

## The Role of Organizational Structure, Efficacy and Trust as Antecedents of Employee Performance

Selly Marlina<sup>1\*</sup>

Management Program Study,  
Postgraduated School of Pakuan  
University Bogor, Indonesia  
Email: [sellymarlina20@gmail.com](mailto:sellymarlina20@gmail.com)

Nancy Yusnita<sup>2</sup>

Management Program Study,  
Postgraduated School of Pakuan  
University Bogor, Indonesia

Yayan Hadiyat<sup>3</sup>

Management Program Study,  
Postgraduated School of Pakuan  
University Bogor, Indonesia

### ABSTRACT

This study aims to analyze the influence of organizational structure and self-efficacy on employee performance with trust as an intervening variable in the Cianjur Regency Manpower and Transmigration Office. The phenomenon of fluctuating and suboptimal performance achievement encourages the importance of a comprehensive understanding of the interaction of structural, psychological, and relational factors in public organizations. The study used a quantitative approach with *a total sampling* of all active employees. Data were collected through *a Likert scale questionnaire* and analyzed using path analysis and *Sobel test* to test the effects of mediation. The results of the study show that organizational structure has a direct effect on performance but not on trust. Self-efficacy has a significant effect on confidence but does not have a direct effect on performance. Trust has proven to be the most dominant predictor and mediates the relationship between self-efficacy and performance. These findings confirm that optimizing employee performance requires an integrative approach that balances structural system improvement with strengthening trust-based social capital to improve the quality of public services.

**Keywords:** Organizational Structure; Self-efficacy; Trust; Employee Performance; Public Organizations; Mediation Analysis



Received: 01 June 2025

Accepted: 29 April 2026

Available online: 30 April 2026

DOI: 10.61242/ijabo.26.674

JEL Classifications: M12, D23, Z13



License

This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

## INTRODUCTION

Human resources represent a pivotal strategic asset that fundamentally shapes an organization's capacity to attain its objectives and perform its institutional functions with effectiveness, particularly within government entities whose primary mandate lies in public service provision. The caliber of employee performance directly conditions the organization's responsiveness to societal demands, encompassing timeliness, accuracy, and adaptive service delivery (Chaniago *et al.*, 2025). Within the domain of local governance, the imperative to enhance employee performance emerges as a critical and persistent challenge, given the intricate nature of public service responsibilities that necessitate cross-sectoral coordination and a robust foundation of human resource competence. Extant literature has consistently demonstrated that employee performance is not solely contingent upon individual attributes, but is also deeply embedded within organizational structural arrangements and the psychosocial configurations of the work environment (Armstrong & Taylor, 2020). Nevertheless, a nuanced and integrative understanding of how organizational structure, individual psychological dispositions, and the dimension of trust intersect to shape employee performance remains insufficiently articulated, particularly in the context of district-level public organizations (Efawati, 2023).

Organizational structure, as a formal framework governing the allocation of tasks, channels of communication, and hierarchies of authority, plays a fundamental role in steering organizational activities toward predetermined objectives (Barus & Novandalina, 2025). A systematically designed structure facilitates synergy among work units and provides an institutional foundation for the coordinated pursuit of shared organizational goals. Beyond structural arrangements, the psychological dimension manifested through self-efficacy constitutes a critical determinant in shaping individual motivation and persistence in task execution. Individuals with a high level of self-efficacy tend to exhibit stronger confidence in confronting work-related challenges and demonstrate greater resilience against pressures that may otherwise diminish productivity (Alwisol, 2019). Moreover, trust within the organization both in vertical relationships between employees and superiors and in horizontal relationships among colleagues fosters a collaborative climate that supports openness in information exchange and the development of innovation (Prasetyo *et al.*, 2018; Efawati, 2020). While prior studies have examined the effects of organizational structure and self-efficacy on employee performance as distinct constructs, empirical investigations that position trust as an intervening mechanism linking these factors to performance remain limited, particularly within the context of public sector organizations.

This knowledge gap becomes particularly salient when examining empirical conditions at the Cianjur Regency Manpower and Transmigration Office, where employee performance outcomes exhibit noticeable fluctuations and have yet to attain optimal targets. Performance records for the 2020–2023 period indicate that average achievement levels consistently ranged between 72–73 percent, substantially below the stipulated evaluation benchmark of 100 percent. In 2023, despite the fact that the job seeker placement ratio successfully reached the targeted 35 percent, a decline was observed in the proportion of job seekers who obtained training and certification. Concurrently, the number of industrial relations dispute cases increased markedly, rising from seven cases in 2022 to fifteen cases in 2023.

These conditions point to the presence of systemic issues, encompassing the limited effectiveness of the organizational structure in facilitating cross-functional coordination, disparities in employees' levels of self-efficacy when handling complex tasks, and a relatively low degree of trust that constrains collaboration and internal communication. The observed instability in performance outcomes suggests that the organization's internal processes have not operated optimally, even in instances where specific performance indicators were formally achieved.

This study seeks to examine the direct effects of organizational structure and self-efficacy on employee performance, as well as their direct effects on trust. In addition, it investigates the direct influence of trust on employee performance and explores the indirect effects of organizational structure and self-efficacy on employee performance through trust as an intervening variable. The novelty of this research resides in its empirical examination of trust as a mediating mechanism, a dimension that remains relatively underexplored within the context of regional-level public organizations, particularly agencies responsible for employment and transmigration affairs. From a theoretical standpoint, this study contributes to the advancement of public human resource management literature by integrating structural, psychological, and social perspectives to provide a more comprehensive explanation of the determinants of employee performance. From a practical perspective, the findings are expected to offer strategic guidance for internal management, particularly in refining organizational design, enhancing training programs oriented toward strengthening employee self-confidence, and cultivating a climate of trust within the workplace. Collectively, these efforts are anticipated to support improvements in employee performance and, ultimately, to elevate the quality of public services delivered to the community.

## LITERATURE REVIEW

### Employee Performance

Employee performance constitutes a multidimensional construct that encapsulates the outcomes of individual work in executing tasks in alignment with established standards, assigned responsibilities, and predefined organizational objectives. (Mahipalan, Sheena, & Muhmmmed, 2019) conceptualize employee performance as work outcomes reflected in both quality and quantity, achieved through the execution of duties in accordance with the responsibilities entrusted to employees. The dimensions underlying this construct include the volume of work produced, the quality of results attained, cooperation, responsibility, and individual initiative. Similarly (Bangun, 2012) affirms that performance represents the results achieved based on standardized work requirements, encompassing indicators such as workload quantity, quality of output, punctuality, attendance, and the ability to cooperate effectively with others. From a complementary perspective, (Donni June Priansa, 2016) defines performance as the outcome of work implementation both physical and non-physical characterized by dimensions of work productivity, effectiveness, and efficiency as demonstrated by employees. Furthermore, he emphasizes that employee performance integrates both quantitative and qualitative elements, alongside creativity, flexibility, and organizational reliability in achieving goals in an effective and efficient manner.

## **Organizational Structure**

Organizational structure constitutes a formal framework that governs the allocation of duties, the distribution of authority, lines of command, and mechanisms of coordination within an organization, with the ultimate aim of achieving organizational objectives in an effective and efficient manner. (Atmaja, 2020) conceptualizes organizational structure as a system that regulates individual authority and responsibility in the pursuit of organizational goals, encompassing dimensions such as span of control, centralization, formalization, and departmentalization. From a managerial perspective, (Efendi, 2025) emphasizes that organizational structure encapsulates the entirety of managerial processes, ranging from planning and implementation to the monitoring of activities, thereby ensuring that organizational operations proceed in a coherent and efficient direction. (Ahmad et al., 2025) further elaborate that organizational structure delineates the type of organization, departmental arrangements, positions and forms of authority, functional fields and work relationships, chains of command and accountability, span of control, as well as the prevailing system of organizational leadership. Complementing this view, (Efendi, 2025) highlights key structural dimensions, including formalization, which determines the clarity of rules and procedures; centralization, which reflects the concentration of decision-making authority; complexity, which indicates the diversity of departments and roles; and the span of control, describing the number of employees directly supervised by a manager.

## **Self-Efficacy**

Self-efficacy refers to an individual's internalized belief in their capacity to perform tasks, overcome obstacles, and attain desired goals effectively across diverse work contexts. (Luthans, & Luthans, 2021) conceptualize self-efficacy as a task-specific construct that is amenable to training and development, comprising dimensions such as level, which relates to the degree of task difficulty; strength, which reflects the intensity of individual belief; and generality, which denotes the breadth of work domains in which such beliefs are applied. In a complementary perspective, (Colquitt & Jason, 2019) define self-efficacy as the conviction that an individual possesses the requisite skills to succeed in the workplace, including the capability to execute tasks of varying complexity, motivational capacity that reinforces confidence, and a sense of responsibility in task accomplishment. (Alwisol, 2019) affirms that self-efficacy represents a form of self-evaluation regarding one's ability to perform actions effectively or ineffectively, appropriately or inappropriately, structured around the dimensions of task difficulty (level), belief intensity (strength), and behavioral scope (generalization). Furthermore, (Alwisol, 2019) emphasizes that self-efficacy encompasses confidence in one's ability to assess, organize, and execute actions required to achieve specific objectives. This belief system is shaped by multiple sources, including mastery experiences, vicarious experiences, verbal persuasion, and physiological conditions, all of which collectively influence an individual's perceived competence in accomplishing work-related goals.

## **Trust**

Trust within an organization represents a psychological condition in which individuals or groups are willing to place reliance on others despite conditions of uncertainty, grounded in the belief that the trusted party will act in a positive, honest, and dependable manner. (P. Robbins, 2016) defines trust as a psychological state that emerges when individuals consent to rely on others under uncertainty, encompassing dimensions such as integrity,

which reflects honesty and truthfulness; competence, associated with knowledge and skills; consistency, related to reliability; loyalty, denoting the willingness to protect others; and openness, reflected in the readiness to share information. From an organizational behavior perspective. (Colquitt & Jason, 2019) affirm that trust entails a willingness to depend on authority, based on positive expectations regarding the authority's actions and concern. Complementing this view. (Hidayat, Patras, Harjanto, & Suhardi, 2019) emphasize that organizational trust manifests as members' readiness to submit themselves to organizational authority with the expectation that such authority will fulfill positive outcomes. This form of trust is characterized by dimensions including openness and honesty, concern for employees, the strength of partnerships, readiness to accept work-related risks, and confidence in organizational capabilities and strengths.

Furthermore (Nadya Anggara Putri, 2025) adds that trust constitutes a psychological condition that fosters employees' confidence in the organization and in their colleagues, thereby encouraging individuals to continuously perform their duties in the interest of organizational sustainability and collective goals (Chaniago & Efawati, 2026).

### **Hypothesis Development**

Grounded in established theoretical frameworks and empirical evidence demonstrating the influence of organizational structure on performance (Eze, Bello, & Adekola, 2017), the first hypothesis is formulated as H<sub>1</sub>: Organizational structure has a positive effect on employee performance. In parallel, prior research indicates that elevated self-efficacy enhances performance by reinforcing individual motivation and persistence (Pratomo, 2022), accordingly, H<sub>2</sub>: Self-efficacy has a positive effect on employee performance is proposed. Furthermore, trust has been shown to foster a conducive work environment that supports higher levels of performance (Arbaan & Adduty, 2022), leading to the formulation of H<sub>3</sub>: Trust has a positive effect on employee performance. A well-defined organizational structure contributes to predictability and transparency within the organization, thereby strengthening trust among its members; on this basis, H<sub>4</sub>: Organizational structure has a positive effect on trust is advanced. Likewise, high self-efficacy contributes to the formation of a reputation as a reliable individual (Mahsunah *et al.*, 2023), which underpins the proposition of H<sub>5</sub>: Self-efficacy has a positive effect on trust. Beyond these direct relationships, organizational structure is posited to influence employee performance indirectly through the mediating role of trust, which amplifies performance outcomes; thus, H<sub>6</sub>: Organizational structure has a positive effect on employee performance through trust is proposed. Finally, self-efficacy is expected to affect employee performance indirectly by cultivating trust that promotes collaboration and commitment, leading to H<sub>7</sub>: Self-efficacy has a positive effect on employee performance through trust.

### **Organizational Structure → Employee Performance**

A well-defined organizational structure plays a crucial role in enhancing employee performance by providing clarity of roles, authority, and workflow coordination. Structural dimensions such as formalization, centralization, and specialization contribute to reducing ambiguity and increasing operational efficiency. Empirical studies indicate that organizations with clear structural arrangements tend to achieve higher levels of employee productivity and effectiveness. Recent studies confirm that organizational structure significantly influences performance outcomes by improving coordination and accountability (Ahmad *et al.*, 2025; Efendi, 2025). Similarly, research by Barus &

Novandalina (2025) shows that structured work systems enhance employee output consistency. In public sector contexts, formalized structures are particularly important in ensuring compliance and service delivery quality (Armstrong & Taylor, 2020). Furthermore, structural contingency theory suggests that organizational effectiveness depends on the alignment between structure and environmental demands. When structure supports task complexity, employee performance improves significantly.

H<sub>1</sub>: Organizational structure has a positive effect on employee performance.

### **Self-Efficacy → Employee Performance**

Self-efficacy reflects an individual's belief in their ability to successfully perform tasks and overcome challenges. Employees with high self-efficacy tend to demonstrate stronger motivation, persistence, and resilience. Recent empirical studies highlight that self-efficacy positively impacts job performance by strengthening internal motivation and goal commitment (Luthans et al., 2021; Pratomo, 2022). Additionally, Mahipalan et al. (2019) found that individuals with strong self-efficacy exhibit higher productivity and initiative. Further studies (Nadya Anggara Putri, 2025; Colquitt & Jason, 2019) emphasize that self-efficacy enhances adaptive performance, particularly in dynamic organizational environments. However, some findings suggest that its effect may not always be direct, depending on contextual variables such as leadership and organizational climate

H<sub>2</sub>: Self-efficacy has a positive effect on employee performance.

### **Trust → Employee Performance**

Trust is a fundamental relational factor that enhances collaboration, communication, and knowledge sharing within organizations. High levels of trust reduce uncertainty and foster cooperative behavior. Empirical evidence shows that trust significantly improves employee performance by encouraging engagement and reducing transactional friction (Robbins, 2016; Hidayat et al., 2019). Recent studies also confirm that trust strengthens organizational commitment and promotes extra-role behavior (Ahmad et al., 2025; Efendi, 2025). From a social exchange theory perspective, trust creates reciprocal relationships that motivate employees to contribute beyond formal job requirements.

H<sub>3</sub>: Trust has a positive effect on employee performance

### **Organizational Structure → Trust**

Organizational structure contributes to trust formation through transparency, clarity, and consistency in rules and authority. Studies indicate that formalization and clear procedures enhance predictability, which is essential for building trust (Efendi, 2025; Ahmad et al., 2025). However, overly rigid structures may reduce interpersonal interaction and limit trust development.

H<sub>4</sub>: Organizational structure has a positive effect on trust.

### **Self-Efficacy → Trust**

Employees with high self-efficacy tend to display competence, confidence, and reliability—key attributes that foster trust. Recent research demonstrates that self-efficacy contributes to perceived credibility and trustworthiness in the workplace (Nadya

Anggara Putri, 2025; Mahipalan et al., 2019). Individuals who consistently perform well are more likely to gain trust from peers and supervisors.

H<sub>5</sub>: Self-efficacy has a positive effect on trust.

### **Organizational Structure → Employee Performance (through Trust)**

Organizational structure may indirectly influence performance through trust as a mediating variable. Structured environments can enhance trust by ensuring fairness and consistency, which in turn improves performance outcomes (Ahmad et al., 2025; Efendi, 2025; Nurain et al., 2025).

H<sub>6</sub>: Organizational structure has a positive effect on employee performance through trust.

### **Self-Efficacy → Employee Performance (through Trust)**

Self-efficacy can indirectly affect performance through trust by strengthening interpersonal credibility and collaboration. Empirical studies confirm that trust mediates the relationship between individual capability and performance (Pratomo, 2022; Nadya Anggara Putri, 2025).

H<sub>7</sub>: Self-efficacy has a positive effect on employee performance through trust.

## **RESEARCH METHODS**

This study adopts an associative quantitative approach with a causal research design to examine the effects of organizational structure, self-efficacy, and trust on employee performance at the Cianjur Regency Manpower and Transmigration Office (Sugiyono, 2018; Chaniago, 2023). The research population comprises all active employees, totaling 135 individuals, with respondents selected using a total sampling technique, given the relatively limited population size and the substantive contribution of each member to the measurement of the study variables. Data were collected through a Likert-scale questionnaire employing a five-point scale (1–5) to assess four principal variables. Employee performance was measured using 30 items, encompassing the dimensions of work quantity, work quality, productivity, initiative and creativity, work effectiveness, and efficiency in resource utilization. Trust was operationalized through 40 items reflecting the dimensions of integrity, competence, consistency, loyalty, and openness. Organizational structure was measured using 30 items covering the dimensions of formalization, centralization, and complexity, while self-efficacy was assessed through 15 items representing the dimensions of level, strength, and generality. Instrument validity was evaluated using Karl Pearson's product-moment correlation, with the criterion that the calculated correlation coefficient ( $r$ ) must be  $\geq 0.361$  at a 5% significance level. Instrument reliability was tested using Cronbach's Alpha, with a minimum threshold of 0.60 indicating moderate reliability and 0.70 indicating high reliability.

Data analysis was conducted through a series of systematic and sequential procedures. The initial stage involved descriptive statistical analysis to portray data characteristics using measures of central tendency and dispersion (Scott, 2019). Subsequently, prerequisite analyses were performed, including a normality test employing the Kolmogorov-Smirnov method with the criterion  $\text{Asymp. Sig.} > 0.05$ , a homogeneity of variance test using Levene's Test, and an assessment of model linearity through the Deviation from Linearity indicator in the ANOVA table. Hypothesis testing was carried out using path analysis, which was specified into two sub-structural

equations. The first equation,  $Z = \rho ZX_1X_1 + \rho ZX_2X_2 + \rho ZYY + \varepsilon_1$ , was applied to examine the effects of organizational structure, self-efficacy, and trust on employee performance. The second equation,  $Y = \rho YX_1X_1 + \rho YX_2X_2 + \varepsilon_2$ , was used to assess the influence of organizational structure and self-efficacy on trust. The mediating role of trust was evaluated using the Sobel test, with the criterion  $Z$  calculated  $> 1.96$  at a 5% significance level, employing the formula  $Z = (a \cdot b) / \sqrt{(b^2sa^2 + a^2sb^2)}$ . In addition, inter-indicator analysis was conducted to determine the strength of relationships between indicators of exogenous variables and endogenous variables. These relationships were classified across correlation intervals ranging from very low to very strong, thereby enabling the formulation of specific and contextually relevant strategic recommendations for organizational development.

## RESEARCH RESULTS

### Instrument Validity and Reliability Test

The validity of the research instrument was assessed using the Pearson Product Moment correlation technique, with the r-table value for  $n = 30$  set at 0.361. The results of the analysis indicate that all statement items measuring Organizational Structure ( $X_1$ ), Self-Efficacy ( $X_2$ ), Trust ( $Y$ ), and Employee Performance ( $Z$ ) yielded correlation coefficients exceeding the r-table threshold. Accordingly, all items were deemed valid and therefore appropriate for use as measurement instruments in this study.

Table 1. Results of the Research Questionnaire Reliability Test

Variable	Alpha Cronbach	Critical Points	Conclusion
Organizational Structure ( $X_1$ )	0.897	0.7	Reliable
Self-Efficacy ( $X_2$ )	0.947	0.7	Reliable
Trust ( $Y$ )	0.949	0.7	Reliable
Employee Performance ( $Z$ )	0.960	0.7	Reliable

Source: SPSS output attachment

The internal consistency of the research instrument was evaluated using the Cronbach's Alpha method to ascertain the reliability of measurements for each construct under investigation. Reliability testing was conducted across four principal variables that constituted the core focus of the study. As presented in Table 1, the results demonstrate that all variables satisfy the established reliability criteria. Specifically, the Cronbach's Alpha coefficients obtained were 0.897 for Organizational Structure, 0.947 for Self-Efficacy, 0.949 for Trust, and 0.960 for Employee Performance. All coefficients exceed the 0.70 threshold, thereby indicating a high level of internal consistency for each measured construct.

### Descriptive Analysis of Research Variables

Based on the descriptive analysis employing an interval scale of 1–5, the Organizational Structure variable recorded a mean score of 4.15, which falls within the good category. This finding suggests that the dimensions of formalization, centralization, and organizational complexity at the Cianjur Regency Manpower and Transmigration Office have been arranged in an adequate and functional manner, although opportunities remain for further enhancement, particularly with regard to inter-unit coordination.

The Self-Efficacy variable achieved the highest mean score, amounting to 4.29

and categorized as excellent, indicating a strong level of employee confidence in addressing work-related challenges. Meanwhile, the Trust variable attained an average score of 4.45, classified as very good, reflecting a high degree of integrity, competence, and consistency among organizational members. Similarly, Employee Performance was also situated within the excellent category, with a mean value of 4.29, signifying the attainment of optimal standards in terms of work quality, quantity, and efficiency.

### Sub-Structure Path Analysis 1

Classical assumption testing for the first sub-structural model indicates that the data satisfy the normality requirement in accordance with the central limit theorem ( $n > 50$ ), are free from multicollinearity as evidenced by Variance Inflation Factor (VIF) values below 10, and show no indication of heteroscedasticity. In addition, the linearity test confirms the presence of a linear relationship between the independent variables and the dependent variable within the model. The estimation of path coefficients produces the following structural equation:  $Y = 0.126X_1 + 0.636X_2 + 0.484$ . The coefficient of determination ( $R^2$ ) obtained is 0.516, indicating that Organizational Structure and Self-Efficacy jointly account for 51.6% of the variance in Trust, while the remaining 48.4% is attributable to other factors not incorporated in the model. The F-test yields a significant value of 70.318 at  $\alpha = 5\%$ , where F-count exceeds F-table ( $70.318 > 3.065$ ), thereby confirming a statistically significant simultaneous effect.

Nevertheless, partial testing reveals divergent effects across predictors. Organizational Structure does not exhibit a significant influence on Trust, as indicated by  $t\text{-count} = 1.670$ , which is lower than  $t\text{-table} = 1.978$ . In contrast, Self-Efficacy demonstrates a statistically significant effect on Trust, with a  $t\text{-count}$  of 8.428, exceeding the  $t\text{-table}$  value of 1.978.

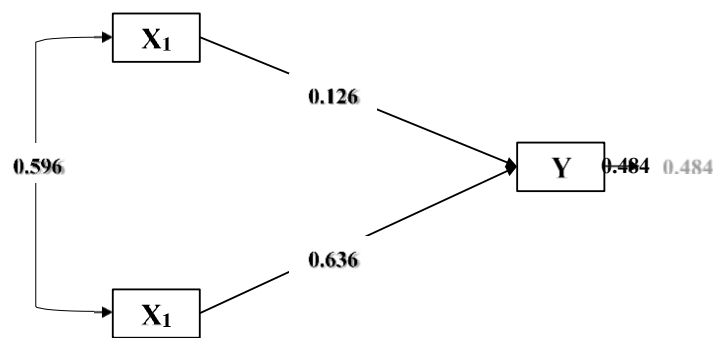


Figure 1. Sub Structure Line Coefficient Diagram 1  
 Source: Research results (2024)

These results suggest that, within the context of public sector organizations, individual self-efficacy plays a more prominent role in the formation of trust than do formal organizational structures. This finding aligns with the view that employees' personal attributes and internal capacities often serve as more decisive factors in cultivating trust within bureaucratic work environments.

### Sub-Structure Path Analysis 2

The classical assumption testing for the second sub-structural model was likewise satisfactorily fulfilled. Estimation of the path coefficients yielded the following structural equation:  $Z = 0.271X_1 + 0.077X_2 + 0.664Y + 0.201$ . The coefficient of determination

reached 0.799, indicating that 79.9% of the variance in Employee Performance can be explained jointly by the three predictor variables, thereby reflecting a model with strong explanatory power in capturing the observed phenomenon. The F-test produced a highly significant value of 173.579, where F-count exceeds F-table ( $173.579 > 2.674$ ), confirming a robust simultaneous influence of the independent variables on employee performance. Results from partial testing reveal that Organizational Structure exerts a significant effect on Employee Performance ( $t\text{-count} = 5.491 > t\text{-table} = 1.978$ ), as does Trust ( $t\text{-count} = 11.797 > t\text{-table} = 1.978$ ). In contrast, Self-Efficacy does not demonstrate a significant direct effect on employee performance, as indicated by  $t\text{-count} = 1.265$ , which is lower than the corresponding t-table value of 1.978.

Table 2. Results of Estimation of Direct and Indirect Influence of Sub Structure 2

Variable	Path Coefficients	Direct Influence	Indirect influence through:			Indirect Influence	Total Impact
			X1	X2	Y		
X1	0.271	7.3%	-	1.2%	9.1%	10.3%	17.7%
X2	0.077	0.6%	1.2%	-	3.6%	4.9%	5.5%
Y	0.664	44.1%	9.1%	3.6%	-	12.7%	56.8%
Total Impact							79.9%

The decomposition of effects between exogenous and endogenous variables was undertaken to delineate the relative contribution of each causal pathway within the structural model. This analytical procedure distinguishes direct effects from indirect effects operating through intervening variables. As reported in Table 3, the decomposition results reveal heterogeneous contribution patterns across the predictors. Trust demonstrates the most substantial role in explaining variations in employee performance, followed by Organizational Structure, which contributes at a moderate level, whereas Self-Efficacy exhibits the smallest yet still meaningful contribution, primarily through indirect pathways mediated by intervening mechanisms. More specifically, Trust emerges as the most dominant predictor, with a total contribution of 56.8%, comprising a direct effect of 44.1% and an indirect effect of 12.7%. Organizational Structure accounts for a total contribution of 17.7%, while Self-Efficacy contributes 5.5% overall. This configuration of effects substantiates the central role of trust as a pivotal mechanism through which organizational arrangements and individual psychological factors are translated into observable performance outcomes.

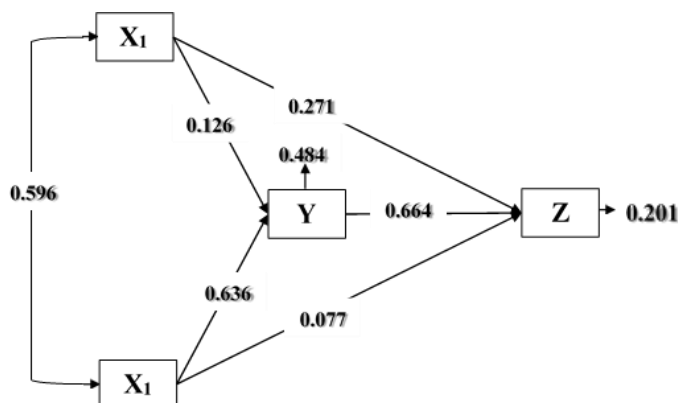


Figure 2. Decomposition Diagram of the Influence of Sub Structure 1 and Sub Structure 2  
 Source: Research results (2024)

### **Mediation Analysis**

The examination of mediated effects using the Sobel test produced noteworthy results. Trust was found not to mediate the relationship between Organizational Structure and Employee Performance ( $Z = 1.637 < 1.96$ ). In contrast, trust significantly mediates the relationship between Self-Efficacy and Employee Performance ( $Z = 6.891 > 1.96$ ). These findings indicate that the influence of self-efficacy on performance operates indirectly and is fully transmitted through trust. The mediation results carry important theoretical implications. Elevated self-efficacy does not automatically translate into improved performance outcomes; rather, it must first be transformed into interpersonal and institutional trust. Employees who possess strong self-confidence are more capable of establishing credibility and being perceived as trustworthy, which subsequently facilitates effective collaboration and the attainment of superior performance. Conversely, organizational structure exerts its influence on performance primarily through direct pathways, without requiring mediation by trust. This suggests that structural elements such as the clarity of standard operating procedures, the distribution of authority, and coordination mechanisms mechanistically enhance operational efficiency irrespective of interpersonal trust dynamics. In essence, a well-designed organizational structure creates an enabling environment that allows employees to perform optimally even in contexts where trust has not yet been fully established.

### **DISCUSSION**

The empirical evidence underscores the complex interplay among structural, dispositional, and relational factors in shaping the performance of public sector employees. The findings demonstrate that organizational structure does not exert a significant influence on trust, yet it produces a direct effect on employee performance. This pattern suggests that formal–bureaucratic mechanisms such as procedural standardization and hierarchical authority operate largely independent of interpersonal trust dynamics. Elevated levels of formalization enhance predictability and mitigate role ambiguity, thereby promoting operational efficiency without reliance on intensive social capital. These results align with the structural contingency theory, which emphasizes the critical importance of alignment between organizational design and task characteristics in optimizing performance outcomes. In contrast, self-efficacy exhibits a significant effect on trust but does not directly affect performance. This configuration indicates a full mediation mechanism, whereby individual self-confidence must first be converted into social credibility before it can be translated into observable work performance. Employees with high self-efficacy tend to manifest competence, consistency, and integrity attributes that constitute trustworthiness which, in turn, facilitate effective collaboration and the attainment of organizational objectives. The Sobel test results ( $Z = 6.891$ ;  $p < 0.05$ ) statistically corroborate the presence of this mediated pathway.

Trust emerged as the most dominant predictor of performance ( $\beta = 0.664$ ; total contribution of 56.8%), thereby reinforcing the social exchange theory proposition that trust-based relationships lower transaction costs, intensify knowledge sharing, and enable extra-role behaviors. Within public organizations marked by stringent regulations and intricate hierarchies, trust operates as a “social lubricant” that facilitates both horizontal and vertical coordination. From a theoretical standpoint, this study advances the literature by evidencing non-linear interactions among structural, individual, and relational determinants of performance. The proposed model bridges structural determinism with an agentic perspective, demonstrating that optimal performance arises from the synergy

between a supportive organizational architecture and robust social capital. Practically, the findings underscore the necessity of a dual-track strategy: optimizing structural design to secure operational efficiency while simultaneously cultivating trust to stimulate innovation and enhance organizational adaptability.

## CONCLUSION

This study substantiates that employee performance in public sector organizations is shaped through a dual mechanism comprising structural–formal pathways and psychosocial–relational pathways. Organizational structure is shown to exert a direct influence on performance via the formalization of procedures, the distribution of authority, and the complexity of coordination that collectively generate operational predictability, yet it does not significantly cultivate trust. These findings affirm that a standardized organizational architecture promotes mechanical efficiency in work processes, largely independent of the quality of interpersonal relationships. Conversely, self-efficacy does not directly translate into performance outcomes; rather, it must first be channeled into trust that signals an individual's credibility, competence, and consistency as perceived by colleagues and superiors. Trust thus occupies a central position as the most influential predictor, contributing 56.8%, and functions as a catalytic mechanism that converts personal self-confidence into productive collaboration and the attainment of organizational objectives.

A validated model with a coefficient of determination of 79.9% indicates that the optimization of employee performance necessitates an integrative approach that balances the enhancement of structural systems with the strengthening of trust-based social capital. From a managerial standpoint, the practical implications underscore the importance of implementing concurrent strategies. First, organizational structures should be redesigned to sharpen coordination mechanisms and clarify lines of accountability. Second, targeted capacity-building initiatives are required to elevate employee self-efficacy. Third, organizations must cultivate a culture that promotes openness, integrity, and consistency, thereby fostering both interpersonal and institutional trust as a foundation for effective collaboration and sustained innovation in public service delivery.

This study is subject to several limitations. First, the research was conducted within a single public sector institution, which may limit the generalizability of the findings. Second, the use of a cross-sectional design restricts the ability to capture causal dynamics over time. Third, the study relies on self-reported questionnaire data, which may introduce response bias. Future studies are encouraged to expand the research scope by involving multiple institutions or sectors to enhance generalizability. Longitudinal research designs are also recommended to better capture causal relationships. Additionally, future research may incorporate other relevant variables such as leadership style, organizational culture, or job satisfaction to provide a more comprehensive model of employee performance

## REFERENCES

- Ahmad, Syahril, Muhdi, Djafar, Ibrahim, B. Hi, Mustajab, Duta, Irawan, Andri, & Aldrin, Mohamad. (2025). *The Effect of Employee Motivation on Employee Performance with Work Involvement as a Mediation Variable*. 3(3), 664–680.
- Alwisol. (2019). *Personality Psychology*.
- Atmaja, A. T. (2020). The Effect Of Basic Life Support (BlS) Training On The Preparedness Of The First Wave Of Muhammadiyah Disaster Management Center (Mdmc) Volunteers In Jember Regency.

*University of Muhammadiyah Jember.*

- Bangun, W. (2012). *Human Resource Management*.
- Barus, Kharisma Yusuf, & Novandalina, Arini. (2025). *Self-Efficacy and Involvement in Encouraging Employee Performance*. 23(2), 221–240.
- Chaniago, H., Hidayat, H., & Efawati, Y. (2025). Intrinsic Motivation and the Use of Artificial Intelligence (AI) in the Public Sector: Evidence from Indonesia. *Revista Brasileira de Políticas Públicas*, 15(2).
- Chaniago, H., & Efawati, Y. (2026). Individual absorptive capacity as a stepping stone for digitalization, digital transformation, and small business performance; Entrepreneurial perspectives. *Contaduría y administración*, 71(2), 1-36. <https://doi.org/10.22201/fca.24488410e.2026.5126>
- Chaniago, H., Muharam, H., & Efawati, Y. (2023). *Metode Riset Bisnis dan Permodelan*. Bandung: *Edukasi Riset Digital, PT*.
- Colquitt, & Jason, A. (2019). *Organizational Behavior*. McGraw-Hill Education.
- Donni June Priansa. (2016). *Human Resources Planning & Development*. CV. Alfabet.
- Efendi, Yumita. (2025). *The Effect of Knowledge Sharing, Organizational Commitment and Leadership on the Performance of Surabaya Health Office Employees, Disease Prevention and Control*. 3(2019), 132–146. <https://doi.org/10.29138/jkis.v3i2.59>
- Efawati, Y. (2023). Trust as Antecedent of Innovative Behavior in the Workplace. *International Journal Administration, Business & Organization*, 4(3), 35-47. <https://doi.org/10.61242/ijabo.23.381>
- Efawati, Y. (2020). The influence of working conditions, workability and leadership on employee performance. *International Journal Administration, Business & Organization*, 1(3), 8-15. <https://doi.org/10.61242/ijabo.20.40>
- Eze, S. C., Bello, A. O., & Adekola, A. T. (2017). The effects of organizational structure on the performance of organizations. *European Journal of Business*.
- Hidayat, Rais, Patras, Yuyun Elizabeth, Harjanto, Sutji, & Suhardi, Eka. (2019). Analysis of Trust Variables in Organizations Using the Rasch Model. *Journal of Management*, 10(1), 19. <https://doi.org/10.32832/jm-uika.v10i1.1894>
- Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). *Organizational Behavior: An Evidence-Based Approach Fourteenth Edition*.
- Mahipalan, M., Sheena, & Muhmmmed, S. (2019). Examining the Role of Workplace Spirituality and Teacher Self-efficacy on Organizational Citizenship Behaviour of Secondary School Teachers: An Indian Scenario. *VISION: The Journal of Business Perspective*, 23(1), 80–90.
- Nadia Anggara Putri. (2025). *The Effect Of Self-Efficacy On Employee Performance Through Job Satisfaction As An Intervening Variable*. 4(10), 7353–7368.
- Nurain, A., Chaniago, H., & Efawati, Y. (2024). Digital Behavior and Impact on Employee Performance: Evidence from Indonesia. *Journal of Technology Management & Innovation*, 19(3), 15-27. <http://dx.doi.org/10.4067/S0718-27242024000300015>
- P. Robbins, S. (2016). *Organizational Structure (Keti Edition)*. Salemba Four.
- Pratomo, Ridho. (2022). The Effect of Self-Efficacy on Employee Performance with Employee Attachment as an Intervening Variable. *Journal of Applied Management and Finance*, 11(04), 1021–1033. <https://doi.org/10.22437/jmk.v11i04.16752>
- Putri, Z. Q. F., & Efawati, Y. (2025). Exploring the Impact of Customer Data Security on Consumer Trust in Gojek's Digital Services. *International Journal Administration, Business & Organization*, 6(1), 136-145.
- Sugiyono. (2019). *Educational Research Methods: Quantitative, Qualitative Combination, R and D*. Alfabet.