



Beyond independent effects: The combined role of self-efficacy and organizational culture in work engagement

Firzan Ahmad Chirzin Paputungan¹, Unggul Haryanto Nur Utomo²²

^{1,2} Faculty of Psychology Universitas Ahmad Dahlan; Jalan Kapas No. 9 Yogyakarta 55166

e-mail: ¹firzan2000013353@webmail.uad.ac.id, ^{*2}unggul.utomo@psy.uad.ac.id

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Abstract

Work engagement is widely recognized as a critical driver of organizational effectiveness; however, its underlying psychological and organizational determinants remain a subject of ongoing debate. Self-efficacy and organizational culture are frequently identified as key antecedents of work engagement, yet empirical findings regarding their independent effects have been inconsistent. This study aims to examine both the joint and individual contributions of self-efficacy and organizational culture to work engagement. Employing a quantitative research design, data were collected from 50 employees of a hospitality organization in Yogyakarta using validated self-report scales. Multiple linear regression analysis revealed that self-efficacy and organizational culture jointly predicted work engagement ($R = 0.561$, $p < 0.01$). However, partial correlation analyses indicated that neither self-efficacy ($r = 0.121$, $p > 0.05$) nor organizational culture ($r = 0.256$, $p > 0.05$) demonstrated a statistically significant independent relationship with work engagement. These findings suggest that work engagement may emerge from the synergistic interplay between individual beliefs and organizational context rather than from isolated direct effects. Practically, the results imply that organizational interventions aimed at enhancing employee engagement should concurrently address both personal efficacy and cultural dimensions. Future research is encouraged to explore potential mediating or moderating mechanisms that may further elucidate the complex relationships among these variables.

Keywords: *organizational culture; self-efficacy; work engagement*

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Introduction

Work engagement has re-emerged as a critical construct in organizational psychology, particularly in service-oriented industries where employee motivation and commitment significantly influence organizational outcomes. Defined as a positive fulfilling, and work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002), work engagement has been associated with increased productivity, reduced employee turnover, and enhanced service quality. In the hospitality sector, which is labor-intensive and customer-centered, maintaining high levels of employee engagement is essential for delivering consistent service excellence. Despite its acknowledged importance, the key antecedents of work engagement remain the subject of ongoing theoretical and empirical debate.

In the context of today's high-pressure and highly competitive work environment, work engagement has become a crucial factor in determining organizational effectiveness and sustainability. Work engagement refers to a positive psychological state characterized by vigor, dedication, and absorption in performing work tasks (Schaufeli & Bakker, 2004). Higher levels of engagement are associated with improved employee performance, stronger organizational loyalty, and reduced turnover rates (Bakker & de Vries, 2021). Nevertheless, the primary determinants of work engagement remain contested in contemporary literature, particularly regarding the extent to which individual and organizational factors influence employee engagement.

Two factors frequently identified as potential predictors of work engagement are self-efficacy and organizational culture. Self-efficacy, which refers to an individual's belief in their capacity to successfully perform tasks (Bandura, 1997), has been associated with increased work motivation, persistence in the face of challenges, and positive affect in the workplace (Luthans & Broad, 2022). On the other hand, a well-established and deeply rooted organizational culture within a company can significantly enhance employees (Puspitasari & Budiani, 2022). Despite the strong theoretical foundations supporting both factors, empirical evidence regarding their independent effects on work engagement remains mixed.

This study aims to empirically examine the direct and simultaneous effects of self-efficacy and organizational culture on work engagement, with a focus on the hospitality sector as a work context that demands high levels of employee involvement. In this sector, customer interactions, service expectations, and emotional labor render work engagement a strategic asset.

The literature review indicates that although numerous studies have examined the relationship between personal or organizational resources and work engagement, relatively few have investigated how these resources interact in predicting work engagement (Bakker & Demerouti, 2007). This highlights a significant research gap that warrants further investigation, particularly within the context of work cultures in developing countries such as Indonesia.

Accordingly, this study offers a novel contribution to the literature on work and organizational psychology by highlighting the importance of an interactive approach in explaining work engagement. The findings not only reaffirm that self-efficacy and organizational culture are relevant predictors of work engagement, but also demonstrate that their effects are more meaningful when considered simultaneously. This approach provides both theoretical justification and practical value for designing holistic organizational interventions aimed at enhancing work engagement.

Self-efficacy as a personal resource

Self-efficacy refers to an individual's belief in their ability to perform work tasks effectively (Bandura, 1997). In the context of the hospitality industry, recent research conducted in 2023 indicates that self-efficacy functions as an important moderator in the relationship between psychological empowerment and work engagement, strengthening employee engagement through enhanced self-regulation and resilience to work-related stress (Al-Halbusi et al., 2023). Individuals with high levels of self-efficacy are better able to prioritize tasks, maintain dedication, and cope with workload demands without losing motivation.

Organizational culture as a job resource

Organizational culture reflects the shared values, norms, and practices within an organization. A recent systematic study published in 2022 concludes that inclusive and adaptive cultures consistently enhance employee engagement across sectors and countries, including educational institutions and businesses in Southeast Asia (Nursalimah et al., 2025). In the hospitality sector, the maturity of organizational culture facilitates the creation of a collaborative work atmosphere, clarifies role expectations, and supports employees psychological engagement.

Work engagement: Motivation and performance

Work engagement is a positive, work-related state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Recent studies further emphasize that job resources-including social support, job control, and opportunities for development-significantly motivate work engagement, particularly under conditions of high job demands (Lim et al., 2025). In the hospitality industry, work engagement has been shown to be a strong predictor of employee performance and retention, which in turn enhances service quality and customer loyalty.

The combined context of self-efficacy and organizational culture

Although many studies emphasize the role of individual and contextual factors as drivers of work engagement, relatively few have integrated these two resources within a single predictive model, particularly in the service sector and in developing countries. In the context of hotels in Indonesia, the interaction between self-efficacy and organizational culture is highly salient yet remains underexplored empirically. Studies examining the combined effects of these factors may provide novel foundational insights into how the interplay between personal beliefs and the work environment shapes conditions of work engagement.

Theoretical framework: The job Demands-Resources (JD-R) model

The JD-R model (Bakker & Demerouti, 2007) posits that work engagement is influenced by job demands as well as job and personal resources. Self-efficacy, as a personal resource, enhances resilience to work-related stress, whereas organizational culture, as a job resource, shapes a work environment that supports motivation. By considering these two resources simultaneously, the present study highlights the need for a more holistic perspective in predicting work engagement.

Table 1. Recent Empirical Evidence on Work Engagement Studies

Variable	Recent Studies (2020-2025)
Self-efficacy	Enhances work engagement, particularly when it is supported by psychological empowerment and a strong organizational culture (Al-Halbusi et al., 2023).
Organizational culture	Particularly inclusive and adaptive cultures-has been shown to consistently enhance work engagement, both directly and indirectly, across multiple sectors (Nursalimah et al., 2025; Hasan et al., 2020; Nasqhbandi et al., 2024).

Method

Research design

The study employed a quantitative approach with an explanatory correlation design. The objective was to examine the direct and simultaneous effects of self-efficacy and organizational culture on work engagement. This design enables an empirical analysis of the functional relationships between the independent and dependent variables.

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Participants

The participants in this study consisted of 50 employees from a four-star hotel in Yogyakarta, Indonesia. A total sampling technique was employed due to the limited population size and the alignment of participant characteristics with the research objectives. The sample comprised 56% female and 44% male employees, with ages ranging from 22 to 45 years ($M = 31.2$ years; $SD = 5.3$).

Table 2. Demographic Data Based on Participant's Work Period

Year's	Work Period					
	1 st	2 th	3 th	4 th	5 th	6 th
Number of Employees	7	6	5	9	10	13

Research instruments

1. Self-Efficacy: Measured using an adapted version of the General Self-Efficacy Scale (Schwarzer & Jerusalem, 1995) consisting of 10 items ($\alpha = 0,84$).
2. Organizational Culture: Assessed using a modified version of the Organizational Culture Assessment Instrument (OCAI) developed by Cameron & Quinn (2011), comprising 12 items ($\alpha = 0,89$).
3. Work Engagement: Measured using the Utrecht Work Engagement Scale (UWES-9) by Schaufeli et al. (2006), which encompasses three dimensions: vigor, dedication, and absorption ($\alpha = 0,92$).

All scales employed a 5-point Likert response format ranging from 1 (strongly disagree) to 5 (strongly agree).

Research procedure

After obtaining permission from hotel management and ethical approval from the university research ethics committee, the researcher distributed questionnaires to employees across all departments from January 10 to February 10, 2025. Data confidentiality and participant anonymity were ensured throughout the process. Scoring was conducted by summing the item scores for each respective scale.

Data analysis techniques

The data were analyzed using multiple linear regression to test the major hypothesis concerning the simultaneous effects of the independent variables, and first-order partial correlation analysis to examine the minor hypotheses related to the individual effects of each independent variable. Prior to hypothesis testing, classical assumption tests were conducted, including tests of normality, multicollinearity, heteroscedasticity.

Result and Discussion

Result

Major Hypothesis

The following table presents a summary of the results of the major hypothesis analysis

Table 3. Result of the Major Hypothesis Test

Variable	<i>R</i>	<i>R Square</i>	<i>F</i>	<i>Sig.</i>
Self-efficacy and organizational culture on work engagement	0.561	0.315	10.817	0.000

The multiple linear regression analysis indicated that self-efficacy and organizational culture simultaneously had a significant effect on work engagement. Together, these predictors accounted for 31.5% of the variance in work engagement.

Minor Hypothesis Analysis

The following table presents a summary of the results of the minor hypothesis analysis

Table 4. Result of the Hypothesis Test

	Variable	r	t	Beta	Zero-Order	Sig.
1.	Self-efficacy on work engagement	0.121	0.839	0.184	0.517	0.406
2.	Organizational culture on work engagement	0.256	1.812	0.398	0.552	0.076

These findings indicate that, when examined separately, each independent variable did not make a significant contribution to work engagement. However, when considered simultaneously, the variables exerted a significant combined effect.

Discussion

Interpretation of Findings

The results of this study indicate that self-efficacy and organizational culture jointly contribute to enhanced work engagement. This finding is consistent with the Job Demands-Resources (JD-R) model, which posits that the combination of personal and job resources can enhance employee motivation and engagement (Bakker & Demerouti, 2007). The present findings also reinforce previous studies emphasizing the importance of an integrative approach in understanding the dynamics of work engagement (Putra & Mardikaningsih, 2022; Chen et al., 2024)). However, when examined independently, neither self-efficacy nor organizational culture demonstrated a significant effect on work engagement. This suggests that a single resource may not be sufficiently robust to predict engagement on its own, and that the observed effects are more interactive than independent in nature. These results imply that creating a supportive work environment must be accompanied by individual psychological empowerment in order to achieve optimal levels of work engagement.

Practical implications

For hotel management, these findings suggest the need for dual interventions that encompass:

1. Self-efficacy enhancement programs, such as training in self-confidence, problem-solving skills, and stress management.
2. Strengthening organizational culture, including the development of shared values, open leadership practices, and improved two-way communication.

Such strategies may foster synergy between individual confidence and organizational support, thereby creating a work environment that promotes high levels of employee engagement.

Limitations and Recommendations for Future Research

The small sample size (N = 50) limits the generalizability of the findings. Future research is encouraged to employ longitudinal designs with more diverse participants and to incorporate mediating or moderating variables—such as meaningful work or perceived organizational support—to further elucidate the mechanisms underlying the relationship among the variables.

Conclusion

This study provides empirical evidence that the combination of self-efficacy as a personal resource and organizational culture as a job resource can simultaneously predict work engagement

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among hotel employees. Although each predictor did not demonstrate a significant independent effect, their interaction created a synergistic influence that strengthened work engagement. These findings underscore the importance of a systemic approach to human resource development that not only focuses on individual capacities but also emphasizes the role of supportive organizational context.

Theoretical Implications

From a theoretical perspective, the findings enrich the Job Demands-Resources (JD-R) framework demonstrating that personal and job resources do not always exert additive or independent effects, but rather reinforce one another when present simultaneously. This challenges conventional understanding that tend to evaluate the effects of each resource in isolation. Consequently, the results provide a foundation for the development of more integrative theoretical models that consider potential interactions among motivational factors in predicting positive outcomes such as work engagement.

Furthermore, this study encourages a shift from linear approaches toward interactive perspectives in explaining work engagement, opening avenues for exploring the roles of moderators or mediators that may refine the relationships between self-efficacy, organizational culture, and work engagement. This contribution is particularly relevant to the advancement of contemporary organizational psychology theory, especially within the context of work cultures in service sectors in developing countries such as Indonesia.

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