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FOREWORD

Alhamdulillah, praise be to Allah Subhanahu Wa Ta'ala for granting us the opportunity to organize and publish the proceedings of the 4th International Conference on Business and Banking Innovations (ICOBBI) with the topic "The Strategy of Digitalization in Business for Gaining Competitive Advantages after Pandemic". This proceeding contains several researches articles from many fields in Business & Marketing, Banking & Sharia Banking, Accounting & Financial Management, Human Resources Management, Operations Management, Investasi, Insurance & Capital Market, Strategic Management, Technology Management, and Information System.

The 4th International Conference on Business and Banking Innovations was held on 29th January 2022 by virtual (online) zoom meeting and organized by the Master Management Study Program of Universitas Hayam Wuruk Perbanas in Collaboration with five Higher Education Institutions in Indonesia and three Universities from Asia countries. Keynote speakers in this conference were: Chonlatis Darawong, P.hD (Sripatum University, Thailand), Associate Prof. Dr. Ellisha Nasrudin (University of Science, Malaysia), Dr. Sanju Kumar Singh (Postdoctoral Fellowship in Universitas Airlangga, Tribhuvan University Nepal) and Prof. Dr. Abdul Mongid, MA., P.hD (Universitas Hayam Wuruk Perbanas, Indonesia).

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Hopefully, the proceeding will become a reference for academics and practitioners, especially the business and banking industry to get benefit from the various results of the research field of Business and Banking associated with Information Technology. Proceedings also can be accessed online on the website http://eprints.perbanas.ac.id/

Chair of the Master Management Study Program
Universitas Hayam Wuruk Perbanas

Prof. Dr. Tatik Suryani, M.M.

Tabel of Content

Cover i
Co-Host and Sponshorship ii
Committee iii
Reviewers iv
Foreword v
Table of Content vi

Accounting and Financial Management

The Influance of The Level of Financial Literacy, Materialism and Impulsive Buying to Management Financial Behavior Students Master of Management in Surabaya 1-7
Dominika Rosvita Amadea Tarung; Muazaroh

The Effect of Perception of Confidentiality and Security, Perception of User Satisfaction, and Perception of Easy on The Implementation of E-Filling on Taxpayer Compliance in Submitting Annual SPT (Case Study at KPP Pratama Kebumen) 8-17
Wicak Ari Wibowo; Tri Ciptaningsih

The Effect of Attitude, Subjective Norms, Perceived Behavioral Control, And Tax Knowledge On Studentâ€™S Interest Who Join The Tax Volunteer Program For A Career In Taxation (Empirical Study In 2021).....18-26
Dheanira Ayu Hapsari; Tri Ciptaningsih

Differences un the Strenght of Financial Ratios and Financial Distress of Transportation Companies in Indonesia During the COVID-19 Pandemic Era…….. 27
Ivana Oktarina Sopacua; Manggar Wulan Kusuma

The Causes of Audit Report Lag.....28-34
Rusmawan W. Anggoro; Anita Kristiana

Fluctuation Of Rupiah Exchange Value, Interest Rate And Changes In Share Price.....35-44
Hais Dama; Meriyana Franssisca Dungga

Fraud Financial Statement Detection: Fraud Hexagon Model Analysis in the Financial Sector Listed on the Indonesia Stock Exchange 45-55
Shinta Permata Sari; Diana Witosari

Attaining financial well-being: The essential effects of financial experience, status, and behavior.....56-66
Mochammad Zakariya Rosyid; Rr. Iramani

Determinant Analysis Affecting The Level of Disclosure of Operations Segments (Empirical Study on Companies Consumer Cyclicals Listed on the Indonesia Stock Exchange in 2017-2019) 67-75
Tetiana Fitrianingsih; Lintang Kurniawati

The Effect of Asset Management, Leverage, and Free Cash Flow on Firm Value With Dividend Policy as Moderating Variable (Study on Consumer Goods Industry Sector Companies Listed on The Indonesia Stock Exchange (IDX) 2018-2020).....76-84
Awalia Endang Setyorini; Triyono

Analysis of Factors Affecting Audit Report Lag Mining Companies Listed On the Indonesia Stock Exchange 2018-2020.....85-89
Yuli Tri Cahyono; Cindy Elisa Putri;

The Effect of Dividend Policy and Capital Structure on Company Value with Profitability as Mediation Variable in The Food and Beverage Companies Listed on The IDX in 2015 – 2020.....90-95
Atikah Resiana Fildzah; Wiwik Lestari

Factors Affecting Firm Value : Theoretical Study on Public Textile and Garment Manufacturing Company in Indonesia 96- 104
Cholis Hidayati; Lintang Puspitasari Wijanarko

Principles and Agents: The Phenomenon of Agency Theory in The Business Sector and The Public Sector 105-109
Maulidah Narastri;

Company value of Indonesia State-Owned Enterprises during the Pandemic-Covid 19…. 110
Hwihanus;

Financial Knowledge, Financial Experience and Income as Determinant of Financial Well-Being in Bali, Indonesia…….. 111
Mochamad Hanif Nuruddin; Rr.Iramani

Behavior of Financial Management as a Mediation of The Influence of Financial Knowledge and Intention Behavior To Well-Being Family Finance 112-118
Dewi Candra Purwati; Rr. Iramani

The Effect of Fundamental and Macroeconomic Factors to Stock Return 119-123
Aprilia Setiadi Lukas; Werner R. Murhadi; Arif Herlambang

Balanced Scorecard Contribution to Business Strategy In PT XYZ National Shipping Company 124-129
Yudith Agusta; Lutfi

Analysis of The Effect of Current Ratio (CR), Return On Assets (ROA), Debt to Equity Ratio (DER) and Net Profit Margin (NPM) on Stock Price (Empirical Study on LQ45 Companies Listed on the Indonesia Stock Exchange for the 2017-2020 Period) 130-136
Ice Diana; Erma Setiawati

The Relationship of Sustainability Reporting Disclosure and Firm Performance, Risk, Value: Study on Banking Sub Sector Companies Listed Into Indonesia Stock Exchange (IDX) 137-146
Alfiana Mufti Ainuna; Rina Trisnawati

Banking and Shari'a Banking

Stress Test of Financing Quality at Indonesian Islamic Rural Bank Using Montecarlo Simulation 147-154
Uvy Dian Rizky; Abdul Mongid

Macroeconomic Stress test of Credit Risk in Indonesian Banking using Monte Carlo Simulation 155-162
Nanda Diyah Syarifah; Abdul Mongid

The Effect of Credit Risk and Efficiency on Capital Adequacy With Proftiability as Intervening Variables. 163-169
Mochamad Syafruddin Aji; Emanuel Kristijadi

Analysis Of The Effect Of Inflation, Capital Adequacy Ratio, Operation Cost Of Operating Income, And Net Performing Financing On The Profitability Of Sharia Commercial Banks in Indonesia 170
Rias Hasna Rosabila; Abdul Mongid

The Effect of Liquidity Ratio, Asset Quality Ratio, Sensitivity Ratio, Capital Ratio and Efficiency Ratio Towards Return On Asset (ROA) on Foreign Exchange National Private Commercial Banks..... 171-174
Oppi Putri Bunga; Muazaroh

Planned Behavior Theory Testing (Case Study Of Financial Management In A Muslim Family In Sidoarjo)..... 175-180
Wiwik Lestari; Desy Sanggita Fitriany; Merita Dwi Nandasari

Does Competition Make Regional Development Banks More Efficient?..... 181
Zunairoh; Werner Ria Murhadi; Bertha Silvia Sutejo

Determinants of Indonesian Banking Profitability 182-189
Sholikha Oktavi Khalifaturofi'ah; Achmad Saiful Ulum

The Influence of the Britama Savings Marketing Strategy on Customer Satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Batua Raya Makassar Unit..... 190-200
Dhita Pratiwi Ar; Rini L;, Abdul Gafar Samalam; Halida Sasmita; Hafipah

Business and Marketing

Social Media Marketing Activities, Brand Love and Brand Trust In Willingness to Participate Online (Co-Creation) with Satisfaction as Mediation Variable 201-204
Amilia Jasmin Nabila ; Tatik Suryani

The Influence of Social Media Marketing and Personal Selling on Purchase intention during the pandemic Covid-19: The Case of Discovery Property Agency..... 205-231
Renaldo Giovanni ; Theresia Gunawan; Istiharini

Factors Influencing Mobile Banking Adoption In Covid 19 Pandemic Period: The Mediating Role Of Behavioral Interest..... 232-241
Noormalita Primandaru; Gita Nirmalasari Triyana;

How Coolness Affects The Brand Image On The Vans Fashion Footwear?..... 242-247
Nuning Kristiani; Andi Muntabilah Naida;

Implementation of Digital Marketing & Knowledge Transfer of Hollandpark Permaculture Products..... 248
Syamsul B Biki; Umin Kango; Vetty D Pulukadang

Knowledge Management: Social Media & Public Knowledge About the Hazard of Mercury..... 249-254
Dyah Ayu Nuraini; Mohamad Agus Salim Monoarfa; Andi Juanna

Relationship Between Talent Management And Employees Performance: Case In Gorontalo 255-261
Rizan Machmud; Raflin Hinelo; Tineke Wolok; Umin Kango

The Effect Of Security, Responsiveness, Convenience, And Reliability Of Services On BRI Customer Satisfaction In Using Mobile Banking 262-270
Bramantiyo Adhi; Ronny

Impact Of Wfh In Surabaya City The Effect Of Workload, Employee Burnout On Work Life Quality And Employee Performance 271
Nanis Susanti;

Analysis Of Marketing Strategy, Product Quality And Service Quality To Repurchase Intention 272-278
Sumiati;

The Effect of Customer Satisfaction and Trust on Performance Expectancy and Word of Mouth (WOM) at Shopee Applications Users..... 279-287
Annisa Eka Septiana; Tatik Suryani

Does Brand Matter in Driving Purchase Intention of the Banking Services?.....288-295
Muhammad Alvin Juanda; Burhanudin

The Effect of Perceived Quality and Value on Brand Trust of Express Delivery Services during Pandemic Covid 19 in Indonesia 296
Fika Fahmi Firdaus; Yudi Sutarso

The Determinants of Brand Equity in Banking …….297-306
I Made Gde Pasek Bagiartana; Burhanudin

Entrepreneurial Intention for Students at Universities in Sleman, Yogyakarta Special Region, Indonesia 307-316
Bambang Kharisma; Irhas Effendi; Dyah Sugandini

The Effects of Commitment, Perceived Quality, and Satisfaction on Brand Equity: The Medating Role of Brand Trust and Brand Loyalty..... 317-326
Miftakhul Jannah; Burhanudin

Behaviour Intention of Digital Banking Adoption UTAUT2 and Covid-19 Pandemic as Factors..... 327-335
Popy Novita Pasaribu; Auzi Naufal Rabbani

Factors Influencing Online Purchase Intention Through E-Commerce in The Millennial Generation 336-345
Delta Sagita Riandana; Delta Sagita Riandana

Analyze of Customer Loyalty on Customer Oriented and Marketing Communication PT. Bank Syariah Indonesia Tbk. 346-348
Verawaty;

The Effect Of Experiential Marketing On E-Wom (Electronic Word Of Mouth) And Customer Value As Intervening Variables In Tourism Destinations Rawa Bento Kerinci Regency Jambi Province. 349
Deci Fachrosi; Johannes; Sylvia Kartika Wulan B

Human Resources

The Effect Of Leadership Style, Work Environment, Compensation On Job Satisfaction At Pt Pln (Persero) Sikka Regency 350-356
Krisanty Natalia Mariani Parera, Emanuel Kristijadi, Tjahjani Prawitowati

The Mediating Role of User Satisfaction in the Influence of Organizational Learning Culture and Online Learning Engagement To Net Benefit Outcome In Indonesia During Covid 19 Pandemic Period 357-362
Heni Kusumawati;

Emotional Intelligence And Apparatus Performance 363-371
Muchtar Ahmad; Djoko Lesmana Radji; Hais Dama

The Internalization of Patient Safety Culture in The Quality of Performance of Nurses in Different Generations of Nurses at The XYZ Hospital, Surabaya 372-377
Sisilia Andri Soelistyani; Ika Yunia Fauzia

The Role of Work Ability and Servant Leadership on Employee Performance in a TIKI Delivery Service Companies in Surabaya 378- 384
Siti Mujanah;

The Effect of Organizational Commitment, Organizational Culture,Self-Efficacy on Employee Performance with Job Satisfaction as Mediator Literature Review and Proposed Model .. 385-393
Vega Hardikasari; Burhanuddin; Emma Julianti;

Determinants Of Millenials Employee Engagement In Indonesia: Systematic Literature Review 394-400
Febby Ayu Ramadhani; Tatik Suryani

The Effect Of Employee Engagement, Motivation, And Organizational Culture On Employee Performance During The Covid-19 Pandemic..... 394-400
Ni Sheila Fairuz Ratnasar; Tatik Suryani

Investment, Insurance and Capital Markerts, Information System, and Technology Management

The Effect Of Student Environment, Lecturer Environment, And Technology Dimensions On Software User Trust With Student Satisfaction As Intervening Variable (A case study of students taking ERP courses online). 405
Prima Rosita Arini Setyaningsih; Lita Kusumasari

Technology Acceptance and Adoption of Mobile Application: A Systematic Review. .. 406-415
Boonchai Wongpornchai; Chonlatis Darawong

Efficiency Level of Malaysian Family Takaful Using Stochastic Frontier Approach. 416
Labibah Salsabila; Zubaidah Nasution

The Role of Locus of Control in Examination of Private Sector Employee Retirement plan Model in Surabaya..... 417-425
Ismawati; Rr. Iramani

Analysis of The Indonesia Capital Market Reaction to The Announcement Implementation of Emergency Community Activity Restriction (PPKM) (Event Study on Companies. 426-433
Said Setiandika Pambudi; Suyatmin Waskito Adi

The Effects of Interpersonal Communication and Self-Efficacy on Job Satisfaction of LSP P1 Assessor of Higher Education Institutions in Surabaya, East Java Province, Indonesia. .
Ida Aju Brahmasari; Irmasanthi Danadharta; Ida Aju Brahma Ratih

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The Effect of Organizational Commitment, Organizational Culture, Self-Efficacy on Employee Performance with Job Satisfaction as Mediator

Literature Review and Proposed Model

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ABSTRACT

The success of a company is influenced by the performance of its employees. In this era of the Covid 19 pandemic, facts show that employee performance tends to decline. This is problematic for the company, because the company's performance will also decline. Therefore, it is important to know what factors affect employee performance, seen from various variables. This study aims to analyze how much influence Organizational Commitment, Organizational Culture, Self-Efficacy on Employee Performance through mediation by employee job satisfaction. This research design uses a literature review, focusing on the relationship of organizational commitment, organizational culture, self-efficacy, job satisfaction and employee performance. The research findings propose ten propositions, namely the relationship between organizational commitment to employee performance, the relationship between organizational commitment to job satisfaction, the relationship between organizational culture and employee performance, the relationship between organizational culture and job satisfaction, the relationship between self-efficacy and employee performance, the relationship between self-efficacy on job satisfaction, the relationship between job satisfaction on employee performance, the relationship between organizational commitment and employee performance, mediated by job satisfaction, the relationship between organizational culture and employee performance, mediated by job satisfaction, the relationship between self-efficacy and employee performance, mediated by job satisfaction.

Keywords: *Organizational Commitment, Organizational Culture, Self-Efficacy, Employee Performance, Job Satisfaction*

1. INTRODUCTION

The success of a company is influenced by the performance of its employees. The higher the employee performance, the higher the overall company performance. Employee performance is defined as the result of employee work in the form of quality and quantity achieved by employees according to the tasks that are the responsibility of the employee (Mangkunegara, 2002 in Rahmawati and Setiawati, 2017)[1]. In order to win the competition and become superior, companies need to pay attention to the performance of their employees. Companies should have concern and awareness to manage employee performance so that company goals are achieved.

Currently, in the era of the Covid-19 pandemic, facts show that employee performance tends to decline. The Covid-19 pandemic condition causes changes in work patterns and culture which will ultimately have an impact on employee performance. Based on the results of a survey conducted by Hartono and Rahadi (2021) on employees of PT. Sayap Mas Utama concluded that employee performance in this pandemic era decreased due to various factors including the Work From Home (WFH) work pattern. According to the survey, changes in work patterns cause employees to finish work on time, get distracted and feel uncomfortable, which affects the overall performance of employees. Surveys conducted by McKinsey (Afriyadi, 2020 in Wahyu and Said. 2020) and YouGov & USA Today (Schrotenboer, 2020 in Wahyu and Said, 2020) explained that employee productivity during WFH decreased by 25 percent. These conditions encourage companies to strive to encourage employee performance improvements in order to win the competition.

Employee performance can be influenced by various variables including organizational commitment. Organizational commitment is how much employees identify themselves and the organization by reflecting beliefs, namely employees will provide loyalty, have the desire, are willing to work hard, sacrifice, and care about the survival of the organization (Luthan 2011 in Pane & Fatmawati, 2017). When employees have a high commitment to the company, employees will try to meet company goals by showing high performance. The results of research by Bahadur Ali Soomro and Naimatullah Shah (2019) found that organizational commitment affects employee performance.

In addition, employee performance is also influenced by employee job satisfaction, especially in the current pandemic era. Companies should strive to increase employee job satisfaction. High job satisfaction will affect employee performance. It is said that satisfied employees will be happy, and the subsequent impact will increase their performance. The results of research conducted by Dini Yunita Ayundasari, Achmad Sudiro, and Dodi Wirawan Irwanto (2017) prove that job satisfaction positively affects employee performance. The higher the job satisfaction, the higher the employee's performance.

Organizational culture can also affect employee performance. Organizational culture is the values that are maintained and developed by individuals in the organization that guide organizational policies in managing employees. When these values are adhered to by the organization and employees, it will affect employee performance. The results of research conducted by Bjardianto Pujiono, Margono Setiawan, Sumiati, and Risna Wijayanti (2020) prove that organizational culture affects employee performance.

Efficacy factors or self-confidence also affect employee performance. The higher the employee's self-confidence, the higher the employee's performance. Self-efficacy affects the actions that employees will take to achieve a goal. In the professional world of work, self-efficacy is the first and foremost thing that determines the results of the performance carried out by an employee. The results of research conducted by Dini Yunita Ayundasari, Achmad Sudiro, and Dodi Wirawan Irwanto (2017) found that self-efficacy affects employee performance.

Based on the above background, the authors formulate the problem as follows:

1. Does organizational commitment have a significant positive effect on the performance of private employees in East Java?
2. Does organizational commitment have a significant positive effect on job satisfaction of private employees in East Java?
3. Does organizational culture have a significant positive effect on the performance of private employees in East Java?
4. Does organizational culture have a significant positive effect on job satisfaction of private employees in East Java?
5. Does self-efficacy have a significant positive effect on the performance of private employees in East Java?
6. Does self-efficacy have a significant positive effect on job satisfaction of private employees in East Java?
7. Does job satisfaction have a significant positive effect on the performance of private employees in East Java?
8. Does organizational commitment have a significant positive effect on employee performance, mediated by job satisfaction of private employees in East Java?
9. Does organizational culture have a significant positive effect on employee performance, mediated by job satisfaction of private employees in East Java?
10. Does self-efficacy have a significant positive effect on employee performance, mediated by job satisfaction of private employees in East Java?

2. RESEARCH METHODOLOGY

This study is based on a model of *job satisfaction* and *employee performance* in terms of *organizational commitment, organizational culture*, and *self-efficacy* of an employee. References for writing scientific articles are taken from studies of several books and journals. The theory used in this study is about *organizational commitment* variables. Referring to the theory proposed by Allen and Meyer in 1990, namely affective commitment, continuance commitment, and normative commitment. For *organizational culture* variables, using the theory proposed by Denison and Mishra in 1995, namely mission culture, adaptive culture, clan culture, and bureaucratic culture. For *self-efficacy* variables, using the theory of Bandura in 1997, the indicators are abilities, challenges, qualifications, knowledge, and abilities and skills. For *employee performance* variables, the use of theory from Muhammad Irfani Hendri in 2019, namely target achievement, integrity and honesty, spirit of achievement, group cooperation, ability to make plans, ability to make decisions, ability to manage relationships, and ability to develop subordinates. As for the *job satisfaction* variable using the theory of Muhammad Irfani Hendri in 2019, namely individual perceptions of workload, salary or wages, enthusiasm for achievement, group collaboration, and the ability to make plans. The journal used in this study is the journal of Bahadur Ali Soomro and Naimatullah (2019), Quan HN. Tran (2020), Bjardianto Pujiono, Margono Setiawan, Sumiati, and Risna Wijayanti (2020), Dini Yunita Ayundasari, et al (2017), Talat Islam and Ishfaq Ahmed (2017), Scott C. Bauer and Lori Silver (2018),

Mariati and Hanif Mauludin (2018), and Muhammad Irfani Hendri (2019).

3. LITERATURE REVIEW DISCUSSION

3.1. Employee Performance

Performance is the behavior displayed by a person in doing work according to his potential, where the work target can be completed at the right time, or does not exceed the time limit provided, so as to produce something of value for the organization or company, the wider community, as well as for employees. himself (Mangkunegara 2013, in Pane & Fatmawati 2017). The ability of employees can be seen from the performance they apply. Performance, in general, can be interpreted as the result of employee work, both in quality and quantity achieved, when carrying out their duties and responsibilities while working (Setiyadi, Yusuf Wildan & Wartini, Sri, 2016). According to Setiadi, Yusuf & Wartini, Sri (2016), the factors that can affect employee performance include motivation, leadership, work environment, work discipline, work culture, communication, commitment, position, quality of work life, training, compensation, and job satisfaction. Employee performance can affect the activities of a company or organization. The better the performance of employees at the company, the more it will help the company in its development activities. Employee performance will affect how much the employee contributes to the company. According to Rivai, 2011 in Setiyadi and Wartini, 2016, performance is a real behavior shown by someone as an achievement at work, which is produced by employees, in accordance with their duties and responsibilities when working in the company. Employee performance is a statement by the direct supervisor on the work of the employee himself within a certain period of time in accordance with the authority and responsibility of each employee. Research results from Dini Yunita Ayundasari, Achmad Sudiro, and Dodi Wirawan Irwanto (2017) put forward that Result of study this , show that satisfaction work affect performance employees . Which means the higher the position of the employee and the satisfaction of the employee, the better the employee's performance . Study this done at the Regional Licensing and Investment Agency of East Kalimantan Province . The results of research from Dini Yunita Ayundasari, et al (2017) also say that Self-efficacy affects employee performance mediated by job satisfaction. This means that the better or the higher the self-efficacy, the better or the higher the employee's performance where employees also feel job satisfaction . Next , the result study before from Bahadur Ali Soomro and Naimatullah Shah (2019) , find that Organizational commitment affects employee performance . The results of research from Bahadur Ali Soomro and Naimatullah Shah (2019) also said that Organizational Commitment Affects Job Satisfaction and Job Satisfaction Affects Employee Performance in a correlation line. This means that the better or the higher the Organizational Commitment, the better or the higher the employee's performance where employees also feel job satisfaction. The results of research from Bahadur Ali Soomro and Naimatullah Shah (2019) also said that Organizational Culture affects Job Satisfaction and Job Satisfaction Affects Employee Performance in a correlation line. This means that the better or the higher the Organizational Culture, the better or the higher the employee's performance where employees also feel job satisfaction . Results Results of research by Bjardianto Pujiono, Margono Setiawan, Sumiati, and Risna Wijayanti (2020) found that organizational culture affects employee performance . The results of research by Dini Yunita Ayundasari, Achmad Sudiro, and Dodi Wirawan Irwanto (2017) found that self-efficacy affects employee performance . Quoted from the literature review , the indicators used to measure employee performance are:

a. Achievement of work targets
b. Integrity and honesty
c. Achievement spirit.
d. Group cooperation.
e. Ability to plan.
f. Ability in decision making.
g. Ability to manage relationships.
h. Ability to develop subordinates.

3.2. Organizational Commitment

Organizational commitment is the degree to which employees identify themselves and the organization by reflecting beliefs, namely employees will provide loyalty, have desire, are willing to work hard, sacrifice, and care about the survival of the organization (Luthan 2011 in Pane & Fatmawati, 2017). There are levels of commitment dimensions, which are as follows.

1. Affective Commitment

   Concerns the emotional attachment of work to identification with involvement in the organization.

2. Normative Commitment

Concerning workers' feelings of obligation to stay with the organization where the employee works, because it is an employee's feeling of obligation that should be done.

3. Continuous Commitment

regarding employee commitment based on costs associated with employee turnover. This is due to the loss of seniority to apply for promotions, or company benefits.

Organizational commitment is an attitude that describes employee loyalty to the organization, and a continuous process, where members of the organization express their concern for the organization (Mekta, 2016 in Riris et al, 2020). Organizational commitment includes member pride, and the willingness of members to do something more loyal to the organization. Employees have high organizational commitment if they have trust and accept the goals and values of the organization, desire to improve the progress of the company's vision and mission, and have a strong desire to survive as employees or members of the organization. The results of research by Bahadur Ali Soomro et al (2019) found that organizational commitment affects employee performance . The results of research from Bahadur Ali Soomro and Naimatullah Shah (2019) also said that Organizational Commitment Affects Job Satisfaction and Job Satisfaction Affects Employee Performance in a correlation line. The results of research by Bahadur Ali Soomro et al (2019) found that organizational commitment also affects job satisfaction. Quoted from a literature review of indicators to measure Organizational Commitment, including:

a. The level of employee confidence to accept organizational goals.
b. The level of trust of employees to accept the values adopted by the organization.
c. The willingness of employees to work hard or earnestly, and
d. Willingness of workers to continue to work/ survive in the organization.

The proposed hypothesis is as follows:

H1 : Organizational commitment has a significant positive effect on the performance of private employees in East Java.

H2 : Organizational commitment has a significant positive effect on job satisfaction of private employees in East Java.

H8 : Organizational commitment has a significant positive effect on employee performance, mediated by job satisfaction of private sector employees in East Java.

3.3. Organizational Culture

Each region has a different culture. Starting from how to interact with other people, how to behave, which is influenced by the conditions of each region. So are organizations. Each organization also has its own culture that is different from other organizations. Organizational culture includes a variety of values, norms, and conventions or rules of behavior that influence the way members of the organization think, behave, and act in a company or organization (Schein in Chang, Su-Chao and Lee, Ming-Shing, 2007).

Organizational culture can be measured and evaluated. Therefore, several authors have prepared instruments to measure organizational culture. According to Cameron and Quinn (2006 in Quan H.N Tran, 2019) the instrument used to evaluate organizational culture is through 3 aspects, namely innovative, bureaucratic, and supportive aspects. Innovation is seen as creativity, task, and risk-oriented. The bureaucratic aspect is considered to be hierarchical orientation, having a high position from the level of regulations and procedures. Support is seen as a relationship orientation, trust, and collaboration between business owners and employees.

Organizational culture of each country also has a significant effect on organizational culture (Hofstede, 2003). As stated by Hofstede (2003), the culture of each country will shape the norms and values that influence a person's behavior. Whether it's leaders, staff, or consumers in the company. The success of employees in an organization or company is characterized by the ability of employees to adapt and change behavior to suit the organizational culture. Another success is characterized when organizational culture becomes memorable and plays an important role in the satisfaction and happiness of members or employees of the organization (Stokes et al., 2019 in Quan H.N Tran, 2019).

Several authors suggest that there is a positive relationship between organizational culture and employee job satisfaction (Braun et al, 20013; Long & Thean, 2011; Zahari & Shurbagi, 2012, in Quan H.N Tran, 2019). It can be said that the employee is satisfied, if the employee's perception is in line with the company's organizational culture. In addition, Behery, 2012 in Quan H.N Tran, 2019) states that there is a strong relationship between organizational culture and job satisfaction, will improve employee performance.

Another way to evaluate organizational culture is the model proposed by Cameron & Quinn (2006) called the Competing Values Framework (CVF). This framework covers two axes, namely stability and/or flexibility, and internal and/or external factors. Both of them identify four kinds of organizational culture, namely clan culture, market or market, advocacy, and hierarchy

(Cameron & Quinn, 2006, in Quan H.N Tran, 2019). The results of research by Bjardianto Pujiono, Margono Setiawan, Sumiati, and Risna Wijayanti (2020) found that organizational culture affects employee performance . The results of research by Bahadur Ali Soomro et al (2019) found that organizational culture affects employee performance . The results of research from Bahadur Ali Soomro and Naimatullah Shah (2019) also said that Organizational Culture Affects Job Satisfaction and Job Satisfaction Affects Employee Performance in a correlation line. Quoted from the literature review, indicators to measure Organizational Culture include:

1. Mission Culture
   This culture emphasizes a clear vision and mission of a company or organization. This can make employees or members of the organization understand their duties and responsibilities, and carry them out clearly. Employees are also given special awards by the company if they work above the standards provided by the company.
2. Adaptive Culture
   This culture emphasizes continuous learning and self-improvement, so that customers feel the excellent service that is always provided by employees and the company.
3. Clan Culture.
   This culture emphasizes the involvement of every employee or member of the organization that is effective and efficient for the company. Employees should take full responsibility for the duties and responsibilities assigned to their positions, and be fully committed to the company.
4. Bureaucratic culture.
   Organizational or corporate culture in this element, provides a systematic method in carrying out the duties and responsibilities of each employee. In addition, there is high consistency, compliance, and cooperation between members or employees, for the sake of creating work efficiency and organizational progress.

The proposed hypothesis is as follows:

H3 : Organizational culture has a significant positive effect on the performance of private employees

H4 : Organizational culture has a significant positive effect on job satisfaction of private employees

H9 : Organizational culture has a significant positive effect on job satisfaction of private employees

3.4. Self-Efficacy

The concept of self-efficacy was first discovered by Bandura Alber, who is an influential psychologist in the history of psychology. He used social learning theory which was later referred to as social cognitive theory. This theory is used as a basis for analyzing the construction of self-efficacy (Lenz & Bagget, 2002; Sartika, 2012 in Abdul Rahman Kadir, et al, 2017). Self-efficacy expressed by Zorlu (2012, in Abdul Rahman Kadir, et al, 2017), is a self-assessment of the beliefs and attitudes of employees in working towards their abilities, as well as the accumulation of employee knowledge, compared to employee expectations. Then (Tang & Chan, 2010 in Abdul Rahman Kadir, et al, 2017) explained that self-efficacy is a belief in an individual's competence to perform certain tasks. Self-efficacy can have a significant effect on work stress and employee creativity. Based on the concept of self-efficacy, it can be concluded that self-efficacy is a person's belief and ability in carrying out tasks in a company or organization. Anything related to self-control, will have an impact on one's success or failure. Likewise with self-efficacy. Self-efficacy is closely related to how strong employees believe in their own abilities. Employee self-efficacy can help companies determine how well a person is performing and his or her performance satisfaction. According to Bandura, (Albert Bandura, 1994 in Paul Lyons and Randall Bandura 2019), self-efficacy is a person's belief about his capability to produce a specified level of performance, which affects his life events. Self-efficacy is different from self-confidence. Because self-confidence is general and is not always related to tasks or business persistence. Research shows that self-efficacy is a person's willingness to be involved in a task and the amount of effort and perseverance that will be done when they face difficulties at work (Bradley, 2017 in Paul Lyons and Randall Bandura 2019). The results of research by Dini Yunita Ayundasari , Achmad Sudiro, and Dodi Wirawan Irwanto (2017) found that self-efficacy affects job satisfaction. The results of research from Dini Yunita Ayundasari, et al (2017) also say that Self-efficacy affects employee performance mediated by job satisfaction. This means that the better or the higher the self-efficacy, the better or the higher the employee's performance where employees also feel job satisfaction. There are several sources of self-efficacy. Empirical research shows that self-efficacy is formed in one of three possible ways (Bandura, 1994, in Paul Lyons and Randall Bandura 2019). Namely:

1. Mastery experience

It is the successful performance of a task, for which clear evidence of achievement can strengthen self-efficacy beliefs. Meanwhile, failure to achieve success can destroy it.

2. Social persuasion

   If other people, it can be other employees or leaders, observe, then respect, appreciate and are interested because the employee is successful with the task at hand, it will affect the strength of self-efficacy.

3. Observation of role models

   If someone observes similar people and jobs or positions that are successful with their work. This kind of observation influences beliefs and motivations. Chan et al, (2017) in Paul Lyons and Randall Bandura (2019), suggest that self-efficacy is positively related to employee performance.

The research conducted found that self-efficacy was significantly related to job performance, job satisfaction, and commitment. Then it is negatively related to work discomfort. This self-efficacy also affects the commitment of the work team, which then has a positive effect on the quality of work life. Based on the results of his research, (Bradley, 2017 in Paul Lyons and Randall Bandura 2019) concluded that high self-efficacy can increase employees' expectations of getting benefits as a result of the efforts that employees make to the company. Employees who have strong self-efficacy will view weaknesses as things that must be conquered with effort, tenacity, and determination. However, low self-efficacy assumes that their efforts will fail or will never work well. Quoted from the literature review, indicators to measure Self-Efficacy include:

a. *Abilities*
b. *Challenging*
c. *Qualified*
d. *Knowledge*
e. *Skill and abilities*

The proposed hypothesis is as follows:

H5 : Self-efficacy has a significant positive effect on the performance of private employees

H6 : Self-efficacy has a significant positive effect on job satisfaction of private employees

H10 : Self-efficacy has a significant positive effect on employee performance, mediated by job satisfaction of private employees

3.5. Job Satisfaction

According to Robbins & Judge in Wibowo, 2013, job satisfaction is defined as the attitude of employees in an organization or company that describes positive feelings as a result of the results of work evaluations. Employees with a high level of satisfaction will have positive feelings towards the company and the work they do. However, if someone with negative feelings will have a dissatisfied feeling with the company.

Then Ho et al (2009) argue that job satisfaction is a positive and negative attitude possessed by employees at work, influenced by the individual's internal circumstances. Job satisfaction will be achieved if what is expected in the job is in line with his expectations. Based on the things that have been stated above, it can be concluded that job satisfaction is a pleasant state of the emotional state of employees of a company or positive attitude towards their work. Employees show a good relationship between what is done and what is expected of the job. The results of research by Bahadur Ali Soomro et al (2019) found that organizational commitment affects job satisfaction . The results of research by Bahadur Ali Soomro et al (2019) found that organizational culture affects employee performance . The results of research by Dini Yunita Ayundasari, Achmad Sudiro, and Dodi Wirawan Irwanto (2017) found that self-efficacy affects job satisfaction . The results of research by Dini Yunita Ayundasari, Achmad Sudiro, and Dodi Wirawan Irwanto (2017) found that job satisfaction affects employee performance . The results of research from Bahadur Ali Soomro and Naimatullah Shah (2019) also said that Organizational Commitment Affects Job Satisfaction and Job Satisfaction Affects Employee Performance in a correlation line. This means that the better or the higher the Organizational Commitment, the better or the higher the employee's performance where employees also feel job satisfaction . The results of research from Bahadur Ali Soomro and Naimatullah Shah (2019) also said that Organizational Culture Affects Job Satisfaction and Job Satisfaction Affects Employee Performance in a correlation line . This means that the better or the higher the Organizational Culture, the better or the higher the employee's performance where employees also feel job satisfaction . The results of research from Dini Yunita Ayundasari, et al (2017) also say that Self-efficacy affects employee performance mediated by job satisfaction. This means that the better or the higher the self-efficacy, the better or the higher the employee's performance where employees also feel job satisfaction. Quoted from the literature review, indicators to measure job satisfaction include:

a. The work itself or the individual's perception of the workload and responsibilities assigned by the management department.

b. Salary or wages are individual perceptions of salaries or awards given by the organization to employees with values that include normal basic needs, security, and income sustainability, as well as the compatibility between salary receipts and expectations.
c. Promotion, namely the individual's perception of the objectivity of the application of employee positions. Promotions by organizations or companies and opportunities provided by organizations to develop careers, including the values of openness to career opportunities, fair and objective.
d. Colleagues, namely the individual's perception of the arrangement of work relations between employees, both in the same field of work and in different fields of work, including the values of possibilities and dislikes, responsibilities, and teamwork.
e. Observation and supervision, namely the individual's perception of the type and method of organizational leadership in providing certain supervision to employees in work related to the values of politeness, respect, and the intensity of adequacy of supervision.

The proposed hypothesis is as follows:

H7 : Job satisfaction has a significant positive effect on the performance of private employees in East Java.

RESEARCH FRAMEWORK

From the results of the study of theories and problems above, the current research framework is as follows:

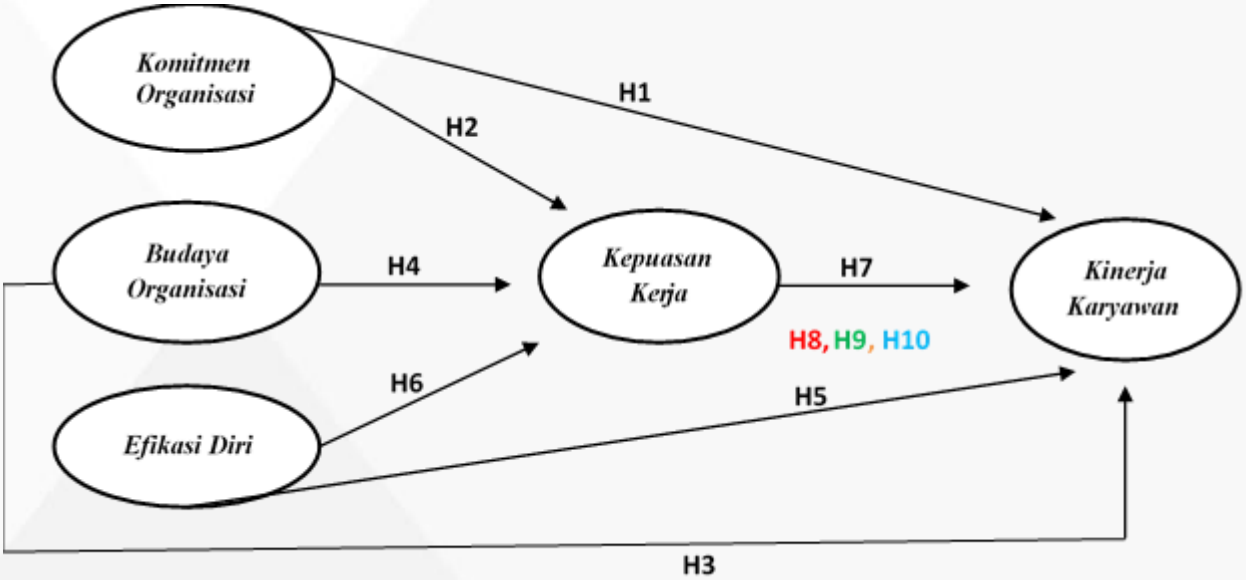

Figure 1 Research Framework

SUMMARY

This study explains that employee performance is defined as the work of employees in the form of quality and quantity achieved by employees according to the tasks that are the responsibility of employees. There are several aspects that affect employee performance, including organizational commitment, which is the degree to which employees identify themselves and the organization by reflecting beliefs, namely employees will give loyalty, have desire, are willing to work hard, sacrifice, and care about the survival of the organization. In this case, when employees have a high commitment to the organization, it cannot be separated from the satisfaction felt by employees, where it is defined that job satisfaction is a positive and negative attitude that employees have at work, and is influenced by the individual's internal circumstances. Job satisfaction will be achieved if what is expected in the job matches their expectations and affects their performance. Furthermore, the self-efficacy factor

where self-efficacy is defined as a form of belief in the individual's competence to perform certain tasks. Self-efficacy can have a significant effect on work stress and employee creativity. That is, it also affects employee performance. Based on the concept of self-efficacy, it can be concluded that self-efficacy is a person's belief and ability in carrying out tasks in a company or organization. The last, viewed from organizational

culture, where organizational culture can affect employee performance. Organizational culture is the values that are maintained and developed by individuals in the organization that guide organizational policies in managing employees. When these values are firmly held by the organization and employees, it will affect employee performance.

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