

The Effect of Self Efficacy on Employee Performance through Organizational Commitments as Intervening Variables in CV. Era Dua Ribu Bangli

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Abstract. This study aims to determine the effect of self-efficacy on organizational commitment, self-efficacy on employee performance, organizational commitment to employee performance, and self-efficacy on employee performance through organizational commitment as an intervening variable in CV. Era Dua Ribu Bangli. The population in this study were all employees of CV. Era Dua Ribu Bangli totaling 32 people with the determination of the sample using the census method. The research data collection was carried out by observing and distributing questionnaires. Data were analyzed using the Partial Least Square (PLS) analysis technique to answer the problem formulation with the help of the Smart PLS program. The results of testing the hypothesis show that the variables: 1). Self-efficacy has a positive and significant effect on organizational commitment 2). Self-efficacy has a positive and significant effect on employee performance 3). Organizational commitment has a positive and significant effect on employee performance, and 4). The variable organizational commitment can be an intervening variable between self-efficacy and employee performance.

1 Introduction

An organization, both public and private, in carrying out its activities, will try to achieve the goals previously set. One thing that must be considered is that the success of various activities within the organization in achieving goals does not only depend on technological excellence, available operating funds, facilities or infrastructure owned, but also depends on aspects of human resources. Human resources can create efficiency, effectiveness and company productivity. So it requires efforts to improve and develop human resources consistently [1].

As for other factors that affect the level of organizational success is the performance of its employees. Basically, performance is a function, motivation and ability to complete a task or job, and also refers to the level of success in carrying out tasks and the ability to achieve predetermined goals [2]. Employee performance is influenced by several factors, one of which is self-efficacy [3].

According to [4], self-efficacy is self-assessment, whether it can take good or bad actions, right or wrong, can or cannot do as hinted at. [5] states that self-efficacy is very

necessary in developing employee performance because the presence of self-efficacy in an individual will lead to confidence in his ability to complete the work given by his / her role in a timely manner. Research results from [6], state that self-efficacy has a positive and significant effect on employee performance. Research by [7], also shows that self-efficacy has a significant positive effect on performance. However, in contrast to research from [8], the results show that self-efficacy does not have a significant effect on [9], saying that self-efficacy also affects organizational commitment, where self-efficacy will provide a reference for individuals to behave diligently, persistently. which will build employee commitment to the organization. The high organizational commitment is influenced by employee self-efficacy, increasing self-efficacy will be followed by an increase in organizational commitment, and vice versa which will affect employee performance [10].

Apart from self-efficacy, the factor that affects performance is organizational commitment. Organizational commitment refers to identifying employee goals with organizational goals, a willingness to direct all power for the benefit of the organization and an attachment to remain a member of the organization, and maintain values and the emergence of shared values from the organization [11]. The results of research conducted by [12,13], state that organizational commitment partially has a positive and significant effect on performance.

CV. Era Dua Ribu Bangli is a company located in Bangli which is engaged in the procurement of goods and services. Lack of quality and quantity of work of these employees which causes work to be completed on time is hampered because the performance has decreased and the performance of employees is not optimal. This can be seen from the sales revenue that has fluctuated and decreased over the last 3 years.

The self-confidence possessed by employees to complete work, the activeness of employees in taking jobs is still considered low. Because the work is done only on the basis of orders from superiors, there is no initiative from the employees. In addition, there is a lack of consistency of employees in developing the tasks delegated by the leadership. This is what causes a lack of commitment owned by employees of CV. Era Dua Ribu Bangli, so employees tend to be lazy. This can be seen from the fluctuating level of employee work attendance which will later affect performance.

Based on the phenomena and differences in the results of the study, the authors are interested in conducting a study with the title "The Effect of Self Efficacy on Employee Performance through Organizational Commitment as an Intervening Variable at CV. Era Dua Ribu Bangli". Based on the background that has been described, the problems that can be formulated in this study are:

1. Does self-efficacy affect organizational commitment at Era Dua Ribu Bangli?
2. Does self-efficacy affect the performance of employees at CV. Era Dua Ribu Bangli?
3. Does organizational commitment affect employee performance at CV. Era Dua Ribu Bangli?
4. Is organizational commitment able to mediate the effect of self-efficacy on employee performance at CV. Era Dua Ribu Bangli?

2 Literature Review

2.1 Resource Based View

Resource-Based View (RBV) theory is recognized as a theory that looks at the ability of a company's internal resources to exploit internal resources to bring out competitive advantage [14]. RBV theory views that the company's resources and capabilities are important to the company, because they are the main or basis of the company's

competitiveness and performance. The assumption of the RBV theory is about how a company can compete with other companies, by managing the resources owned by the company concerned in accordance with the company's ability to achieve the company's competitive advantage.

2.2 Self Efficacy

Self-efficacy is a self-assessment of whether you can do good or bad actions, right or wrong, you can or can't do something as required [15]. Self-efficacy is related to a person's belief in himself whether he can take good, correct and appropriate actions so that he is able to do something to achieve his goals. Indicators of self-efficacy according to [16], namely:

- a. Level (Level) is related to the degree of difficulty of the task when the individual feels able to do it.
- b. Strength (Strength), which is related to the strength level of an individual's belief or expectation regarding his ability.
- c. Generalization, which is related to the broad field of behavior in which individuals feel confident in their abilities and how someone is able to generalize about tasks and previous experiences when facing a task or job.

2.3 Organizational Commitment

The organizational commitment can be interpreted as encouragement in individuals to do something to support organizational success with goals and prioritizing organizational interests [17]. Commitment presents something beyond mere loyalty to an organization. Indicators of organizational commitment according to [18], namely:

- a. Affective Commitment, which shows the strong emotional desire of employees to conform to existing values to realize their goals and desire to remain in the organization.
- b. Continuance Commitment is a commitment based on one's anxiety about losing something that has been obtained while in the organization.
- c. Normative Commitment, namely the moral responsibility of employees to stay in the organization.

2.4 Employee performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities assigned to him [19]. Employee performance indicators according to [20], namely:

- a. Quality means that workers can achieve near-perfect final results in the sense of meeting the goals expected by the company.
- b. Quantity, namely workers can achieve results expressed in terms of money value, number of units, or work completed.
- c. Timeliness (Timeliness), namely workers can complete their tasks at the initial time desired by the company.
- d. Cost Effectiveness, namely the maximized use of organizational resources in the sense of obtaining the highest profit or reduction of losses from each unit as a substitute for the use of resources.
- e. Need for Supervision, that is, workers can carry out work functions without having to ask for supervisory assistance.

- f. Intrapersonal Impact (Relationships between Individuals), which is a situation where employees can create a comfortable atmosphere at work, think positively, confidently, and work together between colleagues.

3 Framework and Hypothesis

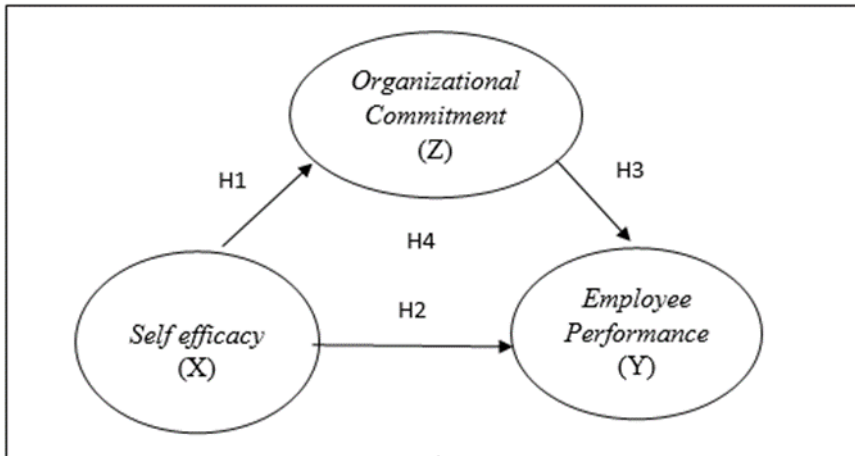


Fig. 1. Research model.

3.1 Hypothesis

H1: Self efficacy has a positive and significant effect on organizational commitment.

H2: Self efficacy has a positive and significant effect on employee performance.

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

H4: Organizational commitment is able to mediate the effect of self-efficacy on employee performance.

4 Method

4.1 Variable Identification

The variables studied were: (1) The exogenous variable or independent variable in this study was self-efficacy (X), (2) The mediation variable or variable Z in this study was organizational commitment (Z), (3) Endogenous variable or dependent variable. in this study, namely employee performance (Y).

4.2 Operational Definition of Variables

- 1) Self-efficacy (X), in this study the author can explain the self-efficacy in question is the self-confidence of employees at CV. Era Dua Ribu Bangli level, strength, and generalization.

- 2) Organizational commitment (Z), in this study the author can explain that organizational commitment is the attitude or behavior of employees at CV. Era Dua Ribu Bangli associated with a strong desire to maintain its membership in the company, and support and carry out the company's goals on a voluntary basis. The indicators of organizational commitment used in this study are affective commitment, continuance commitment, and normative commitment.
- 3) Employee performance (Y), in this study the author can explain the employee's performance in question is the work that is in terms of quality and quantity and time achieved by employees at CV. Era Dua Ribu Bangli in carrying out its duties in accordance with the responsibilities given to him. The indicators of employee performance used in this study are quality, quantity, timeliness, cost effectiveness, need for supervision, and relationships between individuals.

4.3 Sample Collection Method

In this study, the sample was determined by the census method in which the entire population was sampled so that the number of research samples was 32 employees.

4.4 Method of collecting data

Data collection techniques used in this study are: (1) Observation, according to [21], observation is the observation of human daily activities by using the five senses of the eye as the main aid in addition to the other five senses such as ears, smell, mouth, and skin. (2) Questionnaire, explains, the questionnaire is an efficient data collection technique if the researcher knows who the variables will be measured with and knows what can be expected from the respondent [22]. (3) Documentation study, [23], states that documentation study is a qualitative data collection method by viewing or analyzing documents created by the subject himself or by others about the subject.

5 Results

5.1 Validity and Reliability Test

Statement items are said to be valid if they have a positive correlation and are greater than 0.30 or the correlation coefficient ($r > 0.30$) (Sugiyono, 2012). As shown in the following table, it means that the data collection tool in the form of a questionnaire is valid.

Table 1. Validity test.

Pernyataan	Koefisien korelasi	Signifikansi	R Tabel	Keterangan
<i>Self Efficacy (X)</i>				
X1.1	0,829	0,00	0,3	Valid
X1.2	0,865	0,00	0,3	Valid
X1.3	0,832	0,00	0,3	Valid
X2.1	0,914	0,00	0,3	Valid
X2.2	0,906	0,00	0,3	Valid
X2.3	0,866	0,00	0,3	Valid
X3.1	0,792	0,00	0,3	Valid
X3.2	0,914	0,00	0,3	Valid
X3.3	0,905	0,00	0,3	Valid
<i>Komitmen Organisasional (Z)</i>				
Z1.1	0,739	0,00	0,3	Valid
Z1.2	0,901	0,00	0,3	Valid
Z1.3	0,849	0,00	0,3	Valid
Z2.1	0,889	0,00	0,3	Valid
Z2.2	0,889	0,00	0,3	Valid
Z2.3	0,831	0,00	0,3	Valid
Z3.1	0,899	0,00	0,3	Valid
Z3.2	0,861	0,00	0,3	Valid
Z3.3	0,889	0,00	0,3	Valid
Z3.3	0,775	0,00	0,3	Valid
<i>Kinerja Karyawan (Y)</i>				
Y1.1	0,891	0,00	0,3	Valid
Y1.2	0,687	0,00	0,3	Valid
Y2.1	0,879	0,00	0,3	Valid
Y2.2	0,882	0,00	0,3	Valid
Y3.1	0,785	0,00	0,3	Valid
Y3.2	0,913	0,00	0,3	Valid
Y4.1	0,891	0,00	0,3	Valid
Y4.2	0,678	0,00	0,3	Valid
Y5.1	0,879	0,00	0,3	Valid
Y5.2	0,866	0,00	0,3	Valid
Y6.1	0,812	0,00	0,3	Valid
Y6.2	0,913	0,00	0,3	Valid

Table 2. Reliability test.

Variabel	Koefisien <i>Cronbach Alpha</i>	<i>Cut Point</i>	Keterangan
Self Efficacy (X)	0,959	0,6	Reliabel
Organizational Commitment (Z)	0,950	0,6	Reliabel
Employee Performance (Y)	0,959	0,6	Reliabel

Based on the table above, it can be seen that the variables of self-efficacy, organizational commitment, and employee performance each have a Cronbach alpha value of more than 0.6. Then these variables are declared reliable, and the research can be continued.

5.2 Descriptive Statistical Analysis

The results of descriptive analysis regarding self-efficacy can be explained that the respondent's response to self-efficacy given by the company is good, where the general average of the respondent's response to self-efficacy is 3.98.

The results of descriptive analysis of organizational commitment can be explained that the respondent's response to organizational commitment given by the company is good, where the general average of the respondent's response to self-efficacy is 4.02.

The results of descriptive analysis of employee performance can be explained that the respondent's response to employee performance given by the company is good, where the general average of the respondent's response to self-efficacy is 4.05.

5.3 Evaluation of the Measurement Model

5.3.1 Convergent Validity

The results of Convergent Validity processing with the results of the calculation of outer loading on the indicators of forming latent variables, show that the outer loading coefficient of each indicator ranges from 0.718 to 0.968. An indicator is said to be valid, if the outer loading coefficient is greater than 0.70 [25]. This proves that the indicators that make up the variables are valid because they are greater than 0.60-0.70.

5.3.2 Discriminant Validity

The results of discriminant validity testing, the AVE value ranges from 0.844 to 0.895. A variable is said to be valid, if the root of AVE ($\sqrt{\text{AVE}}$ or Square root Average Variance Extracted) is greater than the correlation value between variables in the research model [25], and AVE is greater than 0.50. This means that each indicator in each research variable is valid because the AVE value is greater than 0.50.

5.3.3 Reliability

The results of the calculation of composite reliability and cronbach alpha, show that the composite reliability value ranges from 0.965 - 0.973, and the cronbach alpha value ranges from 0.960 - 0.968. Both compisite reliability and Cronbach alpha show a value above 0.70, this means that the variables in this research model are reliable.

5. 4 Evaluation of Structural Models

5.4.1 Evaluation of Structural Model through R-Square (R2)

The strength of the exogenous variables against endogenous variables based on the value of R2 for self-efficacy (X) on organizational commitment (Z) is 0.424, which means that 42.40% organizational commitment is influenced by self-efficacy, while the remaining 57.60% is another factor outside the model research. The R2 value is 0.829, indicated by the influence of self-efficacy and organizational commitment on employee performance. This means that 82.90% of employee performance is influenced by self-efficacy and organizational commitment, the remaining 17.10% is another factor outside the research model.

5.4.2 Evaluation of Structural Models through Q-Square Predictive Relevance (Q2)

The calculation formula for Q-Square Predictive Relevance (Q2), [25] is:

$$\begin{aligned} Q2 &= 1 - (1 - R12) (1 - R22) \\ &= 1 - (1 - 0.424) (1 - 0.829) \\ &= 1 - (0.576) (0.171) \\ &= 1 - (0.098496) \\ &= 0,9015 \end{aligned}$$

The result of the calculation of Q2 of 0.9015 shows that 90.15% of the model can be explained by the relationship between variables in the research model, while the remaining 9.85% is other factors outside the research model. Referring to the criteria for the strength

of the model based on the Q-Square Predictive Relevance (Q2) value, as stated by [25], this model is classified as strong.

5.4.3 Structural Model Evaluation through Goodness of Fit (GoF)

The criteria for the strength of the model based on the measurement of Goodness of Fit (GoF) are as follows: 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small) [25]. The formulas for measuring the strength of a model based on Goodness of Fit (GoF) are:

$$GoF = \sqrt{(AVE \times R^2)}$$

$$GoF = \sqrt{\left[\left\{ \frac{0.756 + 0.801 + 0.712}{3} \right\} \times \left\{ \frac{0.424 + 0.829}{2} \right\} \right]}$$

$$GoF = \sqrt{\left[\left\{ \frac{2,269}{3} \right\} \times \left\{ \frac{1,253}{2} \right\} \right]}$$

$$GoF = \sqrt{0.7563 \times 0.6265}$$

$$GoF = \sqrt{0.47382195}$$

$$GoF = 0.6883$$

The results of the GoF calculation above show a value of 0.6883, then it refers to the criteria for the strength and weakness of the measurement model through Goodness of Fit (GoF), this model is classified as a strong model [25].

5.5 Hypothesis Testing

The results of hypothesis testing with the Partial Least Square structural equation model are shown in the following figure.

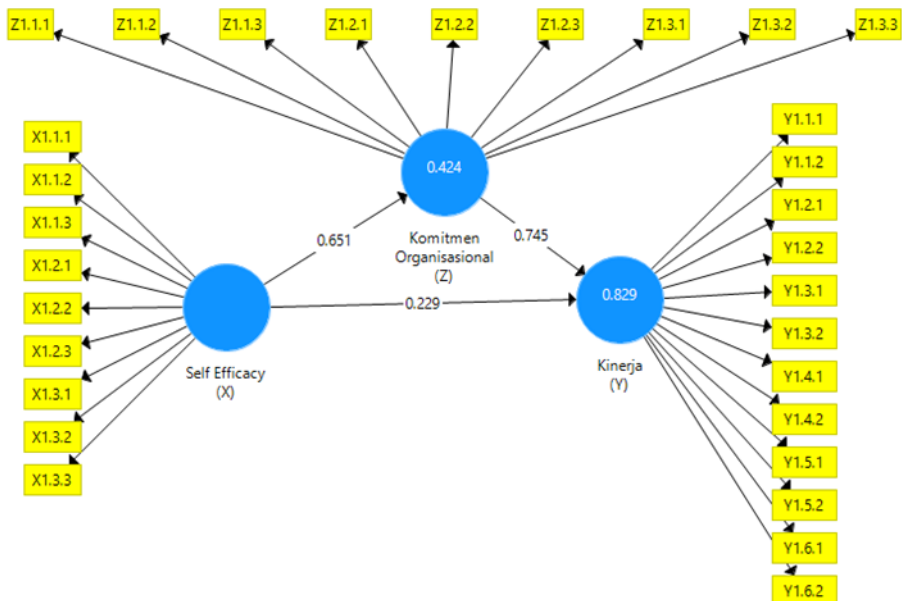


Fig. 2. PLS Bootstrapping Output Results.

Table 3. Direct relationship between self-efficacy, organizational commitment, and employee performance variables.

Hubungan Antar Variabel	Koefisien Jalur	T Statistics	P values	Keterangan
Self Efficacy (X) → Organizational Commitment (Z)	0,651	6.356	0,000	Significance
Self Efficacy (X) → Employee Performance (Y)	0,229	2.568	0,017	Significance
Organizational Commitment (Z) → Employee Performance (Y)	0,745	5.149	0,000	Significance

- Self-efficacy has a positive and significant effect on organizational commitment. This is indicated by the path coefficient between self-efficacy and organizational commitment of 0.651 with a t-statistic coefficient of 6.356 > t-table 1.96, and a significance value of 0.00 < 0.05.
- Self-efficacy shows a positive and significant effect on employee performance. This is indicated by the path coefficient of the self-efficacy variable to employee performance of 0.229, with a t-statistical coefficient of 2.568 > t-table 1.96, and a significance value of 0.017 < 0.05.
- Organizational commitment has a positive and significant effect on employee performance. This is shown by the path coefficient from organizational commitment to employee performance of 0.745, with a t-statistical coefficient of 5.149 > t-table 1.96, and a significance value of 0.00 < 0.05.

5.6 Mediation Testing

To find out the magnitude of the correlation coefficient and the significance of the indirect effect is to look at the indirect effects which are the Smart PLS outputs as presented in the following table.

Table 4. Total Indirect Effect calculation results.

Hubungan Antar Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Self Efficacy (X) → Organizational Commitment (Z) → Employee Performance (Y)	0.485	0.483	0.107	4.523	0.000

It shows that self-efficacy has an influence on employee performance through organizational commitment as a Mediation variable. This is indicated by the t-statistic coefficient of 4.523 > t-table 1.96 and the significance value is 0.00 < 0.05.

6 Discussion

1. Effect of Self Efficacy on Organizational Commitment

Based on the test results, it shows that self-efficacy has a positive and significant effect on organizational commitment. This means that increasing self-efficacy will increase

- organizational commitment to CV. Era Dua Ribu Bangli. The results of this study support the findings of Yulan and Bernato's (2017) study which found that self-efficacy has a positive and significant effect on organizational commitment.
2. **The Effect of Self Efficacy on Employee Performance**
Based on the test results, it shows that self-efficacy has a positive and significant effect on employee performance. This means that increasing self-efficacy will increase the performance of employees at CV. Era Dua Ribu Bangli. The results of this study support the findings of Wulandari and Widiartanto's (2019) research which found that self-efficacy has a positive and significant effect on employee performance.
 3. **The Effect of Organizational Commitment on Employee Performance** Based on the test results, it shows that organizational commitment has a positive and significant effect on employee performance. This means that increased organizational commitment will be able to improve employee performance at CV. Era Dua Ribu Bangli. The results of this study support the findings of Widodo et al. (2019) which found that organizational commitment has a positive and significant effect on employee performance.
 4. **The Effect of Self Efficacy on Employee Performance through Organizational Commitment as a Mediation Variable**
The results of research testing found that organizational commitment was able to mediate self-efficacy on employee performance. This means that the higher the level of employee organizational commitment which is influenced by self-efficacy, the higher the employee's performance in the company. The results of this study support previous research conducted by Setyawan (2017), that the organizational commitment variable is able to be a mediating variable between self-efficacy and employee performance.

7 Conclusion

As for some conclusions that can be expressed from the results of the description and the results of the analysis of this research, are:

- 1) Self-efficacy has a positive and significant effect on organizational commitment. The results of this study provide an indication that increasing self efficacy can increase organizational commitment to CV. Era Dua Ribu Bangli.
- 2) Self-efficacy has a positive and significant impact on employee performance. The results of this study mean that increasing self-efficacy can improve employee performance at CV. Era Dua Ribu Bangli,
- 3) Organizational Commitment has a positive and significant effect on employee performance. The results of this study mean that increased organizational commitment can improve employee performance at CV. Era Dua Ribu Bangli.
- 4) Organizational commitment is able to mediate the effect of self-efficacy on employee performance. This indicates that self-efficacy should be a concern in creating a high level of organizational commitment to improve employee performance at CV. Era Dua Ribu Bangli.

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