



## The Influence of Self-Efficacy Through Work Motivation on Commitment to the Organization

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### ABSTRACT

**Purpose** – The purpose of this study was to find the influence of self-efficacy through motivation on commitment to the organization 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 commitment to the organization and the indirect influence of self-efficacy through work motivation on commitment to the organization. **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 commitment variables to the organization 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 commitment to the organization mediated by motivation.

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### Introduction

In accordance with the vision of national development, namely an independent, advanced, just and prosperous Indonesia, as stipulated in Law Number 17 of 2007 concerning the National Long-Term Development Plan for 2005-2025, one of the things that must be fulfilled is to become a nation that has excellent competitiveness. One of the efforts is to realize increased national competitiveness, so a strategy is needed to optimally utilize appropriate rural technology as an effort to improve the quality of life and welfare of the community. In Law of the Republic of Indonesia Number 6 of 2014 concerning Villages, the role of developing and utilizing appropriate technological innovations for the advancement of the economy and agriculture of village communities is stipulated. (Articles 80, 83 and 112). This is in accordance with the mission of appropriate technology, namely the application and utilization of appropriate and effective technological innovations. The use of TTG is believed to be able to increase community income, provide added value to products, improve quality and help in realizing efficient productive businesses.

Appropriate Technology is not only a physical form or manifestation of technology, but also a concept of thought and its actualization aims to optimize the utilization of all aspects of local resources (natural, human, technological, social) in a sustainable manner so that it can provide added value to improve community welfare.

Technology is one of the driving factors of change, both in the economic and socio-cultural fields of society. Therefore, the transfer of technology that is useful to the community in order to accelerate development has an important role. So far, the process of transferring technology to the community has followed market mechanisms. This means that technology transfer occurs because there is a need or demand. Considering certain factors, such as the gap in access to information, limited capital, and geographical constraints, the process of technology transfer, especially Appropriate Technology (TTG), requires the assistance of the government's role in the form of policies to accelerate the adoption process.

The Appropriate Technology Service Post, hereinafter referred to as Posyantek, is an Appropriate Technology service institution located in the sub-district which has the task of providing technical services, information and orientation of various types of Appropriate Technology with the aim of accelerating the process of transferring effective technology to the community.

Village/Sub-district Appropriate Technology Service Post hereinafter referred to as Village/Sub-district Posyantek is a TTG service institution in the village that has the task of providing technical services, information and orientation of various types of TTG with the aim of accelerating the process of technology transfer that is useful to the community. The Appropriate Technology Shop (Wartek) that was previously formed was then renamed to Village/Sub-district Appropriate Technology Service Post.

The phenomenon is that in the midst of efforts to improve integrated health service posts in DKI Jakarta, many integrated health service posts still do not have a clear vision and mission. Referring to the survey data from the monitoring and evaluation results of the Ministry of Villages, Disadvantaged Regions and Transmigration (2021), data was obtained that there were 24 integrated health service posts or 55.81% of the total 43 integrated health service posts in DKI Jakarta province that still did not have a clear vision and mission. This certainly has an impact on the perspective of the management regarding where the organization is going, thus having an impact on their performance holistically.

Another phenomenon is that out of 43 Posyantek in DKI Jakarta province, only 5 Posyantek or 11.63% have a map of potential development and management of resources. This shows that there are still many Posyantek administrators who do not have work motivation in an effort to empower and create economic value for the welfare of the community in the surrounding environment. In addition, only 9 Posyantek or 20.93% of Posyantek in DKI Jakarta have articles of association and household budget (AD/ADRT).

The low work motivation of the administrators of the Posyantek in DKI Jakarta province can have an impact on the performance achievements of the administrators. Draft (2011), said that work motivation is a power from within an individual that can raise enthusiasm and perseverance to achieve something desired. Work motivation can also be a driver, strength, direction, passion and perseverance that comes from within an individual to want to work together effectively and integrated with everything, (Robbins & Judge, 2015; Bernard et al, 2005; Peklar & Bostjancic, 2013; Hasibuan, 2012). Good work motivation can effectively increase productivity (performance) and individual enthusiasm in working, (Cock, 2008). Performance is the result achieved by an individual according to the applicable measures for the job in question, (Foster & Seeker, 2001).

Performance as a reflection of the work results achieved by management in accordance with their authority and responsibilities in an effort to achieve organizational goals legally, without violating the law and without conflicting with applicable morals and ethics (Rivai & Basri, 2004; Harsuko, 2011; Rivai, 2015; Bernandi & Rusell, 2013). Individual performance is influenced by several factors such as skills and knowledge, work motivation, coordination, organizational commitment, self-efficacy, (Malthis & Jackson, 2002; Pasolong, 2009; Dessler, 2009; and Robbins, 2015). There are several determinant factors that are thought to be able to explain and improve the performance of managers with work motivation as an intervening variable.

Another factor is commitment to the organization, namely how willing an administrator is to be directly involved in working to advance the posyantek organization in his/her



environment. Commitment is needed as positive behavior and attitude to support the development of positive individual perceptions of organizational change (Yousef, 2000; Meyer, 2008; Patterson, 2009; and Shah, 2009). High commitment to the organization from the administrators can be seen from their desire to work even though there is no leader supervising them, being proud of their organization and always trying to advance their organization through the implementation of posyantek programs/activities in their area. Good performance of administrators can not only be explained by how much work motivation they have but can also be explained by how much commitment they have to achieving the organization's vision/mission (Sait, 2017; Robbins, 2015; Draft, 2011, and Dessler, 2009).

In addition, the self-efficacy factor is also considered to be able to improve the performance of the posyantek administrators because of the high and low self-confidence that they are able to complete their work by utilizing the skills and knowledge they have. When an administrator has positive efficacy, then their tendency to complete work faster, compared to administrators who have negative self-efficacy, where they have more attitudes of fear to start, pessimism, fear of failure and so on.

Therefore, managers need to have positive and controlled self-efficacy to face the challenges in running an organization, (Malthis & Jackson, 2002; Pasolong, 2009; Schermerhorn, 2012; and Bandura, 1982). This means that there is high self-confidence from managers that they can face and resolve challenges and obstacles in work and even make it an opportunity cost that can provide benefits or added value for the organization. Identification of problems in this research includes the following:

1. Varying Levels of Self-Efficacy: Posyantek administrators may have varying levels of self-confidence in carrying out their duties, which has the potential to affect their performance and contribution to the organization.
2. Fluctuating Work Motivation: The work motivation of managers may fluctuate, caused by internal and external factors such as rewards, work environment, and interpersonal relationships.
3. Influence of Social and Cultural Environment: The unique social and cultural environmental factors in DKI Jakarta can influence the dynamics of interactions between administrators and with the community, which has the potential to impact their performance.
4. Limited Resources to Increase Self-Efficacy: Limitations in the provision of training or other resource support may hinder the increase in administrators' confidence in completing their tasks.
5. Low Level of Participation in Decision Making: Lack of active participation of management in the strategic decision-making process can reduce the sense of responsibility and commitment to the results of these decisions.
6. Absence of an Effective Performance Measurement System: The absence of an effective and objective performance appraisal system can make it difficult for managers to evaluate and improve their performance on an ongoing basis.
7. Lack of Implementation of Appropriate Technology: Many Posyantek have difficulty in implementing appropriate technology effectively in their communities, either due to a lack of skilled human resources or limited infrastructure.
8. Low Community Participation: Lack of participation from local communities in Posyantek activities, which may be caused by a lack of awareness or interest in the technology being introduced.
9. Obstacles in Technology Maintenance: Many technologies that have been implemented by Posyantek are not properly maintained, so they do not function optimally or even break down after some time.
10. The Gap between Technology and Society's Needs: There is a mismatch between the technology provided by Posyantek and the actual needs of the community, so that the technology introduced is not used optimally.

11. Obstacles in Collaboration with Other Parties: Posyantek often experiences difficulties in establishing cooperation with government agencies, the private sector, or academics for the development of better technology.

One of the institutional devices for technology transfer that is effective in the community that is expected to be formed in every sub-district and village (Permendes No. 23 of 2017) is the Village Technology Service Post or Posyantekdes and the Inter-Village Technology Service Post or Posyantek Antar Desa. The mission of establishing Posyantek is to bring the community closer to appropriate technology sources so that if this policy is effectively implemented by all regions in Indonesia, then there will automatically be a wave of increasing mastery of science and technology nationally. Because of its position, and also the principle of its formation, Posyantek is expected to be able to bridge the needs of the community with related parties and with this connection, community creativity will be a trigger for the realization of empowering appropriate technology innovation. The development and institutionalization of village Posyantek and inter-village Posyantek were initially managed by the Ministry of Home Affairs (2001-2014 period) then since 2015 until now continued by the Ministry of Villages, Development of Disadvantaged Regions and Transmigration. Posyantek which is included in the "pilot" category is spread across several provinces starting from Sumatra, Java, Kalimantan and Sulawesi.

DKI Jakarta Province is one of the provinces in Indonesia that implements the Posyantek Program as stated in Governor Regulation No. 78 of 2021 concerning the management of appropriate technology. Posyantek as a media approach and a glue between the community of technology users and technology sources, must be built and developed as a public service institution in the field of information services and provision of appropriate technology for the community which is managed independently, sustainably and professionally.

In general, the aim of this study is to find strategies and ways to improve the performance of administrators at Posyantek DKI Jakarta through a major analysis:

1. The direct influence of self-efficacy on work motivation
2. The direct influence of work motivation on management performance
3. Indirect influence of self-efficacy on management performance through work motivation as an intervening variable

The novelty of this research is as follows:

1. The originality of this research is that this research is compiled based on one's own thoughts.
2. The uniqueness of this study is that it examines the performance of administrators as a problem that occurs in the administrators of Posyantek DKI Jakarta.
3. This research has never been studied in the analysis unit at the PPAPP Service and the DKI Jakarta Posyantek Administrators.
4. This study develops a new model by integrating three variables, namely the self-efficacy variable on the performance of administrators through work motivation as an intervening variable at Posyantek in DKI Jakarta Province.
5. The strategy for strengthening the performance of Posyantek administrators was discovered, so that this can be a reference material and recommendation for stakeholders: Academics, Business, Government, Community and Media (ABGCM).
6. The innovation produced in this research is to produce a Human Resource Management Book: Mapping of Appropriate Technology which can be used as a guideline for strategies to improve the performance of Posyantek administrators which is also a derivative of DKI Jakarta Governor Regulation No. 78 of 2021 concerning Appropriate Technology.

## **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:

1. Based on the research objectives, this research is descriptive, namely research that aims to explain the characteristics of research variables.
2. 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

### 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.

### Validity and Reliability Testing

Table 1 Validity and Reliability Test Results

Variables	Average	Composite Reliability	Result
Self Efficacy	0.640	0.970	Valid and Reliable
Motivation	0.565	0.972	Valid and Reliable
Commitment to the Organization	0.594	0.965	Valid and Reliable

Source: Data processed by researchers (2024)

The above table confirms that the research variables—Self-Efficacy, Motivation, and Performance—are both valid and reliable based on the Average Variance Extracted (AVE) and Composite Reliability (CR) values. All AVE values exceed the threshold of 0.50, indicating good convergent validity, while the CR values are above 0.70, confirming high internal consistency and reliability.

### Structural Equation Model Evaluation (Inner Model)

According to Ghazali (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 R<sup>2</sup> 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 2. R Square Value**

Variables	R Square Value
Motivation	0.203
Commitment to the Organization	0.197

Source: Data processed by researchers (2024)

Based on the R Square results, it can be explained as follows:

1. Variables motivation has an R square value of 0.203 so it can be interpreted that Self-efficacy can influence motivation by 20.3%
2. Variables commitment to the organization has an R square value of 0.197 so it can be interpreted that self-efficacy and motivation can influence performance by 19.7%

### Q Square Value (Q<sup>2</sup>)

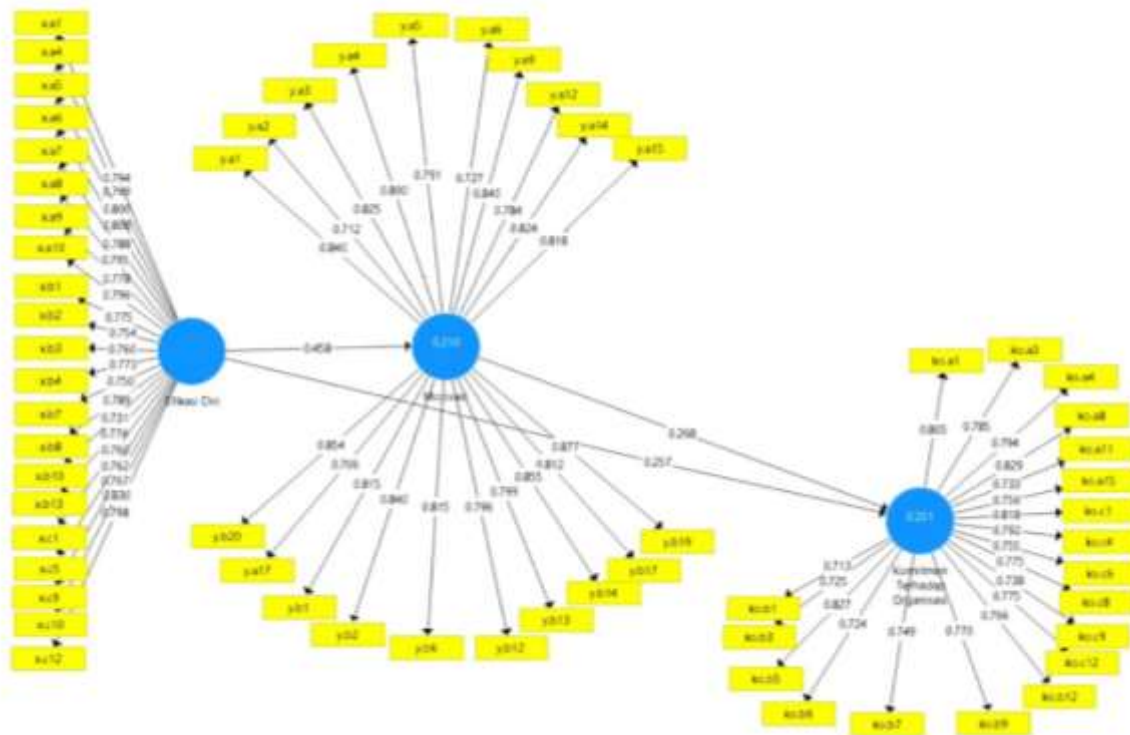
Q-Square value (<0), then shows the model has predictive relevance and if Q-Square is smaller than 0 (<0), then shows less predictive relevance value. If the Q-Square value is less than 0 indicates the model is no better than using the average value (mean) of the dependent variable to predict the value 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 Q<sup>2</sup> calculation are as follows:

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

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

$$Q^2 = 0.524$$

Based on the results of the predictive relevance (Q<sup>2</sup>) calculation above, it shows a value of 0.524. In this research model, the endogenous latent variable has a predictive relevance (Q<sup>2</sup>) 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.





3. Self-efficacy has a significant effect on organizational commitment mediated by motivation with a coefficient of 0.116. This is evidenced by the p-values of 0.0017 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 results of this study provide empirical evidence supporting the relationships between self-efficacy, motivation, and organizational commitment. Each hypothesis has been accepted, indicating significant effects among these variables.

### **The Effect of Self-Efficacy on Motivation (H1)**

The findings show that self-efficacy significantly influences motivation ( $t = 3.073$ ,  $p = 0.002$ ), supporting the idea that individuals with higher confidence in their abilities are more likely to feel motivated. According to Bandura's (2017) social cognitive theory, self-efficacy enhances an individual's willingness to take on challenges, persist in difficult tasks, and maintain enthusiasm in achieving goals. When employees or members of an organization believe in their own capabilities, they are more likely to be intrinsically and extrinsically motivated, leading to improved performance and commitment to their work.

### **The Effect of Motivation on Organizational Commitment (H2)**

The second hypothesis indicates that motivation has a significant impact on organizational commitment ( $t = 2.905$ ,  $p = 0.004$ ). This finding aligns with previous research, which suggests that motivated employees are more likely to develop a strong emotional attachment to their organization (Meyer & Allen, 2021). Employees who are highly motivated tend to be more engaged, show higher job satisfaction, and demonstrate greater loyalty to the organization. This suggests that organizations should focus on strategies to maintain and enhance employee motivation, such as recognition programs, career development opportunities, and a positive work environment.

### **The Effect of Self-Efficacy on Organizational Commitment (H3)**

The results further reveal a strong and highly significant direct effect of self-efficacy on organizational commitment ( $t = 6.133$ ,  $p = 0.000$ ). This suggests that employees with high self-efficacy are more likely to be committed to their organization. Employees who trust in their own capabilities tend to experience greater job satisfaction, increased engagement, and a stronger willingness to contribute to organizational success. This finding is consistent with prior studies indicating that self-efficacy enhances employees' resilience, adaptability, and overall commitment to their roles (Judge & Bono, 2021).

## **Conclusion**

This study confirms that self-efficacy is a key factor influencing both motivation and organizational commitment. Furthermore, motivation serves as a significant driver of organizational commitment. These results highlight the need for organizations to cultivate an environment that nurtures employee confidence and motivation, ultimately leading to greater commitment and long-term organizational success. These findings have important implications for organizational management and human resource development. Employers should focus on fostering self-efficacy among employees through training, mentorship programs, and constructive feedback. Additionally, motivation-enhancing strategies, such as goal setting, rewards, and a supportive work environment, can strengthen employees' organizational commitment. By investing in these areas, organizations can improve employee retention, job satisfaction, and overall workplace productivity.

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