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The Role of Organizational Commitment in Mediating The Effect of Self Efficacy on Employee Performance (a case study on PT Tujuh Impian Bersama Jember)

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Abstract

The aim of this research was to analyze the effect of self efficacy on employee performance and the role of organizational in mediating the impact of self efficacy on employee performance in PT Tujuh Impian Bersama Jember. The populations of this research were all employees in PT Tujuh Impian Bersama Jember, amounting to 67 people. The type of this research is explanatory research. The data analysis in this research was Path Analysis. The result of this research shows that self efficacy has a positive and significance effect toward organizational commitment and employees performance , organizational commitment has a positive and significance effect toward employees performance, ,self efficacy has a positive effect toward employees performance through the organizational commitment of the employees in PT Tujuh Impian Bersama Jember.

Keywords: *Self Efficacy ; Organizational Performance ; Employee Performance*

1. Introduction

Human resources is very important in the company in this case employees. PT. Tujuh Impian Bersama is a company at the location of Jl. Cendrawasih No.09 Patrang Jember, this company is focus on the AL Qodiri mineral water industry. The employees as important assets of organizations need to be invited to participate think and deal with strategic problems even to the giving of responsibility in order to achieve organizational goals (Kusdiarti, 1999). Bandura, (1997) states that someone who has high self efficacy believes he will be able to achieve performance despite pressure on work.

According to Robbins in Sopiah (2008: 155) organizational commitment is an attitude that reflects the feelings of likes or dislikes of employees towards the organization. This determines the attitude and establishment of self efficacy (one's beliefs about their abilities and opportunities to succeed in achieving certain tasks). Self efficacy will encourage someone to be more eager to achieve optimal results in their performance, this is evidenced by the research of Erez and Judge (2001).

Without effective organizational commitment from PT. Tujuh Impian Bersama that must be given to employees to achieve organizational goals. Not impossible to do things that are not desirable such as turnover, decrease in productivity etc. Appreciation of the company as a form of achievement or even as support for loyalty to the organization of employee performance so that employees can improve performance in achieving the goals of an organization. Mathis and Jackson (2001) cited in Nurjanah (2008: 34), states that organizational commitment is a level of trust and acceptance of labor towards organizational goals and has a desire to remain within the organization.

According to Mangkunegara (2006), performance is the result of work in quantity and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given. PT. Tujuh Impian Bersama with changes in some time in 2018, recruitment that is less selective and lack of loyal employees for tasks is predicted due to the commitment of companies that cannot follow needs and adjustments according to district decent living standards (clothing / food). The occurrence of this phenomenon can be seen from the employee-management factor of the company so that it needs to be reviewed the system and ways to implement effective and efficient performance.

2. Literature Review

2.1 Self Efficacy

Self efficacy is a belief that someone holds about his abilities and also the results he will get from his hard work affect the way they behave (Bandura, 1997). Furthermore, Bandura (1997) added that self efficacy is an individual belief in his ability to master the situation and obtain positive results.

Whereas according to Kreitner and Kinicki (2003) self efficacy is a person's belief about his opportunity to succeed in achieving certain tasks.

According to Lunenburg (2011: 36) there are four indicators to measure self efficacy :

- a. Past Performance
- b. Vicarious Experience
- c. Verbal Persuasion
- d. Emotional Cues

2.2 Organizational Commitment

Mowday et. al. (1982) defines organizational commitment as the relative strength of individual identification and involvement in specific organizations, including trust, support for organizational goals and values, and a strong desire to use genuine efforts for the benefit of the organization, and a strong willingness to maintain membership in the organization. Organizational commitment refers to identifying employee goals with organizational goals, the willingness to exert all efforts to organizational interests and attachments to remain part of the organization (Mowday, Steers, Porter, 1979). As a general definition, Luthans (1995) defines organizational commitment as an attitude that shows employee loyalty and is an ongoing process of how an organization member expresses their concern for the success and goodness of their organization.

Allen and Meyer (1993) propose three models of organizational commitment and are reflected in three main points:

1. Affective commitment is the desire to work for the company because it agrees to the goals of the organization and there is a desire to run it.
2. Continuance commitment is the desire to keep working for the company because it does not want to lose something related to his job.
3. Normative commitment is the desire to work for the company because of pressure from other parties.

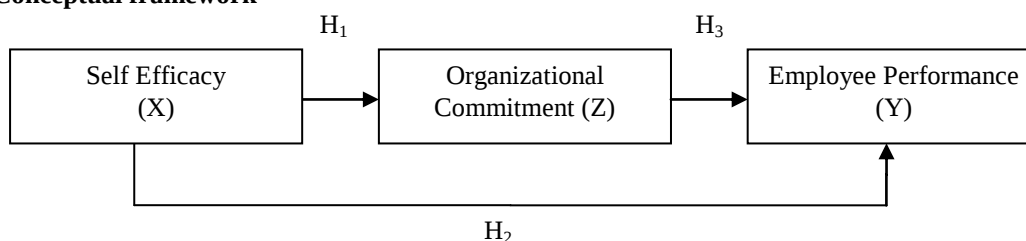
2.4 Employee Performance

Organizational performance is a measure of the success of a company in achieving its goals. Positive performance means the company can achieve its objectives, while negative performance means that the company cannot achieve its objectives. According to Mangkunegara (2006: 103) states that performance is a result of work achieved by an employee both in quality and quantity in completing the work in accordance with the burden and responsibility given to these employees.

The indicators of employee performance according to Mangkunegara (2006:67) are:

1. Quality of work
2. Quantity of work
3. Responsibility
4. Cooperation
5. Initiative

2.5 Conceptual framework



Conceptual framework of research

3 Methodology

3.1 Research Design

The research was using explanatory research.

3.2 Population and Sample

The populations of this research were all employees in PT Tujuh Impian Bersama Jember, amounting to 67 people. The total of all employees of PT Tujuh Impian Bersama Jember is less than 100, so the population in this research acts as a sample or this research can be said to use census methods.

3.3 Data Analysis Methods

This research was using path analysis to analyze casual relationships between variables where independent variables influence dependent variables, both directly and indirectly, through one or more intermediaries (Sarwono, 2006: 147).

4. Result and Findings

4.1 Path Analysis

The results of path analysis calculations can be seen in the following table:

Independent Variable	Dependent Variable	Beta	t Count	P Value	Conclusion
Self Efficacy (X)	Organizational Commitment (Z)	0.543	3.543	0.000	Significant
	Employee performance (Y)	0.221	2.811	0.004	Significant
Organizational Commitment (Z)	Employee performance (Y)	0.246	3.009	0.001	Significant

Table 4.1 The result of path analysis

The Effect of Self Efficacy on Organizational Commitment

Based on Table 4.1 it can be seen that the testing of self efficacy variable (X) on organizational commitment (Z) has a beta value (β) of 0.543, it means that if X is raised by 1 unit it will increase Z by 0.543 or 54.3% meaning that the variable X has a positive and significant effect to Z variable with t-count value of 3.543 is greater than t-table (1.997) with p value $0.000 < 0.050$.

The Influence of Self efficacy on Employee Performance

Based on Table 4.1 it can be seen that the testing of the self efficacy variable (X) on employee performance (Y) has a beta value (β) of 0.221, it means that if X is raised by 1 unit then it will increase Y by 0.221 or 22,1% meaning that the variable X has a positive effect significant to variable Y with t-count value of 2.811 greater than t-table (1.997) with p value $0.004 < 0.050$.

The Influence of Organizational Commitment on Employee Performance

Based on Table 4.1 it can be seen that the testing of the organizational commitment variable (Z) on employees performance (Y) has a beta value (β) of 0.246, it means that if Z is raised by 1 unit it will increase Y by 0.246 or 24,6% meaning that variable Z has a significant positive effect on variable Y with t-count value of 3.009 is greater than t-table (1.997) with p value $0.001 < 0,050$.

4.2 Calculation of Path Analysis

Based on the existing path coefficient, the direct, indirect and total influence can be calculated as follows:

a. Calculating the effect of variabel X on Z

Direct : $X \rightarrow Z = 0.543$

Indirect : None

Total Effect : 0.543 or 54.3%

b. Calculating the effect of variabel Z on Y

Direct : $Z \rightarrow Y = 0.246$

Indirect : None

Total Effect : 0.246 or 24.6 %

c. Calculating the effect of variabel X on Y

Direct : $X \rightarrow Y = 0.221$

Inderect : $X \rightarrow Z \rightarrow Y = (0.543)(0.246) = 0.133$ atau 13.3 %

Total Effect : $0.221 + 0.133 = 0.354$ or 35,4%

5. Conclusion

Self efficacy has a positive and significant effect on the employees organizational commitment and organizational commitment of PT Tujuh Impian Bersama Jember, Organizational commitment has a positive and significant effect on the employee performance of PT Tujuh Impian Bersama Jember , self efficacy has a positive and significant effect on the employees performance PT Tujuh Impian Bersama Jember.

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