

Enhancing Employee Performance: The Mediating Role of Organizational Commitment

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Abstract. This study aims to examine the role of organizational commitment as a mediator in the relationship between work motivation, self-efficacy, and employee performance. The research focuses on all employees of the Central Java Regional Office of the Ministry of Law and Human Rights, with a sample of 189 respondents selected using Slovin's formula. Data was collected through a questionnaire featuring a 5-point agree-disagree scale, and analyzed using path regression analysis. The findings reveal a significant positive effect of work motivation and self-efficacy on organizational commitment. Moreover, work motivation and self-efficacy also impact employee performance. Organizational commitment effectively mediates the effect of work motivation and self-efficacy on employee performance with a total indirect effect. The Central Java Regional Office of the Ministry of Law and Human Rights should implement policies to boost organizational commitment among employees through various motivational strategies and efforts to enhance self-efficacy..

Key words: organizational commitment, work motivation, self-efficacy, employee performance

INTRODUCTION

Human resources are the most valuable asset for any organization or company, playing a critical role in achieving established goals. The quality of human resources is strategically important because skilled individuals drive successful task execution (Rustiana, 2010). Every organization aims to enhance employee performance to meet its objectives optimally. Despite significant capital and advanced technology, organizational goals cannot be realized without human resource support. Employee performance measures the quality of human resources. Performance refers to the work results achieved by employees in fulfilling their responsibilities (Mangkunegara, 2016) and indicates how well an individual completes their tasks (Sudarma, 2012). Suci and Ismiyati (2015) define performance as "the work results, both in quality and quantity, achieved by an individual to meet specific goals." Performance encompasses employee work results measured in both quality and quantity within the timeframe set by the company.

Work motivation is also essential for

improving employee performance. Motivation is an internal factor that drives an individual's behavior toward achieving specific goals (Mahmud, 2008). Wibowo (2016) describes motivation as "the drive behind a series of human behavior processes toward goal achievement." Work motivation is crucial for employees to achieve goals; when a company provides motivation, employees become more enthusiastic and driven to perform tasks well, positively impacting company performance (Nurnaningsih and Wahyono, 2017). Motivation is a strong desire within an individual that drives actions to achieve goals. Employees can be motivated by fulfilling their needs and desires (Ardilla and Pramusinto, 2015).

Motivated workers, driven to achieve personal goals, tend to perform better. Improved worker performance also enhances organizational performance. Therefore, high motivation in employees boosts individual, group, and organizational performance (Wibowo, 2016). Employees who are satisfied with their achievements and work environment will perform

better than those with low motivation (Wahyudin & Yulianto, 2007). Employees with high work motivation will work more enthusiastically and contribute positively to their responsibilities, ultimately improving employee performance.

Another factor influencing employee performance is self-efficacy. According to Bandura (1997) in Ghuftron and Risnawita (2017), self-efficacy is defined as an individual's belief in their ability to perform tasks or actions necessary to achieve specific outcomes. Alwisol (2005) states that self-efficacy is a self-assessment of the ability to perform an action well or poorly, correctly or incorrectly, and whether one can accomplish the required tasks. Self-efficacy is the belief that one can perform work and achieve specific goals as expected. It encourages individuals to strive for optimal results in their work. Confidence in one's abilities and belief in consistent success drive a person to work diligently and produce the best outcomes, enhancing performance.

This research addresses the gap in previous studies regarding the effects of work motivation, self-efficacy, and organizational commitment on employee performance. Pawirosu et al. (2017) found that these factors positively and significantly affect employee performance, both partially and simultaneously. Susanto et al. (2017) support this finding. The positive impact of work motivation on performance is further confirmed by Winarno and Pradana (2015), who found that "work motivation has a positive and significant influence on performance by 24.40%." This conclusion is supported by Noviawati (2016) and Zameer et al. (2014). However, Muda et al. (2014) found that motivation does not partially affect performance. Wuryanti and Setiawan (2017) demonstrated that self-efficacy positively influences employee performance, supported by Chasanah (2008) and Anggreni (2015). However, Kaseger (2013:906) found that self-efficacy does not significantly affect employee performance. This research examines the importance of organizational commitment as a bridge to address these contradictory findings.

This study aims to further investigate the effects of employee motivation, self-efficacy, and organizational commitment on employee performance and to analyze the impact of organizational commitment in mediating these effects. This research provides new insights into understanding employee performance holistically, especially the role of commitment as a mediator of work motivation and self-efficacy among civil

servants in the Ministry of Law and Human Rights, known for its bureaucratic rigidity.

METHODS

This study is quantitative in nature. It targets all 321 employees of the Central Java Regional Office of the Ministry of Law and Human Rights as its population. The sample size, determined to be 187 employees using Slovin's formula, was selected through Simple Random Sampling by drawing lots. The research examines three types of variables: independent variables (work motivation and self-efficacy), a dependent variable (employee performance), and a mediating variable (organizational commitment). Performance indicators, based on Mathis and Jackson (2006), include quantity of results, quality of results, timeliness of results, attendance, and the ability to work collaboratively.

Work motivation is assessed using Abraham Maslow's indicators as cited in Robbins (2016): physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Self-efficacy is measured using indicators from Bandura as cited in Ghuftron and Risnawita (2017), which include the dimensions of level, strength, and generality. Organizational commitment is evaluated using indicators from John Meyer and Natalie Allen as cited in Kreitner and Kinicki (2014): affective commitment, normative commitment, and continuance commitment. Primary data for this research is collected through a questionnaire employing a 5-point agree-disagree scale. These questionnaires are distributed to the study respondents and the collected data serve as the foundation for the study. The results are analyzed using path regression analysis techniques with the aid of SPSS software.

RESULTS AND DISCUSSION

Based on Table 1, the test results for each independent variable against the mediating variable of organizational commitment show the following: The work motivation variable has a significance value (sig.) of 0.002, which is less than 0.05, so H1 is accepted. This indicates that work motivation has a positive and significant effect on organizational commitment. Self-efficacy has a significance value (sig.) of 0.006, which is less than 0.05, so H2 is accepted. This indicates that self-efficacy has a positive and

significant effect on organizational commitment. The details are presented in Table 1 below.

Tabel 1. Persamaan Struktural 1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.571	4.142		3.789	.006
	Job Motivation	8.248	2.196	.472	3.791	.006
	Self Efficacy	.599	.134	.572	4.114	.002

a. Dependent Variable: Organizational commitment

Next, the work motivation variable has a significance value (sig.) of 0.001, which is less than 0.05, so H3 is accepted. This indicates that work motivation has a positive and significant effect on employee performance. The self-efficacy variable has a significance value (sig.) of 0.004, which is less than 0.05, so H4 is accepted.

This indicates that self-efficacy has a positive and significant effect on employee performance. The organizational commitment variable has a significance value (sig.) of 0.002, which is less than 0.05, so H5 is accepted. The details are presented in Table 2 below.

Tabel 2. Persamaan Struktural 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.014	4.211		3.741	.006
	Job Motivation	8.147	2.117	.472	3.791	.001
	Self-Efficacy	.599	.134	.581	4.001	.004
	Organizational commitment	.789	.144	.711	5.014	.002

a. Dependent Variable: Employee performance

The effect of work motivation on organizational commitment shows a positive and significant relationship. In other words, higher work motivation leads to higher organizational commitment, and vice versa. This finding is supported by research from Marhoon and Noor (2017) and Wardhani (2015), which demonstrates that both extrinsic and intrinsic motivation positively impact work commitment. In the Central Java Regional Office of the Ministry of Law and Human Rights, motivation is provided once a week during routine meetings and through additional income for high-performing employees. Data analysis reveals that work motivation is generally good, though the physiological needs indicator has the lowest score, indicating employee complaints about inadequate salaries to meet basic needs.

The Effect of Self-Efficacy on Organizational Commitment also shows positive and significant results. This supports the hypothesis that high

self-efficacy enhances organizational commitment, in line with Subagyo's (2014) research. Self-efficacy involves self-assessment of one's ability to perform tasks effectively. Employees at the Central Java Regional Office have good self-efficacy, although the level dimension has the lowest score. The Effect of Work Motivation on Employee Performance indicates a positive and significant relationship. Winarno's (2015) study supports this finding, showing that work motivation has a positive effect on both individual and organizational performance. Work motivation at the Central Java Regional Office is rated as fairly good, but physiological needs have the lowest score, reflecting some employees' concerns over insufficient salaries.

The Effect of Self-Efficacy on Employee Performance is also significant. This finding is supported by Wuryanti and Setiawan (2017), who found that self-efficacy positively affects

employee performance. Although the level dimension of self-efficacy has the lowest score, employees at the Central Java Regional Office generally have good self-efficacy. The Effect of Organizational Commitment on Employee Performance shows a positive and significant relationship. This finding is supported by Fauzi et al. (2016), indicating that organizational commitment, measured by affective, normative, and continuance commitments, positively impacts employee performance. However, the continuance commitment indicator has the lowest score, suggesting that employees feel they could find work elsewhere.

The Effect of Work Motivation on Employee Performance through Organizational Commitment shows a positive and significant impact of work motivation on employee performance through organizational commitment at the Central Java Regional Office. Work motivation has a direct effect on employee performance and an indirect effect through organizational commitment. Although motivation is provided by leaders, it is not yet optimal, occurring only once a week during routine briefings. This motivation fosters organizational commitment and enhances work enthusiasm, which positively affects employee performance. Path analysis results indicate that the total indirect effect is greater than the direct effect, so the hypothesis stating "Work motivation positively and significantly affects employee performance with organizational commitment as a mediating variable" is accepted. This is also supported by Chandraningtyas et al. (2012), who found that "Organizational commitment can mediate the relationship between work motivation and employee performance."

The Effect of Self-Efficacy on Employee Performance through Organizational Commitment shows a positive and significant impact of self-efficacy on employee performance through organizational commitment at the Central Java Regional Office. Self-efficacy has both a direct effect on employee performance and an indirect effect through organizational commitment. Employees at the Central Java Regional Office have strong self-efficacy and believe in their ability to perform tasks. High self-efficacy contributes to organizational commitment, which in turn enhances employee performance. Path analysis shows that the total indirect effect is greater than the direct effect, confirming the hypothesis that "Self-efficacy positively and significantly affects employee

performance with organizational commitment as a mediating variable." This finding is supported by Mahanani (2009) and Subagyo (2014), who found that self-efficacy positively and significantly affects organizational commitment, which subsequently improves individual performance within the organization.

CONCLUSION

Based on the research findings, the conclusions that can be drawn are as follows: Work motivation has a positive and significant effect on organizational commitment. Self-efficacy also has a positive and significant impact on organizational commitment. Additionally, work motivation has a positive and significant effect on employee performance, as does self-efficacy. Organizational commitment is capable of mediating the effects of work motivation and self-efficacy on employee performance at the Central Java Regional Office of the Ministry of Law and Human Rights. The theories supporting these findings include Victor Vroom's Expectancy Theory, which posits that a person's motivation is influenced by their expectations of achieving certain outcomes and the value they place on these outcomes. Additionally, Albert Bandura's Self-Efficacy Theory asserts that an individual's belief in their ability affects their actions and performance. Meyer and Allen's Organizational Commitment Theory also supports these findings, stating that employees' commitment to the organization can enhance their performance.

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