The Role of Organizational Commitment in Mediation of the Influence of Self-Efficacy on Performance of Employees

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ABSTRACT

Productive and competent human resources are needed in an organization. The success of an organization is influenced by employee performance. The existence of good self-efficacy will reflect the contribution of employees through the performance carried out in carrying out tasks, it can be seen that there is a commitment to an organization. The purpose of this study was to analyze the role of organizational commitment in mediating the effect of self-efficacy on employee performance carried out at the Population and Registry Office of Badung Regency. This study was conducted using a saturated sample of 70 people with civil servant status. Data were collected by using the interview method and distributing questionnaires. The data analysis technique used is Path Analysis and Sobel Test. The results of this study indicate that self-efficacy has a positive and significant effect on organizational commitment, self-efficacy has a positive and significant effect on employee performance, organizational commitment has a positive and significant effect on employee performance, and organizational commitment is a mediating variable for the effect of self-efficacy on performance.

Keywords: Employee Performance, Organizational Commitment, Self-Efficacy.

I. INTRODUCTION

A Government agency is an institution formed by the state to carry out general tasks in an area. Government agencies certainly need human resources who can improve the quality of their government offices. In a government agency, an employee is essential for achieving the goals of government agencies in assisting government tasks. Employees expected by government agencies are productive and agile employees in carrying out government duties because employees must be utilized optimally so that their existence can be felt and beneficial for the organization. For the achievement of the agency's goals, the agency is very dependent on the employees themselves in developing abilities in various fields such as knowledge, skills, and attitudes. This is necessary so that the productivity of employees can increase, have accuracy in carrying out tasks, and cooperate between various work units that carry out different activities. Employees who have good knowledge, skills, and attitudes will be able to work optimally so that organizations can manage human resources more effectively and efficiently (Bukit et al., 2017).

Awareness of the role of human resources is getting higher. Humans play a role in implementing and controlling the realization of a government agency (Isdahlia, 2021). Human resources are the most valuable and most important assets or assets owned by government agencies because agencies are largely determined by the human element in the agency's operational activities to achieve the goals that have been set. Government agencies cannot be separated from human labor, even though these activities have large capital and modern technology, because however advanced technology is without being supported by humans as its resources, the goals of government agencies will not be achieved. An organization or agency is a structured relationship framework that contains authority, responsibility, and division of labor to carry out a certain function (Silalahi, 2016). Various problems that often occur in an agency the main cause is an employee or the individual himself. Government agencies require competent human resources to achieve the expected goals. The people involved in the agency must comply with a rule to establish cooperation and interaction to achieve common goals. A very important element to achieving this is the need for optimal performance in an agency.

Government employees as public servants must try to improve their performance in the hope that goals can be achieved. In an organization, employee performance is determined based on the orientation of the employee himself in carrying out the work given by the organization. Employee performance will be reflected by several factors that influence it, one of which is the employee's own factor, namely self-efficacy or self-efficacy (Zumrotul, 2021).

Individual who has high self-efficacy tend to be able and confident to face the difficulties that exist in the world of work because for an employee it is a challenge, thus encouraging them to stay in it and face various difficulties that exist (Adriyani & Sukirno, 2017). Self-efficacy is not related to the skills possessed by an individual but rather to the beliefs and abilities of the individual. The level of individual confidence will simultaneously reflect the level of individual loyalty to a company. An employee who has good
self-efficacy and is confident in himself in doing a task can be sure that the employee commits to the organization.

Organizational commitment reflects how an individual identifies with the agency and is bound by its goals. Higher commitment can facilitate the realization of higher productivity. Organizational commitment is one of the important factors of the many things that influence individuals to stay in an organization and is a very important element in retaining a member of the organization. (Aprila, 2018). Organizational commitment to an organization member is an attitude with a person's willingness to dedicate time, and energy to the organization without monetary compensation to improve his organization and find that a member's self-confidence affects organizational commitment. With a strong commitment, it can be said that individuals participate in the struggle by channeling good contributions and performance to realize the goals set by government agencies.

The object of this research was carried out at the Population and Civil Registry Office of the Badung Regency. This research was conducted on all employees with the status of Civil Servants. Employee performance measurement is carried out using Employee Performance Targets. The success of an employee in the organization is also determined by his belief or belief that his abilities are a positive force in getting the job done. This means that, with self-confidence, employees will be able to form a self-motivation to carry out tasks by organizational goals. This research is important to do to determine the relationship between self-efficacy factors on employee performance through organizational commitment that occurs in government agencies so that organizations can predict steps for further development in the organization. Rosidi & Santosa (2018), Magistra et al. (2021), Ahmad (2019) proves that self-efficacy is able to mediate the effect on employee performance. Different from Setyawan (2017) proves that self-efficacy has no effect on employee performance through organizational commitment.

This research refers to social cognitive theory or social cognitive theory. This theory was proposed and developed by Albert Bandura in 1970. Social cognitive theory is a theory that has the assumption that humans will be able to learn through social conditions or in the social environment in which they are. By looking at the social conditions of the people around them, individuals will get good learning in the form of knowledge, skills, strategies, beliefs, attitudes, and rules. The core of this theory is self-efficacy which emphasizes the role of observational learning, social experience, and mutual determinism in personality development. Someone acts according to their abilities and expects a result or reward from their actions. The social cognitive theory states that a person will always try to create interactions that can increase the portion of the reward but if someone wants to receive a reward, then the individual must also make an effort (Yanuardianto, 2019). Hermawati (2020), The existence of self-efficacy or self-efficacy, an employee will be able to form a self-motivation to carry out tasks in accordance with organizational goals, so that employees will be able to receive rewards according to the performance performed either in the form of services or materials.

A. Research Hypothesis

Employees have confidence in solving problems in the work they will face, so the higher self-efficacy, the higher the employee's performance in dealing with past job failures and ultimately encourage increased individual performance. Sjamsuri & Muliyani (2019) shows that self-efficacy has a direct and significant effect on employee performance because when employees face difficulties, employees have high self-efficacy by trying hard to overcome them so that their performance also increases. Wuryanti & Setiawan (2017); Downes et al. (2021); Rahayu et al. (2018) prove that the self-efficacy variable has a positive influence on employee performance because an increase in employee performance is certainly influenced by an increase in employee self-efficacy.

H1: Self-efficacy has a positive and significant effect on employee performance.

Self-efficacy is an individual's capacity to stimulate his potential to continue carrying out the tasks or work assigned by the organization. Individuals feel confident that they are able to carry out work in accordance with organizational goals. Employees who still feel and believe that their abilities are able to form a sense of attachment to the organization will consistently form organizational commitment. Dewi (2020); Yulan & Bernanto (2017); Maria et al. (2021); Demir (2020); Mokoena (2019) states that self-efficacy has a positive influence on organizational commitment because of the self-confidence of an employee doing the tasks makes employees will continue to do their jobs and choose to stay in the organization. The higher the level of confidence and ability in the individual towards the work, the higher the commitment in the individual to an organization. Individuals who have high self-efficacy will put more effort into overcoming the obstacles or obstacles they face because individuals are willing to do work for the betterment of the company.

H2: Self-efficacy has a positive and significant effect on organizational commitment.

Organizational commitment is a person's strong desire to remain a member of a particular organization. Employee performance has a close relationship with the organization and is a continuous process in which members of the organization pay attention to the organization and its success and continuous progress to remain in the organization. Cormie et al. (2021); Renyut et al. (2017); Pranita (2018) states that organizational commitment has a positive
influence on the performance of auditor employees because an employee feels proud of the organization so that employees will provide good performance for the progress of the company. Employees feel an emotional attachment to the company, so employees will make good efforts on performance.

**H3: Organizational commitment has a positive and significant effect on employee performance.**

An employee who has good self-efficacy and is confident in himself in doing a task can be sure that the employee has a good commitment to the organization as well as to the success of his organization, thus employee performance will also increase. Rosidi & Santosa (2018); Ahmad (2019); Erawati & Wahyono (2019) and Magistra et al. (2021) state that organizational commitment can significantly mediate the effect of self-efficacy on performance with the belief in overcoming all conditions that occur when dealing with students, of course, this can improve performance and prove that there is a strong commitment to the organization.

**H4: Organizational commitment mediates the effect of self-efficacy on employee performance.**

### II. METHODOLOGY

This research uses a quantitative approach which can be classified as associative research. This study examines the role of organizational commitment in mediating the effect of self-efficacy on employee performance. The data was collected with the research instrument in the form of scores on the questionnaire.

Performance is a result of work achieved by employees by the standards and objectives that have been determined by the agency. The indicators for measuring employee performance include Quality, Quantity, Work discipline, Efficiency, Leadership, Honesty.

Self-efficacy is the belief in employees of the ability to perform the tasks assigned by the agency and all actions to achieve the expected goals. The self-efficacy measurement indicators used in this study include beliefs related to completing certain tasks, beliefs related to motivating oneself to take the necessary actions to complete tasks, beliefs related to being able to try hard, beliefs related to being able to withstand obstacles, and difficulties, and beliefs related to solving problems in various situations.

Organizational commitment is an attitude that reflects employee loyalty to the agency and is an ongoing process in which employees express their concern for the institution and the continuation of success and prosperity. The indicators for measuring the level of organizational commitment are Affective Commitment, Continuance Commitment, and Normative Commitment.

The sample in this study were all Civil Servants at the Population and Civil Registry Office of Badung Regency, totaling 70 respondents. The analysis technique used is path analysis.

### III. RESULTS AND DISCUSSION

Employee performance has a score of 3.48 out of 5. The employee performance variable that has the lowest score is the statement "I can complete the work with full responsibility, and I can complete the work on time" which obtained a score of 3.37. Based on this it can be interpreted that in general the respondents have not been able to complete the work with full responsibility and have not been able to complete the work on time. The variable of employee performance that has the highest average is the statement "I can cooperate with other colleagues according to the direction of the leadership.", obtained a score of 3.79, which means that in general respondents can cooperate with other colleagues by the direction of the leadership.

Self-efficacy has a score of 3.46 out of 5. The self-efficacy variable that has the lowest score is the statement "I believe I can motivate myself to be able to complete the given task.", which obtained a score of 3.24. Based on this, in general, respondents think they are not sure that they can motivate themselves to be able to complete the given task. The self-efficacy variable that has the highest score is the statement "I always try diligently to complete the given task", a score of 3.61 is obtained, which means that in general, the respondents can try persistently to complete the given task.

Organizational commitment has a score of 3.42 out of 5. The variable of organizational commitment with the lowest score is the statement "I am willing to do any work for the sake of the institution's progress", which obtained a score of 3.21. Based on this, it can be interpreted that in general respondents are not willing to do any work for the sake of the company's progress. The organizational commitment variable that has the highest average is the statement "I want to repay services well to the agency", which obtained a score of 3.50, this means that in general respondents feel they want to repay services well to the company.

#### TABLE I: RESULTS OF PATH ANALYSIS IN SUBSTRUCTURE 1

| Model         | Unstandardized Coefficients | Standardized Coefficients | t     | Sig. |
|---------------|----------------------------|---------------------------|-------|------|
| (Constant)    | B | Std. Error | Beta |       |     |
|               | 1.82 | 0.322 | 5.659 | 0.000 |
| Self-Efficacy | 0.460 | 0.089 | 0.531 | 5.162 | 0.000 |
|               | R²: 0.282 |

The self-efficacy variable has a coefficient of 0.531 which means that self-efficacy has a positive influence on organizational commitment, this means that if self-efficacy increases, organizational commitment will increase.

#### TABLE II: PATH ANALYSIS RESULTS ON SUBSTRUCTURE 2

| Model         | Unstandardized Coefficients | Standardized Coefficients | t     | Sig. |
|---------------|----------------------------|---------------------------|-------|------|
| (Constant)    | B | Std. Error | Beta |       |     |
|               | 0.630 | 0.350 | 1.797 | 0.077 |
| Self-Efficacy | 0.500 | 0.094 | 0.525 | 5.302 | 0.000 |
| Organizational Commitment | 0.326 | 0.109 | 0.297 | 2.998 | 0.004 |
|               | R²: 0.529 |

The self-efficacy variable has a coefficient of 0.525 which means that self-efficacy has a positive influence on employee performance, this means that if self-efficacy increases,
employee performance will increase. The organizational commitment variable has a coefficient of 0.297 which means that organizational commitment has a positive influence on employee performance, this means that if organizational commitment increases, employee performance will increase.

The result of calculating the value of the error variable in each structure:

\[ e_1 = \sqrt{1 - R^2_1} = \sqrt{1 - 0.282} = 0.718 = 0.847 \]
\[ e_2 = \sqrt{1 - R^2_2} = \sqrt{1 - 0.529} = 0.477 = 0.686 \]

Furthermore, the coefficient of total determination will be calculated as follows:

\[ R^2_m = 1 - (e_1)^2 (e_2)^2 = 1 - (0.718)(0.471) = 0.662 \rightarrow 62\% \]

66.2% of employee performance is influenced by self-efficacy and organizational commitment, while the remaining 33.8% is influenced by other factors.

Sobel Test:

\[ Z = \frac{0.531 \times 0.297}{\sqrt{(0.297^2 \times 0.089^2) + (0.531^2 \times 0.109^2) + (0.089^2 \times 0.109^2)}} = 2.450 \]

A. The Effect of Self-Efficacy on Employee Performance

Self-efficacy has a Beta value of 0.525 and a Sig value of 0.000. The conclusion is that self-efficacy has a significant positive effect on employee performance. In other words, the better self-efficacy, the performance of employees at the Population and Civil Registry Office of Badung Regency will increase, so the first hypothesis is accepted. These results are also supported by a questionnaire regarding the self-efficacy variable obtained from the respondent's answer with the highest score on the statement "I always try hard to complete the given task". That is, employees, do the work given consistently and enthusiastically to achieve the goals that have been determined so that the work can be completed optimally and on time.

B. The Effect of Self-Efficacy on Organizational Commitment

Self-efficacy has a Beta value of 0.531 and a Sig value of 0.000. The conclusion is that self-efficacy has a significant positive effect on organizational commitment, in other words, the better self-efficacy in the Population and Civil Registry Office of Badung Regency, the higher the Organizational Commitment in the Badung Regency Population and Civil Registry Office, the second hypothesis is accepted. These results are also supported by a questionnaire regarding the self-efficacy variable which obtained the respondent's answer with the highest score on the statement "I always try hard to complete the given task". That is, employees, do the work given consistently and enthusiastically to achieve the goals that have been determined so that the work can be completed optimally and on time.

C. The Effect of Organizational Commitment on Employee Performance

Organizational commitment has a Beta value of 0.297 and a Sig value of 0.004. The conclusion is that organizational commitment has a significant positive effect on employee performance, in other words, if organizational commitment increases, the performance of employees at the Population and Civil Registry Office of Badung Regency will increase, so the third hypothesis is accepted. These results are also supported by a questionnaire regarding organizational commitment variables. who obtained the respondent's answer with the highest score on the statement "I can cooperate with other colleagues according to the direction of the leader". That is, employees, cooperate well with other co-workers when carrying out tasks or work assigned by the leadership to achieve the goals that have been set so that the work can be completed optimally.

D. The Role of Organizational Commitment Mediates the Effect of Self-Efficacy on Employee Performance

Based on the results of the Sobel test, \( Z = 2.450 > 1.96 \), the self-efficacy variable affects employee performance by mediating organizational commitment, so organizational commitment is a mediating variable that has a significant influence on self-efficacy on employee performance at the Population and Civil Registry Office of Badung Regency, so the fourth hypothesis is accepted. These results are also supported by a questionnaire regarding the organizational commitment variable which obtained the answer of the respondent with the highest score on the statement "I can cooperate with other colleagues according to the direction of the leadership". That is, employees, cooperate well with other co-workers when carrying out tasks or work assigned by the leadership to achieve the goals that have been set so that the work can be completed optimally.

E. Research Implication

The theoretical implications of the results of this study provide evidence for the development of human resource management science that can explain the theoretical model used as the basis for formulating the hypothesis, namely the role of organizational commitment in mediating the effect of self-efficacy on employee performance which can empirically prove the theory used in research. This is Social Cognitive Theory. This theory has the assumption that humans will be able to learn through social conditions or in the social environment where they are. Seeing the social conditions of the people around them, individuals will get good learning in the form of knowledge, skills, strategies, beliefs, attitudes, and rules. The theoretical implications of the results of this study can also provide additional references for further research that discusses organizational commitment, self-efficacy, and employee performance. Practically it can be a reference for other researchers who want to research self-efficacy, organizational commitment, and employee performance. Theoretically, this study also provides an understanding that self-efficacy and organizational commitment can significantly improve employee performance, when employee self-efficacy increases, the perceived organizational commitment becomes
stronger so that it has the potential to improve employee performance.

F. Research Limitations

Based on the research that has been done, this study has several limitations that need to be underlined, especially in future research. The scope of the research only covers employees at the Population and Civil Registry Office of Badung Regency. The variables studied are still limited, wherein this study only examines the relationship between the three variables used, namely employee performance, self-efficacy, and organizational commitment, so that further research can use other variables based on factors that affect employee performance. This research is only carried out at a certain point in time, of course, the environment will change from time to time, so this research still needs to be researched in the future.

IV. CONCLUSION

Leaders need to pay attention and evaluate every work done by employees so that the expected goals can be achieved properly. The results of this study can be used to optimize employee performance. This can be done by increasing the self-efficacy or self-confidence of employees, based on the results of distributing questionnaires, the indicator that has the lowest average is “I believe I can motivate myself to be able to complete the given task”, so what must be done by the organization is provide motivation, increase self-confidence and eliminate doubts in employees in doing work. Of course, this must be based on building good communication so that it makes it easier for organizations to provide encouragement, motivation, or support to employees in completing tasks so that it will improve employee performance. It is also necessary to increase the organizational commitment of employees, based on the results of distributing questionnaires, the indicator that has the lowest average is “I am willing to do any work for the betterment of the organization”, so the thing that must be done by the organization is to provide an understanding of the sense of togetherness and convey goals to be achieved for employees. Everything is impossible to achievewithout a clear goal. Based on this, the agency must convey the big goals to be achieved with the employees. Indirectly this will foster employee morale, employees are able and willing to do any work for the betterment of the organization so that it will improve employee performance.

For further researchers, the results of this study can be used as a literature review to conduct similar research by adding research samples and making considerations to examine variables, factors, and other indicators that can affect performance such as professional commitment, motivation, and organizational support, workload, work for stress, leadership, and there are other variables.

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