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# MIX: Jurnal Ilmiah Manajemen

*Management Scientific Journal*

ISSN (Online): 2460-5328, ISSN (Print): 2088-1231

[https://publikasi.mercubuana.ac.id/index.php/jurnal\\_Mix](https://publikasi.mercubuana.ac.id/index.php/jurnal_Mix)

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## Effect of Self Efficacy, Training, Motivation, and Competence on Organizational Commitment with Employee Performance as Intervening Variables at PT Bina Utama Sakti

Tukfa Qurotalain\* <sup>1)</sup>; Sriyono <sup>2)</sup>; Hadiah Fitriyah <sup>3)</sup>

<sup>1)</sup> [Tukfaqurotalain2@gmail.com](mailto:Tukfaqurotalain2@gmail.com), Universitas Muhammadiyah Sidoarjo, Indonesia\*

<sup>2)</sup> [Sriyono@umsida.ac.id](mailto:Sriyono@umsida.ac.id), Universitas Muhammadiyah Sidoarjo, Indonesia

<sup>3)</sup> [Hadiah@umsida.ac.id](mailto:Hadiah@umsida.ac.id), Universitas Muhammadiyah Sidoarjo, Indonesia

\*) Corresponding Author

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### ABSTRACT

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The problem on this research is that there may be a lower overall performance at PT Inkasa Jaya Aluminium which is due to the shortage of advantageous factors which include self-efficacy, training, motivation, and competence of PT Bina Utama Sakti personnel whose work at PT Inkasa Jaya Aluminium influences the decline in organizational dedication and worker overall performance.

**Objective:** To investigate the impact of self-efficacy, training, motivation, and competence on organizational dedication with worker overall performance as an intervening variable.

**Methodology:** Based on the approach of facts collection, the researcher used quantitative studies techniques with surveys. The number of samples in this study was 100 employees of the production division at PT Bina Utama Sakti. The data analysis method in this study is using SEM analysis with mediating effects using the SmartPLS3 application to determine P-values and Path Coefficient Test as hypothesis testing.

**Finding:** The effects that are looked at are: Self-efficacy, motivation, and competence that don't have any great and insignificant impact on organizational dedication; Training has a great and huge impact on organizational dedication; Self-efficacy, training, and motivation don't have any great and insignificant impact on worker overall performance; Competence has a great and huge impact on worker overall performance; Employee overall performance has a great and huge impact on organizational dedication; Self-efficacy, training, motivation, and competence can't have an impact on organizational dedication via worker overall performance

**Conclusion:** To optimize performance, the company should make a special policy to be able to further improve the self-efficacy, training, motivation, and competence of their employees to maximize their performance in increasing the company's success in achieving its goals.

**Keywords:** *Competence; Employee Performance; Motivation; Organizational Commitment; Self-Efficacy*

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Submitted:

Revised:

Accepted:

2022-05-31

2022-06-01

2022-06-05

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### Article Doi:

[http://dx.doi.org/10.22441/jurnal\\_mix.2022.v12i2.002](http://dx.doi.org/10.22441/jurnal_mix.2022.v12i2.002)

## INTRODUCTION

There is a lower overall performance of PT Inkasa Jaya Aluminium withinside the anodized bath racking pile and the anodized bath racking tonnage in addition to withinside the anodized bath unracking pile and the anodized bath unracking tonnage. The lower overall performance is a concept to be because of the shortage of ultimate self-efficacy, training, motivation, and competence of PT Bina Utama Sakti personnel who work at PT Inkasa Jaya Aluminium which impacts the decline in the organizational dedication which then impacts a lower in worker overall performance. Organizational dedication in step with Nadapdap (2017) is a mindset that displays the volume to which a character is aware of and is certain to his business enterprise. Employees who sense extra devotion to the business enterprise have dependable habits, plan to live longer with the business enterprise, and placed extra attempt into their work.

PT Bina Utama Sakti is one of the companies engaged in providing labor services and job chartering, according to the Regulation of the Minister of Manpower No. 13 of 2013 and incorporated as a Limited Liability Company (PT) whose deed of establishment was approved by the Ministry of Law and Human Rights of the Republic of Indonesia. PT Bina Utama Sakti has the following tasks: (1) Providing the workforce needed by service user companies, including: Cleaning service, Drivers, Supporting Skill-Non-skill Production, Receptionists and Discipline Enforcers, Administrative and other Staff, (2) Help create quality human resources by implementing a recruitment process and providing training for prospective employees, so that when assigned later prospective employees already have the skills and good work ethic, and (3) Provide free consultation facilities as a form of maximum service from the company

An unusual decline at PT Bina Utama Sakti in worker overall performance is that there are nonetheless many proceedings from customers concerning the overall performance of personnel assigned to PT Inkasa Jaya Aluminium. Judging from their competence, the modern schooling of all personnel are from lower faculty graduates and none of them are undergraduate graduates, so they're from the lower category. To enhance worker competence, the agency has prepared education applications to assist personnel's work, however, in exercise, there are nonetheless a few personnel who've now no longer obtained an education. This is due to the fact the agency selects individuals who meet the qualifications withinside the feel of being capable of attending education whilst personnel who do now no longer get hold of education are best directed through personnel who attend education in order that the effect of the education isn't always too sizeable and there's additionally a lack of information of personnel who've attended education to use the effects of the education of their works. In the context of worker motivation is likewise nonetheless low, that is because of the emergence of a feeling of boredom in personnel because of monotonous work and stagnant profession development, in order that personnel have now no longer had the possibility to enhance.

Related to this research, the primary variable is self-efficacy. According to Yulan & Bernarto (2017) self-efficacy is a person's notion in his capacity to work out to manage the person's personal functioning and occasions withinside the environment. According to Soelton et al., (2021); Zeb & Nawaz (2018) self-efficacy has an advantageous and widespread impact on organizational dedication. The second component is schooling. According to Purnawati, Suparta & Yasa (2017) schooling entails all human assets to advantage understanding and mastering abilities in order that they may quickly be capable of using them in their works. According to Almodarresi & Hajmalek (2015) schooling has an advantageous and widespread impact on organizational dedication. The third component is motivation. The much less than

top-rated motivation of PT Bina Utama Sakti personnel operating at PT Inkasa Jaya Aluminium may be visible from the various ranges of worker absenteeism from work. Work motivation may be interpreted because the work spirit that exists in personnel makes the worker capable of working to attain sure goals (Alkatya et al., 2020; Soelton, 2018; Sari & Isma, 2018). According to Madi, Assal, Shrafat & Zeglat (2017) motivation has an advantageous and widespread impact on organizational dedication. The fourth component is competence. Competence is a set of understanding, abilities, and behaviors which might be used to enhance overall performance or situations or characteristics that might be good enough or of excessive-quality, having the capacity to carry out sure roles. According to Rantesalu, Mus, Mapparenta & Arifin (2016) organizational dedication has an advantageous and widespread impact on organizational dedication

This research is to investigate and describe the impact of self-efficacy, training, motivation, and competence on organizational dedication with worker overall performance as an intervening variable at PT Bina Utama Sakti

## **LITERATURE REVIEW**

### ***Employee Self Efficacy (X1)***

Self-efficacy refers to a person's ideals approximately the cap potential to mobilize the motivation, cognitive sources, and moves had to obtain fulfillment in wearing out assigned tasks (Luthans, 2006). Self-efficacy relates to how individuals feel capable of doing something. High self-efficacy will foster self-confidence in their abilities in carrying out tasks (Suseno, 2009). Self-efficacy is an individual's belief in his ability to produce the desired action against events that affect their life. Self-efficacy determines how individuals feel, think, motivate themselves, and act. Beliefs affect four things, namely: cognitive, motivational, affective, and selection processes (Fithri, 2009)

### ***Employee Training (X2)***

Education is a manner to educate personnel which includes competencies, attitudes, discipline, and offer competencies in keeping with the sphere of labor to be completed with the aid of using the employee (Sulistiyani & Rosidah, 2010). Training is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better, in accordance with company standards (Soelton, 2018; Dusauw, 2016). Training is a systematic process of changing employee behavior to achieve organizational goals. Training is related to the skills and abilities of employees in carrying out their current work, training has a current orientation and helps employees to achieve certain skills and abilities in order to successfully carry out the work (Rivai, 2004)

### ***Employee Motivation (X3)***

Motivation is a condition in which a person's efforts and willpower are directed to the achievement of certain results. Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals (Yuliana, 2017). Motivation is an impulse or power that actions personnel to gain organizational desires withinside the company (Rumijati, 2020). *Movere* which means encouragement or giving the driving force that creates one's work enthusiasm so that someone wants to work together, work effectively, and be integrated with all his efforts to achieve satisfaction (Hasibuan, 2016).

### ***Employee Competence (X4)***

Competence is an individual's capacity to perform an activity successfully and has benefits primarily based totally on subjects referring to knowledge, skills, and attitudes (Yuliana, 2017). Competencies are a collection of knowledge, skills, and behaviors that are used to improve performance or circumstances or qualities that are adequate or of very high quality, having the ability to perform certain roles (Soelton et al., 2021; Soetrisno & Gilang, 2018). Competencies is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the work requirements set (Ardiansyah & Sulistiyowati, 2019)

### ***Organizational Commitment (Y)***

Organizational dedication is a mental bond in personnel that is characterized by the aid of using a sturdy notion and popularity of the desires and values of the enterprise, the willingness to attempt to reap the hobbies of the enterprise, and the choice to hold a function as a member of the enterprise (Sopiah, 2008). Organizational commitment is a work attitude that reflects the feelings of each individual, whether they like it or not, towards the organization in which they work (Robbins, 2006). Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. Employees who feel more committed to the organization have reliable habits, plan to stay longer in the organization, and devote more effort to work (Griffin, 2004).

### ***Employee Performance (Z)***

Overall performance is the end result of labor in an excellent amount that has been accomplished through someone in wearing out the duties and duties which have been given to him primarily based totally on experience, skills, sincerity, and time (Orlando, 2018). Performance is the result or level of success of a person or the whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets, or specified criteria (Aulia & Syarifuddin, 2017). Employee performance is the result of a person's work accumulatively over a certain period of time in carrying out his duties and responsibilities to meet work targets that have been mutually agreed upon (Nurchahyo & Wikaningrum, 2020)

### ***Hypothesis***

This is the conceptual framework in this research :

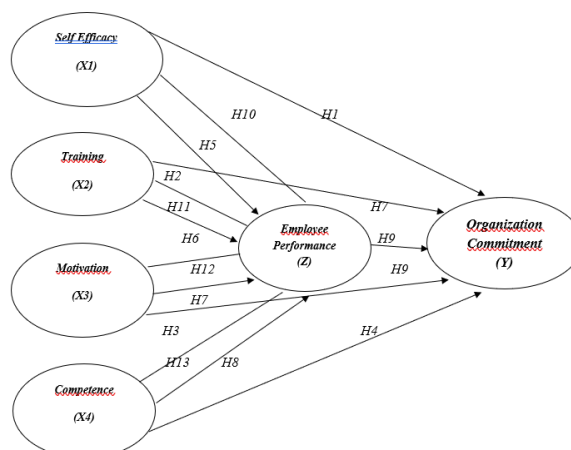


Figure 2. Conceptual Framework

Source: Result of The Author (2021)

The hypothesis on this take a look at are as follows: (1) Employee Self Efficacy has a positive and significant effect on organizational commitment at PT Bina Utama Sakti, (2) Employee Training has a positive and significant effect on organizational commitment at PT Bina Utama Sakti, (3) Employee motivation has a positive and significant effect on organizational commitment at PT Bina Utama Sakti, (4) Employee competence has a positive and significant effect on organizational commitment at PT Bina Utama Sakti, (5) Employee Self Efficacy has a positive and significant effect on employee performance at PT Bina Utama Sakti, (6) Employee Training has a positive and significant effect on employee performance at PT Bina Utama Sakti, (7) Employee motivation has a positive and significant effect on employee performance at PT Bina Utama Sakti, (8) Employee Competence has a positive and significant effect on employee performance at PT Bina Utama Sakti, (9) Employee performance has a positive and significant effect on organizational commitment at PT Bina Utama Sakti, (10) Employee performance is an intervening variable that mediates the effect of employee self-efficacy on organizational commitment at PT Bina Utama Sakti, (11) Employee performance is an intervening variable that mediates the effect of employee training on organizational commitment at PT Bina Utama Sakti, (12) Employee performance is an intervening variable that mediates the effect of employee motivation on organizational commitment at PT Bina Utama Sakti, (13) Employee performance is an intervening variable that mediates the effect of employee competence on organizational commitment at PT Bina Utama Sakti

## METHOD

### *Types of Research*

This study makes use of quantitative studies strategies the usage of survey strategies and processed the usage of statistical strategies with the assistance of the PLS software to decide the outcomes of the desired statistics processing.

### *Variable Indicators*

The variable signs in this study are: (a) Self-Efficacy (X1). Self-efficacy signs are divided into three (Subaidi, 2016), namely: (1) Level, (2) Generality, and (3) Strength, (b) Training (X2).

According to Noviantoro (2015), signs of a powerful education application may be measured through: (1) Training materials, (2) Training methods, (3) Instructor attitudes and skills, (4) Length of education time, and (5) Training facilities, (c) Motivation (X3). According to Afandi (2018) a few signs of motivation are as follows: (1) Remuneration, (2) Working conditions, (3) Work facilities, (4) Work overall performance, (5) Recognition from superiors, and (6) The activity own, (d) Competence (X4). Fauzi (2019) states numerous competency signs, as follows: (1) Knowledge, (2) Skills, (3) Self-concept, (4) Self-characteristics, and (5) Motives, (e) Organizational Commitment (Y). Indicators of worker dedication consistent with Triatna (2015) are: (1) Strong preference to stay as a member of the organization, (2) Desire to do so on behalf of the organization, (3) Acceptance of organization values and goals, and (4) High and coffee stages of absenteeism, and (f) Employee Performance (Z). Asmono (2015) states that overall performance appraisal signs include: (1) Quality of work, (2) Quantity of work, (3) Responsibility, (4) Initiative, (5) Cooperation, and (6) Compliance

### ***Population and Sample***

The population within the study is to observe all 8,000 personnel at PT Bina Utama Sakti. The writer selected a purposive sampling approach which stipulates sure issues or standards that ought to be met through the sample, specifically personnel who're personnel of PT Bina Utama Sakti who're located withinside the manufacturing segment of PT Inkasa Jaya Aluminium, which can be around 1,000 personnel. According to Arikunto (2016) if the wide variety of respondents is extra than a hundred then the sampling is 10-15% or 20-25% or extra. Therefore, the wide variety of samples decided on this observation became 10% of the population. Therefore, the wide variety of samples is a hundred personnel of the manufacturing department at PT Bina Utama Sakti

### ***Data Collection Technique***

The approach utilized by the researcher is a survey the usage of a questionnaire as a fact series tool. Each solution factor in the questionnaire is scored with the usage of a Likert scale which has a gradation from very advantageous to very poor withinside the shape of words. The weight of the evaluation is: (a) 5: Strongly Agree, (b) 4: Agree, (c) 3: Moderately Agree, (d) 2: Disagree, and (e) 1: Strongly Disagree

### ***Data Analysis Technique***

The technique used in this research is SEM-PLS analysis. Hypothesis testing is used to test the truth of a statement statistically and draw conclusions about whether to accept or reject the statement. PLS analysis usually uses a structural model (inner model) for causality testing or hypothesis testing for predictive model testing (Ghozali & Latan, 2015).

- a. P-Values. In this study, the research hypothesis can be declared accepted if the P-values  $< 0.05$
- b. Path Coefficient Test. Path coefficient test can be done by looking at the T-Statistics where the research hypothesis is accepted if the T-Statistic value is  $> 1.96$  (t table 5% significance) through the bootstrapping method so that it is obtained to predict a causal relationship (Ghozali & Latan, 2015). In this study, the research hypothesis is accepted if the T-Statistic value is  $> 1.96$

## **RESULTS AND DISCUSSION**

## Results

### a) Outer Model Evaluation

In this study, speculation checking out makes use of Partial Least Square (PLS) evaluation strategies with the SmartPLS three program, the subsequent is the proposed schema model:

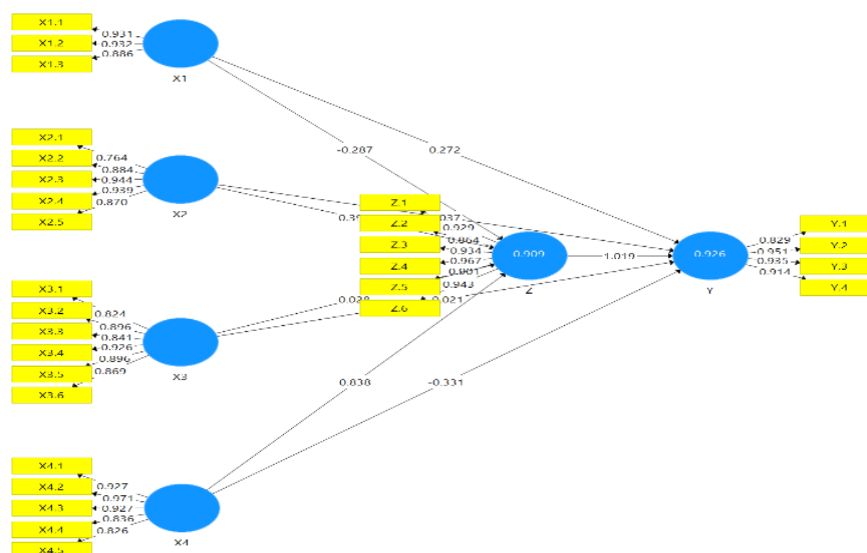


Figure 2. Outer Model

Source: Results of SmartPLS by Researchers (2021)

This version specifies the connection between latent variables and their indicators. It may be stated that the outer version defines how every variable pertains to the latent variable. The exams performed at the outer version include:

#### 1) Convergent Validity

To check convergent validity, the outer loading or loading element cost is used. An indicator is asserted to satisfy convergent validity in a very good class if the outer loading cost is  $> 0.7$ . According to Chin (1998) the outer loading cost among 0.5-0.6 is taken into consideration enough to satisfy the necessities of convergent validity. In this study, its miles acknowledged that every study variable indicator has an outer loading  $> 0.7$  so that each sign is declared to satisfy convergent validity in a very good class

#### 2) Discriminant Validity

The discriminant validity takes a look at the makes use of the pass loading price. An indicator is said to satisfy discriminant validity if the price of the pass loading indicator at the variable is the most important in comparison to different variables. In this take a look it may be concluded that the price of the pass loading indicator at the variable is the most important in comparison to different variables. In this manner that it may be said that the signs used on this take a look have exact discriminant validity

#### a. Composite Reliability

**Table 1. Composite Reliability**

	Composite Reliability
X1	0.940
X2	0.946
X3	0.952
X4	0.955
Y	0.950
Z	0.972

Source: Results of SmartPLS by Researchers (2021)

Composite reliability is the element this is used to check the reliability fee of signs on a variable. A variable may be declared to satisfy composite reliability if it has a composite reliability fee > 0.6. In this examination, the composite reliability fee of all variables on this examination was >0.6. This indicates that every variable has met composite reliability in order that it may be concluded that each variable has excessive reliability values.

b. Cronbach's Alpha

**Table 2. Cronbach's Alpha**

	Cronbach's Alpha
X1	0.904
X2	0.928
X3	0.939
X4	0.940
Y	0.928
Z	0.965

Source: SmartPLS Processing Results by Researchers (2021)

Based on the desk above, it's far recognized that the Cronbach alpha fee withinside the variable: (1) Self Efficacy (X1) is 0.904, (2) Training (X2) is 0.928, (3) Motivation (X3) is 0.939, (4) Competence (X4) is 0.940, (5) Organizational Commitment (Y) is 0.928, and (6) Employee Performance (Z) that is identical to 0.965. This is according to the principle in step with Ghozali & Latan (2015) that the assemble is asserted dependable if the Cronbach Alpha is above 0.70

c. Average Variance Extracted (AVE)

**Table 3. Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
X1	0.840
X2	0.779
X3	0.767
X4	0.809
Y	0.825
Z	0.853

Source: SmartPLS Processing Results by Researchers (2021)

The assembly is stated to have excessive reliability if the AVE is above 0.50. In this look, it could be concluded that the AVE price of all variables > 0.50 method that each variable is stated to be reliable.



d. Collinearity Statistics (VIF)

Collinearity records take a look at what became performed to decide the connection among indicators. To discover whether or not the indicator has multicollinearity is via way of means of understanding the VIF value. If the VIF value  $< 5$  it can be said that there is no collinearity. If the VIF value  $> 5$ , it can be said that there is collinearity. In this study, it can be concluded that all indicator variables in this study are  $< 5$ , and it can be concluded that all indicators in this study do not have multicollinearity problems

b) Inner Model Evaluation

Testing of the internal version or structural version is finished to look at the connection among the assemble, importance value, and R-rectangular of the studies version. The structural version became evaluated the usage of R-rectangular for the structured assembly of the t-take a look at and the importance of the coefficients of the structural direction parameters.

1) Path Coefficient Test

In this study, the fee of the biggest route coefficients is indicated with the aid of using the impact of worker overall performance on the organizational dedication of 1,019. While the fee of the smallest route coefficients is indicated with the aid of using the have an impact on of self-efficacy on worker overall performance of -0.287. Almost all variables on this version have route coefficients with superb numbers and the simplest 3 variables have bad route coefficients. This indicates that the extra the fee of the route coefficient on one unbiased variable at the established variable, the more potent they have an impact on the unbiased variables at the established variable.

2) Coefficient Determination

Based on records processing that has been done the use of the SmartPLS three program, it's miles located that the R-rectangular fee of the organizational dedication variable is 0.926 or 92.6%, then the R-rectangular fee is stated to be good. In the worker overall performance variable, the R-rectangular fee is 0.909 or 90.9%, in order that the R-rectangular fee is stated to be good. The goodness of healthy evaluation is thought from the Q-Square fee. The better the Q-Square, the version may be stated to be higher or extra healthy with the records. The outcomes of the calculation of the fee of Q-Square are as follows:  $Q\text{-Square} = 1 - [(1 - R^2_1) \times (1 - R^2_2)] = 1 - [(1 - 0.926) \times (1 - 0.909)] = 0.994$ . Then the acquired Q-Square fee of 0.994 or 99.4%. While the ultimate 0.6% is defined via way of means of different factors. So this study's version may be said to have excellent goodness of healthy.

c) Hypothesis Test

Based on the statistics processing that has been done, the consequences may be used to reply to the speculation on this observation. Hypothesis checking out on this observation became executed through searching on the T-information and P-values. The study's speculation may be declared generic if the P-value is 1.96. The following are the consequences of speculation checking out acquired on this observation via the internal model

**Table 4.** Total Effect and Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Y	-0.021	-0.031	0.382	0.055	0.956
X1 -> Z	-0.287	-0.314	0.325	0.882	0.378
X2 -> Y	0.439	0.439	0.215	2.041	0.042
X2 -> Z	0.395	0.391	0.228	1.734	0.084
X3 -> Y	0.007	0.007	0.213	0.035	0.972
X3 -> Z	0.028	0.036	0.192	0.145	0.884
X4 -> Y	0.523	0.537	0.403	1.297	0.195
X4 -> Z	0.838	0.863	0.318	2.636	0.009
Z -> Y	1.019	1.126	0.373	2.729	0.007
X1 -> Z -> Y	-0.293	-0.386	0.475	1.616	0.538
X2 -> Z -> Y	0.403	0.445	0.370	1.087	0.277
X3 -> Z -> Y	0.028	0.026	0.212	0.134	0.894
X4 -> Z -> Y	0.854	1.012	0.559	1.528	0.127

Source: Results of SmartPLS by Researchers (2021)

In this case, the bootstrap technique is implemented in the sample. The effects of the bootstrapping check from the PLS evaluation are as follows:

- 1) Self-efficacy towards organizational dedication. The consequences of the take a look at the self-efficacy variable on organizational dedication received a P-fee of  $0.956 > 0.05$  with a t-information fee of 0.055. This fee is smaller than the t table (1.960) so it may be concluded that self-efficacy has no great and insignificant impact on organizational dedication
- 2) Self-efficacy on worker overall performance. The consequences of the self-efficacy variable take a look at workers' overall performance and received a P-fee of  $0.378 > 0.05$  with a t-information fee of 0.882. This fee is smaller than the t table (1.960) so it may be concluded that self-efficacy has no great and insignificant impact on worker overall performance
- 3) Training on organizational dedication. The consequences of the schooling variable take a look at organizational dedication received a P-fee of  $0.042 < 0.05$  with a t-facts fee of 2.041. This fee is more than t table (1.960) so it may be concluded that education has an effective and vast impact on organizational commitment, the significance of the impact is 0.439
- 4) Training on worker overall performance. The outcomes of the schooling variable take a look at worker overall performance acquired a P-price of  $0.084 > 0.05$  with a t-information price of 1.734. This price is smaller than t table (1.960) so it may be concluded that schooling has no great and insignificant impact on workers' overall performance
- 5) Motivation toward organizational dedication. The consequences of the motivational variable take a look at organizational dedication received a P-fee of  $0.972 > 0.05$  with a t-information fee of 0.035. This fee is smaller than the t table (1.960) so it may be concluded that motivation has no great and insignificant impact on organizational dedication
- 6) Motivation on worker overall performance. The consequences of the motivational variable take a look at on worker's overall performance received a P-fee of  $0.884 > 0.05$  with a t-information fee of 0.145. This fee is smaller than the t table (1.960) so it may be concluded that motivation has no great and insignificant impact on worker overall performance

- 7) Competence toward organizational dedication. The consequences of the competency variable take a look at organizational dedication received a P-fee of  $0.195 > 0.05$  with a t-information fee of 1.297. This fee is smaller than the t table (1.960) so it may be concluded that competence has no great and insignificant impact on organizational dedication
- 8) Competence on worker overall performance. The consequences of the competency variable take a look at on worker's overall performance received a P-cost of 0.009 0.05 with a t-data price of 2.636. This price is more than t table (1.960) so it is able to be concluded that competence has a superb and giant impact on worker performance, the importance of the impact is 0.838
- 9) Employee overall performance on organizational commitment. The outcomes of the paintings area variable take a look at worker overall performance acquired a P-price of  $0.007 < 0.05$  with a t-data price of 2.729. This price is more than t table (1.960) so it is able to be concluded that the worker's overall performance variable has a great and great impact on organizational commitment, the significance of the impact is 1.019
- 10) Self-efficacy toward organizational dedication via worker overall performance as an intervening variable. The outcomes of the PLS bootstrapping check to check the speculation of self-efficacy on organizational dedication via worker overall performance as an intervening variable, its miles recognized that the P-fee of  $0.538 > 0.05$  method that the self-efficacy variable does now no longer not directly have a superb and insignificant impact on organizational dedication with a t-facts price of 1,616. This price is smaller than the t table (1.960). With a P-price of  $0.538 > 0.05$ , it method that the self-efficacy variable cannot have an effect on the organizational dedication variable thru the worker overall performance variable
- 11) Training on organizational dedication via worker overall performance as an intervening variable. The consequences of the PLS bootstrapping take a look at to check the schooling speculation on organizational dedication via worker overall performance as an intervening variable, its miles regarded that the P-fee of  $0.277 > 0.05$  method that the schooling variable does now no longer in a roundabout way have a great and insignificant impact on organizational dedication with a t statistic fee of 1.087. This fee is smaller than the t table (1.960). With a P-fee of  $0.277 > 0.05$ , it method that the schooling variable can't have an effect on the organizational dedication variable via the worker overall performance variable
- 12) Motivation toward organizational dedication via worker overall performance as an intervening variable. The consequences of the PLS bootstrapping take a look at to check the speculation of motivation on organizational dedication via worker overall performance as an intervening variable, it's miles regarded that the P-fee is  $0.894 > 0.05$ , which means that the inducement variable does now no longer in a roundabout way have a great and insignificant impact on organizational dedication with a t statistic fee of 0.134. This fee is smaller than the t table (1.960). With a P-fee of  $0.894 > 0.05$ , its method that the inducement variable can't have an effect on the organizational dedication variable via the worker overall performance variable
- 13) Competence toward organizational dedication via worker overall performance as an intervening variable. The consequences of the PLS bootstrapping take a look at to check the speculation of competence on organizational dedication via worker overall performance as an intervening variable, it's miles regarded that the P-fee of  $0.127 > 0.05$  method that the competence variable does now no longer in a roundabout way have a great and insignificant impact on organizational dedication with a t statistic fee of 0.528. This fee is smaller than the t table (1.960). With a P-fee of  $0.127 > 0.05$ , it method that the

competency variable can't have an effect on the organizational dedication variable via the worker overall performance variable

### ***Discussion***

#### ***The Effect of Self-Efficacy on Organizational Commitment at PT Bina Utama Sakti***

Based on the effects of the variable test, it can be determined that self-efficacy had no tremendous and insignificant impact on organizational dedication, so H1 become rejected. This is because, at PT Bina Utama Sakti, self-efficacy, namely the belief in the ability of employees is not enough to form feelings of commitment to employees, self-efficacy is perceived by employees as normal. The effects of this are looked at and are supported through the effects of studies by Mustain, Winarti, & Harnoto (2020) that self-efficacy has no tremendous and insignificant impact on organizational dedication to instructors at Statevocational High School Four Kendal and the effects of Sopiyan & Aziz's (2019) studies that self-efficacy has no tremendous impact and now no longer substantial to the dedication

#### ***Effect of Training on Organizational Commitment at PT Bina Utama Sakti***

Based on the outcomes of the variable test, its changes are noticed that education had a nice and extensive impact on organizational dedication, the importance of the impact changed to 0.439, so H2 changed into accepted. This is because at PT Bina Utama Sakti there are many employees who have a need for training and consider training as an employee right and employee benefit. If employee training is fully supported by the company then employees will feel that they have been cared for by the company. This will increase their enthusiasm and confidence to continue working in the company and encourage the company and employees to comply with commitments. On the other hand, when the employee's rights related to the training are not implemented, the psychological contract between the employee and the organization will be violated so organizational commitment will decrease. Therefore, training will increase employee organizational commitment training for employees will increase employee commitment to the company, where employees will feel more capable of fulfilling their duties and responsibilities and show their best performance. By providing training to employees will have a positive influence on employees in carrying out their work. The better the training will increase the employee's organizational commitment to the company. Organizational commitment as one aspect that affects human behavior and can affect the performance of employees and companies. This makes employees will work well, achieve targets, and achieve performance standards that have been determined by the company. Job training for employees will create quality human resources that are highly committed to the company and will have a strong influence on employee performance.

Job training can align company goals and employee feelings and establish good relations between superiors and subordinates, this can affect organizational commitment because the close relationship between superiors and subordinates and the establishment of harmony between employees and the company will make employees more loyal and committed to the organization. Comfort in the work atmosphere and the emergence of a sense of belonging will have an impact on the employee's organizational commitment. Organizational commitment is the strength of employee identification and involvement in a company. This reflects an employee's belief in the company's goals and mission, a willingness to put forth his efforts to get the job done, and an intention to stay with the company. The outcomes of this take a look at are supported with the aid of using the outcomes of Sari & Suhardiyah's (2020) studies that

activity education, profession development, and activity pride have a nice and extensive effect on the organizational dedication of PT Smart personnel and the outcomes of Lauranda's studies (2018) that education, paintings environment, and activity pride have a nice and extensive impact on worker organizational dedication on the Smartfren Timoho Gallery, Yogyakarta City

#### ***The Effect of Motivation on Organizational Commitment at PT Bina Utama Sakti***

Based on the effects of the variable test, it changed into determined that motivation had no tremendous and insignificant impact on organizational dedication, so H3 changed into rejected. This is because, at PT Bina Utama Sakti, the attitude that drives employees to achieve company goals is not enough to form a feeling of commitment to employees because motivation is perceived by employees as normal. The effects of this look are supported through the effects of studies through Hanafi & Sanosra (2018) that paintings motivation has no high quality and insignificant impact on organizational dedication to early adolescence schooling trainer schooling teachers at IKIP PGRI Jember and the effects of Suharto's (2017) studies that motivation has no high quality impact and does now no longer tremendous impact at the organizational dedication of personnel on the Provincial DPRD Office of DI Yogyakarta

#### ***Effect of Competence on Organizational Commitment at PT Bina Utama Sakti***

Based on the consequences of the variable test, it changed into observed that competence had no effective and insignificant impact on organizational dedication, so H4 changed into rejected. This is because at PT Bina Utama Sakti the competence of the employees is not enough to create a feeling of commitment. Competencies must be improved and employees must be more qualified in various areas of specialization because companies without a strong position in the industry often face serious problems in competing with other companies and cannot gain a competitive advantage. The consequences of this look are supported via way of means of the consequences of this study via way of means of Hasanah & Mujanah (2020) that competence has no effective and insignificant impact on the organizational dedication of public works personnel in Bangkalan Regency and the consequences of studies via way of means of Suantera, Sitiari, & Yasa (2020) that competence has no effective and massive impact on Employee organizational dedication at PT Production Spa Bali Tangi

#### ***Effect of Self-Efficacy on Employee Performance at PT Bina Utama Sakti***

Based on the effects of the variable test, it changed into discovered that self-efficacy had no advantageous and insignificant impact on worker overall performance, so H5 changed into rejected. This is because, at PT Bina Utama Sakti, the low self-efficacy can be seen in the lack of active employees. In addition, there is still a lack of employee consistency in developing the tasks delegated by the leadership. This causes employees to have not been able to achieve the targets set by the company. Good performance is due to effective leaders in planning good work systems such as providing per-semester (6 months) performance appraisals to all employees. In addition to an effective work system, time management that runs in the company is also well organized. The effects of this have a look at are supported via way of means of the effects of studies via way of means of Feriana & Sapruwan (2017) that self-efficacy has no advantageous and insignificant impact on worker overall performance at PT Han Putra Jaya and the effects of Noviawati's studies (2016) that self-efficacy has no advantageous and insignificant impact on worker overall performance with motivation as an intervening variable (Study on Employees of the Finance Division and Human Resource Division of PT Coca Cola Distributions Indonesia, Surabaya

### ***Effect of Training on Employee Performance at PT Bina Utama Sakti***

Based on the consequences of the variable test, it become discovered that education had no great and insignificant impact on worker overall performance, so H6 become rejected. This is because at PT Bina Utama Sakti the company's performance can be achieved maximally not only because of the quality of its employees. There are several factors that support the company in its company development. Therefore, it can be said that training only acts as an important factor in improving company performance. In this case, employees lack the skills (skills) to solve problems that arise in their work independently without depending on other parties. This is because some employees take the training not too seriously so that their performance is mediocre. In addition, the training held is not continuous so that employees do not feel proficient but the training has been abolished. The consequences of this take a look at are supported through the consequences of Safitri's research (2015) that education has no great and insignificant impact on worker overall performance and the consequences of Pakpahan, Siswidiyanto, & Sukanto research (2017) that education has no great and insignificant impact on worker overall performance on the City Regional Personnel Agency. Malang

### ***Effect of Motivation on Employee Performance at PT Bina Utama Sakti***

Based on the effects of the variable test, it turned into observed that motivation had no high quality and insignificant impact on worker overall performance, so H7 turned into rejected. This is because at PT Bina Utama Sakti if motivation increases then employee performance will decrease, this is because employees feel that the provision of motivation in the company cannot provide encouragement or enthusiasm for employees. The effects of this take a look at are supported via way of means of the effects of studies via way of means of Luhut (2015) that leadership, paintings motivation, and paintings surroundings haven't any high quality and insignificant impact on worker overall performance on the Supervision and Inspection Bureau of PT Bank Panin Tbk and the effects of Yuliantika's studies (2020) that repayment and paintings motivation no high quality and insignificant impact on worker overall performance with task pleasure as a mediating variable at PD BPR BKK in Magelang Regency

### ***Effect of Competence on Employee Performance at PT Bina Utama Sakti***

Based on the consequences of the variable test, it became determined that competence had a fantastic and large impact on worker overall performance, the significance of the impact became 0.838, so H8 became accepted. This is because, at PT Bina Utama Sakti, competence predicts employees who perform well and not well as measured by the criteria or standards used. Employee competence is needed to help the company to create a high performance culture. The number of competencies used by employees will improve their performance. Good competence of employees will increase confidence in completing tasks on time and smoothly to improve employee performance. Good employee competence is very important for the benefit of the company because the higher the level of employee competence, the ability to complete work will be better. Employees who have high competence will have good confidence not to make mistakes at work and be able to complete the job well. Employee performance is based on understanding the knowledge, skills, expertise, and behaviors needed to do a good job. Competence is used to improve employee performance in carrying out work or to prepare for improvements in carrying out their next task. Competence is not only to see and evaluate the work of employees efficiently but also to be responsible for the results of the employees' own work.

The consequences of this observation are supported via way of means of the consequences of studies via way of means of Mubarok & Putra (2018) that training, competence, and motivation have a fantastic and large impact on the overall performance of the personnel of the Social Security Administering Body for the Province of Banten Indonesia and the consequences of studies via way of means of Renyut et al. (2017) that dedication and competence have a fantastic and large effect on task delight and worker overall performance on the Maluku Governor's Office

### ***Effect of Employee Performance on Organizational Commitment at PT Bina Utama Sakti***

Based on the consequences of the variable test, it turned into determined that the worker overall performance variable had a high-quality and substantial impact on organizational dedication, the significance of the impact turned into 1.019, so H9 turned into accepted. This is because at PT Bina Utama Sakti if the employee's performance has been well formed, it will also have an impact on organizational commitment. Conversely, if employee performance decreases, it will cause a decrease in organizational commitment and have an impact on the company's image and income. Organizational commitment is important and must be owned by employees, because it makes employees to be more responsible for their work compared to those who do not have commitment. Employees will be more optimal in devoting their thoughts, energy, attention, and time to their work so that what is done is in accordance with the wishes of the company.

Employees who have a sense of attachment to the company where he works, the employee will be loyal to the company so that it will affect the employee's performance to achieve company goals. With the commitment that is applied to each employee, they become enthusiastic to work and can complete the work according to a predetermined time standard, besides that employees can complete work exceeding the daily target set by the company, if the company has a lot of production. The consequences of this look are supported by the consequences of studies through Taurisa & Ratnawati (2015) that worker overall performance has a high-quality and substantial impact on organizational dedication at PT Sido Muncul Kaligawe Semarang and the consequences of studies through Cahyani, Sundari, & Dongoran (2020) that worker overall performance has a high-quality and substantial impact on dedication. business enterprise at PDAM Salatiga City

### ***Employee Performance is an Intervening Variable that Mediates the Effect of Employee Self-Efficacy on Organizational Commitment at PT Bina Utama Sakti***

Based on the consequences of the variable test, it changed into determined that the self-efficacy variable couldn't have an effect on the organizational dedication variable via the worker overall performance variable, so H10 changed into rejected. This is because, at PT Bina Utama Sakti, self-efficacy, namely the belief in the ability of employees is not enough to form feelings of commitment to employees, self-efficacy is perceived by employees as normal. The low self-efficacy can be seen in the activeness of employees who are still lacking. In addition, there is still a lack of employee consistency in developing the tasks delegated by the leadership. This causes employees to have not been able to achieve the targets set by the company. Good performance is due to effective leaders in planning good work systems such as providing per-semester (6 months) performance appraisals for all employees. In addition to an effective work system, time management that runs in the company is also well organized.

The consequences of this observation are supported via way of means of the consequences of studies via way of means of Mustain, Winarti, & Harnoto (2020) that self-efficacy has no high-quality and insignificant impact on organizational dedication to instructors at SMK Negeri four Kendal and the consequences of Sopiyan & Aziz's (2019) studies that self-efficacy has no high-quality impact and now are no longer considered to effect worker overall performance dedication

***Employee Performance is an Intervening Variable that Mediates the Effect of Employee Training on Organizational Commitment at PT Bina Utama Sakti***

Based on the outcomes of the variable test, it became observed that the schooling variable couldn't have an effect on the organizational dedication variable thru the worker overall performance variable, so H11 became rejected. This is because at PT Bina Utama Sakti the company's performance can be achieved maximally not only because of the quality of the employees. There are several factors that support the company in its company development. Therefore, it can be said that training only plays an important role in improving company performance. In this case, employees lack the ability (skills) to solve problems that arise in their work independently without depending on other parties. This is because some employees take the training not too seriously so that their performance is mediocre. In addition, the training held is not continuous so that employees do not feel proficient but the training has been abolished. The outcomes of this look are supported by the outcomes of Safitri's research (2015) that schooling has no advantageous and insignificant impact on worker overall performance and the outcomes of Pakpahan, Siswidiyanto, & Sukanto research (2017) that schooling has no advantageous and insignificant impact on worker overall performance on the City Regional Personnel Agency. Malang

***Employee Performance is an Intervening Variable that Mediates the Effect of Employee Motivation on Organizational Commitment at PT Bina Utama Sakti***

Based on the test of the influence of the changed variables, it was determined that the incentive variable had no effect on the organizational dedication variable through the overall worker performance variable, so H12 was changed to be rejected. This is because, at PT Bina Utama Sakti, the attitude that motivates employees to achieve company goals is not enough to form a feeling of commitment to employees because motivation is perceived by employees as normal. If motivation increases, employee performance will decrease, this is because employees feel that the provision of motivation in the company cannot provide encouragement or enthusiasm for employees. The effect of this observation is supported by the use of study effects with the help of Hanafi & Sanosra (2018) that painting motivation does not have a fantastic and insignificant impact on organizational dedication to the academic community of early adolescent school instructors at IKIP PGRI Jember and the effects of Suharto's research (2017) that motivation did not have a fantastic impact and now it no longer has a major impact on the dedication of workers' organizations to the Provincial DPRD Office in Yogyakarta

***Employee Performance is an Intervening Variable that Mediates the Effect of Employee Competence on Organizational Commitment at PT Bina Utama Sakti***

Based on the consequences of the variable test, it turned into located that the competency variable couldn't have an effect on the organizational dedication variable thru the worker overall performance variable, so H13 turned into rejected. This is because at PT Bina Utama Sakti the competence of the employees is not enough to create a feeling of commitment. Competencies



must be improved and employees must be more qualified in various areas of specialization because companies without a strong position in the industry often face serious problems in competing with other companies and cannot gain a competitive advantage. The consequences of this have a look at are supported via way of means of the consequences of studies via way of means of Hasanah & Mujanah (2020) which kingdom that competence has no superb and insignificant impact on the organizational dedication of public works personnel in Bangkalan Regency and the consequences of studies via way of means of Suantara, Sitiari, & Yasa (2020) that competence has no superb and great impact on worker organizational dedication at PT Produk Spa Bali Tangi

## CONCLUSION

The conclusions on this examine are as follows: (1) Self efficacy has no high quality and insignificant impact on organizational dedication, (2) Self efficacy has no high quality and insignificant impact on worker overall performance, (3) Training has a high quality and sizable impact on organizational dedication, (4) Training has no high quality and insignificant impact on worker overall performance, (5) Motivation has no high quality and insignificant impact on organizational dedication, (6) Motivation has no high quality and insignificant impact to your overall performance ryawan, (7) Competence has no high quality and insignificant impact on organizational dedication, (8) Competence has a high quality and sizable impact on worker overall performance, (9) Employee overall performance has a high quality and sizable effect on organizational dedication, (10) Self efficacy can't have an effect on dedication corporation thru worker overall performance, (11) Training can't have an effect on organizational dedication thru worker overall performance, (12) Motivation can't have an effect on organizational dedication thru worker overall performance, and (13) Competence can't have an effect on organizational dedication thru worker overall performance

Suggestions in this study are as follows: (1) For companies, it is suggested that optimally they can make a special policy to be able to further improve the self-efficacy, training, motivation, and competence of their employees to maximize their performance in increasing the company's success in achieving its goals, (2) For the next researchers, namely: (a) The current conceptual framework concentrates on the six key variables and their pathways. For future research, it is recommended to add other variables that affect organizational commitment in addition to the variables used so that the results can be defined more perfectly or can also add moderating or intervening variables, (b) The sampling technique in this study is limited to one company only so that future research is advised to use a larger and wider sample in order to obtain better research results, more generalizable, and more able to provide a more realistic picture of organizational commitment, (c) The time for observation and distributing questionnaires is recommended to be carried out longer, namely for several months because it may increase better results, and (3) For the community, it is recommended to add more insight into knowledge by reading several other references related to the factors that affect organizational commitment in the company

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