

Satisfaction and Self Efficacy towards Organizational Commitment and Employee Performance

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ABSTRACT: Performance is one of the factors in assessing son-teone in doing work and activities. This study aims to analyze the factors that have a relationship and can affect employee performance and also 10 determine the factors that can affect organizational commitment. The variables used in this study 'Nere job satisfact on ane selt.etticacy as independent vanables and organizational conuilment as the dependent variable. This research was conducted by taking objects at the Regional iãhalth and Asset Management Agency BPKAD With the sample used as 56 people who have the status of permanent employees at the BPKAD agency. The data collection method was carried out by distributing questionnaires to the entire sample ta be filled in and then collected again for further processing with the SmartPLS version 3 analysis tool. The model of this research is path analysis. The results showed that the job satisfaction variable has a positive and significant effect on organizational commitment variables and also gn employee performance variables. The self-efficacy variable has a positive and significant influence on organizational commitment variables and also on employee performance variables. And the variable organizational commitment has a positive and Significant effect on employee performance variables at the BPKAD agency of East Kutai Regency

KEYWORDS: Sell-efficacy, employees, job satisfaction.

I. INTRODUCTION

Basically, employee performance is the result of a complex process, both from the employee's personal self (internal factors) and the strategic efforts of the organization. Internal factors such as motivation, goals, expectations and others, while examples of external factors are the physical and non-physical environment of the organization. Good performance is of course a hope for all organizations that employ employees, because the performance of these employees is ultimately expected to improve the overall performance of the organization.

Almost all Organizations consider that employees are one of the most important assets that they must maintain and develop. Organizations are required to always optimize the job satisfaction of employees. Therefore, employee job satisfaction is something that deserves important attention from the Organization, (Salangka and Dotulong 2015).

II. LITERATURE REVIEW

2.1 Relationship between Job Satisfaction and Organizational Commitment

Menurut (Robbins n.d.), "Job satisfaction which describes a positive feeling about a job, resulting from an evaluation of its characteristic. A person with level of job satisfaction holds positive feelings about his or her job, while a person with a low level holds negative feelings."

Menurut (Raymond et al. 2013), "A pleasureable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values. (Furåker, Håkansson, and Karlsson 2011) mendefinisikan 'Job satisfaction refers to anffective dimension and in that sense it can be counted as belonging to one of the three pillars of the attitude concept." Dal am buku Wicker berdasarkan Webster's dictionary (2011), job satisfaction adalah "A sense of inner fulfillment and pride achieved when performing a particular job. Job satisfaction occurs when an employee feels he has accomplished something having importance and value worth recognition; sense of job."

Various research studies show that people who are relatively satisfied with their work will be more committed to the organization (Mathis and Jackson 2011). Significant and positive relationship between job satisfaction and organizational commitment. Employees will have a high organizational commitment when they

are satisfied with the work of supervision, salary, promotion and co-workers. In research conducted by Eka Fransiska, Zulkarnain, Eka Danta Jaya (Ginting 2018), obtained results where job satisfaction has an influence on organizational commitment. So it can be concluded that the presence of employee satisfaction in work will encourage the employee to have a commitment to the organization. Similar results were also obtained by (Anugrah n.d.). In the research of (Akbar, Hamid, and Djudi 2016), obtained the results that job satisfaction has a significant effect on organizational commitment.

2.2 The relationship between job satisfaction and employee performance

If employees in the company have high morale, this will make it easier for employees to achieve the goals set by the company. (Bolton et al. 2012). Performance at work will be created from an employee if the employee is satisfied at work. Research conducted by Firmananda Hutama Akbar, Djamhur Hamid and (DJUDI and SULASMIYATI 2016), found that satisfaction has a significant influence on employee performance. Research conducted (Wijaya 2018), found that job satisfaction has an influence on employee performance. Furthermore, research conducted (Kristianto 2011), obtained the results that job satisfaction also has a positive and significant influence on employee performance variables. The results of research from (Zahara and Hidayat 2017) found that job satisfaction has an influence on employee performance.

2.3 Relationship of self-efficacy with organizational commitment

Furthermore, self-efficacy is related to organizational commitment. The results of the study prove that self-efficacy has a positive effect on organizational commitment (Akhtar et al. 2013);(Subagyo 2014). The higher the employee's belief that the employee is able to complete the task or job well, the higher the employee will not intend to move to another organization. Employees feel that he can make a contribution to the organization. Employees have no doubt that what they do at work is supported and appreciated by their colleagues or superiors.

Research on the relationship between self-efficacy and organizational commitment has been carried out by several researchers. Research (Kumar et al. 2016), (Sharma et al. 2012) and (Tsai et al. 2011) shows that there is a significant positive relationship between self-efficacy and organizational commitment. Self-efficacy also makes it easier for members to adapt to the environment and more able to adjust to the values that exist in the organization which then makes members have better performance and evaluate an organization well.

2.4 The relationship of self-efficacy with employee performance

Every organization or organization will try to improve employee performance to achieve the organizational goals that have been set. Various ways are taken to improve employee performance.

(Chamari and Padulo 2015)self-efficacy is an important motivating concept. Self-efficacy affects a person in terms of choices, goals, emotional reactions, effort, problem solving and persistence. The main source of self-efficacy is the ability (ability) and performance that has been achieved (past performance). Both have a positive effect on self-efficacy (Chamari and Padulo 2015). Furthermore (Chamari and Padulo 2015) states that mood can affect self-efficacy, a happy mood will lead to higher self-efficacy.

Research conducted by (Putri and SE 2018) found that self-efficacy has an influence on employee performance. Furthermore, research conducted by (Hidayat and Setiawan 2016) obtained the results that self-efficacy has an influence on employee performance.

2.5 Relationship between organizational commitment and employee performance

Organizational commitment is the degree to which an employee identifies himself and his organization by reflecting the belief that employees will provide loyalty, have the desire, are willing to work hard, sacrifice, and care about the survival of the organization. The concept of organizational commitment relates to the level of involvement of people with the organization where they work and are interested in staying in the organization. This view is confirmed by (Colquitt, Jeffery, and Lepine n.d.) that organizational commitment is the desire of some workers to remain members of the organization.

Individual performance, group performance and company performance are influenced by many internal and external factors of the organization (Simanjuntak et al. 2011).

There are several research results that conduct research on the effect of organizational commitment on employee performance. (Yeh and Hong 2012) namely Organizational Commitment will positively and significantly affect job performance. According to (Ghorbanpour, Dehnavi, and Heyrani 2014), that organizational commitment has a significant positive effect on employee performance, normative commitment leaves the strongest effect on average performance, compared to affective commitment and continuance commitment. Suswati and Budianto (2013) Based on the results of data analysis, affective commitment, and continuance commitment partially have a positive and significant effect on the performance of KPP Pratama North Malang employees. According to (Suhardi, Ismilasari, and Jasman 2021), partial organizational commitment does not have a significant effect on employee performance. And research conducted by (Subejo, Thoyib, and Aisjah 2013)shows that partially organizational commitment does not have a significant effect on performance, organizational commitment built by affective commitment, ongoing commitment, and normative commitment has not been able to improve employee performance optimally.

III. METHODS

The population used in this study were all permanent employees of the East Kutai Regency BPKAD as many as 56 employees.

The sample of this study was all employees of the East Kutai Regency BPKAD with the status of State Civil Apparatus, with a total sample of 56 employees.

The type of data used in this study is qualitative data which is data that cannot be measured on a numerical scale. So that qualitative data will be quantified so that it can be further processed using ordinal data, (Hendryadi, Tricahyadinata, and Zannati 2019). Ordinal data is data that is expressed in the form of categories, but the position of the data is not of the same degree because it is expressed on a ranking scale

As for the data source using primary data, which data is obtained from the results of distributing questionnaires to samples

Management of data in this study will use software smartPLS 3.0. According to (al-Ghazali 2012), Partial Least Square (PLS) is a powerful analytical method! and is often referred to as soft modeling because it eliminates OLS (Ordinary Least Square) regression assumptions, such as the data must be normally distributed multivariately and there are no multicollinearity problems between exogenous variables. The purpose of Partial Least Square (PLS) is to help researchers to get the value of the latent variable for prediction purposes.

IV. RESULT

4.1 Discriminant Validity

It is a cross loading value that is useful to determine whether a construct has an adequate discriminant, namely by comparing the loading value on the intended construct which must be greater than the loading value with other constructs. The following table of cross loading:

Table 1. Cross Loading Value

Indicator	Job satisfaction	Self Efficacy	Organizational Commitment	Employee Performance
X1.1	0,720	0,269	0,381	0,264
X1.2	0,724	0,537	0,460	0,202
X1.3	0,791	0,354	0,465	0,383
X1.4	0,756	0,476	0,350	0,391
X1.5	0,745	0,331	0,186	0,280
X1.6	0,698	0,471	0,310	0,273
X1.7	0,657	0,548	0,316	0,159
X1.8	0,745	0,607	0,206	0,286
X2.1	0,426	0,670	0,231	0,285
X2.2	0,367	0,724	0,304	0,184
X2.3	0,329	0,743	0,254	0,236
X2.4	0,296	0,740	0,384	0,173
X2.5	0,560	0,750	0,530	0,334
Y1.1	0,478	0,528	0,899	0,412
Y1.2	0,488	0,511	0,932	0,396
Y1.3	0,248	0,332	0,701	0,345
Y2.1	0,451	0,320	0,462	0,789
Y2.2	0,042	0,125	0,072	0,851
Y2.3	0,128	0,258	0,166	0,609
Y2.4	0,205	0,226	0,269	0,719

Source: Data processing results, 2021

From the results of the estimated cross loading in the table above, it shows that the loading value of each indicator item on the construct of its constituent variables is greater than the value of the acquisition of indicator items on the constructs of other variables that are not constituents. Thus it can be concluded that all constructs or other variables already have good discriminant validity, because the indicator values in the construct indicator block are better than indicators in other blocks.

4.2 Average Variance Extracted

Aims to evaluate discriminant validity which can be seen using the Average Variant Extracted (AVE) method for each construct or latent variable. The model has better discriminant validity if the square root of the AVE for each construct is more The magnitude of the correlation between the two constructs in the acquisition value model must be above 0.5. The following is the AVE value in the table below:

Table 2. Cross Loading Value

Information	AVE
Job satisfaction	0,697

Self Efficacy	0,848
Organizational Commitment	0,723
Employee Performance	0,731

Source: Data processing results, 2021.

In the table above, the results of the analysis test on the AVE value, and from all existing variables the value is above 0.5, so it can be concluded that there is no convergent validity problem in the model tested in this study.

4.3 Composite Reliability Test

Outer model juga diukur dengan melihat reliabilitas konstruk atau variabel laten yang diukur dengan melihat nilai composite reliability dari blok indikator yang mengukur konstruk. Dasar perolehan nilai adalah sebesar $>0,70$. Berikut output dari hasil uji composite reliability pada tabel di bawah ini:

Table 3. Composite Reliability

Information	Composite Reliability
Job satisfaction	0,886
Self Efficacy	0,794
Organizational Commitment	0,885
Employee Performance	0,745

Source: Data processing results, 2021.

The table above shows that the composite reliability value for the whole construct or variable is greater than > 0.70 . Thus, the overall construct contained in this study can be said to be good in accordance with the required minimum value limit.

4.4 Cronbach Alpha test

The outer model can also be measured by looking at the reliability of the construct or the latent variable which is measured by looking at the Cronbach alpha value of the indicator block that measures the construct. The construct is declared reliable if the cronbach alpha value is greater than 0.60. The following table cronbach alpha:

Table 4. Cronbach Alpha test

Information	Composite Reliability
Job satisfaction	0,853
Self Efficacy	0,674
Organizational Commitment	0,808
Employee Performance	0,645

Source: Data processing results, 2021.

The results of the Cronbach alpha analysis test contained in the table above illustrate that the acquisition value of the entire construct or the existing latent variable obtains a value above 0.60. So it can be concluded that the whole construct has good reliability in accordance with the required minimum limit.

4.5 Hypothesis test results

Information	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (O /STDEV)	P-Values
Job satisfaction ->Organizational Commitment	0,250	0,292	0,159	3,426	0,003
Job satisfaction ->Employee Performance	0,280	0,262	0,262	2,635	0,006
Self Efficacy ->Organizational Commitment	0,395	0,385	0,145	2,727	0,007
Self Efficacy ->Employee Performance	0,204	0,257	0,220	3,928	0,004
Organizational Commitment->Employee Performance	0,344	0,277	0,204	3,731	0,001

Source: Data processing results, 2021.

The table above describes the value acquisition to see the relationship between the independent variables in influencing the dependent variable, while the results from the table above are:

The job satisfaction variable (X1) has a positive and significant effect on the organizational commitment variable (Y1), with the acquisition of a t-statistic value of 3,426 with a P value of 0.003;

The job satisfaction variable (X1) has a positive and significant effect on the employee performance variable (Y2), with a score of 2.635 for the t-statistic value and 0.006 for the acquisition of the P-value;

The self-efficacy variable (X2) has a significant positive effect on the organizational commitment variable (Y1) with the acquisition of t-statistic values of 2.727 and 0.007 for the acquisition of P values;

The self-efficacy variable (X2) has a positive and significant effect on the employee performance variable (Y2), with a score of 3.928 for the t-statistic value and 0.004 for the acquisition of P values;

The organizational commitment variable (Y1) has a positive and significant effect on the employee performance variable (Y2) with the acquisition of a t-statistic value of 3.731 and a P value of 0.001.

V. DISCUSSION

5.1 The Effect of Job Satisfaction on Organizational Commitment

With a sense of satisfaction also has an impact for an employee to be loyal to his organization. Each leader is expected to provide a sense of satisfaction in carrying out activities for employees in every agency, including the BPKAD of East Kutai Regency. With a sense of satisfaction that is owned will certainly have an impact on improving the quality of employees in carrying out various work activities.

The results of this study are the same as those obtained by Firmananda Hutama Akbar Djamhur Hamid (Djudi & Sulasmiyati, 2016). Which in this study obtained the results that job satisfaction has an effect on organizational commitment,

86 where the research was conducted on PG employees. Malang City Gardens. This study illustrates that job satisfaction is the main key that must be fulfilled, because satisfaction at work will have an impact on the better the workers or employees in carrying out various office activities. The results of the study are different from the results obtained by (Nath Gangai and Agrawal 2015), in this study the results obtained that job satisfaction had no effect on organizational commitment.

5.2 The Effect of Job Satisfaction on Employee Performance

The results of the analysis test of the data used, the results obtained that job satisfaction has a significant influence on employee performance at the BPKAD agency, East Kutai Regency. The results of this study indicate that one of the factors that can improve the performance of an employee is satisfaction, with a sense of satisfaction in work that is felt by every employee, it can provide motivation for employees to do various jobs that are their responsibility at work. Both the performance for the employees themselves and for the organization itself.

The results of this study are the same as those obtained by Hussein Isse Hassan Abdirahman, Illiyasu Shiyabade Najeemdeen, (Adelaja et al. 2018). In this study, it was found that job satisfaction has a positive and significant impact on employee performance.

5.3 The Effect of Self-Efficacy on Organizational Commitment Employee

The results of the analysis test showed that self-efficacy had a positive and significant effect on organizational commitment. The results of this study indicate that having self-efficacy will encourage a person to be responsible for the work that is an obligation for him, and will also foster a sense of ownership of the organization so that he will always work optimally and strive to provide good performance at work.

The results of this study are the same as the results of research obtained by (Khan n.d.), which in this study states that self-efficacy is always connected. From the results of this study, it can be said that having a sense of self-efficacy will have an impact on on the organizational commitment shown by every human being, as well as in the BPKAD agency of East Kutai Regency, with the greater self-efficacy of an employee will have an impact on the employee's sense of nationalism towards the agency where the employee works.

5.4 The Effect of Self-Efficacy on Employee Performance

With the self-efficacy of an employee will have an impact on the better an employee at work and will also have an impact on the performance of the employee himself and will also have an impact on the better performance of the institution, performance becomes one of the goals of both an individual and an institution, because the assessment of external parties refers to the performance obtained by a person or institution. So that in terms of improving performance, of course, supporting factors are needed, one of which is self-efficacy. Self-efficacy can arise by itself from one's personality or through the stages of participating in training that aims to build one's personality and beliefs.

The results of this study are the same as the results of research obtained by (Inawati and Susilowati n.d.), which in this study found that Self-Efficacy has a positive and significant influence on teacher performance, the research was conducted with the title Analysis of the Effect of Self-Efficacy and Locus Of Control on Teacher Performance With Professional Commitment As Mediation (Studies at SMA Negeri 1,2, 3, 4 and 5 Semarang City).

5.5 The Effect of Organizational Commitment on Employee Performance

The results of the analysis test showed that organizational commitment had a positive and significant effect on the performance of BPKAD employees in East Kutai Regency. The results of this study indicate that the higher and better the commitment of an employee to stay and work in an organization can have an impact on efforts to improve performance at work. The commitment of an employee to remain in the organization can of course also make the organization run optimally in carrying out its duties and functions. The need to build and create conditions to make employees have a sense of responsibility towards the agency and make employees always committed to the agency with the aim of avoiding line vacancies caused by reduced employees as a result of resigning or moving employees to the agency or leaving an agency.

With the stronger commitment of an employee to the agency, it will make and become an encouragement for the employee to always work optimally and try to improve performance at work. The results of this study are the same as the results of research obtained by (Pane and Fatmawati 2017), in which in this study it was found that organizational commitment has a positive and significant influence on employee performance. The commitment of an employee, of course, can also be based on from several factors, for example, there is a match between the field of knowledge possessed with the position and job responsibilities assigned, and the existence of harmony among fellow employees and also with superiors.

VI. CONCLUSION

From the results of the analysis test and discussion in the previous chapter, it can be concluded:
 Job Satisfaction variable has a positive and significant effect on the organizational commitment variable on the employees of the BPKAD Agency of East Kutai Regency;
 Job Satisfaction variable has a positive and significant effect on employee performance variables at the BPKAD Agency of East Kutai Regency;
 The Self-Efficacy variable has a positive and significant effect on variable organizational commitment to employees of the BPKAD Agency of East Kutai Regency;
 The Self-Efficacy variable has a positive and significant effect on the employee performance variable at the BPKAD Agency of East Kutai Regency; and
 Organizational Commitment variable has a positive and significant effect on employee performance variables at the BPKAD Agency of East Kutai Regency.

VII. ACKNOWLEDGEMENTS

After doing this research and seeing from the existing conclusions, the researchers can provide suggestions to those who can use the results of this research, as follows:

The agency leadership is expected to be able to maintain and improve good relations with subordinates and also make the relationship between fellow employees better with the aim of making employees able to work optimally and obtain good performance, both for personal employees and good performance for the agency it self;

The leadership is expected to pay attention to factors that can provide satisfaction to employees as an encouragement in making an employee able to work optimally and can improve his performance at work, and can also make reasons for employees to stay in the agency;

Improving the quality of employees at work is also a matter that needs to be considered, by involving employees in various trainings, especially to improve the skills and insight of employees as supporters in carrying out their duties and functions at the agency;

The BPKAD is expected to always maintain the conditions that have been created in an effort to provide a conducive atmosphere for daily activities in the Institution; and

As material for further research who wants to conduct research similar to this research, you can add several variables that are considered related to human resources, for example adding motivation variables, good work experience, welfare services, as well as involvement in various organizational activities and activities, and the environment. work.

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