



Improving Management Performance Through Strengthening Self-Efficacy and Work Motivation

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ABSTRACT

Purpose – The purpose of this study was to find strategies and ways to improve the performance of administrators at Posyantek DKI Jakarta through an analysis of the magnitude of the direct influence of self-efficacy on work motivation, the direct influence of work motivation on administrator performance and the indirect influence of self-efficacy on administrator performance through work motivation as an intervening variable. **Methodology/approach** – The method used is a quantitative method. The population in this study was 258 and the sample used was 158 Posyantek administrators. While the data analysis method of testing research instruments uses validity tests, reliability tests. Data analysis techniques consist of descriptive analysis of respondent characteristics and SEM PLS analysis. **Findings** – The results of this study indicate that self-efficacy variables have a positive effect on motivation variables or it can be said that the higher the self-efficacy, the higher the motivation, conversely the lower the self-efficacy, the lower the motivation, the motivation variables have a positive effect on performance variables or it can be said that the higher the motivation, the higher the performance, conversely the lower the motivation, the lower the performance and self-efficacy has a significant effect on performance mediated by motivation.

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INTRODUCTION

The identification of problems in this study includes various challenges faced by Posyantek managers in DKI Jakarta, including varying levels of self-efficacy among managers that have the potential to affect their performance and contribution, as well as fluctuating work motivation due to internal and external factors such as awards, work environment, and interpersonal relationships. Social and cultural environmental factors that are unique to DKI Jakarta also affect the dynamics of interactions between managers and the community, while limited resources, such as training and other support, hinder increased self-confidence in completing tasks. Low participation in strategic decision-making can reduce the sense of responsibility and commitment, coupled with the absence of an objective performance appraisal system that makes evaluation and continuous improvement difficult. In addition, the implementation of appropriate technology still faces obstacles due to the lack of skilled human resources and limited infrastructure, as well as low community participation caused by a lack of awareness or interest in the technology introduced. The technology that has been implemented is often not properly maintained so that it does not function optimally, even being damaged. There is also a gap between the technology provided and the real needs of the community, so that technology is not utilized



optimally. Finally, Posyantek also faces obstacles in establishing cooperation with government agencies, the private sector, and academics to develop better technology.

Although Posyantek has been initiated as a strategic institutional tool in bringing the community closer to appropriate technology sources in accordance with Permendes No. 23 of 2017 and Pergub DKI Jakarta No. 78 of 2021, its implementation in the field still faces various challenges. Most previous studies have focused more on the technical aspects of technology development and diffusion, but not many have studied in depth the human resource factors that influence the effectiveness of Posyantek managers' performance, especially in an urban context such as DKI Jakarta. In addition, there is no analysis model that integrates psychological variables such as self-efficacy and work motivation as determinants of Posyantek managers' performance. In fact, the success of Posyantek as a professional, independent, and sustainable public service institution is largely determined by the capacity and commitment of its human resources. This study is here to fill the gap by examining how self-efficacy influences performance through work motivation as an intervening variable in the context of Posyantek management in DKI Jakarta an approach that has not been widely explained in previous literature.

In general, the purpose of this study is to find strategies and ways to improve the performance of Posyantek managers in DKI Jakarta through primary analysis that includes: the direct influence of self-efficacy on work motivation, the direct influence of work motivation on manager performance, and the indirect influence of self-efficacy on manager performance through work motivation as an intervening variable.

The novelty of this study lies in several things, namely: the originality of the research which is compiled based on one's own thoughts, as well as its uniqueness which specifically examines the performance of managers as a problem that occurs in Posyantek managers in DKI Jakarta. This research has never been conducted before in the analysis unit within the scope of the PPAPP Service and Posyantek managers in DKI Jakarta. This study also develops a new model by integrating three variables, namely the influence of self-efficacy on manager performance through work motivation as an intervening variable at Posyantek in DKI Jakarta Province. In addition, this study succeeded in formulating a strategy to strengthen the performance of Posyantek managers which can be used as a reference and recommendation for stakeholders such as Academics, Business, Government, Community, and Media (ABGCM). The innovation resulting from this research is the preparation of the Human Resource Management Book: Appropriate Technology Mapping which can be used as a guideline for strategies to improve the performance of Posyantek managers, and is a derivative of DKI Jakarta Governor Regulation No. 78 of 2021 concerning Appropriate Technology.

LITERATURE REVIEW

The theory that discusses organizational behavior by Colquitt, et al. (2019) describes how important organizational mechanisms, group mechanisms, and individual characteristics are that can directly influence performance or indirectly through individual mechanism processes. This theory emphasizes how organizational behavior can influence performance where individuals do not work alone, but there are certain mechanisms that require individuals to adapt.

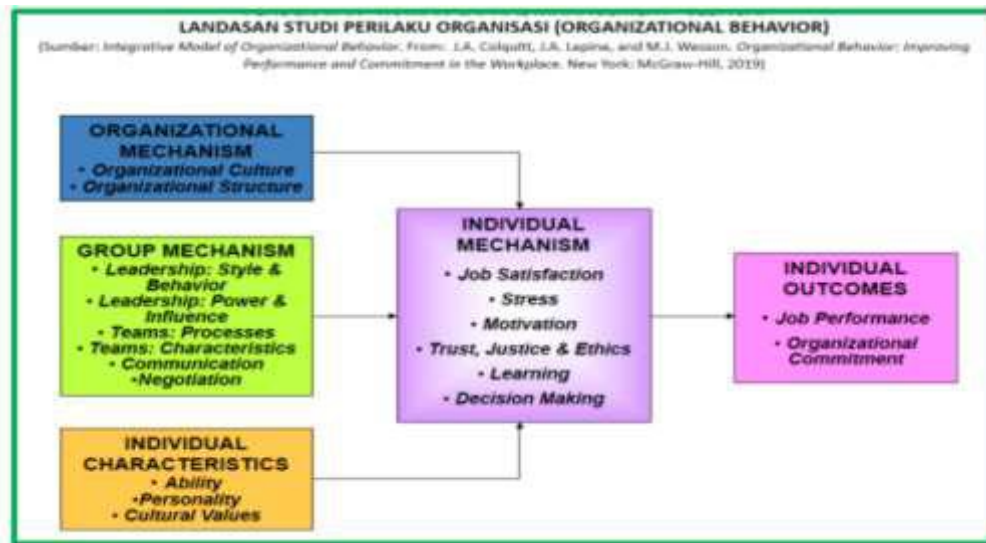


Figure 2. Organizational Behavior Theory

Management Performance

The performance of the management is a measure of the success of an organization. The success of the company in driving its operational activities, full attention is focused on how the company's management manages human resources in relation to workers to be consistent in producing performance products that are in accordance with company procedures. Robbins (2015) said that performance (management) is the result of the interaction between ability (A), motivation (M) and opportunity (O), in other words, work is a function of work motivation multiplied by ability and opportunity.

Dimensions are a collection of particulars called performance indicators. Based on the definition above, the definition of management performance in this study is a performance which means the work results of a worker, a management process or an organization as a whole, where the work results must be able to be shown concretely and can be measured. While the dimensions and indicators used in this study are:

Quality. The level at which the results of the activities carried out approach perfection in the sense of adjusting some ideal ways of performing the activity or meeting the expected goals of an activity. The indicators are: Neatness, accuracy, work result

Quantity. The amount produced in terms of the number of units, the number of activity cycles completed. The indicators are: speed, ability

Efficiency. The ability to use resources in the most optimal way, and produce maximum output, with minimal sacrifice. The indicators are: time saving, work procedures, work discipline, neatness of work, quality of work, rationality of work

Timeliness. The degree to which an activity is completed at the desired early time, seen from the perspective of coordination with output results and maximizing the time available for other activities. The indicators are: completion of tasks on time, discipline, service, information.

Effectiveness. The level of utilization of the company's human resources is maximized with the intention of increasing profits or reducing losses from each unit in the use of resources. The indicators are: clarity of tasks, punctuality, supervision, leadership motivation, comfortable working environment, job evaluation

Self Efficacy

Self-efficacy is a full belief in the basic skills of workers in applying abilities in the activities carried out. Self-efficacy can make workers develop soft skills and provide motivation for themselves (Aisyiyah, 2021). According to (Eko & Suharnan, 2015) Self-efficacy is the worker's perception of his ability to complete tasks in order to achieve common goals. Self-efficacy is when workers evaluate themselves in completing tasks in achieving a set goal (Aisyiyah, 2021). Meanwhile, the dimensions and indicators used in this study according to Albert Bandura/Shuck (2010) are:



The level of task difficulty (magnitude) is related to the degree of difficulty of the individual's task. This component has implications for the selection of behaviors that individuals will try based on expectations of efficacy at the level of task difficulty. The indicators include: task difficulty level, ability to face challenges, previous experience, motivation and commitment, strategy and resources.

Strength of belief (strength) Relating to the strength of an individual's belief in his/her abilities. Strong and steady hope in an individual will encourage them to persist in trying to achieve their goals even though they may not have the supporting experiences. the indicators include: level of confidence, perseverance, motivation, environmental influences, risk taking.

Generality (generality) Relating to the scope of behavior believed by the individual to be able to be implemented. A person can assess himself whether his abilities are in various fields or only in certain field functions. The indicators include: adaptability, experience level, solution to problem, stress management, knowledge transfer

Work motivation

Bernard in Kusmiati (2017), defines work motivation as purposeful behavior that is ultimately directed toward a fundamental goal, which may be measured in terms of individual differences in varying categories of behaviors and interests. Afandi (2018:23) said that motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to carry out activities with sincerity, joy, and earnestness so that the results of the activities they do produce good and quality results. The dimensions and indicators used in this study are: Intrinsic factors. If these factors are met, it will create satisfaction and motivation, but if not, it will not create job satisfaction such as: achievement, achievement, recognition, work improvement, responsibility.

Intrinsic Motivation Dimensions with indicators: achievement, prioritizing achievements from what is done; the desire to receive recognition, which is measured by the extent to which a person can recognize or recognize other people in relation to carrying out their duties, responsibility, sufficient freedom and power for employees to take ownership of their work so that they feel ownership of the results; the drive to achieve progress is based on a transparent and fair promotion system.

Extrinsic factors. Where these factors, if not fulfilled, can cause dissatisfaction and have an impact on a person's work motivation, such as: company administration and policies, supervision, working conditions, and relationships between employees. Extrinsic Motivation Dimensions with indicators: supervision, this aspect measures a person's work towards his/her superior. Employees prefer to work with superiors who are guiding, controlling and friendly; working conditions support the completion of tasks, namely adequate facilities and infrastructure according to the nature of the tasks that must be completed; payment, a gift received from the company where the employee works; relationships with co-workers, having harmonious and complementary relationships with co-workers; security, fulfilling employees' sense of security at work, for example by providing insurance.

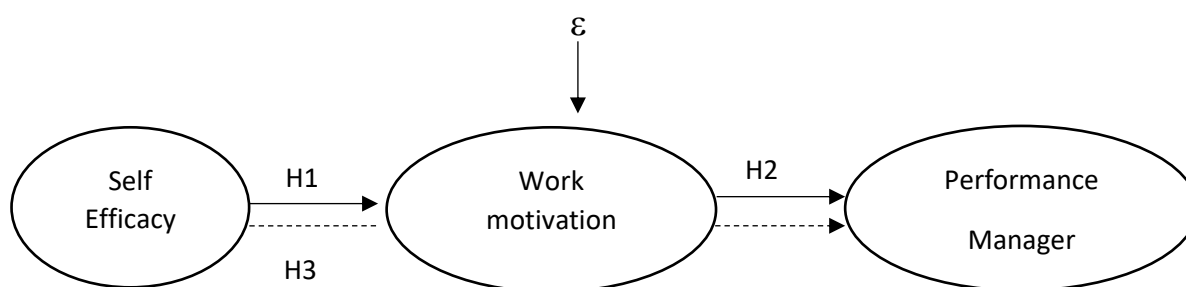


Figure 3. Theoretical Framework of Thought

Based on Figure 3 the description of the theoretical review outlined previously and the results of relevant previous research and the framework of thought above, the hypothesis formulated in this study is as follows.

- H1 = There is a positive direct influence of Self-Efficacy on Management Performance
- H2 = There is a direct positive influence of work motivation on management performance.
- H3 = There is a positive indirect influence of self-efficacy on management performance through work motivation as an intervening variable.

METHOD

This type of research is quantitative research. Quantitative research is used in this study, because the data that is the object of this study is quantitative data in the form of numbers generated from a Likert scale (Sugiyono, 2017:13). The research methods used in this study are explained as follows: Based on the research objectives, this research is descriptive, namely research that aims to explain the characteristics of research variables. Based on the type of study, this type of research is verification or causality, because this research wants to find the cause or causal relationship of one or more problems. This research was conducted on the DKI Jakarta Posyantek Management under the guidance of the DKI Jakarta Province Child Protection, Empowerment and Population Control Service (PPAPP) located at Jalan Jendral Ahmad Yani Kavling 4 Cempaka Putih Timur, Kemayoran District, Central Jakarta.

Population in research is an area that researchers want to study. According to Sugiyono (2011: 80) "Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn." The opinion above is one of the references for the author to determine the population. The population in this study is the DKI Jakarta Posyantek Management. The accessible population is 258 managers. The sample is part of the population that researchers want to study. According to Sugiyono (2011: 81) "A sample is part of the number and characteristics possessed by the population." So the sample is part of the existing population, so that sampling must use a certain method based on existing considerations. The sampling method used is proportional random sampling. Determining the number of samples from the population uses the Slovin formula at a margin of error of 5%; as follows:

$$n = \frac{N}{1 + Ne^2}$$

Information:

- n = number of samples taken
- N = sample population
- e = error tolerance percentage of 0.05
- $n = 258 / (1 + (258 \times 0.05^2))$
- $n = 258 / (1 + (258 \times 0.0025))$
- $n = 258 / (1 + 0.645)$
- $n = 258 / 1,645$
- $n = 156.3$ rounded to 156

Based on these calculations, the number of samples used in this study was 156 respondents.

RESULT AND DISCUSSION

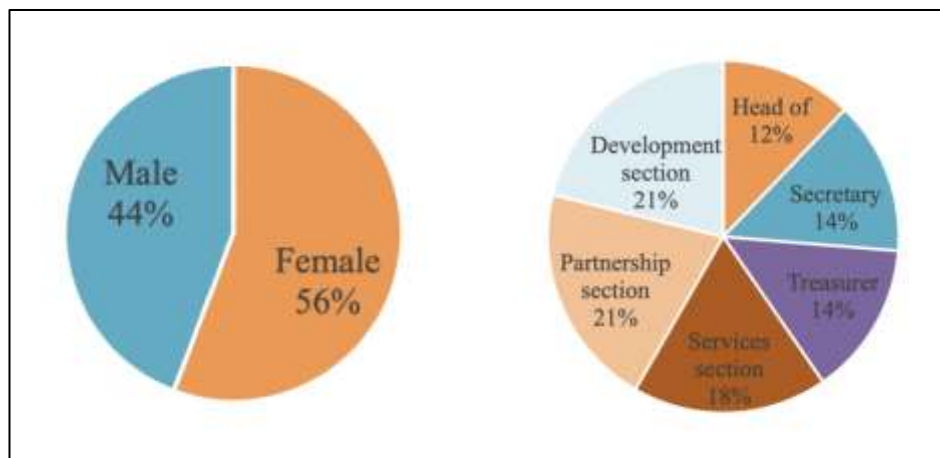


Figure 4. Respondent Profile Based on Gender and Profile Based on Position

Based on gender, it was found that in general, the administrators of Posyantek DKI Jakarta are female, namely 56%, while the administrators are male, namely 44%. Based on job groups, it was found that in general, the management of Posyantek DKI Jakarta is in the development section and partnership section, namely 21%.

Descriptive Analysis

Table 1. Frequency Distribution Results Variables Self Efficacy

No	Interval	Absolute Frequency	Relative Frequency
1	1.00-1.50	0	0.00
2	1.50-2.00	9	5.77
3	2.00-2.50	12	7.69
4	2.50-3.00	15	9.62
5	3.00-3.50	11	7.05
6	3.50-4.00	27	17.31
7	4.00-4.50	46	29.49
8	4.50-5.00	36	23.08
Amount		156	100

Source: Primary Data Processing 2024

Based on the data distribution table 1, it was obtained that in general the respondents had the most average self-efficacy in the range of 4.00-4.50, which was 46 respondents or 29.49%. This illustrates that the self-efficacy of respondents who are administrators of Posyantek DKI Jakarta have high self-efficacy.

Table 2. Frequency Distribution Results Variables Motivation

No	Interval	Absolute Frequency	Relative Frequency
1	1.00-1.50	0	0.00
2	1.50-2.00	6	3.85
3	2.00-2.50	15	9.62
4	2.50-3.00	20	12.82
5	3.00-3.50	10	6.41
6	3.50-4.00	14	8.97

7	4.00-4.50	59	37.82
8	4.50-5.00	32	20.51
Amount		156	100

Source: Primary Data Processing 2024

Based on the data distribution table 2, it was obtained that in general the respondents had the most average motivation in the range of 4.00-4.50, which was 59 respondents or 37.82%. This illustrates that respondents who are administrators of Posyantek DKI Jakarta have high motivation.

Table 3. Frequency Distribution Results Variables Performance

No	Interval	Absolute Frequency	Relative Frequency
1	1.00-1.50	2	1.28
2	1.50-2.00	18	11.54
3	2.00-2.50	1	0.64
4	2.50-3.00	0	0.00
5	3.00-3.50	11	7.05
6	3.50-4.00	61	39.10
7	4.00-4.50	36	23.08
8	4.50-5.00	27	17.31
Amount		156	100

Source: Primary Data Processing 2024

Based on the data distribution table 3, it was obtained that in general the respondents had the most average performance in the range of 3.50-4.00, which was 61 respondents or 39.10%. This illustrates that the performance of respondents who are administrators of Posyantek DKI Jakarta has high performance.

SEM Analysis Testing

The analysis method used is Partial Least Squares (PLS) through software called SmartPLS version 3. Partial Least Squares (PLS) is one of the effective Structural Least Squares (SEM) paths used in research to solve data problems.

Evaluation of Measurement Model (Outer Model)

The measurement model is a construct validity test technique. Its purpose is to evaluate the quality and accuracy of the measurement model used in the study.

Convergent Validity Testing

The factor loading value of stage 1 obtained a factor loading below 0.7 so that invalid items were deleted and retested, valid The factor loading value on all items in stage 2 was above 0.7 so that all items in each variable were valid. Validity based on the AVE value also shows that the AVE value is above 0.5 so that all are valid. This means that the instrument or questionnaire used is suitable for use or is suitable for use.

Table 4 Convergent Validity Test Result

Variables	AVE	Composite Reliability	Result
Self Efficacy	0.596	0.970	Valid amd Reliable
Motivation	0.640	0.972	Valid amd Reliable
Performance	0.565	0.966	Valid amd Reliable

Source: Data processed by researchers (2024)



Based on the table 4 its show all variable are valid and reliable where the AVE values is more than 0,5 and Cr value is more than 0,7.

Structural Equation Model Evaluation (Inner Model)

According to Ghozali (2011:22), the inner model specifies the relationship between latent variables and their indicators or manifest variables (measurement model). Structural model evaluation can be done by looking at the R² value for the dependent latent construct, and goodness of fit. Then, the estimation activity is evaluated using the t-statistic test obtained through the bootstrapping procedure.

R-Square Value

Table 5. R Square Value

Variables	R Square Value
Motivation	0.203
Performance	0.257

Source: Data processed by researchers (2024)

Based on the table 5 R Square Result, variables motivation has an R square value of 0.203, which means thatSelf-efficacy can influence motivation by 20.3%. Variablesperformancehas an R square value of 0.257 so it can be interpreted thatSelf-efficacy and motivation can influence performance by 25.7%

Q Square Value (Q²)

Q-Square value (<0), then shows the model has predictive relevance and if Q-Square is smaller than 0 (<0), then shows less predictive relevance value. If the Q-Square value is less than 0 indicates the model is no better than using the average value (mean) of the dependent variable to predict the value of the dependent variable. If the Q-Square value is between 0 and 0.25 indicates poor prediction quality. Then if the Q-Square value is between 0.25 and 0.5 indicates a fairly good prediction quality. If the Q-Square value is between 0.5 and 0.75 indicates good prediction quality. And if Q-Square is more than 0.75 means very good prediction quality. The higher the Q-Square value produced, the better the prediction quality of the model. The results of the Q² calculation are as follows:

$$Q^2 = 1 - (1 - R_{12}) (1 - R_{22}) (1 - R_{32})$$

$$Q^2 = 1 - (1 - 0.203) (1 - 0.257) (1 - 0.197)$$

$$Q^2 = 0.524$$

Based on the results of the predictive relevance (Q²) calculation above, it shows a value of 0.524. In this research model, the endogenous latent variable has a predictive relevance (Q²) value greater than 0 (zero) so that the exogenous latent variable is suitable as an explanatory variable that is able to predict its endogenous variable, in other words, proving that this model is considered to have good predictive relevance.

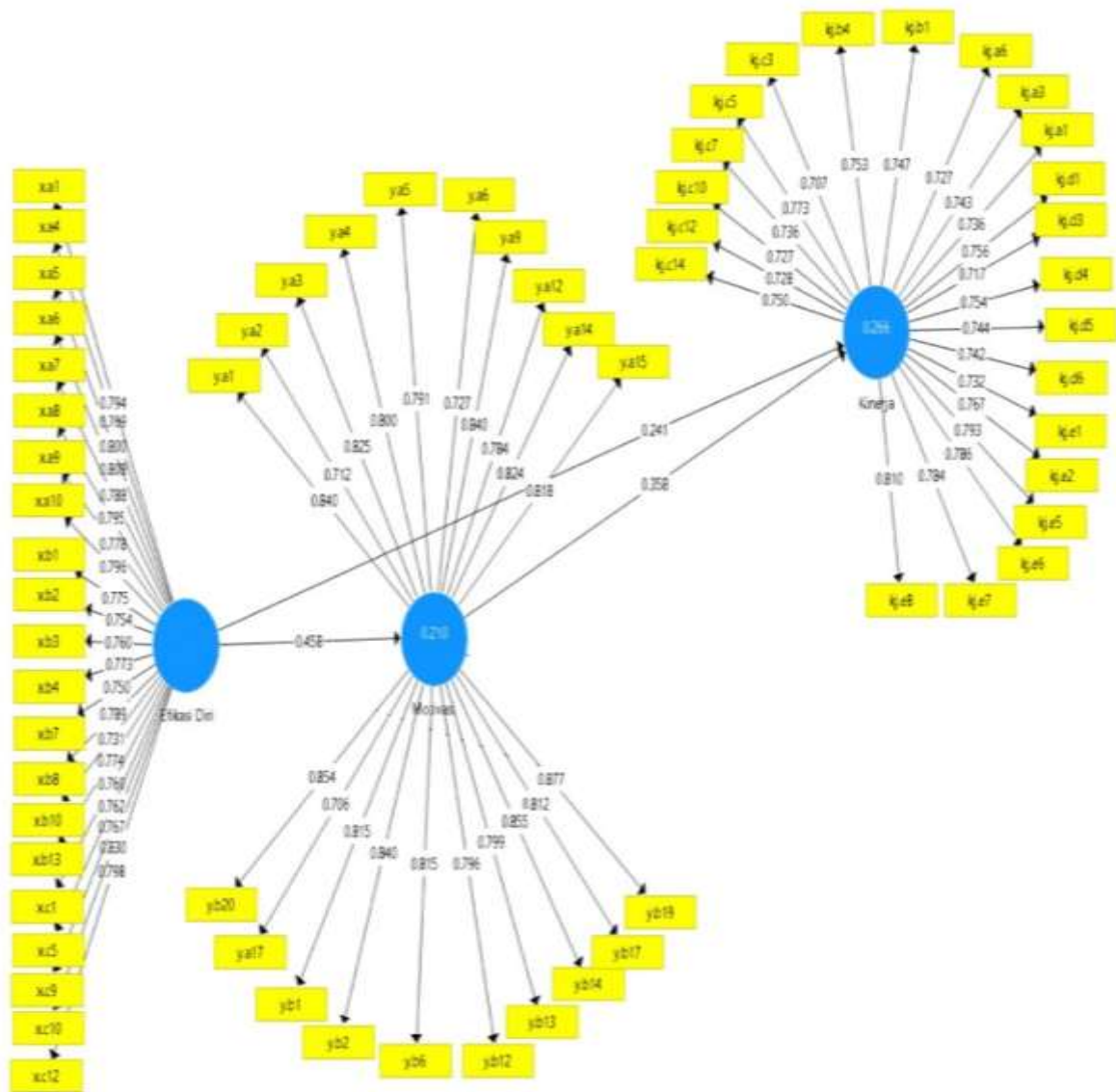


Figure 4 Iner Model

Hypothesis Testing

Table 6. Path Coefficient dan P-Values

Variabel	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Self-efficacy → motivation	0.079	3.073	0.002	H1 Accepted
Motivation → Performance	0.090	2.905	0.004	H2 Accepted
Self-efficacyf→ Perfomance	0.073	6.133	0.000	H3 Accepted

Source: Data processed by researchers (2024)

The following is an explanation of the results of the hypothesis test, where there is a significant effect if the significance value is below 0.05. The results above conclude that:



Self-efficacy has a significant effect on motivation with a coefficient of 0.079. This is evidenced by the p-values of 0.000 so that the significance value is smaller than 0.05. The coefficient value is positive, which can be interpreted that the self-efficacy variable has a positive effect on the motivation variable or it can be said that the higher the self-efficacy, the higher the motivation, conversely the lower the self-efficacy, the lower the motivation.

Motivation has a significant effect on performance with a coefficient of 0.090. This is evidenced by the p-values of 0.000 so that the significance value is smaller than 0.05. The coefficient value is positive, which can be interpreted that the motivation variable has a positive effect on the performance variable or it can be said that the higher the motivation, the higher the performance, conversely the lower the motivation, the lower the performance.

Self-efficacy has a significant effect on performance mediated by motivation with a coefficient of 0.073. This is evidenced by the p-values of 0.000 so that the significance value is smaller than 0.05. The coefficient value is positive, which can be interpreted that there is positive mediation.

DISCUSSION

The findings of this study provide empirical evidence supporting the relationship between self-efficacy, motivation, and performance. Each hypothesis tested has been accepted, indicating that these psychological and behavioral factors significantly influence one another in the workplace or academic settings.

The Effect of Self-Efficacy on Motivation

The results indicate that self-efficacy has a positive and significant effect on motivation ($\beta = 0.079$, $t = 3.073$, $p = 0.002$). This suggests that individuals who believe in their ability to accomplish tasks are more likely to feel motivated. These findings align with Bandura's (2017) social cognitive theory, which posits that individuals with higher self-efficacy set more ambitious goals and exert greater effort to achieve them. When individuals feel confident in their skills, they are more likely to persist in challenging tasks, ultimately enhancing their intrinsic and extrinsic motivation.

The Effect of Motivation on Performance

The second hypothesis demonstrates that motivation significantly influences performance ($\beta = 0.090$, $t = 2.905$, $p = 0.004$). These results confirm that motivation plays a crucial role in improving individual outcomes. Motivation acts as a driving force that enhances productivity, efficiency, and persistence in achieving goals (Deci & Ryan, 2000). Employees or students who are highly motivated tend to put in more effort, leading to improved performance. This finding supports previous research, which highlights the role of motivation in increasing work or academic achievements (Locke & Latham, 2002).

The Effect of Self-Efficacy on Performance)

The final hypothesis (H3) establishes that self-efficacy directly affects performance ($\beta = 0.073$, $t = 6.133$, $p = 0.000$). This strong and highly significant relationship suggests that individuals with higher self-efficacy tend to achieve better results. This is consistent with prior studies indicating that self-efficacy not only enhances motivation but also directly impacts performance by fostering resilience, problem-solving skills, and task-oriented behavior (Judge & Bono, 2001). When individuals trust their capabilities, they approach tasks with confidence and strategic effort, leading to superior performance

CONCLUSION

Based on the research objectives to determine the effect of self-efficacy on work motivation, the effect of work motivation on performance, and the indirect effect of self-efficacy on performance through motivation as an intervening variable, the results of the study showed that self-efficacy had a positive and significant effect on work motivation, meaning that the higher the level of self-efficacy, the higher the work motivation of Posyantek managers. Furthermore, work motivation was proven to have a positive effect on performance, meaning that the higher the work motivation, the better the performance of the managers. In addition, it was found that self-efficacy had a significant effect on performance through work motivation as a mediating variable. This confirms that work motivation plays an important role in strengthening the relationship between self-efficacy and the performance of Posyantek managers in DKI Jakarta.

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