

## Individual Performance on Self-Efficacy and Organization Commitment Mediated by Job Satisfaction During the Covid-19 Pandemic

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> job satisfaction, individual performance, <i>self-efficacy</i>, organizational commitment.</p>	<p>This study aims to analyze the effect of: (1) individual performance on self efficacy, (2) individual performance on organizational commitment, (3) individual performance on job satisfaction, (4) job satisfaction on self efficacy (5) job satisfaction on organizational commitment, (6) individual performance on self efficacy through job satisfaction, (7) individual performance on organizational commitment through job satisfaction. This research was conducted at the Bali Regional Development Bank Singaraja Branch Office using an explanatory research approach with a saturated sample obtained by 40 employees. Data collected by questionnaire method is given directly to respondents, then analyzed using path analysis. However, previously tests of validity, reliability and classical assumption tests were carried out. His hypothesis was tested with the 1-test and to determine his mediating role the Sobel test was used. The results concluded that, all hypotheses proposed were accepted, namely: (1) individual performance has a positive effect on self efficacy, (2) individual performance has a positive effect on organizational commitment, (3) individual performance has a positive effect on job satisfaction, (4) job satisfaction has a positive effect on self efficacy, (5) job satisfaction has a positive effect on organizational commitment, (6) individual performance has a positive effect on self efficacy through job satisfaction, (7) Individual performance positively affects organizational commitment through job satisfaction.</p>

### INTRODUCTION

Quality individual performance is expected to be owned by PT. Bali Regional Development Bank Singaraja Branch. Employees who perform well, will have high job satisfaction, namely the positive attitude of employees towards their work (Robbins & Judge (2017). In addition to job satisfaction variables, individual employee performance can also affect employee *self-efficacy*. Gardner & Pierce (2016) states that *self-efficacy* is a person's confidence in the possibility that he will achieve success in the future. High *employee self-efficacy* is characterized by employee trust to get success against all responsibilities given. Employees who have high *self-efficacy* believe that they have the capabilities that the organization needs, they have high fighting power if needed, are not affected by environmental circumstances so they continue to carry out high-quality work. *Self-efficacy* is a personal factor that distinguishes each individual. Changes in employee *self-efficacy* can lead to behavioral changes, especially in the completion of tasks and goals. Employees who have high *self-efficacy*, will devote all their efforts and attention in accordance with the demands of circumstances, to achieve the goals and performance that have been set by him. Failure to achieve a goal will make employees strive harder to achieve it again, overcome obstacles that make them fail, and after successfully overcoming them employees will re-set other higher targets.

The reality that exists in the company based on the results of initial interviews with several employees, found that its performance fluctuates. This is indicated by the frequent non-achievement of the specified work target, both the quantity of work and the time of completion. So that it has an impact on job satisfaction, which further affects job satisfaction, in turn can affect *self-efficacy* and organizational commitment. Employee job satisfaction varies as a result of fluctuating performance. This is indicated by the existence of a working relationship between employees that is less harmonious, because they are busy with

each other in an effort to meet the work targets charged.

This study will reexamine how the effect of individual performance on job satisfaction has an impact on self-efficacy and organizational commitment to PT. Bali Regional Development Bank Singaraja Branch, so that the results can be used in taking policies related to HR management. Therefore, the purpose of this study is to analyze the effect of: (a) individual performance on self efficacy, (b) individual performance on organizational commitment, (c) individual performance on job satisfaction, (d) job satisfaction on self efficacy (e) job satisfaction on organizational commitment, (f) individual performance on self efficacy through job satisfaction, (g) individual performance on organizational commitment through job satisfaction.

### **Individual Performance**

Dessler (2019) argues that employee performance is the actual achievement of employees compared to the expected achievements of employees. Expected work performance is standard performance that is compiled as a reference so that it can see employee performance in accordance with its position compared to the standards made. In addition, employee performance can also be seen by comparing with other employees in the organization and employees with appropriate positions outside the organization. Bittel & John (2016) mention that performance appraisal is a formal and systematic evaluation of how well a person performs his job or task and fulfills his appropriate role in the organization. The targets that are the object of assessment are the ability and ability of employees in carrying out the duties or work given, appearance or behavior in carrying out duties, attitude in carrying out duties, methods used in carrying out duties, physical and spiritual toughness in carrying out duties.

### **Organizational Commitment**

Steers & Porter (2017) stated that organizational commitment has 3 aspects, namely: identification, involvement, and loyalty) of employees to their organization. The three main aspects of organizational commitment can be explained as follows: (1) identification, which is the belief and acceptance of a series of organizational values and goals, reflected in several behaviors such as the similarity of personal values and goals with organizational values and goals, acceptance of organizational policies and the pride of being part of the organization. (2) Involvement is a strong desire to strive for the benefit of the organization. This is reflected in the employee's efforts to accept and carry out every duty and obligation imposed on him. (3) Loyalty is a person's willingness to perpetuate his relationship with the organization.

### **Self-Efficacy**

Self-efficacy is an individual's subjective consideration of his or her ability to devise the actions needed to accomplish the specific tasks at hand. Self-efficacy is not directly related to the skills that individuals have, but rather to self-assessment of what can be done (Bandura, 2016). Locke et al. (2014) .stated that individuals who have high self-efficacy in certain situations will devote all their efforts and attention according to the demands of the situation in achieving their predetermined goals and performance. However, Bandura (2016) suggests that individuals who have low self-efficacy when facing difficult situations and a high level of task complexity will tend to be lazy to try or prefer cooperation. Individuals who have low self-efficacy set lower targets and confidence in the success of achieving targets are also low so that the effort made is weak.

### **Job Satisfaction**

Sharma & Chandra (2018) stated that job satisfaction can be explained by need fulfilment theory, equity theory, discrepancy theory, two-factor motivation theory, and social reference group theory. The five theories can be explained as follows: (1) Need fulfilment theory, states that job satisfaction is measured through the rewards received by employees or the level of satisfied needs. Employees will be satisfied if they get something they need. The greater the needs of employees who are met, the more satisfied the employee is or vice versa. (2) Equity theory, positing that people will feel satisfied as long as they feel there is justice {equity}, The feeling of equity and inequity is obtained by comparing themselves with other people in the same class, office, or elsewhere. (3) The theory of discrepancy, states that to measure a person's job satisfaction, the motivation is to calculate the difference between what is expected from the job and the perceived reality.

Job satisfaction depends on the discrepancy between expectations, needs, or values and what he feels or perceives has acquired or achieved through work. The attitude of employees towards their work depends on perceived discrepancies. (4) Theory of motives; Two factors, stating that there are two factors measuring employee satisfaction and dissatisfaction, namely: (a) Maintenance factors or dissatisfaction factors, are maintenance factors related to the nature of humans who want to obtain physical peace including salary, quality of supervision, organizational policies, quality of interpersonal relationships between colleagues, with superiors and subordinates, job security, status, and work conditions. (b) Motivator factors or satisfaction-factors

concerning the psychological needs of employees. This factor is related to personal appreciation of employees which is directly related to the job such as achievement, recognition, the job itself. (5) Social reference-group theory, almost resembles the theory of need fulfilment, but the difference is that in this theory, expectations, desires, and interests are the characteristics of individuals in the group and not as independent individuals. According to this theory, if the work matches the interests, hare pan, and demands of individuals in the group, then they will feel satisfied with the work, and vice versa. In reality, individuals do not safely follow what the group decides, sometimes employees are independent.

**Hypothesis**

Hypothesis 1: individual performance positively affects self-efficacy. This hypothesis is built from their research, Ratnasari & Yusnita (2018), proving that individual performance affects self-efficacy

Hypothesis 2: individual performance positively affects organizational commitment. This hypothesis is built from their research Hartono and Setiawardani (2017) proving that individual performance affects organizational commitment

Hypothesis 3: individual performance positively affects job satisfaction. This hypothesis is built from her research Endah (2018) proving that individual performance affects job satisfaction.

Hypothesis 4: job satisfaction positively affects self-efficacy. This hypothesis is built from his research Engko (2018) proving that job satisfaction affects self-efficacy

Hypothesis 5: job satisfaction positively affects organizational commitment. This hypothesis was built from the research of Akbar et al. (2016) proves that job satisfaction affects organizational commitment

Hypothesis 6: individual performance positively affects self-efficacy through job satisfaction. This hypothesis is built from the results of her research Endah (2018) proving that individual performance affects job satisfaction. Furthermore, the results of his research Engko (2018) prove that job satisfaction affects self-efficacy. Thus it can be described  $X1 \Rightarrow Y1 \Rightarrow Y2$

Hypothesis 7: individual performance positively affects organizational commitment through job satisfaction. This hypothesis is built from her research Endah (2018) proving that individual performance affects job satisfaction. Furthermore, his research Akbar et al. (2016) proves that job satisfaction affects organizational commitment. Thus it can be described:  $X1 \Rightarrow Y1 \Rightarrow Y3$

**METHOD**

This study used explanatory research, conducted at the Office of PT. Bank BPD Bali Singaraja Branch in 2021. Using explanatory research and samples using saturated samples, as many as 40 employees were obtained. Data related to research variables were collected by questionnaires given directly to respondents, the data was analyzed using path analysis. However, previously tests of validity, reliability and classical assumption tests were carried out. The hypothesis is tested with a t-test and to determine its mediating role the Sobel test is used. Meanwhile, the indicators are as follows: (1) job satisfaction indicators are measured referring to Munandar (2018), Munandar (2018), namely: (a) the job itself, (b) suitability to salary, (c) promotion opportunities, (d) supervision (e) colleagues, (2) individual performance indicators, measured referring to Bernardin and Russell (2017), namely: (a) quantity, (b) quality, (c) time, (d) cost, (3) self-efficacy indicators measured referring to Bandura (2018), Bandura (2016), namely: (a) level of task difficulty, (b) area of work, (c) steadiness of confidence, (4) indicators of organizational commitment measured referring to Steers and Porter (2017), namely: (a) identification, (b) involvement, (c) loyalty.

**RESULTS AND DISCUSSION**

**Data Testing Results**

Table 1. Summary of Test Results: Validity, Reliability and Classical Assumptions

Test	Test Equipment	Result	Knot
Validitas	Pearson Model Correlation	Sig. value < 5%	Valid
Reliability	Alpha Cronbach	The score > 0.6	Reliable
Classical assumptions:			
Multicollinearity	VIF	Rated < 10	Non-infringing
Heteroscedasticity	Scatter Plot	Irregular drawing	Non-infringing
Normalitas	Kolmogorof-Smirnov	Sig. value > 5%	Non-infringing

Source: primary data processed by researchers in 2022

In Table 1 above, it appears that the test results: validity, reliability, and classical assumptions show that nothing violated, so the use of path analysis can be used as an analytical tool in this study.

**Data Analysis Results**

A summary of the results of data analysis using path analysis is summarized in Table 1 below:

Table 2. Summary of Path Analysis Results

Information	koefs. standardized path	p-value (Sig value)	Knot Hipotesis
H1= X1 => Y2 (direct influence)	0.240	0.000	Accepted
H2= X1 => Y3 (direct influence)	0.456	0.000	Accepted
H3= X1 => Y1 (direct influence)	2.286	0.000	Accepted
H4= Y1 => Y2 (direct influence)	0.211	0.000	Accepted
H5= Y1 => Y3 (direct influence)	1.082	0,000	Accepted
H6= X1 => Y1 => Y2 (indirect influence)	2.286*0.211 = 0.482 > 0.240 Sig value sobel test results. 0.00 <0.05		Accepted
H7= X1 => Y1 => Y3 (indirect influence)	2.286*1.082 = 2.473 > 0.456 Sig value sobel test results. 0.00 <0.05		Accepted

Source: primary data processed by researchers in 2022

Based on table 2 above, it can be known the direct and indirect influences, with the following explanation: (1) The coefficient of the direct influence path X1 => Y2 is 0.240, while the coefficient of the indirect influence path X1 => Y1 => Y2 = 2.286\*0.211 = 0.482 > 0.240 and the results of the Sobel test sig value. 0.00 < 0.05. Thus it can be stated that individual performance affects self-efficacy should be through job satisfaction. Therefore, the coefficient of the indirect influence path is greater than that of direct influence. (2) The coefficient of direct influence path X1 => Y3 is 0.456, while the coefficient of indirect influence path X1 => Y1 => Y3 = 2.286\*1.082 = 2.473 > 0.456 and the Sobel test result of sig value. 0.00 < 0.05.. Thus it can be stated that individual performance affects organizational commitment should be through job satisfaction. Therefore, the coefficient of the indirect influence path is greater than that of direct influence.

**Discussion**

**Individual Performance Positively Affects Self Efficacy**

The results of this study support their research, Ratnasari & Yusnita (2018), proving that individual performance has a positive effect on self-efficacy. Empirical evidence suggests that the scores of each individual performance variable indicator on average are otherwise sufficient. Therefore, in the future the existence of individual performance needs to be improved so that the average score becomes high, so that it has a good impact on self-efficacy, referring to Morocco (2017) as follows: (1) A transparent performance appraisal system, make a transparent and accountable performance appraisal system. From the beginning of hiring, tell employees performance will be measured by what things. . Thus, there are no unkind prejudices of employees. (2) Fulfill employee rights, the rights of the employees in question include salary and increase every year, Holiday Allowance, health benefits, communication, and others as agreed in the employment contract. Do not neglect to give it because of forgetting. (3) Reward and punishment, reward and punishment are effective to retain quality employees. If an employee performs well or generates large profits for the company, there is nothing wrong with being rewarded. Awards can be in the form of trips both abroad and domestically, bonuses in the form of money, or jewelry. (4) Career path, career path is closely related to work motivation. For example, Fany has been working as a financial advisor for an insurance company for five years and has not been appointed as a unit manager. As a result, he lost work motivation and his marketing targets were not achieved. Instead, he thought about applying for a job at a new job. Although the difference in salary is sometimes not too significant, the career path is still a priority for employees. So, think carefully about the career path of employees who have worked for a long time in the Company.

**Individual Performance Positively Affects Organizational Commitment**

The results of this study support the research of Hartono and Setiawardani, (2017) which proves that individual performance has a positive effect on organizational commitment. Empirical evidence shows that the score of each variable indicator of organizational commitment on average is stated to be sufficient Therefore, in the future the existence of individual performance needs to be improved in order to have a good impact on

organizational commitment referring to Irwansyah (2019) as follows: (1) Provide training, provide training to employees to improve their skills. Set aside special time to teach new skills to employees, you can also send them to attend training organized by more expert parties. For a more flexible and practical option, you can register employees to take online classes or webinars on the internet. This method will make employees have new knowledge that can contribute to advancing the company. (2) Transparency in performance appraisal, many companies still implement a closed performance appraisal system. That is, employees cannot know the details of their performance appraisals. They may find other employees who are judged to be less active in contributing, but instead get bonuses. While those who already feel they have achieved the given target, but do not get any appreciation. It is not wrong if then they will be prejudiced that performance appraisals are carried out subjectively. For this reason, you should do transparency in performance appraisals. Inform employees what will be the assessment indicators. That way, employees can know why they get such performance appraisals.

#### **Individual Performance Positively Affects Job Satisfaction**

The results of the study support her research Endah (2018) proves that individual performance has a positive effect on job satisfaction. Empirical evidence suggests that the scores of each individual performance variable indicator on average are otherwise sufficient. Therefore, in the future the existence of individual performance needs to be improved in order to have a good impact on job satisfaction referring to Morocco (2017) as follows: (1) Offering a tiered career, a tiered career can also be a motivation for an employee to improve his performance. A career path accompanied by a salary increase or other incentive increase will certainly make employees motivated. They will be more enthusiastic about working so that they immediately reach a higher career path. (2) Give rewards to employees, a reward will make employees feel rewarded for their hard work. This kind of appreciation will obviously motivate them to improve performance. The form of reward does not need to be too personal or expensive.

#### **Job Satisfaction Positively Affects Self-Efficacy**

The results of the study support his research Engko (2018) proves that job satisfaction affects self-efficacy. Empirical evidence shows that the score of each variable indicator of job satisfaction is high on average. Therefore, in the future the existence of job satisfaction needs to be maintained or improved in order to have a good impact on self-efficacy referring to Kadariswanto (2019) as follows: (1) Providing a good environment for employees, the environment will certainly support the productivity of company employees. Because if employees feel uncomfortable, morale will decrease over time. Companies must be able to produce a more relaxed atmosphere and can support employee performance so that they have their own job satisfaction. Such as providing employees with a quiet, appropriate temperature, and comfortable workplace. (2) Provide supporting facilities, facilities provided by the company can also provide job satisfaction to employees. In addition, with supporting facilities employees can be more productive without any obstacles when working. (3) Provide support if employees provide an idea for the Company, do not make employees feel reluctant to express opinions. Although sometimes the idea is not always what is expected, but let the employee get the idea out. Train them to continue to be creative and confident in expressing their opinions. (4) Provide goals and targets according to ability, every employee must have big goals and targets. However, this cannot be achieved by one employee alone. The company needs a team, and the company must be able to distribute tasks according to their abilities. Do not let your company give responsibility to people who are less competent in the field.

#### **Job Satisfaction Positively Affects Organizational Commitment**

The results of this study support the research of Akbar et al. (2016) proves that job satisfaction affects organizational commitment. Empirical evidence shows that the score of each variable indicator of job satisfaction is high on average. Therefore, in the future the existence of job satisfaction needs to be maintained or increased again in order to have a good impact on organizational commitment referring to Krisnayani (2019) as follows: (1) Give responsibility according to the abilities of employees, although each employee will certainly have different targets and goals. However, companies can bring it together by forming a team. However, when the company forms the team, of course, it should not be arbitrary. Be sure to know the portions and responsibilities that correspond to the employee. Do not let you hand over responsibilities that are not in accordance with the field owned by the employee. (2) Do not make employees reluctant in giving opinions, here, it is necessary to create a work environment where employees do not feel reluctant in expressing the opinions you have. However, if the opinion of the employee is indeed not in accordance with what is expected by the company or contrary, you do not necessarily reject it. Instead, you can reconsider. This one method has a goal so that later employees can think critically and also be creative. (3) Give encouragement to employees, sometimes employees will feel lazy and bored when working. This can also happen because the company does not or lacks support from the company.

Where companies often only provide demands. Therefore, in addition to only making demands, companies should occasionally also encourage their employees. This can be one of the tips to improve employee work. With this enthusiasm, it will spur employees to be able to complete work more optimally. When employees work optimally, of course, the company will also get excess profits. (4) Equipped with supporting and supporting work facilities, when employees are equipped with work support facilities, of course it will be able to provide job satisfaction to these employees. With the provision of these facilities, it will usually make employees work more productively. Especially for employees who have job barriers. The provision of these facilities can also provide a lot of convenience for employees.

### **Individual Performance Positively Affects Self Efficacy Through Job Satisfaction**

The results of this study prove that job satisfaction mediates or is able to increase the influence of individual performance on self-efficacy. Therefore, companies need to increase job satisfaction so that the influence of individual performance on self-efficacy increases referring to Astuti (2020) as follows: (1) Providing the best environment for employees, the environment will certainly support the productivity of company employees. Because if employees feel uncomfortable, morale will actually decrease from time to time. Therefore, companies must be able to create a more relaxed atmosphere and can support the performance of employees so that they have their own job satisfaction. (2) Provide training to employees, providing training to company employees is also highly recommended to support employee job satisfaction. This can help HR who are dexterous in solving problems. In addition, with training, company employees can also do a job more professionally. (3) Supporting facilities, facilities provided by the company can also provide job satisfaction to employees, besides that they can also be more productive without any obstacles when working. (4) Provide morale to employees, not a few employees feel lazy to work in the company because they do not get support from the company, they only often get demands. We recommend that, in addition to demanding, encourage employees to complete their work optimally.

### **Individual performance positively affects organizational commitment through job satisfaction**

The results of this study prove that job satisfaction mediates or is able to increase the influence of individual performance on organizational commitment. Therefore, companies need to increase job satisfaction so that the influence of individual performance on organizational commitment increases referring to Aliya (2020) as follows: (1) Communicating as often as possible and as it is, communication is the key to all existing problems, including the level of employee satisfaction. It takes smooth, consistent, and straightforward communication to generate job satisfaction for an employee. The simplest way to communicate with all employees is to send regular emails every week. If this is done, an employee will feel valued by his CEO. It may be a bit difficult for very large companies and the answer can never be. But it can be tried by forming monthly meetings where all parts of the company can meet and gather to get the latest company updates. Communication works both ways, it requires listening more and capturing what employees need. Talk as you are with employees. (2) Make a common goal, to increase employee satisfaction, can also create a common goal that helps your employees to map their work with motivating goals. This is quite important because with a purpose, employees will feel that they are working in line with the company's mission, and everyone knows how they can contribute. Sometimes employees feel dissatisfied because their efforts are not significant to the progress of the company. Avoid this by always defining the company's mission that helps employees set goals. (3) Give awards for successful work, why should you give other special awards, when employees have received salaries that are commensurate with their work. However, rewarding employees more when they reach sales, completing projects on time, or other successes will make them feel more valued. There are many ways to give more rewards such as holding congratulations at the office, giving vacation tickets, giving extra leave and others.

## **CONCLUSION**

The results of this study concluded that: first, individual performance has a positive effect on self-efficacy, meaning that the better the individual performance, the better the self-efficacy, second, individual performance has a positive effect on organizational commitment, meaning that the better the individual performance, the better the organizational commitment, third, individual performance has a positive effect on job satisfaction, meaning that the better the individual performance, the better job satisfaction, fourth, job satisfaction has a positive effect on self-efficacy, the better job satisfaction, the better self-efficacy, fifth, job satisfaction has a positive effect on organizational commitment, the better job satisfaction, the better the organizational commitment, sixth, individual performance has a positive effect on self-efficacy through job satisfaction, meaning that satisfaction is able to mediate/increase the influence of individual performance on self-efficacy, Seventh, individual performance

positively affects organizational commitment through job satisfaction, meaning that satisfaction is able to mediate/increase the influence of individual performance on organizational commitment

Implications for Bank Pembangunan Daerah Bali Singaraja Branch Office, in an effort to increase self-efficacy and organizational commitment, to focus on the variables that influence it, namely job satisfaction by increasing the existence of indicators, including: (a) the job itself, (b) suitability to salary, (c) promotion opportunities, (d) supervision (e) colleagues. Implications for further researchers to consider replacing or adding other variables that affect self-efficacy and organizational commitment, so that the results can broaden scientific horizons, especially related to variables that affect self-efficacy with indicators: (a) level of task difficulty, (b) area of work, (c) stability of organizational confidence and commitment with indicators: (a) identification, (b) involvement, (c) loyalty

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