

# **The Influence Analysis of Leadership and Self-Efficacy as well as Job Characteristics on Organizational Commitment and Employee Performance at PT BPD Kaltim Kaltara Main Branch Samarinda**

Zulmi Fauzi Nur, Sri Mintarti, Siti Maria

*Corresponding Author: Zulmi Fauzi Nur  
Mulawarman University, Samarinda - Indonesia*

---

**ABSTRACT:** *The purpose of this study is to determine the Influence of Leadership and Self-Efficiency as well as Job Characteristics on Organizational Commitment and Employee Performance of PT BPD Kaltim Kaltara Main Branch Samarinda. In this study involved 95 employees as respondents. The data analysis used by the author is the Structural Equation Model (SEM) using the SmartPLS Program. The results showed that: Leadership has a positive insignificant effect on organizational commitment. Self efficacy has a significant positive effect on organizational commitment. Job characteristics have a significant positive effect on organizational commitment. Leadership has an insignificant negative effect on employee performance. Self-efficacy has a positive insignificant effect on employee performance. Job characteristics have a significant positive effect on employee performance. Organizational commitment has a significant positive effect on employee performance.*

**KEY WORD:** *Leadership, Self Efficacy, Job Characteristics, Organizational Commitment, Employee Performance.*

---

Date of Submission: 28-04-2024

Date of acceptance: 06-05-2024

---

## **I. INTRODUCTION**

Employees in PT BPD Kaltim Kaltara Main Branch Samarinda are the main for achieving organizational goals employees who are expected to be productive and dexterous in carrying out their duties, therefore, employees of PT BPD Kaltim Kaltara Main Branch Samarinda must be utilized optimally so that their existence can be felt and beneficial to the organization. PT BPD Kaltim Kaltara Main Branch Samarinda is very dependent on employees in developing their abilities, in terms of developing their knowledge, expertise, and attitudes. This is necessary so that the performance of employees can increase, employees have accuracy in carrying out tasks, and cooperation between various work units that carry out different activities. To bring out behavior as expected, organizations need leaders who are aware of the importance of such behavior to influence and direct their employees in eliciting performance-oriented behavior. A leader must have a leadership style that is able to support and continue to develop the performance of his employees.

Based on observations made by researchers in the field related to leadership dynamics at PT BPD Kaltim Kaltara Main Branch Samarinda, it was revealed that there were a number of aspects that became highlights. One of the main findings is that there are problems related to leadership skills that are still not optimal, as expressed by most employees. In this context, there is a lack in the leader's ability to establish good relationships with subordinates, which is an important key in creating a harmonious and productive work environment. There are also weaknesses in the aspect of delegation of duties and responsibilities by leaders to employees in accordance with their main duties and functions. The inability to delegate tasks appropriately and efficiently can hinder overall organizational performance. This can have implications for delays in decision making, decreased employee motivation, and hampered effective work flow. The impact of leadership incompetence can also be seen from the overall performance of the organization, where PT BPD Kaltim Kaltara Main Branch Samarinda experienced obstacles in achieving the expected effectiveness and efficiency. Therefore, improvements in leadership competence and the ability to delegate tasks and responsibilities are crucial to improve performance and achieve organizational goals more effectively in the future.

Based on observations made by researchers related to self-efficacy in the work environment, it was found that there are still many employees who experience a lack of confidence in carrying out their duties and responsibilities. This phenomenon includes several aspects, among which is the lack of self-confidence in solving various problems that arise, as well as the disbelief in themselves that the hard effort they make will produce a positive impact in the achievement of their work goals. This lack of self-confidence can affect various

aspects of employee performance as a whole, when an employee does not fully believe in his or her ability to complete tasks well, this can result in delays or even inaccuracies in the completion of work. In addition, a lack of self-confidence can also affect employees' overall motivation and productivity levels, as they tend to procrastinate or avoid tasks that are considered difficult or challenging. The impact of this lack of self-efficacy can also be felt in team dynamics and the work culture of the organization as a whole. When most employees feel unsure of their own abilities, this can hinder the creation of a collaborative and innovative work environment. In addition, a lack of self-confidence can also hinder employees' ability to take constructive risks in finding solutions to complex problems.

Based on the results of observations made in the field related to the characteristics of work at PT BPD Kaltim Kaltara Main Branch Samarinda, a number of aspects of concern were identified. One of them is the monotony of skills possessed by most employees in carrying out their duties. This phenomenon indicates the need to increase the variety and complexity in work in order to enrich the overall experience and skills of employees. Employees lack deep meaning in the work they have been responsible for. Lack of understanding of the significance and impact of the tasks at hand can reduce the level of motivation and involvement of employees in achieving optimal results. Therefore, efforts are needed to increase employee awareness and understanding of the importance of their role and contribution in achieving organizational goals. Employees still depend significantly on the decisions of superiors in solving problems that arise. This dependence can hinder employee initiative and creativity in finding innovative and effective solutions. In this context, it is important to build a work culture that encourages individual independence and responsibility in completing their tasks. The impact of this dependence can also be seen from the less than optimal use of feedback in achieving the desired results. Employees have not fully understood and utilized the feedback provided to improve their overall performance. Therefore, efforts are needed to increase openness and responsiveness to feedback, as well as ensure that it is used effectively for learning and improvement.

The phenomenon related to organizational commitment among employees of PT BPD Kaltim Kaltara Main Branch Samarinda illustrates the complexity of organizational dynamics involving various generations of employees. Through the observations of researchers, it was identified that there is a difference in the level of organizational commitment between the older generation and the younger generation. This phenomenon is the result of exploration that includes the causes of these differences and their impact on employee performance. In the context of banks that have employees from various generations, work-life balance is one of the crucial factors that affect employee commitment to the organization. Effective management of employees' work needs and personal needs plays an important role in determining their level of commitment to the organization. The impact of organizational change is also a significant factor in influencing employees' organizational commitment. Major changes in a bank's organizational structure, leadership changes, restructuring, or policy changes can trigger a mixed response from employees. How employees respond to such changes and the extent to which those changes affect their commitment are important aspects that must be considered in an effort to improve organizational performance. Therefore, management needs to understand and manage differences in the level of organizational commitment between different generations, as well as ensure policies and practices are in place that support employee work-life balance. In addition, in the face of organizational change, it is important to actively involve employees in the change process and provide the necessary support and training to help them adapt to the change. Thus, companies can strengthen employees' organizational commitment and improve overall performance.

The phenomenon related to employee performance at PT BPD Kaltim Kaltara Main Branch Samarinda illustrates a number of challenges that need to be addressed operationally. Based on the observations of researchers, some of the problems that arise include a decrease in the quantity of work, a decrease in the quality of work, and inaccuracy in completing tasks. Decreased quantity of work becomes a major problem that may be caused by excessive workload, fatigue, or lack of drive. To address this, management may consider evaluating work allocations, identifying deficient resources, and providing appropriate support and incentives to employees. Deterioration in work quality also needs attention, which can be caused by lack of training, vagueness of tasks, or lack of resources. Operational solutions include the provision of appropriate training, the formulation of clear work instructions, as well as the allocation of adequate resources to support employees in achieving the expected quality standards. Inaccuracy in the completion of tasks must also be addressed. This may be due to interruptions in workflow, lack of time planning, or technical constraints. Management may consider improving work processes, improving time planning, as well as providing technical support necessary to improve task completion efficiency. The mismatch between the duties and skills of the employee needs to be noted. This can lead to a decrease in the quality and quantity of work, as well as potential employee dissatisfaction. Operational solutions include reviewing task allocation, providing additional training, or adjusting employee skills to assigned tasks. External factors such as changes in company policies, market changes, or unstable economic situations can also affect employee performance. Management needs to monitor these external developments and formulate responsive strategies to manage their impact on employee

performance. Based on the background and reviews above, this study was conducted with the title "Analysis of the Influence of Leadership and Self-Efficiency and Job Characteristics on Organizational Commitment and Employee Performance of PT BPD Kaltim Kaltara Main Branch Samarinda".

## **II. LITERATURE REVIEW**

### **Leadership to Organizational Commitment**

Robbins & Judge, (2015) states that effective leaders in applying certain styles in their leadership must first understand who the subordinates lead, understand the strengths and weaknesses of their subordinates, and understand how to utilize the strengths of subordinates to compensate for the weaknesses they have. Northouse (2018) stated that public and private organizations found significant differences in the influence of leadership on employee satisfaction and commitment where in public organizations it is less significant than private organizations. This is supported by the fact that due to their wage regulations, withdrawal, selection, training, and promotion criteria and procedures, public organizations are less effective than private organizations in maintaining the competence of leaders, in addition, private organizations are more competitive in the labor market to attract available leaders who are more competitive. Research conducted by Rego et al. (2016), Ahmad et al. (2015), Farahani et al. (2011), Wulani et al. (2019), Osman & Bahari (2014), Keskes (2014), Celik et al. (2015) stated that leadership has a significant effect on organizational commitment, in contrast to research conducted by Palta (2019), Gulluce et al. (2016), Abdullah et al. (2015) stated that leadership has an insignificant effect on organizational commitment.

H1: Leadership has a positive effect on the organizational commitment of employees of the State Civil Apparatus PT BPD Kaltim Kaltara Main Branch Samarinda

### **Self-efficacy to Organizational Commitment**

Organizational commitment is a psychological contract between employees and the organization. The psychological contract referred to here is an unwritten agreement that formulates what the organization wants with employees and vice versa. If employees fail to obtain psychological contracts, it will result in dysfunctional conflicts that will reduce organizational commitment and these employees will have an influence on role conflicts within members if the results expected by the organization through the completion of tasks on members are not able to be resolved properly. Bandura (2016) states that this role conflict has a very close relationship with employee self-efficacy because with self-efficacy it determines how the member feels, thinks, motivates themselves and how they should behave. Self-efficacy as an employee's confidence in his or her ability to exercise some form of control over employee functioning and events in his work environment. Banduran (2016) states that the higher the self-efficacy of employees, the more persistent the efforts made, many studies prove that self-efficacy and improve the quality and psychosocial of employees, then good self-efficacy has a major contribution to the individual, this includes: how individuals formulate targets for themselves, individuals fight for targets, the individual can face failure, thus it can be said that Self-efficacy affects It's how an employee thinks, feels, motivates themselves and acts that will ultimately create organizational commitment. Research conducted by Syarif & Herlina (2019), Zhu (2018), Chung (2019), Kusumaningati et al. (2018), Demir (2018), Saremi & Rezeghi (2015), Lee & Kim (2019), Almutairi (2020) states that self-efficacy has a significant effect on organizational commitment, in contrast to research conducted by Agu (2015), Basnet & Regmi (2019) states that self-efficacy has an insignificant effect on organizational commitment.

H2: Self-efficacy has a positive effect on the organizational commitment of employees of PT BPD Kaltim Kaltara Main Branch Samarinda

### **Characteristics of Work to Organizational Commitment**

The characteristics of the work that employees have will have an impact on organizational commitment. The higher the employee's job characteristics, the stronger the organizational commitment and vice versa. (Mathis & Jackson, (2016)) Research conducted by Nurtjahjono et al. (2020), Putri & Matono (2015), Putra et al. (2018), Lewicka et al. (2018), Baiquni & Lizar (2018) stated that job characteristics have a significant effect on organizational commitment, in contrast to research conducted by Yoon et al. (2018) stated that job characteristics have an insignificant effect on organizational commitment.

H3: Job characteristics positively affect the organizational commitment of employees of PT BPD Kaltim Kaltara Main Branch Samarinda

### **Leadership towards Employee Performance**

Bass (2017) defines leadership as a leader who has the power to influence subordinates in certain ways. Leadership in principle motivates subordinates to do better than what is usually done, in other words it can increase the confidence or confidence of subordinates which will affect performance improvement. (Robbins &

Judge, 2015). Leaders have a great responsibility to create conditions that stimulate members to achieve their goals. Leadership reflects the ability of employees to influence individuals or groups, and is flexible in how to approach to improve performance. Bass, (2017) to achieve the goals of the organization, employees must put aside their personal goals or at least have a partial goal to achieve the main goals of the organization. In the context of organizations, the nature of performance is determined by the organization itself. Employees are an important part of achieving the goals of an organization, and leadership style can have an influence on employee performance. (Luthan, 2016). A good leader understands the importance of employees in achieving organizational goals, and motivates them to achieve those goals. To have an effective organization, employees in the organization must be inspired to invest themselves in the organization in addition to employees must be stimulated so that they can be more effective. Effective organizations require effective leadership (Robbins & Judge, 2015). Research conducted by Hurduzeu (2015), Saleem et al. (2020), Manzoor et al. (2019), Shafique et al. (2018), Arif & Akram (2018), Garcia & Russo (2019), Jing & Avery (2016), Wang & Guan (2018) stated that leadership has a significant effect on performance, in contrast to research conducted by Eliyana & Muzakki (2019), Tentama et al. (2019) stated that leadership has no significant effect on performance.

H4: Leadership has a positive effect on the performance of employees of PT BPD Kaltim Kaltara Main Branch Samarinda

### **Self-efficacy of Employee Performance**

Self-efficacy is a belief that arises from having confidence in the ability he has in carrying out a job. Confidence relates to the drive that employees have to be more confident and have confidence in their own abilities. (Bandura, (2016)). Self-efficacy is needed in employees, by increasing the ability to do the tasks given so that the organization runs optimally and employee performance will increase. Self-efficacy is needed to make employees work well and have high performance (Alwisol, 2019). Research conducted by Mustafa et al. (2019), Kappagoda (2018), Kostagiolas et al. (2019), Fahmi et al. (2019), Ingusci et al. (2019), Cherian & Jacob (2018), Ballen et al. (2017), Nuutila et al. (2020), Lisbona et al. (2018) stated that self-efficacy has a significant effect on performance, in contrast to research conducted by Mangi et al. (2019) stated that self-efficacy has no significant effect on performance.

H5: Self-efficacy has a positive effect on the performance of employees of PT BPD Kaltim Kaltara Main Branch Samarinda

### **Job Characteristics to Employee Performance**

The characteristics of the work that employees have will have an impact on employee performance. Employees who have low attachment will work without having a sense of responsibility and the work produced is often less satisfying. This is because employees do not have a sense of concern for the success of the organization, so employees are indifferent to the vision, mission and goals of the organization. (Mathis & Jackson, 2016). Research conducted by Sulin & Yanuar (2019), Lumbanraja & Nizma (2015), Nurtjahjono et al. (2020), Hanafi (2016) stated that job characteristics have a significant effect on performance, in contrast to research conducted by Asnawi (2018), Riyadi (2019) stated that job characteristics have an insignificant effect on performance.

H6: Job characteristics have a positive effect on the performance of employees of PT BPD Kaltim Kaltara Main Branch Samarinda

### **Organizational Commitment to Employee Performance**

One of the things that can affect job performance or employee performance is the organizational commitment possessed by the employee. The phenomenon that often arises today is the lack of achievement of organizational effectiveness caused by the lack of achievement of work completion targets, as well as high absenteeism rates, indicating a low level of organizational commitment owned by employees. (Allen & Mayer, 2019). Employees with high organizational commitment have different attitudes than those with low commitment. High organizational commitment results in low work performance, low absenteeism rates, and low levels of achievement of employee work targets. Highly committed employees will have high work performance. Organizational commitment encourages employees to keep their jobs and show the results they should, conversely, low employee commitment has a negative impact. (Davis & Newstorm, 2011) Employees with low commitment will not give their best to the organization and with not achieving optimal work. In addition, employees with low organizational commitment can create a tense atmosphere and trigger conflict. (McCormick & Tiffin (2015)). Research conducted by Suharto et al. (2019), Karem et al. (2019), Maswani et al. (2019), Lin & Shiqian (2018), Rahim & Jaman (2018), Ramli (2017), Sugiono et al. (2019), Ke & Deng (2018), Hutagalung (2020), Rose et al. (2019) stated that organizational commitment has a significant effect on performance, in contrast to research conducted by Harwiki (2016), Eliyana & Muzakki (2019) stated that organizational commitment has an insignificant effect on employee performance.

H7: Organizational commitment has a positive influence on the performance of employees of PT BPD Kaltim Kaltara Main Branch Samarinda

#### **Leadership of employee performance through organizational commitment**

Leadership is the main element because leadership factors can have a meaningful influence on employee performance because leaders who plan, inform, make and evaluate various decisions that must be implemented, leaders as supporters of organizational success in influencing their subordinates, in order to improve employee performance and employee commitment to their organizations. Employees are an important part of the organization because employees will play a role in planning, implementing and accountability in an organization in order to achieve goals. One of the reasons employees work is to receive rewards for services that have been provided by employees in the form of completing work, in the implementation of work employee attitudes can be influenced by thoughts, feelings and desires. This attitude will determine how much love for work is charged to him. Robbins & Judge (2015) stated that organizational commitment is one of the factors that affect employee performance, this is because organizational commitment indirectly affects the actions of an employee at work. Organizational commitment is usually made by employees to stay in an organization by supporting the goals of the organization in which the employee works. Research conducted by Limbarwati & Lukiajstuti (2019) states that organizational commitment is able to mediate positively and significantly leadership variables on employee performance. Based on this statement, it can be seen that organizational commitment can be a mediating variable in its influence between leadership and employee performance.

H8: Leadership has a positive influence on the performance of employees of PT BPD Kaltim Kaltara Main Branch Samarinda through organizational commitment

#### **Self-efficacy of employee performance through organizational commitment**

Self-efficacy is the belief that employees have about their abilities and also the results they will get from themselves which are reflected through hard work influencing the way they behave according to Bandura (2016) self-efficacy is an individual's belief in his ability to master situations and obtain positive results. According to Robbins & Judge (2015), organizational commitment is an attitude that reflects employees' feelings of liking or disliking the organization. It determines the attitude and formation of self-efficacy in the form of employees' beliefs about their abilities and chances of succeeding in achieving a particular task. Self-efficacy will encourage employees to be more enthusiastic in achieving optimal results pursued through themselves in achieving performance, this is evidenced by research Ahmad (2015) states that organizational commitment has a positive and significant influence on the relationship of self-efficacy variables to employee performance so that it can be concluded that organizational commitment is capable as a mediation variable. The appreciation given by employees to the organization is as a form of achievement or even as support to the organization which is shown through organizational commitment and has an impact on employee performance so that employees can improve performance in achieving achievements. Mathis & Jackson (2016) states that organizational commitment is the level of trust and acceptance of employees towards organizational goals and having the desire to remain in the organization, while 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. Based on this statement, it can be seen that organizational commitment is able to mediate as a mediating variable in its influence between self-efficacy on employee performance.

H9: Self Efficacy has a positive effect on the performance of employees of PT BPD Kaltim Kaltara Main Branch Samarinda through organizational commitment

#### **Characteristics of work to employee performance through organizational commitment**

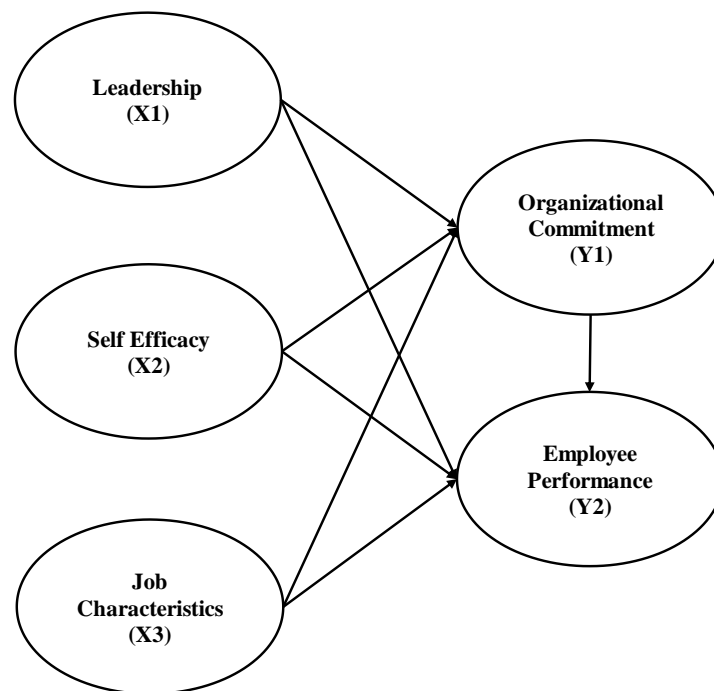
Mathis & Jackson (2016) Job characteristics aim to organize work assignments that meet organizational, technological and behavioral needs. Job characteristics are job descriptions that become guidelines in work and in their implementation can achieve satisfaction Employee performance can improve because superiors know the work of subordinates by knowing the characteristics of work into tasks in varied jobs, more demanding responsibilities. Improving employee performance will bring progress for an organization to be able to survive in a competitive environment of tasks and responsibilities. Improving employee performance is the most serious organizational challenge because success in achieving goals and vision and mission depends on the quality of HR performance in the organization (Kreitner & Kinicki, 2018). Employees who have high performance will certainly be liked by superiors because superiors know that people who have high performance will complete job tasks well. Performance in carrying out its functions does not stand alone, but is related to organizational commitment. Robbins & Judge (2015) assert that performance is a combination of organizational commitment that exists in employees in understanding the concept of performance. Employees will achieve high performance, if they have organizational commitments that support employees in carrying out their duties. The process of activities in work will ultimately produce the desired performance in accordance with the goals of the

organization. High organizational commitment in employees will make employees work diligently to carry out their work with job characteristics, but if the organizational commitment is low then on the contrary makes them not enthusiastic about work and easily give up. The results of this study are supported by research conducted by Sunanto (2018) showing that job characteristics have a positive and significant influence on employee performance with organizational commitment as a mediating variable or intervening variable. The results of this study concluded that organizational commitment can be a mediating variable because it has a positive and significant influence.

H10: Job characteristics positively affect the performance of employees of PT BPD Kaltim Kaltara Main Branch Samarinda through organizational commitment

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

**Figure 1: Conceptual Framework**



*Source: Result of author's analysis, 2024*

### III. RESEARCH METHODOLOGY

The population in this study is all employees at PT BPD Kaltim Kaltara Main Branch Samarinda which amounts to 100 service division employees. The sample used in this study is by purposive sampling method based on the provisions stated by Sugiyono (2018: 63), purposive sampling is a sampling method carried out with a specific purpose or purpose. In the context of research, purposive sampling is not based on chance, but is chosen deliberately by the researcher because the sample is considered to provide insight and information that is most relevant to the research question, the type of purposive sampling taken in this study is maximum variation sampling, maximum variation sampling is to select samples that include maximum variation in certain characteristics, this is done to get a better picture comprehensive on the research topic so that based on this, the sample in this study amounted to 100 respondents or employees of the service division at PT BPD Kaltim Kaltara Main Branch Samarinda. This study uses Structural Equation Modeling (SEM) analysis tools with the help of the Partial Least Square (PLS) program, in general, SEM and PLS as analytical methods that are quite important in social and management research, because they are able to test relationships between variables simultaneously and take into account latent variables that are not directly observed.

**IV. RESULT AND DISCUSSION**

**Data Analysis**

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. Multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods that can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross-loading value.

**Table 1: Evaluation of Measurement Model**

Variables	Indicators	Loadings	Composite Reliability	AVE	Cross Loading
Leadership (X1)	X1_1	0,864	0,939	0,754	Yes
	X1_2	0,884			
	X1_3	0,906			
	X1_4	0,875			
	X1_5	0,811			
Self- Efficacy (X2)	X2_1	0,830	0,907	0,662	Yes
	X2_2	0,703			
	X2_3	0,878			
	X2_4	0,809			
	X2_5	0,839			
Job Characteristics (X3)	X3_1	0,651	0,890	0,672	Yes
	X3_2	0,879			
	X3_3	0,880			
	X3_5	0,847			
Organizational Commitment (Y1)	Y1_1	0,940	0,962	0,893	Yes
	Y1_2	0,937			
	Y1_3	0,957			
Employee Performance (Y2)	Y2_1	0,928	0,908	0,832	Yes
	Y2_2	0,896			

Source: Calculated using SmartPLS, 2024

The information presented describes the results of factor analysis conducted to examine the relationship between several variables measured in a study. The variables observed consisted of leadership, self-efficacy, job characteristics, organizational commitment, and employee performance. Each of these variables has several indicators that are used to measure or represent certain aspects of that variable. Given loadings indicate how strong the relationship between each indicator and its associated variables is. Composite reliability is a measure of the combined reliability of the indicators in a variable, while Average Variance Extracted (AVE) measures how well the indicators represent that variable. Cross loading indicates whether certain indicators have a significant correlation with other variables, which may indicate a problem in construct validity. By examining this information, researchers can evaluate the reliability and validity of the measurement instruments used in the study.

**Hypothesis Test**

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Direct Effect: Direct effects refer to the influence or relationship between one variable and another without any intermediate variables. In this case, the information provides details about the direct effects between variables, including the original sample size, T statistics, P values, and whether the effects are significant.

1. The influence of leadership on organizational commitment has a coefficient value of 0.120 with a T statistic of 0.993 and a P value of 0.321. The results of the analysis showed that the influence tended to be positive, although not statistically significant.
2. The effect of self-efficacy on organizational commitment has a higher coefficient value, which is 0.404, with a statistical T of 3.903 and a very statistically significant P value, which is 0.000. This indicates that self-efficacy has a positive and significant influence on organizational commitment.
3. Job characteristics also have a significant influence on organizational commitment, with a coefficient value of 0.419, a T statistic of 4.062, and a P value of 0.000. These results suggest that job characteristics have a strong positive influence on organizational commitment.
4. The effect of leadership on employee performance, although negative with a coefficient value of -0.196, was not statistically significant with a P value of 0.071. This suggests that the influence of leadership on employee performance tends to be negative, but not significantly.
5. Self-efficacy has a positive influence on employee performance, but is not statistically significant. A coefficient value of 0.204 with a statistical T of 1.500 and a P value of 0.134 indicates that this effect is not significant.
6. The effect of job characteristics on employee performance is positive and statistically significant. A coefficient value of 0.365, with a T statistic of 2.407, and a P value of 0.016 confirms that job characteristics play an important role in improving employee performance.
7. Organizational commitment has a strong and significant influence on employee performance. With a coefficient value of 0.493, a statistical T of 3.018, and a P value of 0.003, the results of the analysis show that organizational commitment makes a significant positive contribution to employee performance.

Indirect Effect: Indirect effects involve the influence of one variable on another variable through an intermediary or mediating variable. The information provided for indirect effects includes the original sample size, T statistics, P values, and explanations about the significance of the indirect effects.

1. The direct influence of leadership on employee performance is not significant, but through the mechanism of organizational commitment, this influence is not statistically significant. A coefficient value of 0.059 with a statistical T of 0.889 and a P value of 0.369 indicates that this indirect effect has not proven significant.
2. The effect of self-efficacy on employee performance through organizational commitment showed statistically significant results. With a coefficient value of 0.199, a T statistic of 2.473, and a P value of 0.013, this confirms that self-efficacy can improve employee performance through organizational commitment.
3. Job characteristics also have a significant indirect effect on employee performance through organizational commitment. With a coefficient value of 0.207, a T statistic of 2.420, and a P value of 0.016, this shows that job characteristics can improve employee performance through organizational commitment.

**Table 2.**  
**Bootstrapping Results**

<i>Direct Effect (Dirrect Effect)</i>				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Leadership to organizational commitment	0,120	0,993	0,321	Insignificant Positive
Self Efficacy to organizational commitment	0,404	3,903	0,000	Significant Positive
Characteristics of work to organizational commitment	0,419	4,062	0,000	Significant Positive
Leadership towards employee performance	-0,196	1,808	0,071	Insignificant Negative
Self efficacy on employee performance	0,204	1,500	0,134	Insignificant Positive
Characteristics of work to employee performance	0,365	2,407	0,016	Significant Positive
Organizational commitment to employee performance	0,493	3,018	0,003	Significant Positive
<i>Indirrect Effect</i>				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Leadership of employee performance through	0,059	0,889	0,369	Insignificant Positive



Direct Effect ( <i>Dirrect Effect</i> )				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
organizational commitment				
Self-efficacy of employee performance through organizational commitment	0,199	2,473	0,013	Significant Positive
Characteristics of work to employee performance through organizational commitment	0,207	0,2,420	0,016	Significant Positive

Source: Calculated using SmartPLS, 2024

## Discussion

The influence of leadership on organizational commitment is an important topic in the context of human resource management and organizations. In this study, a coefficient value of 0.120 indicates that there is a positive relationship between leadership and organizational commitment. However, a T statistic of 0.993 and a P value of 0.321 indicate that the effect is not statistically significant. These results are in line with previous research suggesting that the influence of leadership on organizational commitment can vary, depending on the organizational context and research methodology used. Robbins & Judge (2015) and Northouse (2018) provide an enriching view of the dynamics of leadership and organizational commitment. According to Robbins & Judge, effective leaders are those who are able to understand the individual characteristics and needs of their subordinates, and can manage their strengths and weaknesses well. Northouse added that differences in the influence of leadership on employee satisfaction and commitment between public and private organizations may be due to differences in structure and policy within the two types of organizations. This provides an important theoretical foundation in interpreting research results, because organizational context can influence the dynamics of relationships between the variables studied. The mixed opinions in the literature regarding the relationship between leadership and organizational commitment are also noteworthy. Several studies, such as those conducted by Rego et al. (2016), Ahmad et al. (2015), and others, support the finding that leadership has a significant influence on organizational commitment. However, other studies conducted by Palta (2019), Gulluce et al. (2016), Abdullah et al. (2015), concluded that the influence was not significant. These differences may be due to variations in research methodology, organizational context, and characteristics of the samples used in the study. In a practical context, the results of this study suggest that although leadership has the potential to influence organizational commitment, it is important for managers and organizational leaders to understand that other factors, such as organizational structure and human resource management policies, can also play a significant role in shaping employee commitment to the organization. Therefore, to increase organizational commitment, a holistic approach that pays attention to various aspects of the organizational environment is needed.

The effect of self-efficacy on organizational commitment was the main subject in this study. A high coefficient of 0.404, coupled with a statistically T of 3.903 and a statistically significant P value of 0.000, confirms that self-efficacy has a positive and significant influence on organizational commitment. These findings are consistent with psychological theories such as those outlined by Bandura (2016), which state that self-efficacy, or an individual's belief in his or her ability to overcome challenges and achieve goals, plays an important role in shaping organizational commitment. This shows that the higher a person's self-efficacy, the more likely the individual will have a strong commitment to the organization where he works. The contractual approach of explaining organizational commitment, as mentioned in the second piece of information, adds complexity to our understanding of this phenomenon. The psychological contract between employees and the organization underscores the importance of conformity between individual expectations of the organization and the reality they experience. Bandura (2016) also highlights the close relationship between self-efficacy and role conflict in individuals. In this context, self-efficacy plays a role in determining how individuals deal with tasks and challenges faced in the work environment, thus influencing how individuals formulate targets, fight for those targets, and deal with failure. In terms of empirical research, findings that support a significant influence between self-efficacy and organizational commitment, as reported by Syarif & Herlina (2019), Zhu (2018), and others, confirm the consistency of these findings. However, there are also studies that find different results, such as those conducted by Agu (2015) and Basnet & Regmi (2019). This difference may be due to the different contextual and methodological factors in the study, as well as the characteristics of the sample used. This emphasizes the importance of paying attention to the context and methodology of research in interpreting research results and recognizes that the phenomenon of organizational commitment is a complex subject and can be influenced by various interacting variables.

Findings on the influence of job characteristics on organizational commitment highlight the importance of job factors in forming individual bonds with the organization in which they work. In this study, a high coefficient value of 0.419, supported by a statistical T of 4.062 and a P value of 0.000, indicates that job characteristics have a strong positive influence on organizational commitment. These results are consistent with management theories that emphasize the importance of job design that motivates and meets individual needs to create a strong commitment to the organization. The views of Mathis & Jackson (2016) add to our understanding of the relationship between job characteristics and organizational commitment. They assert that good job characteristics can increase an individual's commitment to the organization, while less satisfactory job characteristics tend to reduce that commitment. This demonstrates the importance of job design that pays attention to aspects such as task variability, autonomy, and clear feedback to motivate employees and reinforce their commitment to the organization. Empirical research cited also supports the finding that job characteristics have a significant effect on organizational commitment. Findings from Nurtjahjono et al. (2020), Putri & Matono (2015), and others, confirm that job characteristics play an important role in shaping individual commitment to organizations. Nevertheless, research conducted by Yoon et al. (2018) showed different results. These differences may be due to variations in research methodology, organizational context, and characteristics of the sample used. This research highlights the importance of job characteristics in shaping organizational commitment. These findings have practical implications for managers and organizational leaders in designing work that motivates and meets individual needs, thereby increasing employee commitment to the organization. Therefore, in designing a human resource management strategy, it is important to pay attention to work factors that can strengthen employee commitment and build a more productive and sustainable work environment.

The influence of leadership on employee performance is the main focus in this study. Although the value of the coefficient found was negative (-0.196), it was not statistically significant with a P value of 0.071. These results suggest that despite negative trends between leadership and employee performance, the relationship is not statistically significant. These findings raise questions regarding the complex dynamics between leadership and employee performance that may be influenced by a variety of contextual factors. Views from Bass (2017), Robbins & Judge (2015), and Luthan (2016) provide a deep understanding of the relationship between leadership and employee performance. They emphasize the importance of the leader's role in influencing employee performance through motivation, the creation of stimulating working conditions, and the establishment of goals that are integrated with organizational goals. This shows that effective leadership can provide a strong impetus for employees to achieve organizational goals. The empirical research cited also provides an overview of variations in the relationship between leadership and employee performance. Findings from Hurduzeu (2015), Saleem et al. (2020), and others, confirm that leadership has a significant influence on employee performance. However, there are also studies that find different results, such as those conducted by Eliyana & Muzakki (2019), Tentama et al. (2019), which state that leadership does not have a significant effect on performance. This difference may be due to the different contextual and methodological factors in the study, as well as the characteristics of the sample used. Although the relationship between leadership and employee performance tended to be negative, it was not statistically significant in the study. This suggests complexities in leadership dynamics and employee performance that may be influenced by a variety of contextual factors that need to be considered in further research. The practical implication of these findings is that it is important for organizations to pay attention to the role and style of leadership in motivating and guiding employees to achieve optimal performance.

The effect of self-efficacy on employee performance was a concern in this study. Although the value of the coefficient shows a positive influence (0.204), it is not statistically significant with a P value of 0.134. This indicates that, although there is a tendency that self-efficacy contributes positively to employee performance, the relationship is not considered statistically significant in the context of this study. The views of Bandura (2016) and Alwisol (2019) provide a deeper understanding of the importance of self-efficacy in improving employee performance. Self-efficacy, as an individual's belief in his or her ability to complete tasks, plays an important role in motivating employees and improving their performance. This creates a strong drive for individuals to behave proactively and put a lot of effort into achieving organizational goals. The empirical research cited also provides an overview of variations in the relationship between self-efficacy and employee performance. Findings from Mustafa et al. (2019), Kappagoda (2018), and others, confirm that self-efficacy has a significant influence on employee performance. However, there are also studies that find different results, such as those conducted by Mangi et al. (2019), which state that self-efficacy does not have a significant effect on performance. This difference may be due to the different contextual and methodological factors in the study, as well as the characteristics of the sample used. Despite the trend that self-efficacy contributes positively to employee performance, the relationship was not considered statistically significant in the study. This suggests complexities in the dynamics between self-efficacy and employee performance that may be influenced by a variety of contextual factors that need to be considered in further research. The practical implication of these

findings is that it is important for organizations to pay attention to and strengthen employees' self-confidence through various self-development strategies, so as to effectively improve their performance.

The influence of job characteristics on employee performance is the main focus in this study. The findings show that job characteristics have a statistically positive and significant influence on employee performance. A high coefficient value (0.365), supported by a significant T statistic (2.407), and a low P value (0.016), confirms that job characteristics play an important role in improving employee performance. The view from Mathis & Jackson (2016) provides a deeper understanding of the relationship between job characteristics and employee performance. They emphasize that good job characteristics, such as a clear level of responsibility and relevance of the job to organizational goals, can improve employee performance. Conversely, employees' lack of attachment and concern for their work can result in unsatisfactory performance. Empirical research cited also provides support to the finding that job characteristics have a significant effect on employee performance. Findings from Sulin & Yanuar (2019), Lumbanraja & Nizma (2015), and others, confirm that job characteristics play an important role in shaping employee performance. However, there are also studies that find different results, such as those conducted by Asnawi (2018) and Riyadi (2019), which state that job characteristics do not have a significant effect on performance. These differences may be due to variations in research methodology, organizational context, and characteristics of the sample used. These findings confirm that job characteristics have a positive and significant influence on employee performance. This emphasizes the importance for organizations to pay attention to job design that motivates and meets the needs of employees, so as to improve their performance effectively. The practical implication of these findings is that it is important for managers to understand and pay attention to how job characteristics can affect employee performance, as well as to design human resource management strategies that match existing job characteristics.

Organizational commitment has a very important role in determining employee performance, according to the findings in this study. A high coefficient value (0.493), supported by a significant T statistic (3.018), and a low P value (0.003), indicates that organizational commitment makes a significant positive contribution to employee performance. These findings underscore the importance of organizational commitment in creating better performance in the work environment. The views of Allen & Mayer (2019) and Davis & Newstorm (2011) provide a deeper understanding of the relationship between organizational commitment and employee performance. They emphasize that employees with high organizational commitment tend to perform better, including low absenteeism rates, high achievement of work targets, and a tendency to keep their jobs. Conversely, low organizational commitment can lead to suboptimal performance and even trigger conflict in the workplace. The empirical research cited also lends support to the finding that organizational commitment has a significant effect on employee performance. Findings from Suharto et al. (2019), Karem et al. (2019), and others, confirm that organizational commitment plays an important role in shaping employee performance. However, there are also studies that find different results, such as those conducted by Harwiki (2016) and Eliyana & Muzakki (2019), which state that organizational commitment has no significant effect on performance. These differences may be due to variations in research methodology, organizational context, and characteristics of the sample used. These findings confirm that organizational commitment has a strong and significant influence on employee performance. The practical implication of these findings is that it is important for organizations to pay attention to and strengthen employees' organizational commitment through various human resource management strategies, so as to improve their overall performance and productivity.

The research revealed that the direct influence of leadership on employee performance was not shown to be statistically significant. However, through the mechanism of organizational commitment, this influence is also not statistically significant. A low coefficient value (0.059), supported by an insignificant T statistic (0.889), and a high P value (0.369), suggests that this indirect effect has not proven significant. This shows the complexity in the relationship between leadership, organizational commitment, and employee performance. The views of Robbins & Judge (2015) provide a deeper understanding of the relationship between leadership, organizational commitment, and employee performance. They emphasize that organizational commitment, as a factor influencing employee performance, can act as a mediating mechanism between leadership and employee performance. This means that organizational commitment can link the influence of leadership to employee performance, although the study found no significant association. Empirical research cited, such as that conducted by Limbarwati & Lukiastuti (2019), provides support to the finding that organizational commitment can act as a mediator in the relationship between leadership and employee performance. However, in the context of this study, the effect did not prove statistically significant. These differences may be due to variations in research methodology, organizational context, and characteristics of the sample used. These findings suggest that although organizational commitment may act as a mediating mechanism between leadership and employee performance, in this study, the relationship did not prove statistically significant. The implication of these findings is that there are other factors that might influence the relationship between leadership, organizational commitment, and employee performance, which need to be investigated further for a better understanding of those dynamics.

The results showed that the effect of self-efficacy on employee performance through organizational commitment provided statistically significant results. A fairly high coefficient value (0.199), supported by a significant T statistic (2.473), and a low P value (0.013), confirms that self-efficacy can improve employee performance through organizational commitment. These findings underscore the importance of self-efficacy and organizational commitment as contributing factors to employee performance. The views of Bandura (2016) and Robbins & Judge (2015) provide a deeper understanding of the concepts of self-efficacy and organizational commitment and their relationship to employee performance. Self-efficacy, as an individual's belief in his abilities, influences the attitude and behavior of employees in achieving certain goals and tasks. On the other hand, organizational commitment reflects how employees feel about the organization and can mediate the relationship between self-efficacy and employee performance. In other words, an employee's appreciation and commitment to the organization can affect their performance. Empirical research cited, such as that conducted by Ahmad (2015), lends support to the finding that organizational commitment can act as a mediator in the relationship between self-efficacy and employee performance. These findings suggest that organizational commitment facilitates the relationship between employees' self-efficacy and their performance. It can be interpreted that when employees have high self-confidence and a strong commitment to the organization, they tend to show better performance. These findings affirm the importance of self-efficacy and organizational commitment in improving employee performance. The implication of these findings is that organizations may consider increasing employee self-efficacy through developing self-confidence and strengthening organizational commitment through organizational development programs aimed at improving overall employee performance and productivity.

Research shows that job characteristics have significant indirect effects on employee performance through organizational commitment. The obtained coefficient value (0.207), supported by a significant T statistic (2.420), and a low P value (0.016), indicates that job characteristics can improve employee performance through organizational commitment. These findings highlight the importance of job characteristics in shaping employee commitment to the organization as well as their impact on their performance. Job characteristics have an important role in the arrangement of work tasks that are in accordance with organizational needs, technology, and behavior. This includes a job description that guides employees in carrying out their duties. Understanding the characteristics of the job by superiors allows them to organize assignments more effectively, which in turn can improve employee responsibility and performance. Kreitner & Kinicki (2018) emphasize that improving employee performance is a serious challenge for organizations, and the quality of such performance depends largely on the characteristics of the job at hand. The relationship between employee performance and organizational commitment is key in achieving organizational goals. Robbins & Judge (2015) underline that performance is the result of a combination of organizational commitment and employee understanding of the concept of performance. Strong organizational commitment encourages employees to work harder according to the characteristics of the work they have. Research by Sunanto (2018) confirms that job characteristics have a positive and significant impact on employee performance with organizational commitment as a mediator. These findings suggest that organizational commitment acts as a mediating variable in the relationship between job characteristics and employee performance. Thus, the results of this study provide a deeper understanding of the importance of job characteristics in shaping organizational commitment and employee performance. The implication is that organizations need to pay attention to adequate job design and build strong bonds between employees and the organization to improve overall performance.

## **V. CONCLUSION, LIMITATION AND FUTURE RESEARCH**

The conclusion in this study is as follows: The influence of leadership on organizational commitment is not significant. This is due to the leader's lack of involvement in building strong relationships with his subordinates or lack of understanding of organizational expectations at PT BPD Kaltim Kaltara Main Branch Samarinda. Self-efficacy has a positive and significant influence on organizational commitment. High self-confidence can motivate employees of PT BPD Kaltim Kaltara Main Branch Samarinda to be more involved in achieving organizational goals. Job characteristics have a strong and significant influence on organizational commitment. Job design that meets the needs and desires of employees at PT BPD Kaltim Kaltara Main Branch Samarinda can increase their loyalty to the organization. The direct influence of leadership on employee performance is insignificant. It is likely that other factors, such as organizational culture or working environment conditions, can affect performance more than the direct role of the leader at PT BPD Kaltim Kaltara Main Branch Samarinda. The effect of self-efficacy on employee performance is not significant. There are other possible factors beyond self-confidence that affect employee performance, such as social support or organizational resources at PT BPD Kaltim Kaltara Main Branch Samarinda. Job characteristics have a positive and significant influence on employee performance. Attractive and challenging job design can increase employee motivation and productivity at PT BPD Kaltim Kaltara Main Branch Samarinda. Organizational commitment has a strong and significant influence on employee performance. Employees who feel tied to

organizational goals and values tend to work harder to achieve desired results at PT BPD Kaltim Kaltara Main Branch Samarinda. The direct influence of leadership on employee performance is not significant, nor is it through the mechanism of organizational commitment. This shows that organizational commitment is not an effective mediation between leadership and employee performance at PT BPD Kaltim Kaltara Main Branch Samarinda. The effect of self-efficacy on employee performance through organizational commitment shows significant results. This shows that organizational commitment can act as an effective mediator between self-efficacy and employee performance at PT BPD Kaltim Kaltara Main Branch Samarinda. Job characteristics have a significant indirect effect on employee performance through organizational commitment. Although its direct influence on performance is significant, organizational commitment seems to mediate the relationship between job characteristics and performance at PT BPD Kaltim Kaltara Main Branch Samarinda.

Companies should implement programs that enable leaders and employees at PT BPD Kaltim Kaltara Main Branch Samarinda to be actively involved in the communication and collaboration process. This can include establishing regular discussion forums, one-on-one coaching sessions, or leadership development programs that prioritize employee involvement in the company's decision-making and strategic planning. Training programs for employee self-efficacy development at PT BPD Kaltim Kaltara Main Branch Samarinda must be designed with a holistic and sustainable approach. It includes not only the development of technical skills relevant to the job, but also a focus on developing self-confidence, motivation, and independence in achieving organizational goals. In addition, the program should provide ongoing support and opportunities for employees to apply and practice the skills they learn in the context of daily work. Companies should conduct a thorough review of the job design at PT BPD Kaltim Kaltara Main Branch Samarinda to ensure that the tasks assigned to employees match their needs, interests, and abilities. This can involve recasting job responsibilities, adjusting workflows, or introducing greater flexibility in how work gets done. This way, employees will feel more engaged and meaningful in their work, which in turn will increase their motivation and performance. Further evaluation of the factors affecting employee performance at PT BPD Kaltim Kaltara Main Branch Samarinda should involve a holistic approach that considers aspects of organizational culture and working environment conditions. This can involve employee satisfaction surveys, in-depth interviews, or the use of specialized evaluation tools designed to measure various dimensions of performance and job satisfaction. Companies need to pay special attention to building adequate social support and organizational resources for employees at PT BPD Kaltim Kaltara Main Branch Samarinda. This may include the provision of employee welfare programs, counseling or coaching services, and the development of policies and procedures that support a healthy work-life balance. This way, employees will feel supported and motivated to deliver their best performance. The establishment of an interesting and challenging work environment can be an effective strategy to increase employee motivation and productivity at PT BPD Kaltim Kaltara Main Branch Samarinda. This can be achieved by creating a working atmosphere that allows employees to engage in challenging projects, provides opportunities to collaborate with their peers, and provides the support and resources necessary to achieve their goals. In addition, ensuring clear career development programs and opportunities for professional growth can also increase the attractiveness of the work environment for employees. It is important to continue to build an organizational culture that supports employee commitment to common goals at PT BPD Kaltim Kaltara Main Branch Samarinda. This involves establishing clear and transparent values, open and continuous regular communication between management and employees, and rewarding and recognizing employees' contributions to the company's success. By strengthening an inclusive and goal-oriented organizational culture, companies can increase employees' level of commitment and strengthen their relationship with the company. The company must reevaluate the role of organizational commitment as a mediator between leadership and employee performance at PT BPD Kaltim Kaltara Main Branch Samarinda. This involves reviewing the leadership strategies implemented in the company and evaluating the extent to which leadership can affect the level of employee commitment. By better understanding the relationship between leadership, organizational commitment, and employee performance, companies can identify areas where improvement or change is needed to improve outcomes. Efforts to strengthen organizational commitment as a mediator between self-efficacy and employee performance need to be prioritized at PT BPD Kaltim Kaltara Main Branch Samarinda. It involves the development of programs designed to increase the level of confidence of employees in achieving organizational goals, while simultaneously strengthening their attachment and commitment to the company. By strengthening the relationship between self-efficacy, organizational commitment, and employee performance, companies can create a more productive and competitive work environment. Work design must be continuously adjusted by considering the role of organizational commitment in mediating the relationship between job characteristics and employee performance at PT BPD Kaltim Kaltara Main Branch Samarinda. This involves reviewing the tasks assigned to employees, existing workflows, and the use of organizational resources. By paying attention to how job characteristics can affect employee commitment levels, companies can design more interesting and motivating work positions, which in turn will improve employee performance. Further research can broaden the scope of observed variables and deepen understanding of the factors that affect employee performance at PT

BPD Kaltim Kaltara Main Branch Samarinda. This involves further research into variables such as organizational culture, employee well-being, and work environment factors that can affect employee motivation and productivity. By expanding on this research, companies can gain deeper insights into how they can improve employee performance and achieve their business goals more effectively.

### BIBLIOGRAPHY

- [1] Abdullah, Nor Hazana. Alina Shamsuddin, Eta Wahab. (2015). Does organizational culture mediate the relationship between transformational leadership and organizational commitment. *International Journal of Organizational Leadership* 4(2015) 18-32.
- [2] Agu, Ogechi Lily. (2015). Work Engagement, Organizational Commitment, Self-efficacy and Organizational Growth: A Literature Review. *Information Impact*. Vol. 6(1) June 2015. *Journal of Information and Knowledge Management*.
- [3] Ahmad, Ashfaq. Abdul Halim Abdul Majid. & Md Lazim Mohd Zin. (2015). The Measurement of the Effectiveness of Leadership Styles for Organizational Commitment in Pakistan. *Asian Social Science*; Vol. 11, No. 25; 2015 ISSN 1911-2017 E-ISSN 1911-2025 Published by Canadian Center of Science and Education.
- [4] Ahmad, Fauzul Adhim Aufa. (2015). The Role of Organizational Commitment in Mediating the Effect of Self Efficacy on Employee Performance. *International Journal of Research Publications*
- [5] Allen, N.J. and Meyer J.P. (2019). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to The Organization, *Journal of Occupational Psychology*. Vol.63. No.1. pp. 1-18
- [6] Almutairi, Yousef Mubrik N. (2020). Leadership Self-efficacy and Organizational Commitment of Faculty Members: Higher Education. *Administrative Sciences*. Saudi Arabia; [yo.almutairi@uoh.edu.sa](mailto:yo.almutairi@uoh.edu.sa) Received: 3 August 2020; Accepted: 18 August 2020; Published: 4 September 2020.
- [7] Alwisol. (2019). *Personality Psychology*, Malang: UM Press
- [8] Arif, Sadia. Akram, Aman. (2018). Transformational Leadership and Organizational Performance the Mediating Role of Organizational Innovation. *SEISENSE Journal of Management* Vol. 1. Issue 3. July 2018. DOI: 10.5281/zenodo.1306335.
- [9] Asnawai, Melan Angriani. (2018). The Design of Work Facility and Description of Job Characteristic to Improve Employee Performance at PT. Ferlina Jaya Mandiri Gorontalo. *International Journal of Applied Business & International Management*, Vol. 3 No.2 (2018) *International Journal of Applied Business & International Management* P-ISSN: 2614-7432; E-ISSN: 2621-2862.
- [10] Baiquni, Muhammad. Lizar, Ayu Aprilianti. (2018). The Mediating Role of Job Characteristic on The Relationship between Human Resource Practice, Employee Engagement, and Affective Organizational Commitment. *Advances in Economics, Business and Management Research*, volume 72. 12th International Conference on Business and Management Research (ICBMR 2018).
- [11] Ballen, Cissy J. Carl Wieman. Shima Salehi. Jeremy B. Searle and Kelly R. Zamudio. (2017). Enhancing Diversity in Undergraduate Science: Self-efficacy Drives Performance Gains with Active Learning. *CBE—Life Sciences Education* • 16:ar56, 1–6, Winter 2017 16:ar56, 1.
- [12] Bandura, A. (2016). *Self-efficacy Mechanism in Psychological and Health-Promoting Behavior*. Prentice Hall. New Jersey.
- [13] Basnet, Dess Mardan. Murari Prasad Regmi. (2019). The Correlational Study of the Personality Traits, Organizational Commitment and Self-efficacy of Saving and Credit Co-Operative Societies (SACCOS) Employees of Kathmandu. *Open Journal of Business and Management*, 2019, 7, 455-479 <http://www.scirp.org/journal/ojbm> ISSN Online: 2329-3292 ISSN Print: 2329-3284.
- [14] Bass, B.M. (2017). *Leadership and performance beyond expectations*. Free Press, New York, NY.
- [15] Bateman, S. and Snell, S. (2018). *Management, Leadership and Collaboration in a Competitive World of Education*. Jakarta: Salemba Empat.
- [16] Celik, Sedat. Bekir Bora Dedeoğlu. Ali İnandır. (2015). Relationship Between Ethical Leadership, Organizational Commitment and Job Satisfaction at Hotel Organizations. *EGE AKADEMİK BAKIŞ / EGE ACADEMIC REVIEW* Cilt: 15 • Sayı: 1 • Ocak 2015 ss. 53-63.
- [17] Cherian, Jacob. Jacob. Jolly. (2018). Impact of Self Efficacy on Motivation and Performance of Employees. *International Journal of Business and Management*; Vol. 8, No. 14; 2018 ISSN 1833-3850 E-ISSN 1833-8119 Published by Canadian Center of Science and Education.
- [18] Chung, Myung-Sun. (2019). Teacher Efficacy, Collective Self-Esteem, and Organizational Commitment of Childcare Teachers: A Moderated Mediation Model of Social Support. *ORIGINAL RESEARCH* published: 21 May 2019 doi: 10.3389 / fpsyg. 2019. 00955.
- [19] Cooper and Schindler. (2011). *Business research methods*. 11th edition. New York: McGraw Hill Companies.
- [20] Davis, Keith dan Newstorm. John W. (2011). *Organizational Behaviour: Human Behaviour at work*. Mc-Graw Hill Companies. New York.
- [21] Demir, Selcuk. (2020). The Role of Self-efficacy in Job Satisfaction, Organizational Commitment, Motivation and Job Involvement. *Eurasian Journal of Educational Research* 85 (2020) 205-224 *Eurasian Journal of Educational Research*.
- [22] Eliyana, Anis. Syamsul Ma'arif, Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics* 25 (2019) 144–150.
- [23] Eliyana, Anis. Syamsul Ma'arif, Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics* 25 (2019) 144–150. *European Research. On Management and Business Economics*. [www.Elsvier.Es/ersmbe](http://www.Elsvier.Es/ersmbe).
- [24] Fahmi, Hadi Kurnia. Said Musnadi, Nadirsyah. (2019). Role Conflict, Self-efficacy, Employees' Performance and Organizational Performance. *Journal of Accounting Research, Organization and Economics* Vol. 2 (1), 2019: 31–40.
- [25] Farahani, Majid. Marzieh Taghadosi. Mehdi Behboudi. (2011). An Exploration of the Relationship between Transformational Leadership and Organizational Commitment: The Moderating Effect of Emotional Intelligence: Case Study in Iran. [www.ccsenet.org/ibr](http://www.ccsenet.org/ibr) *International Business Research* Vol. 4, No. 4; October 2011.
- [26] Feist, J & Feist, G. J. (2015). *Personality Theory*, 7th edition. Jakarta: Salemba Humanika
- [27] Garcia, Fernando André Zemuner. Russo, Rosaria de Fatima Segger Macri. (2019). Leadership and Performance of the Software Development Team: Influence of the Type of Project Management. *REVISTA BRASILEIRA DE GESTÃO DE NEGÓCIOS*, ISSN 1806-4892 *Review of Business Management*, e-ISSN, 1983-0807.

- [28] Ghozali, Imam (2018), "Structural Equation Modeling: Alternative Method with Partial Least Square". Semarang: Diponegoro University Publishing Board.
- [29] Gulluce, Ali Caglar. Erdoğan Kaygin, Sultan Bakadur Kafadar, Metin Atay. (2016). The Relationship between Transformational Leadership and Organizational Commitment: A Study on the Bank Employees. *Journal of Service Science and Management*, 2016, 9, 263-275 Published Online June 2016 in SciRes. <http://www.scirp.org/journal/jssm> <http://dx.doi.org/10.4236/jssm.2016.93033>.
- [30] Hair et.al. (2014). *A Primer on Partial Least Squares Structural Equation Modeling (Pls Sem)*. USA: SAGE.
- [31] Hanafi, Agustina. (2016). The Influence of Individual Characteristic and Organization Climate on Job Satisfaction and Its Impact on Employee Performance. *Sains Humanika* 8:4(2016) 37-44.
- [32] Harwiki, Wiwiek. (2016). The Impact of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behaviour 9OCB) and Employee Performance in Women Cooperatives. *Science Direct Procedia Social and Behavioral Sciences* 219 (2016) 283-290.
- [33] Hurduzeu, Raluca-Elena. (2015). The Impact of Leadership on Organizational Performance. *SEA Practical Application of Science Volume II Issue 1 (7) Faculty of International Business and Economics*.
- [34] Hutagalung, Inge. (2020). The Influence of Organizational Climate Interpersonal Communication Organizational Commitment to Performance of Local Government in Indonesia. *The Journal of Social Sciences Research* ISSN(e): 2411-9458, ISSN(p): 2413-6670 Vol. 6, Issue. 5, pp: 494-502, 2020.
- [35] Ingusci, Emanuela. Antonino Callea. Claudio Giovanni Cortese. Margherita Zito. Laura Borgogni. Roberto Cenciotti. Lara Colombo. Fulvio Signore. Enrico Ciavolino. Evangelia Demerouti. (2019). Self-efficacy and Work Performance: The Role Of Job Crafting In Middle-Age Workers. *International Journal of Business and Society*, Vol. 20 No 2, 2019, 533-551.
- [36] Ivancevich, John, M, et al. (2018). *Organizational Behavior and Management*, volumes 1 and 2 Jakarta: Erlangga.
- [37] Jing, Fenwick Feng. Gayle C. Avery. (2016). Missing Links In Understanding The Relationship Between Leadership And Organizational Performance. *International Business & Economics Research Journal – May/June 2016 Volume 15, Number 3*.
- [38] Jogiyanto, H.M. (2011). *Business Research Methodology*. Fourth Edition. BPFE. Yogyakarta.
- [39] Kappagoda. U.W.M.R. Sampath. (2018). Self-efficacy, Task Performance and Contextual Performance: A Sri Lankan Experience. *Journal of Human Resource and Sustainability Studies*, 2018, 6, 161-170 <http://www.scirp.org/journal/jhrss> ISSN Online: 2328-4870 ISSN Print: 2328-4862.
- [40] Kareem, Mohammed A. Yazen N. Mahmood. Alaa S. Jameel. Abd Rahman Ahmad. (2019). The Effect of Job Satisfaction and Organizational Commitment on Nurses' Performance. *Humanities & Social Sciences Reviews* eISSN: 2395-6518, Vol 7, No 6, 2019, pp 332-339 <https://doi.org/10.18510/hssr.2019.7658>.
- [41] Ke, Jianglin. Deng, Xiuting. (2018). Family-Friendly Human Resource Practice, Organizational Commitment, and Job Performance among Employees: The Mediating Role of Workplace Spirituality. *Journal of Human Resource and Sustainability Studies*, 2018, 6, 81-91 <http://www.scirp.org/journal/jhrss> ISSN Online: 2328-4870 ISSN Print: 2328-4862.
- [42] Kekes, Imen. (2014). Relationship between leadership styles and dimensions of employee organizational commitment: A critical review and discussion of future directions. *Intangible Capital IC*, 2014 10 (1): 26-51 Online ISSN: 1697-9818 Print ISSN: 2014-3214 <http://dx.doi.org/10.3926/ic.476>.
- [43] Kostagiolas, Petros. Charilaos Lavranos. Nikolaos Korfiatis. (2019). Learning analytics: Survey data for measuring the impact of study satisfaction on students' academic self-efficacy and performance. *Data in brief* 25 (2019) 104051. Contents lists available at ScienceDirect Data in brief journal homepage: [www.elsevier.com/locate/dib](http://www.elsevier.com/locate/dib).
- [44] Kreitner, R., and Kinicki, A. (2018). *Organization Behaviour*. New York: McGraw-Hill Higher Education.
- [45] Kusumaningati. Mukhneri Mukhtar. Bedjo Sujanto. (2018). The Influence of Self Efficacy, Job Satisfaction and Organizational Commitment Toward Organizational Citizenship Behavior (Ocb) of Teachers of Private Vocational Schools in South Jakarta. *International Journal of Scientific Research and Management (IJSRM)* Volume 06 Issue 06 Pages EL-2018-406-414 2018. Website: [www.ijrm.in](http://www.ijrm.in) ISSN (e): 2321-3418 Index Copernicus value (2015): 57.47, (2016):93.67, DOI: 10.18535/ijrm.v6i6.e106.
- [46] Lee, Kyeong-Jin. Kim, Young-Im. (2019). Effects of Self-efficacy and Job Stress on Organizational Commitment among Clinical Dental Hygienists. *Dent Hyg Sci* Vol. 19, No. 1, 2019, pp.60-66.
- [47] Lewicka, Dagmara. Aldona Glinska-Newes. Donna L. Morrow. Joanna Gorka. (2018). The Effect of Job Characteristics on Employee Loyalty: The Mediation Role of Vertical Trust and Perceived Supervisory Support. *Marketing and Management of Innovations*, 2018, Issue 2.
- [48] Limbarwati, Sri. Lukiastuti, Fitri. (2019). The Influence of Leadership and Organizational Culture on Employee Performance mediated by Organizational Commitment at the Brebes Regency Regional General Hospital. *Journal of Magisma* Vol. VII.No. 2–Year 2019. ISSN:2337-778X- ISSN:2685-1504
- [49] Lin, Li. Shiqim, Wang. (2018). The Mediating Effect of Organizational Commitment on Leadership Type and Job Performance. *Journal of World Economic Research* 2018; 7(1): 14-20 <http://www.sciencepublishinggroup.com/j/jwer> doi: 10.11648/jjwer.20180701.12 ISSN: 2328-773X (Print); ISSN: 2328-7748 (Online).
- [50] Lisbona, Ana. Francisco Palaci. Marisa Salanova and Michael Frese. (2018). The effects of work engagement and self-efficacy on personal initiative and performance. *Psicothema* 2018, Vol. 30, No. 1, 89-96. doi: 10.7334/psicothema2016.245. ISSN 0214 - 9915 CODEN PSOTEG Copyright © 2018 Psicothema [www.psychothema.com](http://www.psychothema.com).
- [51] Lumbanraja, concerned. Nizma, Cut. (2015). The Effect of Training and Job Characteristics on Nurses' Work Performance at the Langsa Regional General Hospital Health Service Agency *JOURNAL OF MANAGEMENT AND ENTREPRENEURSHIP*, VOL.12, NO. 2 144, SEPTEMBER 2015: 142-155.
- [52] Luthans, Fred. (2016). *Organizational Behavior, Translation V*. A Yuwono, Andi Publisher, Yogyakarta.
- [53] Mangi, Nozuko Glenrose. Daniel Ter Goon and Elizabeth Matsidiso Yako. (2019). Self-efficacy and Clinical Performance of Nurses Initiated and Management of Antiretroviral Therapy: Narrative Review. *The Open Public Health Journal* Content list available at: <https://openpublichealthjournal.com> *The Open Public Health Journal*, 2019, Volume 12 87.
- [54] Manzoor, Faiza. Longbao Wei. Mohammad Nurunnabi. Qazi Abdul Subhan. Syed Irshad Ali Shah and Samaher Fallatah. (2019). The Impact of Transformational Leadership on Job Performance and CSR as Mediator in SMEs. *Sustainability* 2019, 11, 436; doi:10.3390/su11020436 [www.mdpi.com/journal/sustainability](http://www.mdpi.com/journal/sustainability).

- [55] Maswani, Syah Tantri Yanuar Rahmat, Anindita Rina. (2019). The Relationship Between Organizational Culture and Job Satisfaction Towards Organizational Commitment and Employee Performance. *RJOAS*, 4(88), April 2019 144 DOI 10.18551/rjoas.2019-04.19.
- [56] Mathis, R., and Jackson, H. (2016). *Human Resource Management*. d. Jimmy Sadeli, Erj. Jakarta: Salemba Empat.
- [57] Mayer, J. D., & Salovey, P. (2017). *Emotional development and emotional intelligence: Education and implications*. New York: Basic Books.
- [58] McCormick, Earnest J. and Tiffin, (2015). *Human Resource Management*, PrenticeHall, Singapore.
- [59] McShane, S.L & Von Glinow, M.A. (2018), "Organizational Behavior: Emerging Realities for The Workplace Revolution, 4th Edition, McGraw-Hill/Irwin.
- [60] Mustafa, Ghulam. Richard Glavee-Geo. Kjell Gronhaug and Hanan Saber Almazrouei. (2019). Structural Impacts on Formation of Self-efficacy and Its Performance Effects. *Sustainability* 2019, 11, 860; doi:10.3390/su11030860 [www.mdpi.com/journal/sustainability](http://www.mdpi.com/journal/sustainability).
- [61] Northouse, Peter G. (2018). *Leadership: Theory and Practice*. Jakarta: PT. Puri Media Gem Index.
- [62] Nurtjahjono, Gunawan Eko. Umar Nimran, Muh. Al Musadieq and Hamidah Nayati Utami. (2020). The Effect of Job Characteristic Person-Job Fit, Organizational Commitment on Employee Performance (Study of East Java BPJS Employees). *Journal of Public Administration Studies*. JPAS Vol.5, No.1, pp. 5-7, 2020 © 2020 FIA UB. All right reserved ISSN 2548-902X e-ISSN 2541-6979.
- [63] Nuutila, Katariina. Anna Tapola, Heta Tuominen, Sirkku Kupiainen, Attila Pásztor and Markku Niemivirta. (2020). Reciprocal Predictions Between Interest, Self-efficacy, and Performance During a Task. *Frontiers in Education*. ORIGINAL RESEARCH published: 16 April 2020 doi: 10.3389/educ.2020.00036.
- [64] Osman, H Osman. Siti Fatimah Bahari. (2014). Transformational Leadership and Organizational Commitment—A Literature Review. 2:2 (2014) 127–133 | [www.sainshumanika.utm.my](http://www.sainshumanika.utm.my) | e-ISSN ISSN: 2289-6996.
- [65] Palta, Ayşegül. (2019). Examination of Teachers' Perceptions about Servant Leadership and Organizational Commitment. *International Education Studies*; Vol. 12, No. 4; 2019 ISSN 1913-9020 E-ISSN 1913-9039 Published by Canadian Center of Science and Education.
- [66] Putra, Bagus Nyoman Kusuma Putra. I Nengah Sudja, Luh Kadek Budi Martini. (2018). The Effect of Job Characteristics and Compensation to Work Satisfaction and Organization Commitment on All Lpd Kerambitan Tabanan. *International Journal of Contemporary Research and Review* ISSN 0976 4852 Research CrossRef DOI: <https://doi.org/10.15520/ijcrr/2018/9/03/462> March, 2018[Volume 09|Issue 03].
- [67] Daughter, Gitria Romadhona. Martono, S. (2015). The influence of job characteristics, career development, and job stress on organizational commitment. *Management Analysis Journal* 4 (4) (2015) *Management Analysis Journal* <http://journal.UNNES.Airconditioning.id/sju/index.php/maj>.
- [68] Rahim, Abdul Rahman. Jaman, Andi. (2018). The analysis of influence of motivation and organizational commitment on employees' performance in Telkom Kandatel Gorontalo Province. *Problems and Perspectives in Management*, 16(4), 429-443. doi:10.21511/ppm.16(4).2018.36.
- [69] Ramli, Abdul Haeba. (2017). Organizational Commitment and Employee Performance at Distributor Companies. *Business and Entrepreneurial Review* Vol.17, No.2, October 2017 E-ISSN: 2252-4614 Page 121 – 134.
- [70] Rego, Paulo, Miguel Pereira Lopes, José Luís Nascimento. (2016). Authentic Leadership and Organizational Commitment: The Mediating Role of Positive Psychological Capital. *Journal of Industrial Engineering and Management JIEM*, 2016 9 (1): 129 151 Online ISSN: 2018-0953 Print ISSN: 2018-8423 <http://dx.doi.org/10.3926/jiem.1540>.
- [71] Riyadi, Slamet. (2019). The Influence of Job Satisfaction, Work Environment, Individual Characteristics and Compensation toward Job Stress and Employee Performance. *International Review of Management and Marketing* ISSN: 2146-4405 available at <http://www.econjournals.com> *International Review of Management and Marketing*, 2019, 9(3), 93-99.
- [72] Robbins, S. P. (2019). *Organizational Behavior: Concept, Controversies, Applications 8th Edition: Indonesian ed.*. Jakarta: PT. Gramedia Group Index.
- [73] Robbins, S. P., and Judge T. A, M. (2018). *Perilaku Organisasi (Organizational Behavior)*. Penerjemah: Ratna Saraswati & Febriella Sirait. Pearson Education, Inc New Jersey Authirozed Translation Salemba Empat. Jakarta.
- [74] Robbins, S. P., and Judge T. A, M. (2015). *Perilaku Organisasi (Organizational Behavior)*. Penerjemah: Ratna Saraswati & Febriella Sirait. Pearson Education, Inc New Jersey Authirozed Translation Salemba Empat. Jakarta.
- [75] Rose, Raduan Che. Naresh Kumar. Ong Gua Pak. (2019). The Effect of Organizational Learning on Organizational Commitment, Job Satisfaction and Work Performance. *The Journal of Applied Business Research* November / December 2019 Volume 25, Number 6.
- [76] Saleem, Farida. Yingying Zhang Zhang, C. Gopinath, and Ahmad Adeel. (2020). Impact of Servant Leadership on Performance: The Mediating Role of Affective and Cognitive Trust. *SAGE Open* January-March 2020: 1–16 © The Author(s) 2020 DOI: 10.1177/2158244019900562.
- [77] Saremi, Hamid. Abas Ali Rezeghi. (2015). A Study on the Relationship between Self-efficacy Beliefs and Organizational Commitment with Job Satisfaction in Office Employees in Esfarayen City, Iran. *International Journal of Life Sciences* 9 (6): 2015; 15 – 23.
- [78] Shafique, Imran. Masood N. Kalyar. Bashir Ahmad. (2018). The Nexus of Ethical Leadership, Job Performance, And Turnover Intention: The Mediating Role of Job Satisfaction. *Interdisciplinary Description of Complex Systems* 16(1), 71-87, 2018.
- [79] Sigiro and Cahyono. (2005). Analysis of Differences in Job Satisfaction Levels reviewed from Locus of Control, Personality Type and Self Efficacy, *Journal of Business and Management*, Vo. 5, No. 2.
- [80] Sugiono. Ida Ayu Brahmāsari. I Dewa Ketut Raka Ardiana. (2019). The Effect of Organizational Culture, Transformational Leadership and Organizational Environment to the Organizational Commitment and Performance of Private Higher Performance in East Kalimantan Province. *Sebelas Maret Business Review* Vol. 4 Issue 2, pp. 72 – 76 ISSN: 2528-0627 (print) / 2528-0635 (online) Copyright © Magister Manajemen Universitas Sebelas Maret Homepage: <https://jurnal.uns.ac.id/snbr>.
- [81] Suharto. Suyanto. Nedi Hendri. (2019). The Impact of Organizational Commitment on Job Performance. *International Journal of Economics and Business Administration* Volume VII, Issue 2, 2019 pp. 189-206.



- [82] Sulin, Yanuar. (2019). The Effect of Work Engagement Mediation in the Influence of Job Characteristics and Perceived Organizational Support on Employee Performance in IT in STARTUP Companies. *Journal of Business Management and Entrepreneurship/ Volume 3/No.4/July 2019*: 94-102.
- [83] Sunarto (2018). Analysis of the Influence of Personality and Job Characteristics on Employee Performance mediated by Organizational Commitment (study at PDAM Tirta Panguripan, Kendal Regency). Vol 2 No. 1 (2018): Vol. 2 No. 1 First Edition. *Students' Journal of Economic and Management*.
- [84] Syarif, Suryadi. Herlina, Lina. (2019). Visionary Leadership and The Self Efficacy with Organizational Commitment. *JURNAL KEPEMIMPINAN PENDIDIKAN 2019*, Vol. 2(2) 313-332 © Author, 2019 p-ISSN 2086-2881 e-ISSN 2598-621X.
- [85] Tentama, Fatwa. Desta Rizky Kusuma, Subardjo. (2019). Job Satisfaction as A Mediating Variable In The Effect Of Transformational Leadership On Performance. *Humanities & Social Sciences Reviews eISSN: 2395-6518*, Vol 7, No 6, 2019, pp 1082-1089 <https://doi.org/10.18510/hssr.2019.76158>.
- [86] Wang, Honglei. Guan Bichen. (2018). The Positive Effect of Authoritarian Leadership on Employee Performance: The Moderating Role of Power Distance. *ORIGINAL RESEARCH published: 23 March 2018 doi: 10.3389/fpsyg.2018.00357*.
- [87] Wulani, Fenika. Elisabeth Supriharyanti. Boby Agustian. (2019). Leadership Style, Organizational Commitment, and Organizational Citizenship Behavior on Credit Union in Indonesia. *European Journal of Business and Management [www.iiste.org](http://www.iiste.org)* ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) DOI: 10.7176/EJBM Vol.11, No.14, 2019.
- [88] Yoon, Kyung Hee. Sung-Ho Oh. Bo-Young Kim. (2018). The Influence of Job Insecurity on Career Commitment and Attitude in Multinational Corporations. *The Journal of Applied Business Research January/ February 2018 Volume 34, Number 1*.
- [89] Yukl, Gary (2015), "Leadership in Organizations", Indonesian Edition, Fifth printing, PT. Index, Jakarta.
- [90] Zhu, Zhong-Ming. (2018). Effects of The Practice of Experiential Education on Employee Self-efficacy and Organizational Commitment in Catering Industry. *EURASIA Journal of Mathematics, Science and Technology Education ISSN: 1305-8223 (online) 1305-8215 (print) 2018 14(3):745-751 DOI: 10.12973/ejmste/80126*.