

# THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING THE EFFECT OF SELF-EFFICACY AND WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE AT THE POPULATION AND CIVIL REGISTRATION OFFICE OF BADUNG REGENCY

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## Abstract:

The existence of Civil Servants (PNS) in government agencies, as a crucial component in all government activities, requires them to carry out their duties and obligations based on a code of ethics that has been determined and regulated in government regulations. This study aims to analyse the effect of Self-efficacy and work-life balance on employee performance, with organisational commitment serving as a mediating factor. Data was collected using a questionnaire to 40 respondents who were employees of the Badung Regency Population and Civil Registry Office. Hypothesis testing is done using inferential analysis using PLS. The results showed that Self-efficacy has a positive and significant effect on employee performance and organizational Commitment. Work-life balance has a positive and significant impact on employee performance and organizational Commitment. Organizational Commitment has a positive and significant impact on employee performance. Additionally, organizational Commitment can partially mediate the effects of Self-efficacy and work-life balance on employee performance.

**Keywords:** Self Efficacy, Work-Life Balance, Organizational Commitment, Employee Performance

## INTRODUCTION

The dynamics of globalization have had a significant impact on governance. Increasingly fierce competition at the global level requires government agencies, especially at the regional level, to innovate and improve the quality of their performance. Improving the efficiency and effectiveness of public services is one of the challenges faced by local governments, along with the increasing expectations of a more critical and informed society (Harahap, 2023). One of the key factors in facing these challenges is the presence of qualified and competent human resources. Agencies need human resources who are responsive to change and able to adapt to various situations. In government agencies, the presence of Civil Servants (PNS) as the driving force behind all government activities necessitates that they carry out their duties and obligations by a code of ethics established and regulated in government regulations (Marta, 2023).

Law of the Republic of Indonesia Number 5 Article 1 point (3) Year 2014 concerning the State Civil Apparatus. Civil servants are part of the State Civil Apparatus (ASN), which plays a crucial role in carrying out government duties. For a civil servant, having optimal and superior performance is very important, so in this case, a civil servant is considered capable of completing his duties effectively and efficiently. The National Staffing Agency (BKN) explains that, currently, only 20% of ASNs exhibit good performance, while the rest remain in the low-performance category (Riwukore et al., 2022). This task aims to enable agencies to enhance the quality of human resources, which is a crucial foundation for all government activities.



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Human resources are the most important assets owned by government agencies in operational activities aimed at achieving predetermined goals (Rico et al., 2023). Government agencies cannot be separated from human labour labour, even if their activities require large capital and modern technology. This is because, regardless of how advanced the technology is, it cannot achieve the goals of government agencies without human resources (Tarom et al., 2022). Local governments need human resources who can overcome complex and dynamic problems. Human resources that can develop new solutions and improve work processes will enable agencies to face challenges better. Individuals who exhibit optimal performance and a developed mindset are key elements in achieving organizational success (Mukayah et al., 2023).

Performance has become a familiar issue in management, so managers must be aware of various influencing factors and efforts that can be made to achieve company goals (Manafe et al., 2023). Performance refers to the overall level of success a person achieves during a specific period in carrying out tasks, compared to various possibilities, such as work standards, targets, or target criteria (Purwadi, 2020). The importance of performance in an organization where when employees can complete tasks effectively and efficiently, it will be able to increase the output or achievement of the company's overall target. In an organization, employee performance is largely determined by the employee's orientation in carrying out the work assigned by the organization (Piri et al., 2022). According to Dasuki (2021), the resource-based view maintains that the competitive advantage lies in what is difficult to imitate. Essentially, the performance encompasses mental attitudes and behaviours, with the expectation that the current performance must be of higher quality than the previous performance and that future performance must be better than the current one (Rattu et al., 2022). An employee must be able to complete tasks with authority and full responsibility (Eka & Sugiarto, 2022).

According to Kaswan (2016: 179), two variables can affect employee performance: individual variables and situational variables. Individual variables are variables that arise from within individuals related to their ability to complete work. Situational variables are variables that arise from the environment or all situations that occur in the workplace. In this study, Self-Efficacy, as an individual variable, refers to an individual's level of belief and ability towards a job. The situational variable that affects performance in this study is work-life balance, where company policies related to flexibility in working hours support employee welfare in achieving balance. Organizational Commitment is the result of a complex interaction between individual and situational variables. The level of individual confidence, balanced with a good work-life balance provided by the workplace and a high level of Commitment, will certainly have implications for optimal performance.

Cashmere (2019: 189) states that performance is influenced by several factors, namely ability and expertise, personality, environment, and Commitment. Several empirical studies have proven that these factors affect performance. Research conducted by Arief and Wiratno (2023) indicates that internal factors, including self-efficacy, emotional intelligence, discipline, competence, organizational Commitment, and job satisfaction, significantly impact performance. According to the study, external factors, namely the work environment, are also significant. Research conducted by Nur Aisyah et al. (2021) and Ayuwangi et al. (2024) indicates that internal factors, including job satisfaction, work-life balance, organizational Commitment, and self-efficacy

, significantly impact performance.

Various personal characteristics of each influence performance. In competitive and global markets, organizations require employees to meet specific requirements. Effectiveness is a person's judgment of their ability to achieve the desired or specified level of performance, which will affect their next actions (Cahyanti et al., 2021). The factor of belief or belief that the ability possessed is a





aligns themselves with the organisation's goals, accompanied by a strong desire to maintain their membership in the company where they work (Syabarrudin et al., 2020). Organisational commitment refers to a person's relatively strong connection to an organisation (Rizal et al., 2023). Based on the results of research conducted by Hameli and Ordun (2022), Fakhra et al. (2022), and Dewi and Adji (2023) state that when an individual has a high and strong commitment to the organization, they will strive to do all the work well so that it has implications for better performance and it can be concluded that organizational Commitment has a positive and significant effect on performance. The results of research conducted by Eliyana et al. (2019) indicate that organizational Commitment has a negative and significant impact on performance.

The results of research conducted by Bindicateitei and Adji (2023) indicate that Self-efficacy has a positive relationship with organizational Commitment. Organisational commitment will be well-developed if an individual has confidence in their ability to perform a job well. This statement implies that a person's high Self-efficacy towards a job is also associated with a high commitment to the company (Fu'adah et al., 2023). Someone with high Self-efficacy will exert more effort to overcome obstacles and challenges in achieving organizational goals, indicating a higher commitment, which is influenced by self-efficacy factors (Fakhra et al., 2022). The results of research conducted by Arif and Fauzan (2022) indicate that Self-efficacy has a negative and insignificant effect on organizational Commitment.

The results of research conducted by Surya and Riana (2023) indicate that work-life balance can increase organizational Commitment. Work-life balance is related to the ability to meet lifestyle needs through tasks or work performed, which can indirectly help individuals develop a strong sense of Commitment to the organization. Research conducted by Realdy et al. (2023) indicates that work-life balance has a significant impact on organisational commitment; the presence of work-life balance can enhance the sense of attachment and loyalty that individuals feel towards the organisation where they work. The same results were obtained from research conducted by Magdalena et al. (2023), which shows that work-life balance has a positive and statistically insignificant effect on organisational commitment. Whenment; when words properly balanced ca, rollcanperlcreatescreate en,thusiasin turn which caorganisationaorganisational Commitment meant. The results of research conducted by Latupapua et al. (2021) indicate that work-life balance has a positive but insignificant effect on organisational commitment.

The results of research conducted by Agustin et al. (2020) indicate that organizational Commitment can mediate Self-efficacy in employee performance, specifically through employee confidence in carrying out assigned tasks. High self-efficacy indicates that employees have a strong commitment to the organisation, thereby enhancing their performance. In line with research conducted by Ayuwangi et al. (2024), it is shown that organisational commitment can mediate the effect of Self-efficacy on performance, which has a significant impact on the company in achieving its targets. Sutrianah et al. (2022) state that Self-efficacy has a positive effect on performance through organizational Commitment. The results of research conducted by Raudatusyifa et al. (2024) indicate that organizational Commitment cannot mediate the effect of Self-efficacy on performance.

Research conducted by Putri and Frianto (2021) states that organizational Commitment successfully mediates the effect of work-life balance on performance; even though many work demands must be completed, they can still manage personal and company interests, they still feel comfortable with work and have a strong commitment so that it has an impact on maximum performance. In line with research conducted by Nur Aisyah et al. (2021) and Soebagijo (2023), which states that organizational Commitment mediates the effect of work-life balance on performance, the higher the organizational Commitment an individual has, the higher the work-life balance they feel,

which in turn affects good performance for that individual. The results of research conducted by Putri and Hadi (2024) indicate that organizational Commitment cannot mediate the effect of work-life balance on performance.

This research was conducted at the Population and Civil Registry Office of Badung Regency. Employee performance measurement is conducted using Employee Performance Targets (SKP) and behavioural values to determine work performance values. Based on the information provided by the head of the staffing division, values above 80 are included in the good category. SKP is a work plan in which individuals assigned by the agency achieve targets, while behavioural values refer to the moral and ethical attitudes shown by employees towards the agency. SKP scores tend to be stable from year to year, indicating that the achievement of individual work targets tends to be consistent, but there is no significant increase. The data indicate that the primary key to realising work programs is highly dependent on human resources. These results suggest that although employee performance has entered the good category, it also needs to be improved to achieve the company's set output and maximum results.

**Employee Performance.** Performance results from work and work behaviour achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2019, p. 182). Performance is the result of work seen in quality and quantity that can be achieved by an individual in completing the responsibilities assigned to him (Mangkunegara, 2021: 67). Increasing individual performance (individual performance) will most likely also improve company performance (corporate performance) because the two have a close relationship (Suarni et al., 2021). The performance serves as a benchmark for the company to evaluate its employees' ability to carry out their duties and responsibilities effectively (Akbar, 2022). The employee performance measurement indicators used are combined indicators from Busro (2020: 99), Iskanto (2021) and Sutrianah et al. (2022), including:

- 1 Quality is the ability of employees to perform tasks for perfect results. This indicator is measured by respondents' perceptions of whether employees can complete jobs according to the targets set by the Badung Regency Population and Civil Registry Office.
- 2 Quantity is the amount of work that employees can complete. This indicator is measured by the respondent's perception that employees can complete tasks according to the standards at the Badung Regency Population and Civil Registry Office.
- 3 Knowledge refers to the understanding or awareness that individuals possess regarding tasks. This indicator is measured by respondents' perceptions that employees have sufficient knowledge to complete tasks properly at the Badung Regency Population and Civil Registry Office.
- 4 d. Work discipline is an attitude of obedience and understanding of the task. Work discipline, namely the attitude of obeying and obeying the rules and regulations in the agency. This indicator is measured by the respondent's perception of whether employees can complete tasks on time, as provided by the Badung Regency Population and Civil Registry Service.
- 5 Efficiency, namely timeliness in completing work. This indicator is measured by respondents' perceptions of whether employees at the Badung Regency Population and Civil Registry Office can complete work on time.
- 6 Initiative, namely, doing work without orders. Initiative, namely, doing work without orders. This indicator is measured by respondents' perceptions of employees' ability to be proactive in finding solutions when facing problems related to tasks at the Population and Civil Registration Office of Badung Regency.

- 7 Responsibility, namely willing to bear the risks that occur regarding the tasks performed. This indicator is measured by respondents' perceptions of employees' willingness to take responsibility for the risks associated with their jobs at the Badung Regency Population and Civil Registry Service.
- 8 Responsibility, namely willing to bear the risks that occur regarding the tasks performed.

**Self-Efficacy.** Self-efficacy is a person's assessment of his or her ability to achieve the desired or specified level of performance, which will affect subsequent actions (Cahyanti et al., 2021). According to Tandisalla et al. (2024), self-efficacy is an individual's belief in taking action in various situations so that the individual can overcome it for the expected goal. A person is said to be effective if the individual can solve problems effectively, maximize opportunities, and continuously learn and integrate other principles. Self-efficacy refers to a person's belief in their ability to exert control over their actions and manage all environmental conditions (Turpo et al., 2022). The self-efficacy measurement indicators used in this study refer to those by Hasanah et al. (2019), Sutrianah et al. (2022), and Fauziyyah and Rohyani (2022), which are based on the dimensions of self-efficacy, namely level, strength, and generality. Based on these three dimensions, there are several indicators of self-efficacy as follows:

- a. Confident that they can complete certain tasks, this indicator is measured by respondents' perceptions regarding the belief that employees can complete each task successfully at the Badung Regency Population and Civil Registry Office.
- b. Confident that they can motivate themselves to carry out specific tasks. Confident that they can motivate themselves to take the necessary actions to complete the task, this indicator is measured by respondents' perceptions regarding their belief that employees can motivate themselves to complete the assigned tasks at the Badung Regency Population and Civil Registration Office.
- c. Confident that they can try hard, persist, and persevere, this indicator is measured by respondents' perceptions regarding the belief that employees at the Badung Regency Population and Civil Registration Office strive to complete assigned tasks.
- d. Confident that the self can survive in the face of obstacles and difficulties, this indicator is measured by respondents' perceptions regarding the belief that employees never give up in the face of difficulties when completing work at the Badung Regency Population and Civil Registration Office.
- e. Confident that they can solve problems in various situations, this indicator is measured by respondents' perceptions regarding the belief that employees can respond to situations in diverse conditions with a positive attitude at the Badung Regency Population and Civil Registration Office.

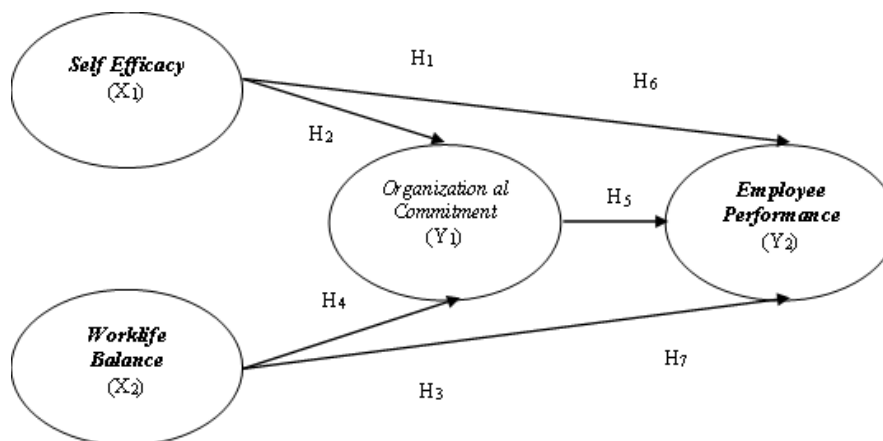
**Worklife Balance.** Lockwood (2003) defines work-life balance as a balance between two individual demands, namely those related to work and personal life, in the same situation. According to Badrianto and Ekhsan (2021), work-life balance is a condition where an employee can manage their position in both work and family so that it can run smoothly. Work-life balance emphasizes two key principles: the principle of achievement and the principle of happiness (Wolor et al., 2020). The concept of work-life balance, from an employee's perspective, is the ability to balance work and personal life responsibilities (Aisyah et al., 2021). From the company's perspective, creating a work-life balance is a challenge in fostering a culture that supports individual work within the organisation, enabling employees to focus on their tasks and make significant contributions to achieving the company's goals (Fauziyyah & Rohyani, 2022). The work-life balance measurement indicators used in this study refer to indicators from Mulyadi et al. (2024), including:







- measured by the desire of employees at the Population and Civil Registration Office of Badung Regency to use all their abilities in completing work.
- d. Acceptance of organizational values refers to the values that employees believe encourage them to perform their work effectively. Acceptance of organizational values refers to the values applied and prevailing in the company by the values adhered to by employees at the Population and Civil Registration Office of Badung Regency.



**Figure 1. Research Framework**

### Research Hypothesis

- H1: Self-efficacy has a positive and significant effect on performance
- H2: Work-life balance has a positive and significant effect on performance
- H3: Organizational Commitment has a positive and significant effect on performance
- H4: Self-efficacy has a positive and significant effect on organizational Commitment
- H5: Work-life balance has a positive and significant effect on organizational Commitment
- H6: Organizational Commitment can mediate the effect of Self-efficacy on performance
- H7: Organizational Commitment can mediate the effect of work-life balance on performance

### METHODS

This research employs a quantitative approach conducted at the Population and Civil Registry Office of Badung Regency, located at Jalan Raya Sempidi No. 43, Sempidi, Badung Regency. The population in this study consisted of all employees, with the number of samples determined using saturated sampling, namely 40 respondents. The data collection method employed is a survey using a questionnaire. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique employed is inferential analysis, utilizing Partial Least Squares tools to examine the relationship between the variables studied in this study.

### RESULT AND DISCUSSION

The path results and significance testing are shown in Table 1. The results show that Self-efficacy has a positive effect on performance with a coefficient of 0.405, and the relationship is significant at the level of  $0.003 < 0.05$ . Work-life balance has a positive effect on performance with a coefficient of 0.322, and the relationship is significant at the level of  $0.014 < 0.05$ . Organizational Commitment has a positive effect on performance, with a coefficient of 0.253, and the relationship is significant at the 0.005 level ( $p < 0.05$ ). Self-efficacy has a positive effect on organizational Commitment with a coefficient of 0.480, and the relationship is significant at the level of  $0.000 < 0.05$ .





Work-life balance has a positive effect on organizational Commitment with a coefficient of 0.376, and the relationship is significant at the level of 0.006 <0.05. The mediating role of organizational Commitment on the effect of Self-efficacy on employee performance has a coefficient of 0.121 and a p-value of 0.031 below 0.05, meaning that it can mediate, while the direct effect on the total effect has a p-value below 0.05, so it can be concluded that organizational Commitment can partially mediate the effect of Self-efficacy on employee performance. This means that organizational Commitment can only partially explain the effect of Self-efficacy on employee performance, or there is still the possibility that other variables may mediate the relationship. The mediating role of organizational Commitment on the effect of work-life balance on employee performance has a coefficient of 0.095 and a p-value of 0.033 below 0.05, meaning that it can mediate, while the direct effect on the total effect has a p-value below 0.05, so it can be concluded that organizational Commitment can partially mediate the effect of work-life balance on employee performance. This means that organizational Commitment can only partially explain the effect of work-life balance on employee performance, or there is still the possibility that other variables mediate the relationship.

The R-Square (R<sup>2</sup>) value of the organizational commitment variable shows a value of 0.670 for the strong criteria, which means that self-efficacy and work-life balance can explain variations in organizational Commitment by 67.0 per cent, while the rest is explained by variations from other variables outside the research model. The R-Square (R<sup>2</sup>) value of the employee performance variable shows a value of 0.834 as well with strong criteria, which means that self-efficacy, work-life balance, and organizational Commitment can explain variations in employee performance by 83.4 per cent, while the rest is influenced by other constructs that are not analyzed in the estimation model. Furthermore, Q-square redundancy (Q<sup>2</sup>) yields a value of 0.842, indicating strong predictive criteria for the model.

**Table 1.** Hypothesis Test Results

Constructs	Path Coefficient	P-value	Description
Self-efficacy -> Employee Performance	0,405	0,003 < 0,05	Significant
Work-life balance -> Employee Performance	0,322	0,014< 0,05	Significant
Organizational Commitment -> Employee Performance e	0,253	0,005 < 0,05	Significant
Self-efficacy -> Organizational Commitment	0,480	0,000 < 0,05	Significant
Work-life balance -> Organizational Commitment	0,376	0,006< 0,05	Significant
Self-efficacy -> Organizational Commitment -> Employee Performance	0,121	0,031	Significant
Work-life balance -> Organizational Commitment -> Employee Performance	0,095	0,033	Significant
R <sup>2</sup> Organizational Commitment: 0,670			
R <sup>2</sup> Employee Performance: 0,834			
Q <sup>2</sup> : 0,842			

**The Effect of Self-efficacy on Employee Performance.** Based on the analysis results, it is found that Self-efficacy has a positive and significant effect on employee performance at the Badung Regency Population and Civil Registry Office. When viewed from the highest outer loading value, it is reflected in the belief that you can motivate yourself to complete the assigned tasks, which is the strongest reflection of self-efficacy. Based on respondents' answers, Self-efficacy is in a good





performance, the work-life balance factor from the workplace is also well fulfilled. Based on the Resource-Based View, organizational Commitment is considered a valuable, rare, and non-replicable resource. Employees with a high commitment to the organisation will be more engaged, motivated, and accountable at work. Based on this theory, organisational commitment strengthens human resources within the organisation and increases the productivity and quality of employee performance. Organisational commitment becomes an asset that supports the achievement of strategic goals and enhances the organisation's competitive advantage.

**Effect of Organizational Commitment on Employee Performance.** Based on the analysis results, it is found that organisational commitment has a positive and significant effect on employee performance at the Badung Regency Population and Civil Registry Office, indicating that better organisational commitment will have a positive impact on improving employee performance. Judging the highest outer loading value, namely the Commitment to reward services by providing optimal performance for the goals set by the agency, is the strongest reflection of organizational Commitment. Based on respondents' answers, the average value of organizational Commitment is in the good category where employees feel emotionally attached to the agency, are willing to repay services by providing optimal performance for the goals set by the agency, are willing to use all abilities to get the job done beyond the agency's expectations, and have strong beliefs, accept the values, goals of the organization that have been set. These indicate a strong emotional attachment to the agency, and employee performance is in the very good category. It can be seen from the indicator of organisational commitment, which has the highest value, namely being emotionally attached to the agency. Employees who have this sense of attachment are more likely to work with full responsibility and dedication, thus having a positive impact on achieving higher performance, as indicated by the average performance value in the excellent category. Tenure is one of the key factors influencing employee commitment to the government (Nerowati et al., 2018).

This result supports the research of Rizal et al. (2023), Muvida et al. (2023), Aziza et al. (2024), Cahyo et al. (2024), and Syarifin and Atmaja (2024) state that organizational Commitment has a positive and significant effect on performance when an employee already feels comfortable with the organization where he works, it creates a desire to remain in the organization during his duty period and of course will provide good performance. Based on the Resource-Based View, organizational Commitment is a valuable resource because it increases employee involvement. Employees with a high level of commitment to the organisation tend to be more productive and exhibit better performance. In this theory, organisational commitment is considered a strategic asset that is not easily replicated, thereby strengthening human resources and improving the overall performance of the organisation, which supports the achievement of organisational goals and competitive advantage.

**The Effect of Self-efficacy on Employee Organizational Commitment.** Based on the analysis results, it is found that Self-efficacy has a positive and significant effect on organizational Commitment among employees at the Badung Regency Population and Civil Registry Office. This means that higher self-efficacy will have a positive impact on increasing employee organizational commitment. When viewed from the highest outer loading value, it is reflected in the belief that you can motivate yourself to complete the assigned tasks; this is the indicator that most strongly reflects self-efficacy. Based on the answers of respondents who are in the good category where employees at the Population and Civil Registry Office of Badung Regency are based on being confident in being able to complete tasks successfully, believe they can motivate themselves to be able to complete the assigned tasks, always try persistently to complete the assigned tasks, never give up in facing difficulties when completing work, and can respond to situations in diverse









management of its human resources. The results indicate that employee performance is influenced by organizational Commitment, self-efficacy, and work-life balance. Furthermore, organizational Commitment itself is shaped by self-efficacy and work-life balance. The study also reveals that organizational Commitment partially mediates the influence of self-efficacy and work-life balance on employee performance. These findings can be applied within government institutions, particularly at the Department of Population and Civil Registration of Badung Regency. To enhance self-efficacy, the organization may implement training in technical and managerial skills, provide positive feedback, and establish mentoring programs in which senior employees support those who lack confidence in their roles.

In terms of work-life balance, it is essential to evaluate working systems to ensure that employees can maintain a healthy balance between their personal lives and work. This includes ensuring equitable workload distribution and offering employee well-being programs, such as psychological counselling and group recreational activities. To strengthen organisational commitment, the organisation should foster a sense of ownership among employees by involving them in decision-making processes and embedding its organisational values and goals. This can encourage greater loyalty and motivation in the workplace. Through the implementation of these strategies, it is expected that employees will become more self-assured, achieve a healthier work-life balance, demonstrate stronger organisational commitment, and ultimately enhance their performance optimally.

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