

# The Influence of Self-Efficacy, Organizational Climate and Work-Life Balance on Work Achievement through Motivation as an Intervening Variable

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This research aims to determine: (1) the influence of self-efficacy, organizational climate, and work-life balance on work motivation. (2) the influence of self-efficacy, organizational climate, and work-life balance on work performance. (3) the influence of work motivation on work performance. (4) the influence of self-efficacy, organizational climate, and work-life balance on work performance through work motivation. The sample size in this study was 251 respondents. This research is quantitative with a descriptive approach, using primary data and partial least squares structural equation model (PLS-SEM) analysis techniques. The results of this study conclude that: (1) there is a significant positive influence between organizational climate and work-life balance on employee work motivation, but self-efficacy has an insignificant effect. (2) There is no significant influence between self-efficacy, organizational climate, and work-life balance on work performance. (3) There is a significant positive influence between work motivation and work performance. (4) There is a significant positive influence between organizational climate and work-life balance on work performance through employee work motivation, but self-efficacy has an insignificant effect.

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INTRODUCTION

Currently, employees at PT. BJB Bank has competed in achieving achievements to achieve the targets that have been set in order to develop the company. Employees will also be rewarded for their hard work with rewards and those below the general level will receive a warning and if there is no change they will be given punishment, therefore the important role of work motivation on work performance.

Bank BJB is one of the leading banks in Indonesia which is currently transforming into the ranks of large banks in Indonesia. Bank BJB, as one of the banks operating in Indonesia, has experienced rapid growth and change in recent years. To remain competitive and achieve optimal performance, Bank BJB must understand in depth the factors that influence the performance of its employees. Quality employees for Bank BJB are the company's main asset which is very influential in maintaining the company's sustainability, making it easier for the company to build a strong foundation to face increasingly fierce business competition.

Bank BJB has main branches in the Tasikmalaya, Ciamis and Banjar areas. These Bank BJB branch offices have a large customer base. With the large customer base that Bank BJB has in the Main Branch of Tasikmalaya, Ciamis and Banjar, it requires Bank BJB to have quality employees who are expected

to have good work performance in carrying out their duties and work, namely serving various increasingly complex customer needs by providing fast quality service. and comfortable.

However, in reality, based on the results of researchers' observations at 3 (three) Main Branches of Bank BJB in East Priangan, namely Tasikmalaya, Ciamis and Banjar, employee work performance is not yet optimal. This can be seen from the various conditions that occur at Bank BJB Main Branch Tasikmalaya, Ciamis, and Banjar, including that there are still many employees who make mistakes when working so that the quality of their work does not comply with the standards set by Bank BJB Main Branch Tasikmalaya, Ciamis, and Banjar. Apart from that, there are still many employees whose quantity of work is not in accordance with the targets that have been set.

The conditions that occur at Bank BJB's Tasikmalaya, Ciamis, and Banjar Main Branches are related to the problem of employee work performance not being optimal, as evidenced by employee work performance assessment data at BJB Bank's Tasikmalaya, Ciamis, and Banjar Main Branches. Job performance assessment data for BJB Bank employees in Tasikmalaya, Ciamis and Banjar Main Branches can be seen in Table 1 below.

Table 1. Work Performance of Bank BJB Employees Tasikmalaya, Ciamis and Banjar Branches (2022)

No	Category	Tasikmalaya				Ciamis				Banjar			
		Target		Real		Target		Real		Target		Real	
		Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
1	Excellent	26	30	9	10	32	34	9	10	25	36	5	7
2	Very Good	39	45	34	39	40	43	35	37	35	50	45	64
3	Good	22	25	43	50	22	23	50	53	10	14	20	29
4	Deficient	0	0	1	1	0	0	0	0	0	0	0	0
5	Not Very Good	0	0	0	0	0	0	0	0	0	0	0	0
Total		87	100	87	100	94	100	94	100	70	100	70	100

Based on data, the Tasikmalaya, Ciamis and Banjar branches have not achieved the company's work performance targets. In Tasikmalaya and Ciamis, only 10% of employees achieved special category achievements, far from the targets of 30% and 34%.

Meanwhile, for the very good category, in Tasikmalaya it was 39% and in Ciamis it was 37%, also below the target of 45% and 43% respectively. In Banjar, only 7% achieved excellent performance, but 64% achieved excellent performance, exceeding the target of 50%.

Further evaluation is needed to identify the cause and plan appropriate improvements.

Apart from that, based on data on the realization of work performance per division at Bank BJB Main Branch Tasikmalaya, Ciamis and Banjar, it indicates that there is a decline in the work

performance of Bank BJB employees Main Branch Tasikmalaya, Ciamis and Banjar in the period 2021 - 2022. Data on work performance assessment per division at Bank BJB Main Branch Tasikmalaya, Ciamis and Banjar can be seen in Table 2 below.

Table 2. Job Performance Assessment Per Division of Bank BJB Main Branch Tasikmalaya, Ciamis and Banjar Period 2021 – 2022

Division	Job Performance Assessment (%) Tasikmalaya		Job Performance Assessment (%) Ciamis		Job Performance Assessment (%) Banjar	
	2021	2022	2021	2022	2021	2022
Consumer	87.06	86.16	88.29	88.93	86.72	88
Commercial	87.52	86.89	87.64	87.89	87.94	88.28
Micro	89.37	87.52	87.82	87.88	88.49	89.07
Credit Supervision	88.19	85.52	90.46	90.92	89.07	88.8
Credit Administration	88.68	89.73	87.47	91.6	91.84	88.83
Branch Internal Control	88.98	87.81	87.86	88	88	88.83
General	87.71	86.97	87.47	87.47	88	89.07
IT	87.94	86.53	87.86	90.9	89.07	87.8
Customer Service	88.17	87.68	90.13	87.83	89.33	86.94
Teller	88.11	87.17	87.43	87.97	87.69	85.38
Service	87.2	86.95	88.42	88.66	88.06	88.29
Back Office	87.91	87.01	99.21	86.79	88.34	87.28

Source: Processed from personnel data of Bank BJB Main Branch Tasikmalaya, Ciamis and Banjar, 2023

Based on table 2 above, it can be seen that there is a decline in work performance in each division in Bank BJB Tasikmalaya, Ciamis and Banjar Main Branches from 2021-2022. Bank BJB Main Branch Tasikmalaya, Ciamis and Banjar targets each division to achieve the work target of 100%. However, in reality, each division has not achieved the targets set by BJB Bank Tasikmalaya, Ciamis and Banjar Main Branches.

From the results of the observations that have been made, the author found that there are several problems related to the variables that the author will examine. The first problem is related to low self-efficacy. In complex situations, employees may experience self-doubt and low self-efficacy. They may feel less confident in carrying out their tasks, which in turn can reduce job performance. This can be a particular problem in banking environments that demand high accuracy and reliability. Then it is related to the variability of organizational climate, namely different branches in an organization can have different organizational climates. Factors such as work

culture, leadership and values that apply in each branch can influence employee motivation. Employees may feel more motivated in certain branches while feeling less motivated in others. Furthermore, related to Work Life Balance, namely in a competitive environment, employees may feel trapped in a long work cycle and have less time for personal life. An imbalance between work and personal life can lead to stress and burnout, which in turn can affect motivation and work performance. Some employees may have difficulty maintaining this balance. Related to decreased motivation, factors such as high workloads, competitive pressures, and rapidly changing business demands can reduce employee motivation. Employees who feel unable to cope with this pressure or feel unrecognized within the organization tend to experience decreased motivation.

In connection with this phenomenon and because there is no research related to the factors that influence work performance through motivation, with the variables of self-efficacy, organizational climate and work-life balance. For this reason, the author is

interested in conducting research with the title The Influence of Self-Efficacy, Organizational Climate and Work-Life Balance on Work Performance through Motivation as an Intervening Variable (Census on Employees of PT. Bank BJB Tasikmalaya, Ciamis and Banjar Branches).

The aim of this research is to find out and analyze:

1. Self-efficacy, organizational climate, work-life balance, work motivation and work performance in PT employees. BJB Bank Tasikmalaya, Ciamis and Banjar Branches.
2. The influence of self-efficacy, organizational climate and work-life balance on work motivation in PT employees. BJB Bank Tasikmalaya, Ciamis and Banjar Branches.
3. The influence of self-efficacy, organizational climate and work-life balance on work performance of PT employees. BJB Bank Tasikmalaya, Ciamis and Banjar Branches.
4. The influence of work motivation on work performance of PT employees. BJB Bank Tasikmalaya, Ciamis and Banjar Branches.
5. The influence of self-efficacy, organizational climate, work-life balance and work motivation on work performance among PT employees. BJB Bank Tasikmalaya, Ciamis and Banjar Branches.
6. The influence of self-efficacy, organizational climate and work-life balance on work performance through work motivation as an intervening variable in PT employees. BJB Bank Tasikmalaya, Ciamis and Banjar Branches.

## LITERATURE REVIEW

### Definition of Self-efficacy

Self-efficacy, or an individual's belief in their ability to achieve goals and succeed at work, has been found to be a key factor in motivating employees to improve their work performance. Self-efficacy is an individual's confidence in facing and resolving the problems they face in various situations and being able to determine actions in completing certain tasks or problems, so that the individual is able to overcome obstacles and achieve the expected goals (Lunenburg in Sebayar and Sembiring, 2017: 338). Self-efficacy refers to an individual's belief in their ability to accomplish specific tasks or goals. It is a concept introduced by psychologist Albert Bandura and is a crucial aspect of social cognitive theory. Self-efficacy influences how people think, feel, motivate themselves, and behave. Overall, self-efficacy plays a significant

role in shaping behavior, motivation, and success across various aspects of life.

There are four indicators to measure self-efficacy (Lunenburg in Sebayar and Sembiring, 2017), namely, experience of success (past performance), experience of other individuals (vicarious experience), verbal persuasion (verbal persuasion) and physiological conditions (emotional cues).

### Definition of organizational climate

Organizational climate also plays an important role in employee work performance. Organizational climate is the perception of organizational members (individually and in groups) and those who are in constant contact with the organization regarding what exists or happens in the organization's internal environment on a regular basis, which influences the attitudes and behavior of the organization and the performance of organizational members. (Wirawan in Triastuti, 2019).

Organizational climate refers to the overall atmosphere or environment within an organization as perceived by its members. It is influenced by a variety of factors, including organizational policies, leadership styles, communication patterns, work relationships, and the physical work environment.

To measure organizational climate, there are 6 (six) dimensions needed (Wirawan in Triastuti, 2019), namely structure, standards, responsibility, recognition, support and commitment. (commitment).

### Definition of work-life balance

Work-life balance is another aspect that has a significant influence on work motivation and work performance. Work-life balance is a balance of work and life where a person is tied equally between work responsibilities and responsibilities in family or personal life (Greenhaus et al in Poulouse & Susdarsan, 2014: 10). There are several dimensions or aspects of work-life balance (Hudson in Rahajeng, 2021), namely time balance, involvement balance and satisfaction balance.

### Definition of Motivation

Motivation is a condition that moves members to be able to achieve the goals of their motives (Siagian, 2016: 138). Work motivation can be measured using indicators (Sedarmayanti, 2018: 233), as follows: Salary, Supervision, Work Relations, Recognition and Success. Motivational goals in an

organization have very broad aims and objectives in the context of developing the organization in achieving its goals (Hasibuan, 2017: 125). Motivation refers to the internal and external factors that drive individuals to take action, set goals, and persist in achieving those goals. It plays a crucial role in influencing behavior, performance, and the pursuit of desired outcomes.

### Definition of Work Achievement

The process of work achievement of work results provided by a person or group of people (Dharma, 2018: 1). Apart from that, work performance is limited as a result of employee work behavior which supports the achievement of output or achievement and is related to efforts to complete tasks within a certain time period. The results reflected in this behavior are influenced, among other things, by motivation.

Work achievement refers to the accomplishment of goals, tasks, or objectives in the context of employment or professional endeavors. It involves successfully completing projects, meeting performance targets, and achieving desired outcomes.

Work Achievement indicators are Loyalty, Achievement, Honesty, Discipline, Creativity, Cooperation, Leadership, Personality, Initiative, Responsibility (Hartatik, 2019: 130). Some recent studies related to this topic can be seen at Beatson et al., 2024; Faia et al., 2023; Yang et al., 2023; Schelp et al., 2022, and also Lin et al., 2022.

## METHODOLOGY

### Research Method

The research method used is a descriptive analytical method with a census approach. The analytical descriptive method is a method that examines the status of human groups, objects, a set of conditions, a system of thought or a class of events in the present (Nasir, 2011: 54).

The aim of descriptive research is to create systematic, factual and accurate descriptions, images or paintings regarding the facts, characteristics and relationships between the phenomena being investigated and then analyzed (Sugiyono, 2018: 96).

### Type of Data

Primary data is collected directly in the field to obtain complete and accurate information and

descriptions. Primary data was obtained from respondents using the following data collection techniques:

1. Interviews, based on the taxonomy of question forms, interviews can be grouped into several forms, namely verbal and non-verbal. There are two forms of verbal questions, namely direct and indirect questions. The interviews used in this research were direct, open-ended verbal questions delivered to management and employees.
2. Questionnaire: Addressed to respondents based on selected samples.
3. Observation: carried out for observation with the aim of obtaining data about a problem so that an understanding is obtained or as a means of proving the information or information obtained previously.

### Data Analysis

According to research hypothesis testing was carried out using a Structural Equation Model (SEM) approach based on Partial Least Square (PLS). PLS is a structural equation model (SEM) that is component or variance based. Structural Equation Model (SEM) is a field of statistical study that can test a series of relationships that are relatively difficult to measure simultaneously. According to (Santoso, 2018) SEM is a multivariate analysis technique which is a combination of factor analysis and regression (correlation) analysis, which aims to test the relationship between variables in a model, whether between indicators and their constructs, or the relationship between constructs.

## ANALYSIS

### The Influence of Self-Efficacy, Organizational Climate and Work-Life Balance on Work Achievement Through Work Motivation as an Intervening Variable

The evaluation stage of the structural model (inner model) consists of testing the goodness of the model (model fit) and hypothesis testing. The model goodness-of-fit test was carried out by paying attention to the R-square (R<sup>2</sup>) value. Partial hypothesis testing is carried out by paying attention to the significance value of the relationship between variables (direct and indirect effects). The results of the bootstrapping process on the structural model can be seen in the following image.

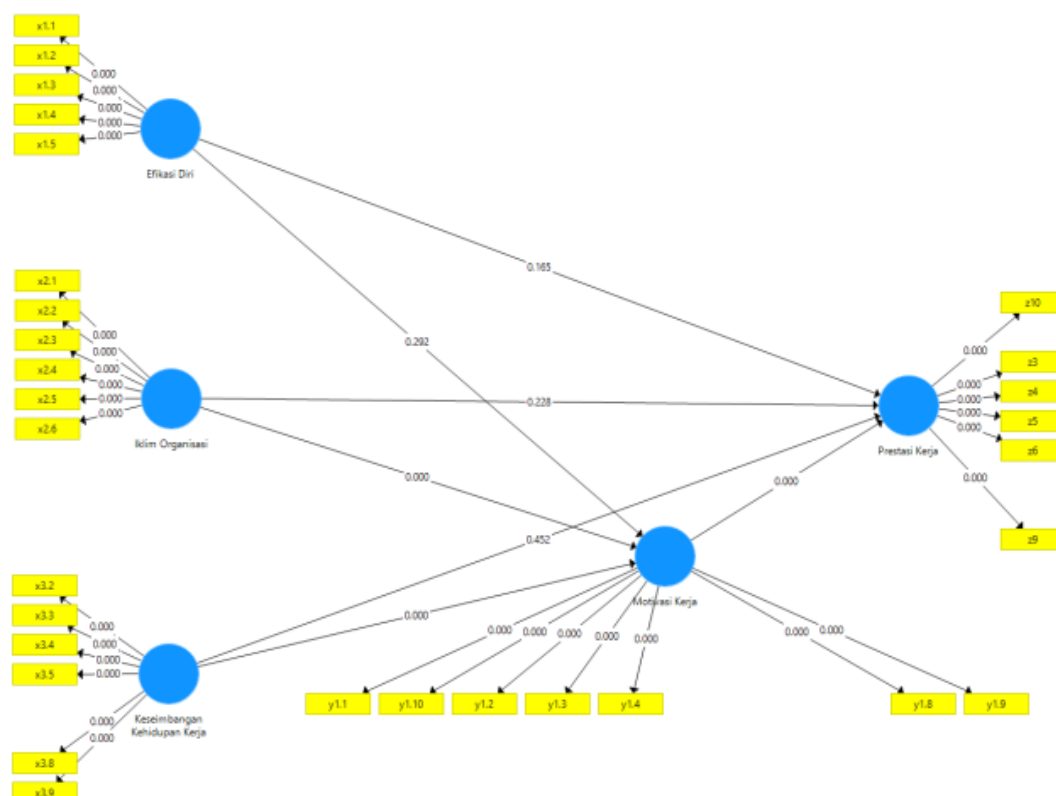


Figure 1. Results of the Bootstrapping Process

Based on the data collected, the results can be used to answer the hypothesis in this research by

looking at tstatistics and P-value. The results of direct influence testing can be seen as follows.

Table 3 Hypothesis Test Results using Path Coefficient Bootstrapping Technique

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Self-Efficacy -> Work Motivation	0.029	0.036	0.052	0.547	0.292
Self-Efficacy -> Work Performance	0.067	0.070	0.069	0.975	0.165
Organizational Climate -> Work Motivation	0.316	0.305	0.065	4.894	0.000
Organizational Climate -> Work Performance	0.050	0.050	0.066	0.746	0.228
Work Life Balance -> Work Motivation	0.594	0.598	0.059	10.011	0.000
Work Life Balance -> Work Performance	0.010	0.012	0.083	0.120	0.452
Work Motivation -> Work Performance	0.795	0.794	0.076	10.416	0.000

Source: Data is processed SmartPLS, 2023



### **The Influence of Self-Efficacy on Work Motivation in Bank Bjb Employees at Tasikmalaya, Ciamis and Banjar Branch Offices**

The results of the analysis show that the influence of self-efficacy on work motivation is positive but not significant. Because the results of the t-statistical hypothesis test are smaller than table (1.98), namely 0.547 with an effect size of 0.029 and a P-Value of  $0.292 > 0.05$ . So it can be concluded that self-efficacy has a positive but not significant effect on work motivation among Bank Bjb employees at the Tasikmalaya, Ciamis and Banjar branch offices. The results of this research are in line with research which shows that self-efficacy does not have a significant effect on employee motivation at PT. Bina Utama Sakti (Qurotalain, Sriyono, Fitriyah, 2022). This is strengthened by previous research which states that self-efficacy has a positive but not significant effect on intrinsic motivation (Unik Dwi Lestari, 2022). However, this is contrary to research which shows that there is an influence of self-efficacy on work motivation (Ianaturodiah and Wahjudi, 2020). Also contrary to previous research, Self-Efficacy partially influences teacher motivation at MTs N Kota Pariaman (Handriadi and Ahmad, 2020).

### **The Influence of Organizational Climate on Work Motivation**

The results of the analysis show that the influence of organizational climate on work motivation is positive and significant. Because the results of the t-statistical hypothesis test are greater than table (1.98), namely 4.894 with an effect size of 0.316 and a P-Value of  $0.000 < 0.05$ . So it can be concluded that organizational climate has a positive and significant effect on work motivation among Bank Bjb employees at the Tasikmalaya, Ciamis and Banjar branch offices.

The results of this research are in line with previous research, where the research results show that organizational climate has a significant effect on employee work motivation (Depri, 2022). Strengthened by previous research, the research results show that organizational climate influences work motivation (Priyanto, 2022). However, the results of this study contradict research, where the results show that organizational climate does not have a significant influence on work motivation (Nisa, N. Z., Sunandar, S., & Miyono, N., 2021).

### **The Influence of Work-Life Balance on Work Motivation**

The results of the analysis show that the influence of work-life balance on work motivation is positive and significant. Because the results of the t-statistical hypothesis test are greater than table (1.98), namely 10.011 with an influence size of 0.594 and a P-Value of  $0.000 < 0.05$ . So it can be concluded that work-life balance has a positive and significant effect on work motivation among Bank Bjb employees at the Tasikmalaya, Ciamis and Banjar branch offices.

This is in line with previous research, where the results show that work-life balance has a significant influence on work motivation (Wijaya, 2020). Strengthened by previous research, the research results show that work-life balance influences work motivation (Inayah Alfatihah, Antonius Soelistyo Nugroho, Elmarian Haessel, Anita Maharani, 2021). However, this is contrary to research, where the results show that work life balance does not have a significant influence on work motivation (Utami and Pranitasari, 2020).

### **The Influence of Self-Efficacy on Work Performance**

The results of the analysis show that the influence of self-efficacy on work performance is positive but not significant. Because the results of the t-statistical hypothesis test are smaller than table (1.98), namely 0.975 with an effect size of 0.067 and a P-Value of  $0.165 > 0.05$ . So it can be concluded that self-efficacy has a positive but not significant effect on work performance among Bank Bjb employees at the Tasikmalaya, Ciamis and Banjar branch offices.

The results of this research are in line with research which shows that self-efficacy does not have a significant effect on work performance (Azhari, Yusniar, Chadafi, 2022). However, this is in contrast to previous research, where the results show that self-efficacy has a significant effect on work performance (M. Rizki Misbahul Munir, 2022). Strengthened by research, research results show that self-efficacy has a positive and significant effect on employee work performance (Herdayani Darsim and Dianrivany, 2022).

### **The Influence of Organizational Climate on Work Performance**

The results of the analysis show that the influence of organizational climate on work performance is positive but not significant. Because the

results of the t-statistical hypothesis test are smaller than table (1.98), namely 0.746 with an influence size of 0.050 and a P-Value of  $0.228 > 0.05$ . So that the organizational climate can have a positive but not significant effect on the work performance of Bank Bjb employees at the Tasikmalaya, Ciamis and Banjar branch offices.

The results of this research are in line with research conducted, where organizational climate does not have a significant effect on work performance (Siddiq Boy Saftra, Rr Erlina, Ribhan, 2021). However, contrary to previous research, the conclusion of the research is that there is an influence of organizational climate on employee work performance (Afuan, 2021). Strengthened by previous research, the research results show that organizational climate influences employee work performance (Tatodi, Taroreh and Uhing, 2022).

### **The Effect of Work-Life Balance on Work Performance**

The results of the analysis show that the influence of work-life balance on work performance is positive but not significant. Because the results of the t-statistical hypothesis test are smaller than table (1.98), namely 0.120 with an influence size of 0.010 and a P-Value of  $0.452 > 0.05$ . So it can be concluded that work-life balance has a positive but not significant effect on work performance for Bank Bjb employees at the Tasikmalaya, Ciamis and Banjar branch offices.

The results of this research are in contrast to research, where the results show that work life balance has a significant effect on employee work performance (Puryana and Ramadani, 2020). Strengthened by previous research, the research results show that work life balance has a positive and significant effect on employee work performance (Kurniasari and Bahjahtullah, 2022).

### **The Influence of Work Motivation on Work Performance**

The results of the analysis show that the influence of work productivity on work performance is positive and significant. Because the results of the t-statistical hypothesis test are greater than table (1.98), namely 10.416 with an effect size of 0.795 and a P-Value of  $0.000 < 0.05$ . So that work productivity can have a positive and significant effect on work performance for Bank Bjb employees at the Tasikmalaya, Ciamis and Banjar branch offices.

This opinion is in line with previous research, the research conclusion is that work motivation has a significant influence on work performance (Nasution and Dauly, 2022). Strengthened by previous research, based on the results of research that has been conducted, it shows that the influence of motivation has a positive and significant effect on the work performance of sales employees at the company PT. Hadji Kalla Toyota Cokroaminoto Branch in Makassar (Baharuddin, Musa, Muh. and Burhanuddin, 2022).

### **The Influence of Self-Efficacy, Organizational Climate, Work-Life Balance and Work Motivation on Job Performance**

To determine the simultaneous influence of Self-Efficacy, Organizational Climate, Work-Life Balance and Work Motivation on Job Performance among Bank Bjb Employees at Tasikmalaya, Ciamis and Banjar Branch Offices, a calculation process was carried out using the SmartPLS 4 program.

The results of SmartPLS 4 calculations show that the coefficient of determination ( $R^2$ ) shows the magnitude of the influence of self-efficacy, organizational climate, work-life balance and work motivation on work performance for Bank Bjb employees at the Tasikmalaya, Ciamis and Banjar branch offices simultaneously, namely 0.786 or 78.6 %. This means that 78.6% of the variability in the work performance variable is influenced simultaneously by the independent variables, which in this case are self-efficacy, organizational climate, work-life balance and good work motivation. Meanwhile, the influence of other variables (residual factors) on work performance apart from self-efficacy, organizational climate, work-life balance and work motivation is 21.4%.

Based on the results of calculations using SmartPLS 4, the Fcount value was 225.883 and Ftable was 49.95, so  $F_{count} > F_{table}$  ( $225.883 > 49.95$ ). Because  $F_{count} > F_{table}$ , the decision rule is reject  $H_0$  or accept  $H_a$ , meaning that self-efficacy, organizational climate, work-life balance and work motivation have a significant influence on work performance for employees of Bank Bjb Tasikmalaya, Ciamis and Banjar Branch Offices.

### **The Influence of Self-Efficacy, Organizational Climate and Work-Life Balance on Work Performance through Work Motivation**

To determine the influence of self-efficacy, organizational climate and work-life balance on work



performance through work motivation in employees of Bank Bjb Tasikmalaya, Ciamis and Banjar branch

offices, research was conducted with the following results.

Table 4. Hypothesis Test Results using Indirect Effect Bootstrapping Technique

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Self-Efficacy -> Work Motivation -> Work Performance	0.023	0.028	0.041	0.553	0.290
Organizational Climate - > Work Motivation -> Work Performance	0.252	0.242	0.056	4.528	0.000
Work-Life Balance -> Work Motivation -> Work Performance	0.472	0.475	0.069	6.869	0.000

Source: Data is processed SmartPLS, 2023

### The Influence of Self-Efficacy on Work Performance through Work Motivation

The results of the analysis show that the influence of Self-Efficacy on Work Performance through Work Motivation as an intervening variable is positive but not significant. Because the results of the t-statistic hypothesis test are smaller than the t-table (1.98), namely 0.553, with an effect size of 0.023 and a p-value of  $0.290 > 0.05$ . So it can be concluded that Self-Efficacy has a positive but not significant effect on Work Performance through Work Motivation in Bank Bjb Employees at Tasikmalaya, Ciamis and Banjar Branch Offices.

The results of this research are in line with research that has been conducted, where the research results show that the Self-Efficacy variable has a positive but not significant effect on work performance through motivation as an intervening variable (Syahputra, R., 2020).

### The Influence of Organizational Climate on Work Performance through Work Motivation

The results of the analysis show that the influence of organizational climate on employee performance through work productivity as an intervening variable is positive and significant. Because the results of the t-statistic hypothesis test are greater than the t-table (1.98), namely 4.528, with an effect size of 0.252 and a p-value of  $0.000 < 0.05$ . So it can be concluded that organizational climate has a positive and significant effect on work performance through work

motivation in Bank Bjb employees at the Tasikmalaya, Ciamis and Banjar branch offices.

The results of this research are in line with research that has been conducted, showing that organizational climate has a positive and significant effect on employee work performance through the work motivation of PT employees. Karimun Sembawang Shipyard (Hapsari, 2023).

### The Effect of Work Life Balance on Work Performance through Work Motivation

The results of the analysis show that the influence of work-life balance on employee performance through work productivity as an intervening variable is positive and significant. Because the results of the t-statistical hypothesis test are greater than the t-table (1.98), namely 6.869, with an effect size of 0.472 and a p-value of  $0.000 < 0.05$ . So it can be concluded that work-life balance has a positive and significant effect on work performance through work motivation in Bank Bjb employees at the Tasikmalaya, Ciamis and Banjar branch offices.

The research results are in line with previous research that has been conducted, showing that work motivation can be a mediating variable influencing work-life balance on work performance (Nurjana, 2022).

## CONCLUSION

Based on the results of research and discussion, it can be concluded as follows.

1. Self-efficacy of Bank Bjb employees at the Tasikmalaya, Ciamis and Banjar branch offices is

included in the very good criteria. Meanwhile, organizational climate, work-life balance, work motivation and work performance are within good criteria.

2. Organizational climate and work-life balance have a positive and significant effect on work motivation for Bank Bjb employees at Tasikmalaya, Ciamis and Banjar branch offices. However, self-efficacy has a positive and insignificant effect on work motivation.
3. Self-efficacy, organizational climate and work-life balance have a positive and insignificant effect on work performance for Bank Bjb employees at Tasikmalaya, Ciamis and Banjar branch offices.
4. Work motivation has a positive and significant effect on work performance for Bank Bjb employees at Tasikmalaya, Ciamis and Banjar branch offices.
5. Self-efficacy, organizational climate, work-life balance and work motivation have a positive and significant effect on work performance for Bank Bjb employees at the Tasikmalaya, Ciamis and Banjar branch offices.

Organizational climate and work-life balance have a positive and significant effect on work performance through work motivation as an intervening variable for Bank Bjb Tasikmalaya Branch Office employees. However, self-efficacy has a positive and insignificant effect on work performance through work motivation as an intervening variable.

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