

**THE INFLUENCE OF JOB SATISFACTION AND SELF-EFFICACY ON
EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL
COMMITMENT AS AN INTERVENING VARIABLE**



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Abstract

This research aims to determine and analyze the influence of job satisfaction and self-efficacy variables on employee performance through organizational commitment as an intervening variable at PT. Telkom Access Kediri Sampling using a proportionate stratified random sampling technique amounted to 146 respondents. Data was collected by distributing questionnaires whose validity and reliability were tested to ensure data accuracy and consistency. Data analysis was carried out using SmartPLS software version 3.9.9. This research tests the hypothesis using the Structural Equation Model (SEM) with the Partial Least Square (PLS) analysis method. The measurement scale in this study uses a Likert scale. The results of this research explain that job satisfaction has a positive and significant effect on employee performance. Self-efficacy has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Job satisfaction has a positive and insignificant effect on organizational commitment. Self-efficacy has a positive and significant effect on organizational commitment. Organizational commitment is not able to mediate between job satisfaction and employee performance. Organizational commitment can mediate between work self-efficacy and employee performance.

Keywords: Employee Performance, Job Satisfaction, Self-Efficacy, and Organizational Commitment

INTRODUCTION

The era of globalization has developed rapidly, this has also influenced the rapid development of industry, marked by the creation of the Industrial Revolution 4.0 era, giving rise to changes and quite a big influence on all sectors related to industrial activities (Firnanda & Wijayati, 2021). The telecommunications services sector is one of the currently developing industrial sectors, as reported by the Central Statistics Agency (BPS) 1,307 companies have obtained permits to provide telecommunications services in Indonesia in 2021. This number is up 36.3% compared to the previous year of 959 companies. Of this number, 903 companies are telecommunications service providers. They include companies involved in internet service providers (ISPs), network access points (NAP), internet telephony, and other telecommunications services. A total of 248 companies provide fixed networks. As well as companies that provide 133 units of special telecommunications and 23 units of mobile networks. This can be seen in the growth chart of the number of telecommunications companies in Indonesia in 2019-2021.



Figure 1.

Number of Telecommunication Companies in 2019-2021

Source: Central Statistics Agency

The increasing number of telecommunications companies means that competition in this field will become increasingly fierce, so companies must further increase company productivity so as not to be left behind by competing companies. One aspect that influences company productivity is human resources which are the main factor in a company being able to achieve success (Ali & Wardoyo, 2021). This increasingly fierce competition is a challenge for a company to maintain its business success.

A company will run successfully if the human resources who manage it are in good condition. Human resources have a very vital role in the sustainability of a company (Firnanda & Wijayati, 2021). Without support from human resources, the program that has been planned by the company cannot be fully implemented so over time the company tends to experience a decrease in effectiveness in the future and not get optimal results. Human resources who are qualified, talented, have high motivation, and can work together with a team is one of the keys to success in a company. So, companies are required to know how to manage and optimize their human resources and pay attention to the performance of their human resources or employees, because employee performance is very influential on the goals, progress, and development of the company (Triwahyuni & Ekowati, 2017).

Performance is a work result in terms of quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Mangkunegara, 2017). Performance is a benchmark for employees in carrying out the work targeted for completion. Employee performance greatly determines the company's overall productivity, this is important for every organization in its efforts to achieve organizational goals effectively and efficiently.

One aspect of improving performance can be achieved through job satisfaction. Job satisfaction is a person's feelings and assessment of their work, being able to fulfill their expectations, needs and desires (Umar, 2011). Job satisfaction is very necessary in improving performance because employees who have a high level of job satisfaction will show a positive attitude towards their work, and employees who are dissatisfied will show a negative attitude towards their work. Job satisfaction is basically each individual's perspective. Each individual will have a different level of satisfaction according to the value system that applies to them (Wijayati et al., 2020).

In the research of Destari et al. (2018) stated that job satisfaction has a positive and significant effect on employee performance. In this research, it is stated that the higher the employee's job satisfaction, the employee's performance can increase and vice versa, if the employee's job satisfaction decreases, the employee's performance will decrease. However, there are differences in Putranto et al.'s research. (2018) which states that job satisfaction does not have an important impact on improving employee performance.

Apart from job satisfaction, another aspect that influences employee performance is self-efficacy. Self-efficacy is a self-assessment of being able to carry out actions that are right or wrong, good or bad, can or cannot carry out a task in accordance with the provisions of the task (Widyaninggar, 2015). Self-efficacy influences individuals in determining actions and making decisions to achieve their goals. A person's high self-efficacy can encourage to persevere in the face of difficulties and overcome obstacles or problems that interfere with achieving his goals. Having a high sense of self-efficacy in employees will influence employee performance, and this will have a good impact on company productivity.

The research results of Krisnayanti & Sriathi (2022) show that self-efficacy has a positive and significant effect on employee performance. However, there is research that shows different results, namely research by Ali & Wardoyo (2021) which states that self-efficacy does not affect employee performance.

Another aspect that can influence employee performance is organizational commitment. According to Robbin & Judge (2015) organizational commitment is a work attitude, because it reflects employees' feelings at work, if employees like the organization, then employees will try to continue working. This can have an impact on productivity because if employees have a higher level of job satisfaction and self-efficacy which is supported by organizational commitment to the company, employees will be more optimal and enjoy their work. Organizational commitment can be seen in employees working wholeheartedly and loyally for the company.

The research results of Krisnayanti & Sriathi (2022) state that organizational commitment has a positive and significant influence on employee performance. However, this is different from the research results of Simbolon & Priyonggo (2022), which state that organizational commitment does not affect employee performance.

In large- and small-scale companies, things like the above can happen without exception, one of which is PT companies. Telkom Access Kediri or often called PTTA. PT. Telkom Access is a subsidiary of PT. Telkom Indonesia Tbk. The company's shares are wholly owned by PT. Telkom Indonesia Tbk. which is also one of the largest telecommunications companies in Indonesia. Establishment of PT. Telkom Access aims to optimize services and support the acceleration of fiber optic network development and

copper to fiber network modernization. Currently, management of access networks has been developed end to end, starting from the network planning stage through survey and drawing activities, implementation of construction to maintenance of access networks. This is expected to encourage the growth of broadband access networks in Indonesia.

PT. Telkom Access Kediri is engaged in maintaining the Indihome network and is responsible for the Kediri and surrounding areas. As a company that is responsible for the condition of the Indihome network in the Kediri area, it must always be ready if there is a network disruption, and of course, it requires quality and professional human resources and commitment to work to minimize errors or irregularities that can impact employee performance. Employee satisfaction and employee self-confidence in work must also be created well. This research aims to test and analyze the influence of job satisfaction and self-efficacy on employee performance through organizational commitment as an intervening variable.

REVIEW OF LITERATURE

Job Satisfaction

Job satisfaction or job satisfaction is an emotional state or feeling that is formed from an employee's assessment of their work based on the employee's perception of how good their work is, and is considered important (Luthans, 2011). According to Mangkunegara (2005), job satisfaction is a feeling that supports or does not support employees about their work. Feelings related to work involve aspects such as wages, career development and relationships with other employees, job placement, position, company organizational structure, and quality of supervision. According to Robbins (2016) job satisfaction is a feeling that can give rise to positive energy at work, job satisfaction can also be a representation of employee attitudes given to the company. According to Prasetya (2013), Job satisfaction is a person's general attitude when facing work, someone who has high job satisfaction will have a positive attitude toward their work, conversely, someone who has low job satisfaction will have a negative attitude towards their work. From several expert opinions above, it can be concluded that job satisfaction is an emotional state that describes a person's feelings of satisfaction or dissatisfaction with his or her job.

The factors that influence job satisfaction according to Robbins (2001) in Elina (2016) are challenging work, appropriate rewards and promotion policies, supportive working conditions, supportive colleagues, and superior behavior. Meanwhile, according to Robbins & Judge (2016), the indicators are colleagues, work as a whole/general, work itself, salary, promotion opportunities, and work supervision.

Self-Efficacy

According to Lunenburg (2011), self-efficacy is an individual's confidence in facing and resolving problems in various situations and conditions and being able to determine actions in solving problems or tasks so that the individual can overcome obstacles and achieve goals in accordance with expectations. According to Bandura (1977), self-efficacy is confidence in one's ability to act and it influences a person's choice of behavioral mindset, motivation, persistence, and facilitativeness. According to Widyaninggar (2015) also states that self-efficacy is a self-assessment, to be able to take the right or wrong action, good or bad, and can or cannot do a task in accordance with the provisions of the task. According to Iis & Yunus (2016), a person's self-efficacy is said to be high if a person has determined his goals, will devote all his attention to meeting these demands, and if faced with difficulties and obstacles when achieving these goals, he will make every effort to survive to achieve his goals. From the several explanations regarding self-efficacy above, it can be concluded that self-efficacy or self-efficacy is a sense of self-confidence or belief that a person has in their self-assessment to complete a goal or job.

The self-efficacy factors that must be considered according to Chasanah (2008) in Ali & Wardoyo, (2021) are the experience of success, experience of other people, social persuasion, physical and emotional conditions. Meanwhile, the indicators according to Ardinta & Rahardja (2017) are according to one's abilities, being able to adapt, the work meets expectations, technical knowledge, one's abilities, and one's own experience.

Organizational Commitment

According to Allen & Meyer (1990), organizational commitment is a psychological state of employees that can influence whether employees remain or not in a company. Organizational commitment itself has three dimensions, namely affective commitment, normative commitment, and continuous commitment. According to Robbins (2008), organizational commitment is defined as a condition where an employee prefers a

particular organization and has the desire and goal to maintain himself as a member of that organization. According to Griffin (2004), organizational commitment is an attitude that reflects the extent to which a person knows and is attached to their organization. According to Putra (2015), organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their concern for the organization and its success and sustainable progress. Based on several expert opinions, it can be concluded that organizational commitment is an attitude or situation where an employee feels comfortable with the job and place where the employee works so that he has the desire to remain in the organization.

According to Luthans (1995), organizational commitment factors are individual factors, organizational factors, and non-organizational factors. Meanwhile, the indicators according to Allen & Meyer (1990) include affective commitment, continuance commitment, and normative commitment.

Employee Performance

According to Hasibuan (2007), performance is the result of work achieved by someone in carrying out their work. Meanwhile, Gibson et.al. (2009) stated that employee performance is the result of employee work which is related to organizational goals, performance efficiency, and performance effectiveness. Mangkunegara (2009) believes that employee performance is a term that comes from job performance or actual performance (work performance or actual achievements achieved by someone). Employee performance plays an important role in the success of an organization or company (Ali & Wardoyo, 2021). According to Rosita & Yuniati (2016) employee performance is the result of work in terms of quantity and quality that has been achieved by an employee in carrying out his work in accordance with the responsibilities given. According to Priyantono (2017), employee performance is the result of work or work achievements achieved by human resources in a certain period. Based on several expert opinions above, it can be concluded that employee performance is a work result achieved by an employee in accordance with his responsibilities which play a role in the success of an organization or company.

According to Mangkunegara (2009), employee performance factors are ability factors and motivation factors. The indicators according to Mathis & Jackson (2011) are

quantity of results, quality of results, timeliness of results, attendance, and ability to collaborate.

Hypothesis

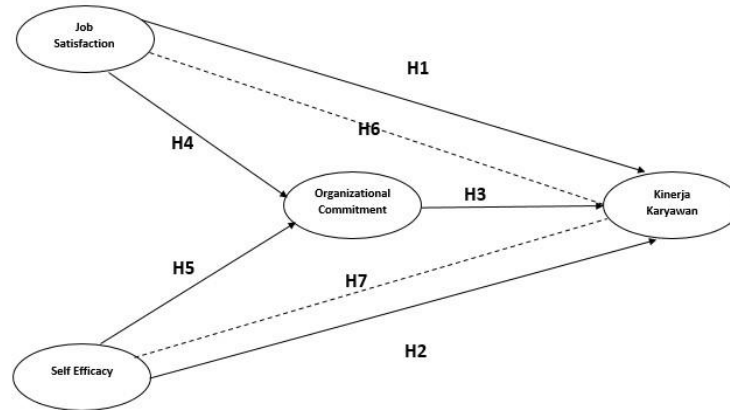


Figure 2.
Hypothesis

Source: processed data (2023)

H1: Job satisfaction has a positive effect on the performance of employees PT. Telkom Akses Kediri.

H2: Self-efficacy has a positive effect on the performance of employees PT. Telkom Akses Kediri.

H3: Organizational commitment has a positive effect on the performance of employees. PT. Telkom Akses Kediri.

H4: Job satisfaction has a positive effect on the organizational commitment of employees PT. Telkom Akses Kediri.

H5: Self-efficacy has a positive effect on the organizational commitment of employees PT. Telkom Akses Kediri.

H6: Job satisfaction has a positive effect on employee performance through organizational commitment to work PT. Telkom Akses Kediri.

H7: Self-efficacy has a positive effect on employee performance through organizational commitment to work at PT. Telkom Access Kediri.

RESEARCH METHOD

This research uses quantitative research methods. Used to research a particular population or sample, so the data collected uses research instruments, data analysis is quantitative/statistical in nature, with the aim of testing predetermined hypotheses (Sugiyono, 2018). Measurements in this study used a 1-4 Likert scale with an analysis method using SEM-PLS with SmartPLS software ver. 3.9.9. The population used in this research were all employees of PT. Telkom Access Kediri numbered 231 people and the sampling technique used was a proportionate stratified random sampling technique with a total of 146 employees as respondents.

RESULTS AND DISCUSSION

Results of Respondent Characteristics

This research used 146 respondents, with several characteristics of respondents including gender, age, length of service, and division. The results of the characteristics of respondents based on gender are 105 male employees (71.9%) and 41 female respondents (28.1%). Based on age, namely employees whose age range is 20-30 years is 37.7%. Employees whose age range is 31-40 years are 51.4%. For those in the 41-50 age range, the number is 11%. For work period <5 years it is 23.3%. 5–10-year tenure amounts to 88%. Respondents with work experience >10 years amounted to 16.4%. Based on division, namely the Assurance & Maintenance division amounting to 7%, the BGES division 23.3%, the HCM division 7%, the construction division 6.8%, the Managed Operation division 7.5%, the operation division 41.8%, the Shared Service division 13%, and TSEL division 6.2%.

Convergent Validity Results

For all indicators in the research, if the outer loading value is above 0.70, it is considered sufficient (Ghozali, 2014). Figure 2 is the result of the measurement model test which displays the outer factor loadings of the four variables and all of them are > 0.70 so they can be said to be valid.

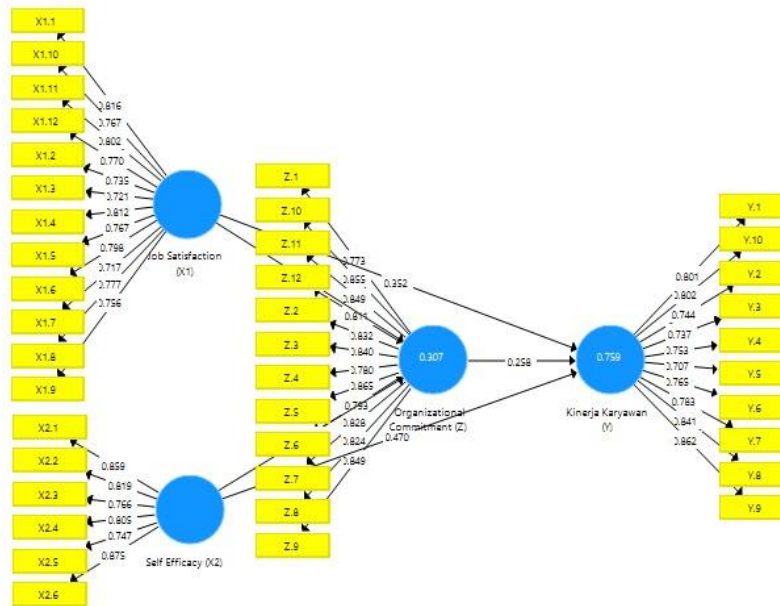


Figure 3.

Test Measurement Model

Source: SmartPLS 3.9.9 output, processed data (2023)

Results of Discriminant Validity

Discriminant validity is a test that refers to the comparison of square roof of extracted (AVE) values, where in this test it leads to a mismatch in attributes that should not be measured by measuring instruments and theoretical concepts. If the AVE value of each variable has a value ≥ 0.5 , it is considered good (Ghozali, 2014). The test results in this research obtained that the AVE root of the job satisfaction construct was 0.771, for employee performance it was 0.781, for organizational commitment it was 0.825, and for self-efficacy it was 0.813. Following are the test results:

Table 1.

Discriminant Validity Results

Variable	Jobs Satisfaction	Performance Employee	Organizational Commitment	Self-Efficacy
Jobs Satisfaction	0.771			
Performance Employee	0.660	0.781		

Employee				
Organizational	0.362	0.639	0.825	
Commitment				
Self-Efficacy	0.457	0.770	0.539	0.813

Source: Smart Output PLS 3.9.9, data processed (2023)

Results of Composite Reliability

Composite Reliability is the stage of checking the reliability value between the indicator block and the constructs that form it. It can be seen that the measurement results remain consistent. Composite Reliability is declared good if the value ≥ 0.70 . In this research, each variable has a composite reliability value ≥ 0.70 . So that all variables have good reliability values. Following are the test results:

Table 2.

Composite Reliability Results

Variable	Composite Reliability
Job Satisfaction	0.946
Self-Efficacy	0.921
Organizational Commitment	0.962
Employee performance	0.940

Source: SmartPLS 3.9.9 output, processed data (2023)

Results of Cronbach's Alpha

Cronbach's Alpha can strengthen the results of composite reliability. In other words, evaluate its internal consistency. Cronbach's alpha value can be used if ≥ 0.60 (Siregar, 2014). In this study, each variable has a Cronbach's alpha value ≥ 0.60 . So that all variables have strong reliability or meet Cronbach's alpha. Following are the test results:

Table 3.

Cronbach's Alpha Results

Variable	Cronbach's Alpha
Job Satisfaction	0.940
Self-Efficacy	0.897
Organizational Commitment	0.957
Employee performance	0.928

Source: SmartPLS 3.9.9 output, processed data (2023)

R-Square Results

The influence of job satisfaction and self-efficacy on employee performance gives an r-square value of 0.759. This shows that the employee performance construct variable can be explained by the work discipline and work environment variables by 75.9%. Meanwhile, 24.1% was explained by other variables not included in this study. Following are the test results. The influence of job satisfaction and self-efficacy on organizational commitment gives an r-square value of 0.307. This proves that the organizational commitment construct variable can be explained by the job satisfaction and self-efficacy variables of 30.7%, but 69.3% is explained by other variables not included in the research.

Table 4.

R-Square Results

Variable	R-Square
Employee Performance	0.759
Organizational Commitment	0.307

Source: SmartPLS 3.9.9 output, processed data (2023)

Prediction Relevance Test Results

Q-square predictive relevance is an evaluation in the PLS model by looking at the R-square value. Here's the calculation:

$$= 1 - (\sqrt{1 - R12}) \times (\sqrt{1 - R22})$$

$$\begin{aligned} &= 1 - (\sqrt{1 - 0.3072}) \times (\sqrt{1 - 0.7592}) \\ &= 1 - (\sqrt{0.965}) \times (\sqrt{0.483}) \\ &= 1 - (0.995 \times 0.695) \\ &= 0.31 \end{aligned}$$

From the calculation results of the Q-square predictive relevance, it is 0.31 so the result is ≥ 0 . This explains that the predictive relevance can be explained as 31%.

Causality Test Results

The t-statistics value of the influence of job satisfaction on employee performance is $6.305 \geq 1.96$. The estimated coefficient value is 0.352 which is positive. This means that the first hypothesis is accepted. The t-statistics value of the influence of job satisfaction on organizational commitment is $1.773 \leq 1.96$. Meanwhile, the estimated coefficient value is 0.147, which has a positive sign. This means that the fourth hypothesis is rejected. The t-statistics value of the influence of organizational commitment on employee performance is $3.716 \geq 1.96$. The estimated coefficient value of 0.258 is positive, meaning the third hypothesis is accepted. The t-statistics value of the influence of self-efficacy on employee performance is $5.933 \geq 1.96$. The estimated coefficient value of 0.470 is positive, which means the second hypothesis is accepted. The t-statistics value of the influence of work self-efficacy on organizational commitment is $5.231 \leq 1.96$. The estimated coefficient value of 0.472 is positive. This means that the fifth hypothesis is accepted. The indirect effect of job satisfaction on employee performance through organizational commitment is 0.038 and significant at 5% ($t \text{ count} \leq t \text{ table } 1.96$). So, it can be concluded that job satisfaction does not affect employee performance through organizational commitment, which means the sixth hypothesis is rejected. The value of the influence of work self-efficacy on employee performance through organizational commitment is 0.122, significant at 5% ($t \text{ count} \leq t \text{ table } 1.96$). So, it is concluded that self-efficacy influences employee performance through job satisfaction, which means the seventh hypothesis is accepted. Following are the test results:

Table 5.
Direct Effects and Indirect Effects

Connection between Variable	Original Samples	T-Statistics	Information	Conclusion
Job Satisfaction > Employee Performance	0.352	6,305	≥ 1.96 (Significant)	Hypothesis Accepted
Job Satisfaction > Organizational Commitment	0.147	1,773	≤ 1.96 (No Significant)	Hypothesis Rejected
Organizational Commitment > Employee Performance	0.258	3,716	≥ 1.96 (Significant)	Hypothesis Accepted
Self-Efficacy > Employee Performance	0.470	5,933	≥ 1.96 (Significant)	Hypothesis Accepted
Self-Efficacy > Organizational Commitment	0.472	5,231	≥ 1.96 (Significant)	Hypothesis Accepted
Job Satisfaction > Organizational Commitment > Performance Employee	0.038	1,386	≤ 1.96 (No Significant)	Hypothesis Rejected
Self-Efficacy > Organizational Commitment > Performance Employee	0.122	3,845	≥ 1.96 (Significant)	Hypothesis Accepted

Source: Smart OutputPLS 3.9.9, data processed (2023)

Discussion

The Influence of Job Satisfaction on Employee Performance

The results of testing in this research show that job satisfaction has a positive and significant influence on employee performance. It can be seen from the data processing results that the t-statistics value is greater than the t-count, namely $6.305 \geq 1.96$ so H1 is accepted. This happened because at PT. Telkom Access Kediri job satisfaction has been created quite well, such as good co-workers who can be collaborated with, the overall work can be completed well by the employee, the work itself is in accordance with the employee's self-interest, the salary is appropriate, and appropriate for the employee, and

promotional opportunities for employees that are commensurate with their work results. So, this has a positive impact on the company. The impact is in the form of profits for the company because the company's targets are achieved well and on time.

Job satisfaction standards will increase performance to a higher level (Wulandari & Hadi, 2021). Thus, employees who have a high level of job satisfaction with their work will have a higher level of performance (Grahandika & Wijayati, 2021). As well as other studies such as Yu et al. (2020), Yang et al. (2021), Paais & Pattiruhu (2020), and Octavia & Budiono (2021), revealed that work discipline has a significant influence on employee performance.

The Influence of Self-Efficacy on Employee Performance

Results of Testing in this research shows that self-efficacy has a positive and significant influence on employee performance. This can be seen from the results of data processing which explains that the t-statistics value of self-efficacy on employee performance is greater than the t-count, namely $5.933 \geq 1.96$ so H2 is accepted. This means that every time there is an increase in Self-efficacy or higher a person's confidence in their ability to complete work and survive in various situations, the performance will increase (Mega Langi et al., 2022).

This occurs due to things that influence self-efficacy such as the suitability of employees' abilities to their work, employees' ability to adapt to conditions in the company, employees who feel that their work meets their expectations, employees who feel that their abilities are equal to or exceed those of their colleagues, and employee self-experience that helps employees gain a sense of self-confidence. This research is supported by research results from Lim & Yeu Jo (2022), Tian et al. (2019), Yu et al. (2020), and Laksmi et al. (2021) which state that self-efficacy has a significant influence on employee performance.

The Influence of Organizational Commitment on Employee Performance

The test results in this research show that organizational commitment has a positive and significant effect on employee performance. This can be seen from the results of data processing which shows the t statistics value is greater than the t-count value, namely $3.716 \geq 1.96$ so H3 is accepted.

This happens due to things that influence organizational commitment, such as employees' desire to continue working because they feel they have the same vision and

mission as the company, employees who consider people in the company to be like family, and emotional ties that have been established with co-workers. and the company, employees who feel they need the company to fulfill their daily needs, as well as the sense of responsibility and loyalty that has been created between employees and the company. This research is supported by research results from Nguyen & Ngo (2020), Vuong et al. (2020), Sungu (2019), and Frimayasa & Lawu (2020) which revealed organizational commitment has a positive and significant influence on employee performance.

The Influence of Job Satisfaction on Organizational Commitment

The test results in this study show that job satisfaction has a positive and insignificant influence on organizational commitment. This means that job satisfaction does not affect organizational commitment. This can be seen from the results of data processing which shows the t-statistics value is greater than the calculated t-value, namely $1.773 \leq 1.96$ so H4 is rejected. This happens because several employees are not satisfied with their work. After all, employees feel that their work feels monotonous, which causes boredom in employees, and they feel that their work lacks variety because they feel that the work, they do is just the same.

The results of this research are supported by research by Widjaja & Tecolalu (2023) Kharisma et al. (2019), and Paradina & Wijayati (2022) who explain that job satisfaction has a positive and insignificant influence on organizational commitment. This research uses job satisfaction and organizational commitment variables.

The Influence of Self-Efficacy on Organizational Commitment

The test results in this research show that self-efficacy has a positive and significant influence on organizational commitment. It can be seen based on the results of data processing which shows the t-statistics value is $5.231 \geq 1.96$ so H5 is accepted. This occurs due to things that influence self-efficacy such as suitability of one's abilities to the job, the ability to adapt to existing conditions, expectations of the job, technical knowledge appropriate to the job, qualified personal abilities, and personal experience that can be used to do work. So, these things can have a positive impact on the company because the company can achieve targets well and on time.

This research is in line with research conducted by Cherif (2020), Widjaja & Tecoalu (2023), Sandhu & Varma (2022), and Dewi (2020) which explains that self-efficacy has a positive and significant effect on organizational commitment.

The Influence of Job Satisfaction on Employee Performance through Organizational Commitment

The test results in this research show that organizational commitment is unable to mediate the effect of job satisfaction on employee performance. It can be seen based on the results of data processing which explains the indirect influence, the coefficient value is 0.038, while the direct influence is 0.352. It can be said that organizational commitment is unable to mediate the influence of job satisfaction on employee performance so H6 is rejected.

This strengthens the research results from Kartasura & Qomariah (2021), Adhan et al. (2019), Windrawati et al. (2020), and Kusuma & Lina (2018) which stated that organizational commitment cannot mediate the influence of job satisfaction on employee performance.

The Influence of Self-Efficacy on Employee Performance through Organizational Commitment

The test results in this research show that organizational commitment is able to mediate the influence of self-efficacy on employee performance. It can be seen based on the results of data processing which explains the indirect effect, the coefficient value is 0.122, and for the direct effect it is 0.470, so H7 is accepted. The higher the employee's sense of self-efficacy which is also supported by organizational commitment, the greater the impact on employee performance, and vice versa. This will have a good impact on the company, the higher employee performance will have an impact on the success of achieving company targets.

Supported by the research results of Agustin et al. (2021), Krisnayanti & Sriathi (2019) revealed that organizational commitment can mediate between self-efficacy and employee performance. Increasing self-efficacy can encourage increased organizational commitment and employee performance (Maria et al., 2021).

CONCLUSION

From the research results as explained above, it can be concluded that job satisfaction has a positive and significant influence on employee performance. Self-efficacy has a positive and significant influence on employee performance. Organizational commitment has a positive and significant influence on employee performance. Job satisfaction has a positive and insignificant effect on organizational commitment. Self-efficacy has a positive and significant influence on organizational commitment. Organizational commitment cannot mediate between job satisfaction and employee performance. Organizational commitment can mediate between self-efficacy and employee performance.

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