

Analysis of the Effects of Self-Efficacy Mediation and Organizational Commitment on the Effect of Transformational Leadership Style and Organizational Culture on Employee Performance of PT Sarana Lintas Caraka

Netty Laura Simbolon¹, Budi Satriyo Priyonggo²

^{1,2}Universitas 17 Agustus 1945 Jakarta, Indonesia

netty.simbolon@uta45jakarta.ac.id, budi.sljkt@gmail.com

Abstract

A company cannot develop optimally if it is not fully supported by qualified and advanced human resources within the company, including PT Sarana Lintas Caraka. The purpose of this study was to examine the mediating effect of self-efficacy and commitment to the effect of transformational leadership style and organizational culture on employee performance and job satisfaction at PT Sarana Lintas Caraka. The research method used in this research is quantitative with Partial Least Square (PLS-SEM) technique and assisted by SmartPLS 3.0 software. The researcher chose the census technique in the sampling technique, namely all members of the population (all PT Sarana Lintas Caraka) were used as samples in this study to examine the mediating effect and the direct influence of the related variables. The results of this study indicate that there is an effect of transformational leadership style on employee performance, there is an influence of organizational culture on employee performance, there is an influence of self-efficacy on employee performance, organizational commitment has no effect on employee performance, self-efficacy is not able to mediate the effect of transformational leadership style on employee performance. Employee performance, self-efficacy is able to mediate the effect of organizational culture on employee performance, organizational commitment is not able to mediate the effect of transformational leadership style on employee performance, organizational commitment is not able to mediate the effect of organizational culture on employee performance. The method of determining the number of respondents' eligibility is using the Hair Method which states that the respondent may be 5 to 10 times the number of research variable indicators.

Keywords

transformational leadership;
organizational culture; self
efficacy; commitment;
employee performance;
employee job satisfaction



I. Introduction

In the era of globalization, all forms of economic growth on a domestic and global scale are experiencing increasingly rapid development. PT or Limited Liability Company Sarana Lintas Caraka is a company engaged in export and import customs services. In organizational structure there are several departmental divisions where each division below has staff and

employees. In addition to the high role of employees, the role of leaders is also needed by the company to achieve the vision and mission. The role of leadership is needed in providing the best direction and solutions so that employee performance can be maximized in accordance with the objectives of the company's vision and mission. Leaders have their own leadership style that is used to lead the company. As is the case with transformational leadership applied by the leaders of PT Sarana Lintas Caraka, where the leader will transmit and emphasize the group and employee values, reward system, risk, tolerance and so on (Sazly & Winna, 2019). The leadership style applied by PT Sarana Lintas Caraka shows that leaders are able to provide changes in employees that are visible and have an impact on the organization to achieve higher performance according to Denny Setiawan in (Sazly & Winna, 2019). The problems that occur in this leadership style according to an interview with one of the leaders of PT Sarana Lintas Caraka are employees who sometimes feel that there are difficulties in adapting if there are changes given by the leadership at any time. This is still considered burdensome for employees who were previously comfortable with the previous situation to improve performance.

In addition to the leadership style applied by PT Sarana Lintas Caraka, organizational culture is also important to note. Organizational culture gives birth to innovation, every employee must be able to adapt to the situation and become marketing so that with the changes that occur during the current pandemic, employee performance and job satisfaction remain maximal. The leadership style and organizational culture that are considered are also supported by self-efficacy and organizational commitment in having an impact on employee performance and job satisfaction. With high self-efficacy and commitment, employees are expected to be able to adjust the type of work given and be able to do the work with maximum results. Employee performance and job satisfaction play an important role for every organization in increasing change and progress towards a better direction in achieving organizational goals. Employees must be confident and capable that they can and are committed to what they do and are responsible for the results they do. Companies through the human resources department must evaluate the performance and job satisfaction of employees obtained within a certain period of time.

Self-efficacy is the belief that one can control the situation and get positive results (Zulkosky, 2009). This self-efficacy is also reflected in the employees of PT Sarana Lintas Caraka. Some employees believe that they can solve problems that occur in doing their jobs well. However, there are some employees who still feel less confident in doing their jobs due to the lack of knowledge, experience and training provided (an interview with one of the leaders of PT Sarana Lintas Caraka). In addition to self-efficacy, employee commitment is also important to note because it has an impact on employee performance and job satisfaction. An employee who has a high commitment to the organization will give all his energy, abilities and soul to the company wholeheartedly in doing the job. So that researchers are interested in conducting research related to the performance of PT Sarana Lintas Caraka.

Several previous studies, according to Ali et al., (2014); Llorens et al., (2018); A. A. A. P. Mangkunegara & Huddin (2016) found that transformational leadership has a significant effect on employee performance and job satisfaction. Besides that, according to David et al., (2017), Researchers state that transformational leadership has no significant effect on employee performance and job satisfaction. Eliyana et al., (2019) stated that transformational leadership has a significant direct effect on organizational commitment and job satisfaction, the results of which were found in his study. However, if it is intervened by organizational commitment, it cannot have a direct impact on work performance, but transformational leadership cannot be applied to work performance with a significant impact. This study attempts to address this gap. Ratnasari et al., (2019), The results showed that there was

significant influence between leadership style and job satisfaction on organizational culture performance and job satisfaction, leadership style between performance had an indirect effect through a significant influence. Based on the research gap, the researcher is interested in examining the mediating effect of self-efficacy and employee commitment on the effect of transformational leadership style and organizational culture on the performance and job satisfaction of PT Sarana Lintas Caraka employees.

II. Review of Literature

2.1 Transformational Leadership Style

Transformational leadership style is a leadership style where the leader can provide change in each individual that is visible for achieving higher performance for the entire organization (Sazly & Winna, 2019). Transformational Leadership Style describes a deeper relationship between leaders and their employees. This intense relationship has an impact where employees can be influenced by superiors and can carry out orders without coercion or build a sense of pleasure in the individual. This transformational leadership gives attention and care to individuals by applying intellectual stimulation to employees and assigning tasks according to employees' abilities and also analysis of conditions and situations so that employees or employees in the company grow creative and innovative spirits that need to be developed (Septyan et al., 2017).

2.2 Organizational Culture

Robbins (2015) states that organizational culture is a strong, dominant and positive system that is carried out to distinguish one organization from another by employees or members.

According to Hofstede in Sido et al., (2012) provides an understanding that organizational culture is the existence of various interactions of habits, characteristics that affect groups in their environment. Organizational culture can be used and achieved optimally, organizational culture can be introduced, strengthened, maintained, created in employees by the socialization process (Nurtjahjani dalam Rahyuda, 2016).

2.3 Self-Efficacy

Self-Efficacy has the meaning that there is confidence from a person in his own abilities and they are able to overcome and carry out situations and conditions and successfully do so (Hardianto, 2014). In order to be able to see the level of self-efficacy in an individual, it can be seen from how much an individual can solve the problems that are currently being faced in his work (Efendi, 2013).

2.4 Organizational Commitment

Organizational commitment is an attitude that shows that the employee is loyal and concerned about the organization and the ongoing process of employees or members of the organization in expressing their concern for the organization and also continuous success or progress (Sambung, 2016).

2.5 Employee Performance

Mangkunegara & Octorend (2015) argues that performance is defined in terms of both quality and quantity in the form of work that has been achieved by individuals who work in an organization in carrying out their duties and in accordance with the responsibilities assigned to them. Performance can be influenced by various factors, both

internal factors and environmental factors directly or indirectly. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021).

Organizational members or employees have a high level of performance if there is a suitability of abilities with what they do. If it is fulfilled, then there will be a sense of responsibility in the willingness and work to be active and participate in achieving the goals of the organization/company through the optimal implementation of work and tasks (Sido et al., 2012).

III. Research Methods

3.1 Types of Research

Quantitative research is used by researchers in research where this method is suitable for use in large populations with limited variables. It involves the utilization and analysis of numerical data using specialized statistical techniques to answer questions such as how, who, how much, when and where (Apuke & Programmes, 2017). This research is a causal research because there is a causal effect between variables in the research model, namely the analysis of the mediating effect of self-efficacy and organizational commitment on the effect of transformational leadership style and organizational culture on employee performance at PT. SLC. This research is a census research. This study uses a census because to maximize the results of research conducted by researchers at PT. SLC. Based on the level of naturalness, this study uses a survey research method by distributing questionnaires and structured interviews.

3.2 Research Design

This quantitative research uses Smart PLS 3.0 as software in data processing by using Partial Least Square (PLS-SEM). This research will use all employees at PT. SLC as research object (research sample).

3.3 Research Stages or Procedures

This research begins with a pre-survey to obtain data and problems raised by the researcher or what is known as the identification of research problems, then a research literature study is carried out related to the problems and variables raised in this study. After that, a conceptual framework for research related to the problem under study was developed. After that, identifying variables, definitions, hypotheses and questions, developing research designs, determining sampling techniques, collecting related data and processing or quantifying data and data analysis, to produce discussions and conclusions from the research.

3.4 Population, Sample, Data Source

The population of this study are all employees of PT. SLC as many as 272 people. The research sample used the census technique, namely all members of the population as the research sample, namely as many as 272. The data sources used primary and secondary data.

IV. Discussion

4.1 Descriptive Statistics

Respondents used as many as 272 respondents, using simple random sampling with Hair Method at least 5 to 10 times the number of indicators. The results of the data in this study, obtained from questionnaires distributed to respondents using google form. The questionnaire in this study contains statement items related to research variables, the questionnaire also contains respondents' personal data consisting of: gender, age, last education, employee status, and respondent's length of service. The data collected from the respondents are presented as follows:

Table 1. Characteristics of Respondents

No	Characteristics	Amount	Percentage (%)
1	Gender		
	1. Man	85	31.3
	2. Woman	187	73.7
Total		272	100
2	Age		
	1. <25 Year	122	44.9
	2. 25 - 30 Year	95	34.9
	3. 31 - 40 Year	47	17.3
	4. > 40 Year	8	2.9
Total		272	100
3	Last Education		
	1. Junior High School	0	0
	2. Senior High School	106	39
	3. D3	42	15.4
	4. S1	124	45.6
Total		272	100
4	Employee Status		
	1. Contract Employees	79	29
	2. Permanent Employees	193	71
Total		272	100
5	Length of Work		
	1. < 3 Year	114	41.9
	2. 3 - 6 Year	92	33.8
	3. 7 - 10 Year	40	14.7
	4. > 10 Year	26	9.6
Total		272	100

From the table, it can be seen that the description of the respondents in terms of years of service, most of the respondents had less than 3 years of service, as many as 114 people (41.9%), this shows that the employee's work experience is still very minimal.

4.2 Validity and Reliability Test

a. Test the Validity of Measurement (Outer) Model

The outer model is the relationship between the indicators and their constructs. The initial evaluation or testing of the measurement model is reflective, namely with convergent validity. The evaluation of convergent validity begins by looking at the item reliability (validity indicator) which is indicated by the value of the loading factor. The factor loading value less than 0.5 will be omitted in the model and if the factor loading value is more than 0.5 then it has good validity. For research in the early stages of developing a measurement scale, a loading value of 0.5 to 0.60 is considered sufficient. The factor loading significance test can be done with t statistic or p value, if the t statistic value > 1.96 and p value < 0.05 then it has significant validity.

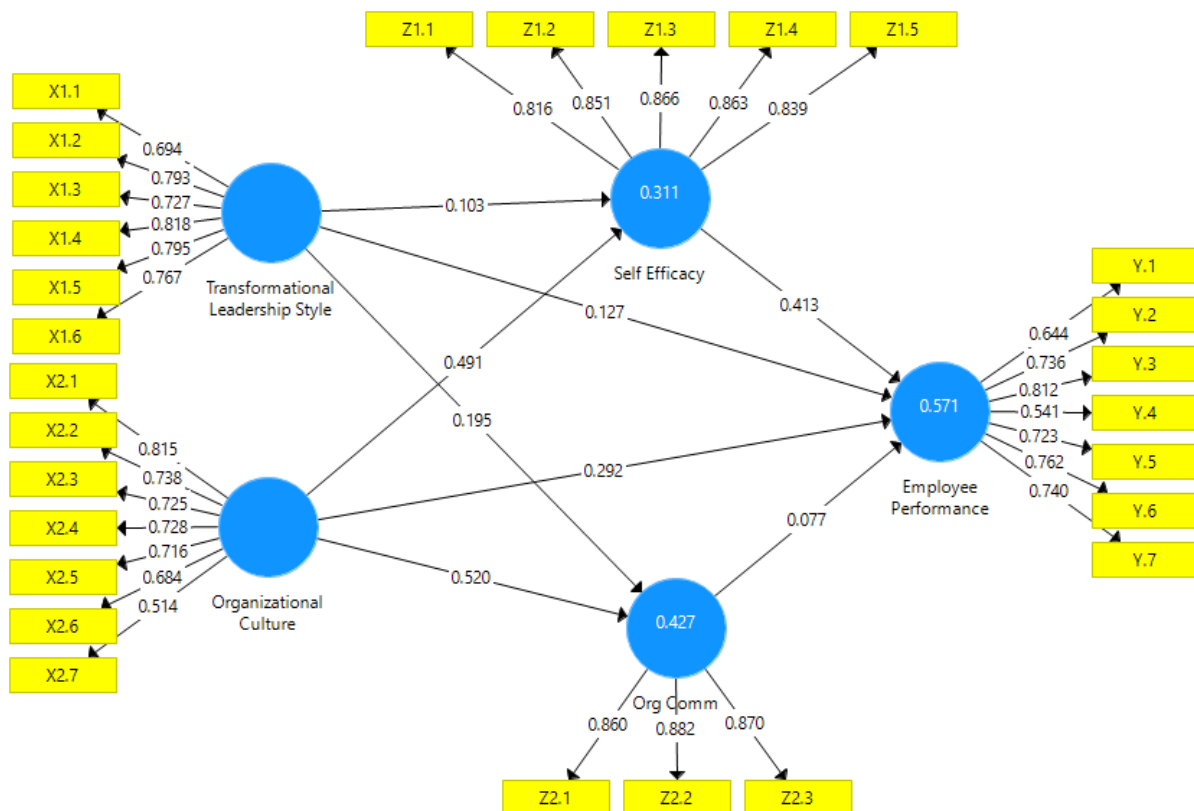


Figure 1. Construct Reliability and Validity

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The validity of the instrument can be proven by some evidence. These evidences include content, otherwise known as content validity or content validity, constructively, or known as construct validity, and criteria, or known as criterion validity (Yusup, 2018). From the outer loading image, the respondent's validity test in this study was in accordance with the existing criteria and was valid.

b. Reliability Test

Sugiyono (2013) said that a reliable instrument is an instrument which, when used several times to measure the same object, will produce the same data. Reliability tests were carried out on the outer model, including: Composite Reliability, which is data that has a value > 0.7 has high reliability, Cronbach Alpha, namely the reliability test results are

strengthened by the Cronbach alpha value and the expected value is > 0.7 for all constructs, Average Variance Extracted (AVE), this value describes the magnitude of the variance and the expected value > 0.5 .

Based on the results of the respondent's data processing and the outer loader image, the respondents from this study were reliable and answered the questionnaire questions consistently and the accuracy of the data from the respondents deserved to be tested in hypothesis testing.

c. Structural Testing (Inner) Model

Inner model analysis is carried out to ensure that the structural model built is robust and accurate. The evaluation of the inner model can be seen from several indicators including:

d. Coefficient of Determination (R^2)

The coefficient of determination is the square of the correlation coefficient (R^2) which is related to the independent variable and the dependent variable (Saputri, 2016). In regression analysis, the coefficient of determination is used as the basis for determining the effect of the independent variable on the dependent variable. The formula used is: $KD = R^2 \times 100\%$. The point is to measure how much the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero to one. From the coefficient values obtained from the data processing of this study, it was found that R^2 was employee performance 0.571, self-efficacy 0.311 and organizational commitment 0.427.

From the coefficient of determination (R^2) 0.571, it means that transformational leadership style and organizational culture on employee performance contributed 0.571 or 57.1% while the rest was influenced by other factors outside of this study. The coefficient of determination (R^2) 0.311 means that the mediation of self-efficacy on transformational leadership style and organizational culture on employee performance contributes 0.311 or 31.1% while the rest is influenced by other factors outside this study. The value of the coefficient of determination (R^2) 0.427 means that the mediation of organizational commitment to transformational leadership style and organizational culture on employee performance contributes 0.427 or 42.7% while the rest is influenced by other factors outside of this study.

4.3 Hypothesis Testing

Hypothesis testing is a test that includes the significance value of each path coefficient which states that there is a significant or insignificant effect between constructs. This structural model test is used to test the hypothesis between the research variables and can be seen from the P value and T statistic value. If the T statistic is > 1.96 then the effect is significant or if the P value < 0.05 means the effect is significant (Angelini, 2018).

Table 2. Path Coefficient Hypothesis Testing Results

	Original Sample	Sample Mean	Standard Deviasi	T Statistics	P Value
Organizational Culture -> Organizational Commitment	0.520	0.525	0.050	10.373	0.0000
Organizational Culture -> Self-Efficacy	0.491	0.490	0.063	7.838	0.0000
Sef-Efficacy->Employee Performance	0.413	0.416	0.065	6.367	0.0000
Organizational Culture -	0.292	0.287	0.072	4.030	0.0000

>Employee Performance					
Transformational Leadership Style -> Organizational Commitment	0.195	0.194	0.059	3.326	0.001
Transformational Leadership Style -> Employee Performance	0.127	0.130	0.064	1.985	0.048
Transformational Leadership Style -> Self-Efficacy	0.103	0.109	0.070	1.487	0.138
Organizational Commitment -> Employee Performance	0.077	0.076	0.063	1.212	0.226

Table 3. Specific Indirect Effect Hypothesis Testing Results

	Original Sample	Sample Mean	Standard Deviasi	T Statistics	P Value
Organizational Culture -> Organizational Commitment -> Employee Performance	0.040	0.038	0.032	1.249	0.212
Organizational Culture -> Self-Efficacy -> Employee Performance	0.203	0.206	0.042	4.814	0.0000
Transformational Leadership Style -> Sef-Efficacy->Employee Performance	0.043	0.045	0.029	1.469	0.142
Transformational Leadership Style -> Organizational Commitment -> Employee Performance	0.015	0.014	0.013	1.165	0.244

Table 4. Outer Loadings Hypothesis Testing Results

	Employee Performance	Org Comm	Organizational Culture	Self Efficacy	Transformational Leadership Style
X1.1					0.694
X1.2					0.793
X1.3					0.727
X1.4					0.818
X1.5					0.795
X1.6					0.767
X2.1			0.815		
X2.2			0.738		
X2.3			0.725		
X2.4			0.728		
X2.5			0.716		
X2.6			0.684		
X2.7			0.514		
Y.1	0.644				
Y.2	0.736				
Y.3	0.812				
Y.4	0.541				
Y.5	0.723				

Y.6	0.762				
Y.7	0.740				
Z1.1				0.816	
Z1.2				0.851	
Z1.3				0.866	
Z1.4				0.863	
Z1.5				0.839	
Z2.1		0.860			
Z2.2		0.882			
Z2.3		0.870			

From the data in tables 2 and 3 above, to answer the proposed hypothesis, it is known that the proposed hypothesis is accepted and some is rejected. This shows that there are variables that have an effect and do not have an effect. The following are the results of the analysis related to the influence between variables according to the proposed hypothesis:

1. The Influence of Transformational Leadership Style on Employee Performance

The results of the path coefficient based on the T-Statistics value show that the effect of transformational leadership style on employee performance has a significance level of 1,985 so it is stated that transformational leadership style has a positive and significant effect on employee performance and the hypothesis is accepted. The results of this study are in accordance with research conducted by Mangkunegara & Octorend (2015); Nguyen et al., (2017) which shows that there is an effect of transformational leadership style on employee performance. Leaders can influence employees to follow directions and high expectations for their subordinates. In addition, leaders must show team spirit and high emotional appeal and encourage employees to come up with new ideas so as to encourage employee performance for the achievement of organizational goals.

2. The Influence of Organizational Culture on Employee Performance

The results of the path coefficient based on the T-Statistics value show that the influence of organizational culture on employee performance has a significance level of 4,030 so it is stated that organizational culture has a positive and significant effect on employee performance and the hypothesis is accepted. According to research conducted by Ratnasari et al., (2019); Rehman et al., (2018) which shows that there is an influence of organizational culture on employee performance. Optimal organizational culture will create employees who have a high sense of responsibility towards the company. With the pattern that is used to be applied in the company, it will become the hallmark of the company and improve performance than the employees themselves.

3. The Influence of Self-Efficacy on Employee Performance

The results of the path coefficient based on the T-Statistics value show that the effect of self-efficacy on employee performance has a significance level of 6,367 so it is stated that self-efficacy has a positive and significant effect on employee performance and the hypothesis is accepted. An employee who has a high level of self-confidence is able to work no matter how hard the challenges of the type of work given. Because an employee with high self-efficacy believes he can solve a work problem and will take the best decision for the betterment of the company.

4. The Influence of Organizational Commitment on Employee Performance

The results of the path coefficient based on the T-Statistics value show that the effect of organizational commitment on employee performance has a significance level of 1,212 so it is stated that organizational commitment has no effect on employee performance and the hypothesis is rejected. This is contrary to research conducted by Atika et al., (2019); Rehman et al., (2018); ShahidaParveen (2019) which shows that there is an effect of organizational commitment on employee performance. Employees have an important role for every company. If employees do not have a commitment to the company, their performance will decline and have an impact on the progress of the company.

5. Self-Efficacy can Mediate the Effect of Transformational Leadership Style on Employee Performance

The results of specific indirect effects based on the T-Statistics value show that self-efficacy is not able to mediate the effect of transformational leadership style on employee performance because it has a significance level of 1.469 so the hypothesis is rejected. Employees who have high self-efficacy are not able to mediate the effect of transformational leadership style on the performance of the employees themselves. It could be because the leader is inattentive or the welfare of employees is neglected. This can affect the company because the role of employees is very important and the absence of employee trust in the leadership will clearly reduce the performance of the employees themselves.

6. Self-Efficacy can Mediate the Influence of Organizational Culture on Employee Performance

The results of the specific indirect effect based on the T-Statistics value show that self-efficacy is able to mediate the influence of organizational culture on employee performance because it has a significance level of 4,814 so that the hypothesis is accepted. Confidence in the ability of employees to solve work problems and supported by a strong company system will improve the performance of the employees themselves. The interactions and habits of the organizational culture will create employees who are loyal to the company so that the company's goals will be achieved in accordance with the company's vision and mission.

7. Organizational Commitment is able to Mediate the Effect of Transformational Leadership Style on Employee Performance

The results of the specific indirect effect based on the T-Statistics value show that organizational commitment is unable to mediate the effect of transformational leadership style on employee performance because it has a significance level of 1.165 so the hypothesis is rejected. Organizational commitment is created if employees are loyal to the company and are willing to listen to directions and input from the leadership. Employee performance will decrease if the employee himself cannot adapt to the ideas and policy changes from the leadership. Companies must keep abreast of the times and employees are required to be able to adapt to the changes that occur.

8. Organizational Commitment is Able to Mediate the Influence of Organizational Culture on Employee Performance

The results of the specific indirect effect based on the T-Statistics value show that organizational commitment is not able to mediate the influence of organizational culture on employee performance because it has a significance level of 1,249 so the hypothesis is rejected. Every company innovation must be acceptable to the employees themselves. If employees don't want to make changes and don't want to take risks, the company will lose competitiveness with other companies. Because every time the company's external changes

continue and employee performance is required to be able to adapt to changes outside the company's internal.

V. Conclusion

This study provides empirical evidence regarding the mediating effect of self-efficacy and organizational commitment on the effect of transformational leadership style and organizational culture on employee performance. This study used a sample of 272 respondents, who were employees of PT. SLC. The results showed that:

1. The influence of transformational leadership style on employee performance. A leader identifies the changes needed, develops a vision that will pave the way for the changes to be made and executes the plans necessary for those changes to occur. Leaders must be able to influence employees to follow directions and leaders must show team spirit and high emotional appeal and encourage employees to come up with new ideas so as to encourage employee performance to achieve organizational goals.
2. The influence of organizational culture on employee performance. Companies have their own characteristics in running their business. These characteristics indicate that there are differences with other companies where if done optimally the employee's sense of responsibility for the work given will not burden the employee himself and improve the employee's performance.
3. The influence of self-efficacy on employee performance. Confidence and self-confidence of employees is needed by the company. An employee who has high self-confidence and is optimistic about all types of work given by his superiors will do it with pleasure and can complete the work himself well. This will certainly make employees more mature and will improve their performance.
4. Organizational commitment has no effect on employee performance. The company will progress and develop if it is supported by optimal employee performance. The role of employees is very important because employees must be confident and able that they can and are committed to what they are doing and are responsible for the results they are doing. This of course must also be supported by the company itself, whether there is reciprocity from the company to employees. Does the company pay attention to the welfare of employees and feel that employees are part of the company, If not, the employees will carry out their work with compulsion and neglect so that employees are not loyal to the company and will reduce their performance so that it affects the growth and development of the company.
5. Self-efficacy is not able to mediate the effect of transformational leadership style on employee performance. Employees who have the ability to get the job done well can change if the leadership policies don't match their expectations. Leaders must be fair in every decision they make, both for the betterment of the company and for the welfare of employees. Because if it is only for the personal interests of the leadership and the company, employees will not work optimally and will reduce their performance.
6. Self-efficacy is able to mediate the influence of organizational culture on employee performance. Each company has its own characteristics to distinguish it from other companies. A strong system will build the character of employees to become strong workers, able to solve and solve work problems well. Employees will feel part of the company's system and will be loyal to the company so that it will improve their performance.
7. Organizational commitment is not able to mediate the effect of transformational leadership style on employee performance. A leader must be able to make the right policies for the progress of the company and the welfare of employees. Employee

performance will decrease if the policies and directions from the leadership are only oriented towards the progress of the company without paying attention to the welfare of employees. If employees are not loyal to the company, they will reduce their performance and the impact will be bad for the company.

8. Organizational commitment is not able to mediate the influence of organizational culture on employee performance. Employees who are loyal to the company will work optimally to advance the company. However, employees must be supported by adequate human resources in order to be able to adapt to changes that occur outside. Because if you don't want to adjust to the times and stay in place, the company will be left far behind its competitors.

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