organizational culture which involves tighter control over employees and employees' self-confidence in completing work through self-efficacy. This research also highlights the important role of government agency employees in improving their productivity in line with the improvement of services provided to the community given the importance of employee responsibility for company productivity (Putra & Putra, 2022).

**Productivity.** According to Sedarmayanti (2014: 198), work productivity is the relationship between real or physical results (goods) or services with actual input. Meanwhile, according to Sutrisno (2016: 98) productivity in general is the relationship between outputs which include goods or services with inputs which include labor, raw materials, and capital. Another opinion according to Simbolon (2021: 47) productivity, as a mental attitude that always has a view of the quality of life that today must be better than yesterday and tomorrow must be better than today. Indicators of work productivity in this study refer to the opinions of Sutrisno (2016) and Trirahayu & Hendratni (2023), namely:

1. Ability is the responsibility that employees have for their work.
2. Work enthusiasm is when employees have high work enthusiasm.
3. Self-development is when employees have the desire to improve their skills.
4. Quality is that employees are able to complete work by the quality standards that apply in the company.
5. Efficiency is the ability of employees to utilize resources for task completion.

**Organizational Culture.** According to Sedarmayanti (2014: 75), organizational culture is a commonly held belief, attitude, and values that arise in organizations, stated more simply, culture is the way we do things here. Rajapakshe (2024) explains that fostering culture can align employee efforts to achieve predetermined goals, the impact of which will contribute to organizational success. Another opinion by Fahmi (2017: 117), is that organizational culture is the result of the process of melting the cultural and behavioral styles of each individual brought before into a new norm and philosophy, which has energy and group pride in facing things and goals. Indicators of organizational culture in this study refer to research by Afandi (2018: 101), Aprilia & Nugroho (2022), and Widodo (2023), namely:

1. Norms are rules that have been in place for a long time and are considered good.
2. Beliefs are habits that are considered correct.
3. Philosophy is an agreement on targets set in line with company goals.
4. Harmonization is the existence of harmony between parts in carrying out the assigned tasks.





5. Stability is the willingness of employees to be consistent in achieving common goals.

A good organizational culture is a corporate culture that benefits the organization in meeting the targets and needs of its workers (Cherian et al., 2021). Organizational culture should result in continuous quality improvement. Companies with a culture with desirable attributes will gain superior sustainable benefits from their culture (Lahagu et al., 2023). This is because a quality organizational culture has a high impact on productivity. Research by Cherian et al. (2021), Yandi (2022), Laily et al. (2023), Bijalwan et al. (2024), and Prameswari et al. (2024) found that organizational culture has a positive and significant effect on productivity. Based on this, the first hypothesis proposed is as follows: H<sub>1</sub>: Organizational culture has a significant positive effect on work productivity.

An organization's values that can be communicated continuously both internally and externally can increase motivation in employees to produce better work (Cherian et al., 2021). Employees who agree with organizational rules will be motivated to increase productivity (Suari et al., 2022). Research by Lestari (2020), Putra et al. (2020), Sutoro (2020), Khairani (2022), and Dirwan et al. (2024) found that organizational culture has a significant positive effect on employee intrinsic motivation. Based on the description above, the second hypothesis used in this study can be prepared as follows: H<sub>2</sub>: Organizational culture has a significant positive effect on intrinsic motivation.

**Self Efficacy.** Based on the theory of self-efficacy by Maddux (2013), it is explained that self-efficacy, which was originally defined as a type of expectation related to a person's belief in his ability to perform a certain behavior or a series of required behaviors, is extended to a person's belief in controlling events that affect his life. Self-efficacy focuses on the characteristics that influence individual achievement and fulfillment of successful work (Kim & Lee, 2021). Santrock (2017: 296) argued that self-efficacy is an individual who believes in completing work and task completion obligations. According to Calachio (2023), self-efficacy is the belief that a person can successfully perform certain actions or tasks based on past experiences of success in the same situation that refer to observations of others who have successfully overcome the same challenges or tasks this includes support and positive comments from others that influence trust. The indicators used to measure self-efficacy variables in this study refer to the research opinions of Schunk & DiBenedetto (2021) and Chouchane et al (2023), namely as follows:

1. Goal is the extent to which employees are confident that they will be able to achieve the target.
2. Context is the extent to which employees believe in their ability to find solutions to barriers.
3. Diversity is the extent to which employees are open to change.
4. Technology is the belief of employees in using technology to support task completion.
5. Risk-taking is the courage of employees to take risks in every decision.
6. Proactivity is employee confidence in the success of the work done.

Employees who have self-efficacy will have the confidence to do a good job so that their potential can be channeled optimally (Sitohang & Budiono, 2021). This confidence encourages employees to be more productive at work, so it is important to maintain employees' confidence in their capacity to produce maximum work (Pentang & Domingo, 2024). Several studies have found a significant positive relationship between self-efficacy and productivity, such as Hidayat et al. (2020), Kim & Lee (2021), Sitohang & Budiono (2021), Li & Zhang (2022), and Pentang & Domingo (2024). Based on the description above, the third hypothesis used in this study can be prepared as follows: H<sub>3</sub>: Self-efficacy has a significant positive effect on work productivity

High self-efficacy is more likely to feel secure and confident in a job with the power to make independent judgments or decisions and exhibit positive and psychological behaviors and

outcomes, compared to those with low levels of self-efficacy (Kim & Lee, 2021). Self-efficacy can trigger a series of actions needed to fulfill given resources as the situation demands and creates motivation (Kim & Lee, 2021). Several existing studies such as Demir (2020), Schunk & DiBenedetto (2021), Li & Zhang (2022), Hidayat et al. (2022), and Lahagu (2023) concluded a significant positive effect between self-efficacy and motivation. Based on the description above, the fourth hypothesis used in this study is as follows: **H<sub>4</sub>: Self-efficacy has a significant positive effect on intrinsic motivation.**

**Intrinsic Motivation.** According to Sardiman (2018: 89) intrinsic motivation is a motive that becomes active or functions without the need for external stimulation because within each individual there is already an urge to do something. Opinion according to Fahmi (2017: 100), intrinsic motivation is motivation that arises grows, and develops within the person, which then influences him to do something valuable and meaningful. Another opinion related to intrinsic motivation is expressed by Sutrisno (2019: 109), which states that motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often defined as a factor driving a person's behavior. Every activity carried out by someone must have a factor that encourages this activity. Indicators of intrinsic motivation variables in this study refer to the opinions of Virgiawan et al. (2021) and Lwin (2023) as follows:

1. Achievement needs are employees' desire to pursue individual achievement.
2. Affiliation needs are employees needing the support of coworkers in completing tasks.
3. Affiliation needs are the needs of employees at PT Jasa Raharja Bali Branch who need the support of coworkers in completing tasks.
4. Self-expression is the urge from within employees to show their identity in a job.
5. The challenge is the urge from within the employee to test his ability to face challenges.

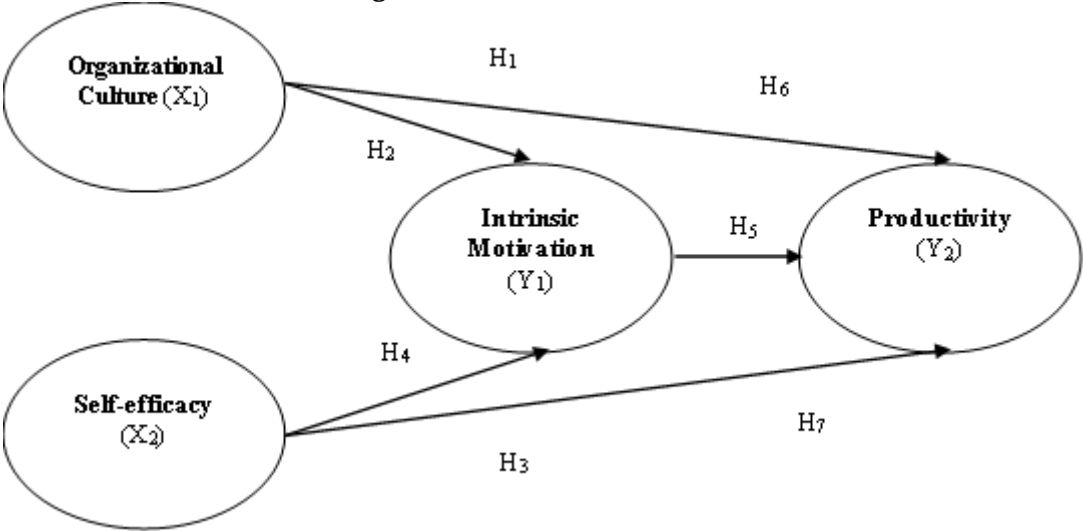
Rajapakshe (2024) states that work motivation is important in increasing employee productivity for organizational growth. Intrinsically motivated behavior is behavior shown for its own sake, in other words, the source of motivation usually comes from the showing of the behavior itself (Adriyanto & Prasetyo, 2021). Everyone in carrying out a certain action must be motivated by certain motives so employees need to have motivation given the importance of the existence of employees in their influence on work productivity (Lestari, 2020). Motivation usually arises because of goals that have not been achieved, or because of desired expectations (Putra et al., 2020). This is because basic behaviors and feelings are influenced by what is called the drive to succeed and overcome job challenges while striving to achieve certain goals, and motivation is the competency that drives these drives in workers to complete certain tasks (Olanipekun et al. 2018). High intrinsic motivation will ultimately help him to have good productivity. This is revealed by several previous studies, namely Johari & Jha (2020), Adriyanto & Prasetyo (2021), Lohela et al. (2022), Abbadi & Mensah (2022), and Dinata et al. (2024) which mention the importance of intrinsic motivation to increase employee work productivity. Based on these things, the proposed hypothesis is as follows:

H<sub>5</sub>: Intrinsic motivation has a significant positive effect on work productivity

H<sub>6</sub>: Intrinsic motivation mediates the effect of organizational culture on work productivity

H<sub>7</sub>: Intrinsic motivation mediates the effect of self-efficacy on work productivity

Figure 1. Research Framework



METHODS

This research uses a quantitative approach conducted at PT Jasa Raharja Bali Branch in Denpasar. This is based on the important role of State-Owned Enterprises (SOEs) in serving the community in line with their demands to generate profits. The population in this study were all employees and the determination of the sample used the saturated method, namely 51 respondents. The data collection method used is the survey method using a questionnaire. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique used is inferential analysis to analyze the relationship between the variables studied in this study, namely organizational culture, self-efficacy, work motivation, and work productivity.

RESULT AND DISCUSSION

The measurement model with reflexive indicators is assessed based on the correlation between item score/component score and construct score calculated by PLS. An individual reflexive measure is said to be high if it correlates more than 0.50 with the construct to be measured. In addition, it is done through discriminant validity, namely by looking at the average variant extracted (AVE) value with a standard of 0.50, and composite reliability is used to measure the reliability of a construct having a Cronbach alpha value ≥ 0.7. The following are the test results by removing Y1.2 because the outer loading value is below 0.05.

Table 1. Construct Validity Test Results

Construct	Item	P Value	Loading Factor	AVE	CR
Organization Culture (X1)	X1.1 I feel that the rules that apply at PT Jasa Raharja Bali Branch have been good	0,863	0,000	0,707	0,897
	X1.2 I feel that the habits that apply at PT Jasa Raharja Bali Branch are good	0,905	0,000		



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Construct	Item	P Value	Loading Factor	AVE	CR
Self-Efficacy (X2)	X1.3 I have an agreement on the targets set in achieving the goals of PT Jasa Raharja Bali Branch	0,827	0,000	0,904	0,676
	X1.4 I feel that there is harmony between work sections in carrying out tasks	0,812	0,000		
	X1.5 I am willing to work consistently to achieve common goals.	0,793	0,000		
	X2.1 I am confident in being able to achieve the targets that have been set	0,790	0,000		
	X2.2 I believe in being able to find solutions to existing obstacles	0,763	0,000		
	X2.3 I am always open to changes that occur in the company	0,853	0,000		
	X2.4 I believe in the importance of using technology to support task completion	0,851	0,000		
	X2.5 I dare to take risks in making decisions	0,852	0,000		
Motivation Intrinsic (Y1)	X2.6 I have high confidence in the success of my work	0,821	0,000	0,859	0,703
	Y1.1 I have the desire to pursue individual achievement	0,885	0,000		
	Y1.3 I have the drive to have a higher position	0,831	0,000		
	Y1.4 I have the drive to show my identity at work	0,836	0,000		
Productivity (Y2)	Y1.5 I have the drive to test my ability to face challenges	0,799	0,000	0,892	0,699
	Y2.1 I have high responsibility for my work	0,824	0,000		
	Y2.2 I have a high work ethic	0,852	0,000		
	Y2.3 I have a desire to improve my skills	0,751	0,000		
	Y2.4 I can complete work by the quality standards set by the company	0,853	0,000		
	Y2.5 I have a good ability to utilize resources to complete tasks	0,895	0,000		



Source: Data processed, 2025

The results of path and significance testing are shown in Table 1. The results show that organizational culture has a positive effect of 0.240 and p-value  $0.122 > 0.05$  on the intrinsic motivation of employees of PT Jasa Raharja Bali Branch in Denpasar, meaning that the effect is insignificant and H1 is rejected. Organizational culture has a negative effect of -0.002 and p-value  $0.990 > 0.05$  on the work productivity of employees of PT Jasa Raharja Bali Branch in Denpasar, meaning that the effect is insignificant and H2 is rejected. Self-efficacy has a positive effect of 0.607 with a p-value of  $0.000 < 0.05$  on the intrinsic motivation of employees of PT Jasa Raharja Bali Branch in Denpasar, meaning that the higher the employee's self-efficacy, the intrinsic motivation will increase, thus H3 is accepted. Self-efficacy has a positive effect of 0.475 and p value  $0.012 < 0.05$  on the work productivity of employees of PT Jasa Raharja Bali Branch in Denpasar, meaning that the higher the employee's self-efficacy, the higher the work productivity, thus H4 is accepted. Intrinsic motivation has a positive effect of 0.407 and p value  $0.013 < 0.05$  on the work productivity of employees of PT Jasa Raharja Bali Branch in Denpasar, meaning that the higher the intrinsic motivation of employees, the higher the work productivity, the H5 is accepted. In mediation testing, the effect of organizational culture and employee work productivity through intrinsic motivation has a coefficient of 0.098 and a p-value of 0.233 which means it is not significant, while the effect of organizational culture on employee work productivity directly has a coefficient of -0.022 and a p-value of  $0.990 > 0.05$  which means it is also not significant. This explains that intrinsic motivation is unable to act as a mediator in the influence of organizational culture on work productivity so H6 is rejected. The effect of self-efficacy and employee work productivity through intrinsic motivation has a coefficient of 0.247 and a p-value of  $0.029 < 0.05$  which means significant, while the effect of self-efficacy on employee work productivity directly has a coefficient of 0.025 and a p-value of  $0.475 < 0.05$  which means it is also significant. This explains that intrinsic motivation can mediate the influence between self-efficacy on work productivity, so H7 is accepted. This means that the self-efficacy created can increase intrinsic motivation within oneself and better work productivity results.

The R-squared value of intrinsic motivation is 0.640, meaning that organizational culture and self-efficacy can explain variations in intrinsic motivation by 64.0 percent while the rest is explained by variations in other variables outside the research model. In employee work productivity, the R-Square obtained is 0.691, this means that workload, self-efficacy, and intrinsic motivation can explain variations in employee work productivity by 69.1 percent while the remaining 30.9 percent is influenced by other constructs not analyzed in the estimation model. While Q2 is 0.889 which means that the model is included in the strong model criteria, meaning that the estimation model built in this study has a strong level of predictive accuracy.

**Table 2.** Hypothesis Test Results

Construct	Path Coefficient	P value	Description
Organizational culture → Intrinsic Motivation	0,240	0,122	Not Significant
Organizational culture → Productivity	-0,002	0,990	Not Significant
Self-efficacy → Intrinsic Motivation	0,607	0,000	Significant
Self-efficacy → Productivity	0,475	0,012	Significant
Intrinsic motivation → Productivity	0,407	0,013	Significant
Organizational culture → Intrinsic motivation → Productivity	0,098	0,233	Not Able to Mediate



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Self-efficacy → Intrinsic motivation → Productivity	0,247	0,029	Partial Mediation
R <sup>2</sup> Intrinsic Motivation: 0,640			
R <sup>2</sup> Productivity: 0,671			
Q <sup>2</sup> : 0,889			

**The Effect of Organizational Culture on Employee Productivity at PT Jasa Raharja Bali Branch in Denpasar.** Based on the analysis of the first hypothesis, it is found that organizational culture has a negative and insignificant effect on employee work productivity so the first hypothesis (H1) in the study was rejected.

The organizational culture that is expected to produce continuous quality improvement in this study cannot be fulfilled. The results of the descriptive analysis show that the average employee assesses organizational culture in the good category, especially in the burden of agreement on the targets set in achieving goals. The average value of employee productivity is also in the good category, meaning that the organizational culture at PT Jasa Raharja Bali Branch in Denpasar is not a major factor for the organization in meeting the targets and needs of its workers because even though the existing organizational culture is classified as good, employees may not fully feel its impact in their daily work activities, especially if the culture has not been translated into policies or practices that directly encourage productivity. This is also due to the AKHLAK culture change that has only been carried out since 2021 so deepening the organizational culture needs to be done.

When viewed from the composition of employee characteristics, employees tend to already have skills, work understanding, and work patterns that have been formed professionally. In this condition, organizational culture may not have a significant influence on productivity because employees are accustomed to the existing tasks and responsibilities. After all, the real focus of employees at the branch company is service and income which is more in line with the previous culture, so other factors can be more dominant in determining productivity. In addition, with a relatively long working period, employees may have adapted to the previous work culture, so that changes or strengthening of organizational culture do not have a major impact on employee productivity. This can also be seen from the indicators of organizational culture that have values below the average, namely consistency in work and harmony between sections which is the cause of the lack of influence of organizational culture on work productivity.

Based on direct observation of the respondents, it is known that the respondents conveyed high responsibility for work and have a work enthusiasm and desire to improve skills. However, there were differences in their perceptions of the organizational culture where there was a transition from “PRIME (Proactive Friendly Ikhlas Mudah Empathy)” to “AKHLAK (Amanah Kompeten Harmonis Loyal Adaptif Kolaboratif)” which was perceived to have both advantages and disadvantages, with a shift from a customer-centric approach to a more structured administrative one. Meanwhile, other respondents were more neutral towards the cultural change, considering it good enough but not showing much enthusiasm. This is because employees are more focused on completing tasks according to their respective responsibilities rather than being affected by changes in cultural values set by the company. This opinion shows that although the work culture has formally changed, in practice the old values are still applied, meaning that the new culture does not replace the old culture as a whole, so the transition has no impact on changes in productivity. This is why even though there are different perceptions of the new culture, the effect on productivity is not significantly felt.

Based on the Theory of Planned Behavior (TPB) proposed by Ajzen, individual behavior in organizations is influenced by three main factors, namely attitudes toward behavior, subjective



norms, and perceived behavioral control. The results of this study show that although organizational culture has been implemented if employees do not have positive beliefs about the culture (attitudes towards behavior), do not feel sufficient social pressure to adopt it (subjective norms) or feel less control over the application of organizational culture (perceived behavioral control) then the impact on work productivity will be insignificant. These results are in line with those revealed by Matahelumual & Kawet (2019) concluded that organizational culture has no significant effect on productivity.

**The Effect of Organizational Culture on Employee Intrinsic Motivation at PT Jasa Raharja Bali Branch in Denpasar.** Based on the results of the analysis of the second hypothesis, the results show that organizational culture has a positive and insignificant effect on employee intrinsic motivation so the second hypothesis (H2) in the study was rejected. A value in the organization that is communicated continuously both internally and externally is expected to increase motivation in employees, but in this study, it cannot be fulfilled. Attributed to this study, the average organizational culture of employees is in the good category as well as intrinsic motivation is also in the very good category. This proves that although a good organizational culture can provide a supportive work environment, it is not strong enough to directly increase employees' intrinsic motivation.

Some reasons cause the insignificant influence that occurs such as employees have not felt a direct relationship between organizational culture and their motivation at work because it is only perceived as a supporting factor and has not been implemented in a form that can directly affect employee work motivation. This can also be seen from the characteristics of employees who have had a very long tenure of 6 to 15 years which allows employees to have a stable work orientation and are not too dependent on external factors such as organizational culture to maintain enthusiasm and drive at work.

Based on observations, it was found that respondents' sense of responsibility towards work, work enthusiasm, and desire to improve skills were more influenced by their awareness of professionalism rather than cultural changes in the company. Although the work culture has shifted from "PRIME (Proactive Friendly Ikhlas Mudah Empathy)" to "AKHLAK (Amanah, Competent, Harmonious Loyal Adaptive Collaborative)," employees still maintain dedication and high work standards without relying on the system implemented. In addition, in the aspect of encouragement to achieve individual achievement, cultural differences do not directly affect employees' desire to develop. One respondent mentioned that he still has the spirit of achievement and teamwork without being influenced by company policies. Meanwhile, another respondent considers the balance between career and personal life more, where compensation and stability factors play more of a role in determining her job ambitions than changes in organizational culture.

Respondents mentioned prioritizing job stability and balance over ambition to develop or move up and feeling content with their current situation and therefore not having a strong drive to adjust to cultural change if it does not have a direct impact on their work. This suggests that the decision to develop or stay in the current position depends more on personal considerations than the cultural environment in the company. The observation concludes that employees' intrinsic motivation is based more on personal values and goals, not on changes in organizational culture. As long as employees still feel meaningful in their work and get the support they need, intrinsic motivation remains stable, regardless of changes in the work system implemented by the company.

Based on the Theory of Planned Behavior (TPB), a person's motivation to behave is influenced by attitudes toward behavior, subjective norms, and perceived behavioral control. If organizational culture does not sufficiently shape employees' positive attitudes towards the values applied, is not

supported by strong subjective norms from the work environment, or employees feel they lack control in applying organizational cultural values in their daily lives, then the impact on intrinsic motivation will be insignificant. This result is in line with research by Setiawan (2021) and Abadiyah & Maufuzah (2022) which concluded that organizational culture partially has a positive and significant effect on intrinsic motivation.

**The Effect of Self-Efficacy on Employee Productivity at PT Jasa Raharja Bali Branch in Denpasar.** Based on the results of the analysis of the third hypothesis, it was found that there was a significant positive effect on self-efficacy on productivity so the third hypothesis (H3) in the study was accepted. This means that the higher the self-efficacy of an employee will be able to increase the resulting work productivity. Based on descriptive analysis, employee self-efficacy is in the best category in line with work productivity which is also in the best category. Self-efficacy in the form of belief in achieving goals, finding solutions in the work context, accepting diversity and change, utilizing technology, being brave in taking risks, and being proactive makes employees more effective, innovative, and productive. Stronger self-efficacy causes employees to be more confident in adapting to challenges and working more optimally in achieving organizational goals. This confidence encourages employees to be more productive at work.

Based on the Theory of Planned Behavior (TPB), self-efficacy can be linked to perceived behavioral control, which is the extent to which individuals feel they have the ability and control to act. When employees have high self-efficacy, they tend to be more confident in their ability to complete tasks, overcome challenges, and achieve work targets, which ultimately increases their productivity. In addition, strong self-efficacy can also strengthen positive attitudes towards effective work behavior and increase subjective norms, because confident individuals tend to be more accepting of social encouragement to work more productively. These results are in line with the results of research conducted by Hidayat et al (2020), Kim & Lee (2021), Sitohang & Budiono (2021), Li & Zhang (2022), and Pentang & Domingo (2024) who found a significant positive relationship in self-efficacy to productivity.

**The Effect of Self-Efficacy on Intrinsic Motivation at PT Jasa Raharja Bali Branch in Denpasar.** Based on the results of the fourth hypothesis analysis, it is found that self-efficacy has a significant positive effect on employee intrinsic motivation so the fourth hypothesis (H4) in the study is accepted. This means that the higher the self-efficacy of an employee will be able to increase the intrinsic motivation of employees. Self-efficacy is the main internal motivational process and influences employees to work confidently, proactively, and innovatively, so that productivity will increase. In this study, employee perceptions of self-efficacy and intrinsic motivation were in the best category. This means that employees at PT Jasa Raharja Bali Branch in Denpasar have high self-confidence which encourages them to have high expectations of their achievements in the company. High self-efficacy causes employees to feel secure and confident so that the desire to achieve will be greater.

Based on the Theory of Planned Behavior (TPB), self-efficacy is related to perceived behavioral control, which is the extent to which a person feels capable of taking an action. If an employee believes that he can get the job done well, the employee will be more motivated to work hard and achieve targets without the need for external encouragement. This is in line with Darmawan's (2017) research and Soemadi's (2021) who found that self-efficacy has no significant effect on intrinsic motivation.

**The Effect of Intrinsic Motivation on Employee Productivity at PT Jasa Raharja Bali Branch in Denpasar.** Based on the results of the fifth hypothesis analysis, it is found that self-efficacy has a significant positive effect on employee work productivity so the fifth hypothesis (H5) in the study is



accepted. This means that the higher the intrinsic motivation of an employee will be able to increase the resulting work productivity. Motivation usually arises because of goals that have not been achieved, or because of desired expectations. The higher motivation will increase the resulting work productivity because everyone doing a certain action must be motivated by certain motives to encourage him to produce higher productivity. Based on the results of descriptive analysis, it is evident that the average intrinsic motivation of employees and work productivity is in the very good category. This causes employees with high self-efficacy to be more confident in making decisions, more persistent in completing tasks, and more able to overcome obstacles that arise at work. This directly contributes to increased work productivity because employees are more motivated to work optimally and complete their work efficiently.

Based on the Theory of Planned Behavior (TPB), intrinsic motivation can be linked to attitude toward behavior, where a person will be more likely to take an action if they have a positive attitude towards it. Employees who have high intrinsic motivation tend to enjoy their work, feel satisfied with the challenges, and have an internal drive to do well, without relying on external incentives. In addition, intrinsic motivation can also strengthen perceived behavioral control, because motivated individuals feel more able to overcome challenges and achieve work targets. These results are in line with the results of research conducted by Johari & Jha (2020), Adriyanto & Prasetyo (2021), Lohela et al. (2022), Abbadi & Mensah (2022), and Dinata et al. (2024) which found that intrinsic motivation has a significant positive effect on employee work productivity.

**The Role of Intrinsic Motivation Mediates the Effect of Organizational Culture on Employee Productivity at PT. Jasa Raharja Bali Branch in Denpasar.** Based on the results of the sixth hypothesis analysis, it was found that intrinsic motivation was not able to mediate organizational culture on work productivity so the sixth hypothesis (H6) in the study was rejected. This means that intrinsic motivation has not been able to cause an increase in work productivity even though the organizational culture is in a good category. This finding shows that employees' intrinsic motivation is not significantly influenced by organizational culture as a result it has no role in bridging the relationship between organizational culture and work productivity. This means that although the company has built a good organizational culture with clear values, the culture does not automatically increase employees' intrinsic motivation or the resulting work productivity. The reason is that the values are not properly understood and consistently applied by all employees so not all aspects of organizational culture directly contribute to increasing work productivity. One of them is the harmony between work sections in carrying out tasks that have not been able to be achieved properly so that they are unable to create work motivation and ultimately have no impact on the resulting productivity.

Based on observation, it is also known that employees' intrinsic motivation is independent of organizational culture, so this factor does not mediate the relationship between work culture and productivity. This shows that despite changes in organizational culture such as "PRIME (Proactive Friendly Ikhlas Easy Empathy)" to "AKHLAK (Amanah Competent Harmonious Loyal Adaptive Collaborative)", employee motivation remains stable. In addition, employee productivity is more determined by other factors such as work systems, clear targets, and the balance between workload and compensation. This means that organizational culture is only a framework that regulates company values and norms, but increased productivity is more determined by individual motivation, work experience, and comfort factors at work.

Based on the Theory of Planned Behavior (TPB), intrinsic motivation is related to attitude toward behavior, which is the extent to which a person has a positive attitude towards an action. If the organizational culture does not sufficiently influence the way employees view their work, it will

not directly increase intrinsic motivation. In addition, in TPB there is also a subjective norms factor, which is the social pressure or norms that individuals feel in performing a behavior. If the organizational culture is only implemented structurally without any strong social encouragement in the work environment, then employees do not feel encouraged to increase their productivity.

This is in line with Matahelumual & Kawet's research (2019) which concluded that organizational culture has no impact on work productivity and Adriyanto & Prasetyo (2021) which states that intrinsic motivation has no significant effect on work productivity.

**The Role of Intrinsic Motivation Mediating the Effect of Self-Efficacy on Employee Productivity at PT Jasa Raharja Bali Branch in Denpasar.** Based on the results of the seventh hypothesis analysis, it is found that intrinsic motivation can partially mediate self-efficacy on work productivity so the seventh hypothesis (H7) in the study is accepted. This means that intrinsic motivation is able to be the cause of increased work productivity with increased self-efficacy in employees. This finding shows that self-efficacy not only has a direct impact on work productivity but also indirectly through increased intrinsic motivation. Employees who have high self-efficacy will be more confident in completing tasks, feel more capable of facing challenges, and have confidence that they can achieve the targets set. This belief then drives employees' intrinsic motivation, which is the drive from within to work better without relying on external incentives. However, there may be other factors beyond intrinsic motivation that also play a role in linking self-efficacy with work productivity.

Based on the Theory of Planned Behavior (TPB), self-efficacy is closely related to perceived behavioral control, namely the extent to which employees feel they have the ability and control over their actions. Employees who feel confident in their abilities will be more intrinsically motivated to work well, without having to rely on external incentives. This intrinsic motivation then forms an attitude toward behavior, where employees develop a positive attitude towards their work so that they are more enthusiastic about achieving targets and increasing work productivity. This is in line with the results of research by Johari & Jha (2020), Abbadi & Mensah (2022), and Dinata et al (2024) which mention the importance of intrinsic motivation to increase employee work productivity. In addition, it supports the conclusions of Schunk & DiBenedetto (2021) and Kozhakhmet et al. (2022) who found that self-efficacy has an indirect effect on work productivity through intrinsic motivation.

## CONCLUSION

PT Jasa Raharja, as a State-Owned Enterprise, is responsible for managing insurance for road traffic accidents and public transportation passengers and focuses on customer service. HR management with a performance management system aims to increase productivity, and loyalty, and create a positive work climate. Employee productivity assessment is also seen from a financial perspective, by measuring cost effectiveness and efficiency and comparing revenues and expenses to assess the success and cost savings generated. Based on the results of the analysis, it can be concluded that organizational culture has no significant negative effect on work productivity, organizational culture has no significant positive effect on employee intrinsic motivation, self-efficacy has a significant positive effect on employee work productivity, self-efficacy has a significant positive effect on employee intrinsic motivation, intrinsic motivation has a significant positive effect on employee work productivity, intrinsic motivation is unable to act as a mediator in the relationship between organizational culture and employee work productivity, and intrinsic motivation can act as a mediator in the relationship between self-efficacy and employee work productivity.

To improve productivity, management has to improve coordination between departments and ensure employee consistency in achieving common goals through regular evaluations. In addition,



management should provide training in strategic decision-making and create opportunities for employees to face situations that require courage in decision-making. For intrinsic motivation, management should create a clear career development system and improve the ability to utilize resources, as well as optimize the work system to make employees more effective. Meanwhile, employees are expected to improve coordination between divisions and be more disciplined in achieving common goals through active communication and regular meetings. Employees should also increase the courage to take risks, learn from experience, and develop skills for higher career paths. In addition, employees are advised to optimize the use of existing resources and technology to increase effectiveness in completing tasks.

The limitation of this study is that it is only limited to PT Jasa Raharja Bali Branch in Denpasar so it is not able to be generalized to other organizational or industrial contexts. This study uses a quantitative approach with data collection through questionnaires that may not be able to capture the full nuances and complexities of the variables studied, especially the qualitative aspects of organizational culture and intrinsic motivation. Future research can expand the scope, methodology, and theoretical framework to better understand the factors that influence work productivity in a broader context.

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