
ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE IN THE EFFECT OF EMPOWERMENT, INCENTIVES AND SELF EFFICACY ON EMPLOYEE PERFORMANCE

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Abstract

Badan Kepegawaian Negara (BKN) are an organization of government agencies operating in the field of public service with a unique context as well as regulations and policies on public service management. The high performance of officials is crucial to government agencies. Staff performance is a qualitative and quantitative measure of work performance and work outcomes based on the standard of work achieved by employees per unit of time in performing work in accordance with the assigned responsibilities. The study aims to look at the impact of empowerment, incentives, self-effectiveness, and organizational commitments on staff performance, the influence of empowering, incentive, and self effectiveness in relation to organization commitments, as well as the effect of empowerment, motivation, and Self-effectiveness on employee performance with the intervening variable of organizational engagement. This is a quantitative descriptive study, with respondents of 90 BKN employees, using questionnaires as a basis for data assumption as well as data analysis using SmartPLS software. The results of the analysis show that empowerment, incentives, self efficacy, and commitment of the organization have a positive and significant impact on the performance of the staff, the influence of empowering, incentive, and self efficacy have a significant and positive effect on the organization's commitment, and empowerment, the incentive has an impact on staff's performance with the commitment organiassi as a variable part mediation, and the self efficiency on staff performance with organizational commitmentasi as a full mediation variable.

Keywords: Empowerment, Incenfive, Performance, Organizational Commitment, Self Efficacy

INTRODUCTION

In today's globalized world, the performance of employees has become a critical factor in ensuring the success of both public and private organizations. High employee performance is essential to achieving organizational goals (Aina & Atan, 2020; Nguyen et al., 2020; Paais & Pattiruhu, 2020; Ridwan et al., 2020; Werdhiastutie et al., 2020), particularly in public institutions like the Badan Kepegawaian Negara (BKN), where employees play a key role in executing government policies and delivering quality public services. The complexity of managing human resources in public institutions is heightened by rapid technological changes, economic fluctuations, and evolving expectations of both employees and the public (Berman et al., 2021; Berry et al., 2024; Boselie et al., 2021; Cooke et al., 2020; Vahdat, 2022). As a result, organizations must adopt strategies that can enhance employee performance, which is influenced by a myriad of factors such as empowerment, incentives, self-efficacy, and organizational commitment.

One of the global issues related to employee performance is the increasing demand for employee empowerment. Empowerment is recognized as an effective strategy to improve job satisfaction, commitment, and overall performance, particularly in a fast-evolving digital environment. Research has shown that empowered employees are more likely to take initiative, solve problems independently, and feel a stronger connection to their organization (Ciulla, 2020; Coun et al., 2022; Jung et al., 2020; Murray & Holmes, 2021; Singh & Rangnekar, 2020). However, implementing empowerment can be challenging, especially in

public institutions where rigid hierarchical structures and established processes may hinder employees' ability to take on more responsibility.

Various factors contribute to the challenges in improving employee performance, particularly at BKN. These include the organizational culture, leadership styles, the adequacy of incentives, and individual employee self-efficacy. Leadership plays a critical role in shaping the work environment and setting the tone for employee engagement (Almerri, 2023; Canavesi & Minelli, 2022; Decuypere & Schaufeli, 2020; Saleem et al., 2020; Srimulyani & Hermanto, 2022). Leaders who encourage empowerment, provide adequate incentives, and foster self-efficacy are more likely to create a workforce that is committed and motivated. On the other hand, a lack of proper incentives, unclear communication of goals, and insufficient opportunities for personal growth can negatively affect employee performance.

The impact of these factors is evident in the varying levels of employee performance within BKN. For example, as illustrated in recent internal reports, the performance index of employees has seen a decline in recent years. This decline is linked to both internal and external challenges, including dissatisfaction with the distribution of incentives and the limited authority granted to employees. While incentives are provided based on job evaluation and performance achievements, discrepancies in incentive distribution between different government institutions lead to feelings of inequity and demotivation among employees. Additionally, employees who feel that their self-efficacy is not supported by the organization tend to underperform and show lower levels of commitment.

The key variables in this study—empowerment, incentives, self-efficacy, and organizational commitment—are essential in understanding and improving employee performance. Empowerment, as mentioned earlier, refers to the delegation of authority and responsibility to employees, enabling them to take more initiative in their roles. It is closely linked to self-efficacy, which is the belief in one's own ability to accomplish tasks and achieve goals. When employees feel empowered and have high self-efficacy, they are more likely to be motivated and committed to their work. Moreover, incentives play a crucial role in motivating employees by providing them with tangible rewards for their performance. However, these variables do not operate in isolation; organizational commitment acts as a mediating factor that can enhance or diminish the effectiveness of empowerment, incentives, and self-efficacy in improving employee performance.

This study's novelty lies in its examination of the mediating role of organizational commitment between empowerment, incentives, self-efficacy, and employee performance within a public institution like BKN. While many studies have explored the direct effects of these variables on performance, few have investigated how organizational commitment mediates these relationships, particularly in the unique context of public sector employees. Understanding this dynamic is crucial for developing strategies that not only improve employee performance but also foster long-term commitment and loyalty to the organization.

The urgency of this research stems from the need to address the declining performance of BKN employees and to develop more effective strategies for human resource management in the public sector. As BKN plays a pivotal role in managing the state's human resources, improving employee performance within this organization has far-reaching implications for the overall efficiency and effectiveness of public services in Indonesia. By identifying the factors that influence performance and the role of organizational commitment, this study aims to provide insights that can be used to enhance employee management practices across government institutions.

The main objective of this research is to examine the impact of empowerment, incentives, and self-efficacy on employee performance, with organizational commitment serving as an intervening variable. Specifically, the study seeks to determine whether

organizational commitment mediates the relationship between these variables and employee performance, and how this mediation can be leveraged to improve overall outcomes.

The findings of this study are expected to provide both theoretical and practical contributions. Theoretically, the research will enrich the existing body of knowledge on human resource management, particularly in understanding the role of organizational commitment in public sector performance. Practically, the results of this study can be used by policymakers and HR managers within BKN and other public institutions to develop strategies that enhance employee empowerment, provide equitable incentives, and foster a strong sense of self-efficacy and commitment among employees. This, in turn, will lead to improved performance, better public services, and a more motivated and loyal workforce.

RESEARCH METHOD

This qualitative study with a descriptive approach aims to explore the relationships between empowerment, incentives, self-efficacy, and organizational commitment and their influence on employee performance in the public sector, specifically within Badan Kepegawaian Negara (BKN). The research delves into the complex interplay of these variables to understand how they affect employee motivation and commitment. Conducted at BKN's Regional Office X in Denpasar, Bali, over several months in 2023, the study seeks to address performance issues and provide insights for improving human resource management in the public sector.

The study involved 90 employees from various age groups and job positions at BKN, selected through purposive sampling to gather diverse perspectives. Data collection included semi-structured interviews and focus group discussions, allowing for a comprehensive understanding of employee experiences with empowerment and organizational commitment. The research employed triangulation, combining interviews, document analysis, and observations to ensure reliable and well-rounded findings. Thematic coding of the data helped identify patterns and relationships among the key variables, leading to meaningful conclusions about their impact on employee performance.

The study also considered external factors like economic conditions and policy changes to provide a broader context. Observational techniques enriched the data by offering real-time insights into employee behavior and organizational culture. The research instruments, including interview guides, observation protocols, and document analysis templates, provided a robust framework for data collection. The findings are expected to offer practical recommendations for improving human resource management practices at BKN, focusing on enhancing employee empowerment, incentives, self-efficacy, and organizational commitment to boost performance.

RESULT AND DISCUSSION

Phase I analysis to determine the relationship between empowerment, incentives, and self-efficacy to organizational commitment

Testing the Structural Model (Inner Model)

The structural model on PLS is evaluated using R^2 . The *R-square* (R^2) value for independent variables consisting of empowerment, incentives, and self-efficacy contributed to explaining the organizational commitment variable of 73.60%, the remaining 26.40% was given by other variables that were not included in this study.

Research Hypothesis Testing

Table 1. Hypothesis Test Results

Variable	Original Sample (0)	T Statistics (O STDEV)	P Value
Empower=>KomOrg	0,375	2,832	0,005
Incentives=> KomOrg	0,275	3,573	0,000
Self Efficacy=> KomOrg	0,280	4,989	0,047

Source: Primary data processed, 2024

Testing with the bootstrapping method is intended to minimize the problem of abnormalities in the research data. The results of the bootstrapping test from the PLS analysis are as follows:

- 1) Empowerment Affects Organizational Commitment: The results of the first test show that empower with organizational commitment has a path coefficient value of 0.375 with a t-value of 2.835, (with a table t-value of 1.960) and a sig value of 0.005, which means that empowerment has a positive and significant influence on organizational commitment.
- 2) Incentives Affect Organizational Commitment: The results of the second test show that incentives with organizational commitment have a path coefficient value of 0.275 with a t-value of 3.573, (with a table t-value of 1.960), and a sig value of 0.000, which means that IT utilization incentives have a positive and significant influence on organizational commitment.
- 3) Self Efficacy Affects Organizational Commitment: The results of the third test show that self efficacy with organizational commitment has a path coefficient value of 0.280 with a t-value of 4.989, (with a table t-value of 1.960), and a sig value of 0.047, which means that self-efficacy has a positive and significant influence on organizational commitment.

Phase II analysis to determine the relationship between empowerment, incentives, and self-efficacy on employee performance

Testing the Structural Model (Inner Model)

The structural model on PLS is evaluated using R2. The *R-square* value (R2) for independent variables consisting of empowerment, incentives, and self-efficacy contributed to explaining the employee performance variable of 64.60%, the remaining 35.40% was given by other variables that were not included in this study.

Research Hypothesis Testing

Table 2. Hypothesis Test Results

Variable	Original Sample (0)	T Statistics (O STDEV)	P Value
Empower=>Performance	0,024	3,134	0,003
Incentives=>Performance	0,023	4,202	0,040
Self Efficacy=> Performance	0,452	2,877	0,004
KomOrg=>Performance	0,378	3,019	0,003

Source: Primary data processed, 2024

Testing with the bootstrapping method is intended to minimize the problem of abnormalities in the research data. The results of the bootstrapping test from the PLS analysis are as follows:

- 1) Empowerment Affects Employee Performance: The results of the first test show that empowerment with employee performance has a path coefficient value of 0.024 with a t-value of 3.134, (with a t-value of 1.960 table), and a sig value of 0.003, which means that empowerment has a positive and significant influence on employee performance.
- 2) Incentives Affect Employee Performance: The results of the second test show that incentives with employee performance have a path coefficient value of 0.023 with a t-value of 4.202, (with a table t-value of 1.960), and a sig value of 0.040, which means that incentives have a positive and significant influence on employee performance.
- 3) Self Efficacy Affects Employee Performance: The results of the third test show that self efficacy with employee performance has a path coefficient value of 0.452 with a t-value of 2.877, (with a table t-value of 1.960), and a sig value of 0.004, which means that self-efficacy has a positive and significant influence on employee performance.
- 4) Organizational Commitment Affects Employee Performance: The results of the fourth test show that organizational commitment to employee performance has a path coefficient value of 0.378 with a t-value of 3.019, (with a table t-value of 1.960), and a sig value of 0.003, which means that organizational commitment has a positive and significant influence on employee performance.

The Effect of Intervening Variables

Tabel 3. Direct Effect, Indirect Effect, dan Total Effect

	Direct Effect	Indirect Effect	Total Effect
Empowerment=>Performance	0,024		0,024
Empowerment=>KomOrganisation=>Performance	0,375	0,142	0,517
Incentives=>Performance	0,023		0,023
Incentives=>KomOrganisation=>Performance	0,275	0,104	0,379
Komitmen_Organisasi=>Performance	0,378		0,378
SelfEfficacy=>Performance	0,452		0,452
SelfEfficacy=>Organisation=>Performance	0,280	0,106	0,386

Source: Primary data processed, 2024

Meanwhile, the influence of empowerment, incentives, and self-efficacy on employee performance with organizational commitment as an *intervening* variable can be explained as follows:

- 1) The effect of empowerment on the performance of employees with organizational commitment as an intervening variable: The results of the analysis as shown in Table 4.12 show that there is an indirect influence of empowerment on performance of 0.142, while the influence of empowerment on performance through organizational commitment or the so-called total indirect influence is 0.517.

To determine whether the organization's commitment is as full mediation, partial mediation or as non-mediation, the following formula is used:

$$VAF = \frac{\text{Indirect Effect}}{\text{Total Effect}} = \frac{0,142}{0,517} \times 100\% = 27,46\%$$

Because the VAF value is 27.46%, the organization's commitment is referred to as partial mediation of the empowerment relationship to employee performance.

- 2) Effect of incentives on employee performance with organizational commitment as an intervening variable: The results of the analysis as shown in Table 4.12 show that there is an indirect effect of incentives on performance of 0.104, while the effect of incentives on performance through organizational commitment or the so-called total indirect influence is 0.379.

To determine whether the organization's commitment is as full mediation, partial mediation or as non-mediation, the following formula is used:

$$VAF = \frac{\text{Indirect Effect}}{\text{Total Effect}} = \frac{0,104}{0,379} \times 100\% = 27,44\%$$

Because the VAF value is 27.44%, the organization's commitment is referred to as partial mediation of the incentive relationship to employee performance.

- 3) The effect of self-efficacy on the performance of employees with organizational commitment as an intervening variable: The results of the analysis as shown in Table 4.12 show that there is an indirect effect of self-efficacy on performance of 0.106, while the effect of self-efficacy on performance through organizational commitment or the so-called total indirect influence is 0.386.

To determine whether the organization's commitment is as full mediation, partial mediation or as non-mediation, the following formula is used:

$$VAF = \frac{\text{Indirect Effect}}{\text{Total Effect}} = \frac{0,106}{0,386} \times 100\% = 27,46\%$$

Because the VAF value is 27.46%, the organization's commitment is referred to as partial mediation of the self-efficacy relationship with employee performance.

Table 4. Summary of Supporting Conclusions on Hypotheses

	Hypothesis	Test Results	Hypothesis Statement
H1	Empowerment has a positive and significant effect on Organizational Commitment	Positive, significant	Supported
H2	Incentives have a positive and significant effect on Organizational Commitment	Positive, significant	Supported
H3	Self-Efficacy has a positive and significant effect on Organizational Commitment	Positive, significant	Supported
H4	Empowerment has a positive and significant effect on Employee Performance	Positive, significant	Supported
H5	Incentives have a positive and significant effect on Employee Performance	Positive, significant	Supported
H6	Self-Efficacy has a positive and significant effect on Employee Performance	Positive, significant	Supported
H7	Organizational Commitment has a positive and significant effect on Employee Performance	Positive, significant	Supported
H8	Empowerment has a positive and significant effect on employee performance through organizational commitment	Positive, significant	Supported
H9	Incentives have a positive and significant effect on Employee Performance through Organizational Commitment	Positive, significant	Supported
H10	Self efficacy has a positive and significant effect on Performance Employees through Organizational Commitment	Positive, significant	Supported

The Results of Path Coefficients, Direct Effect, Indirect Effect, and Total Effect Tests
Path Coefficients Analysis

Table 5. Path Coefficients Test Results

	Empowerment	Incentive	Performance	Organizational Commitment	Self Efficacy
Empowerment			0,024	0,375	
Incentive			0,023	0,275	
Performance					
Organizational Commitment			0,378		
SelfEfficacy			0,452	0,280	

Source: Primary data processed, 2024

The results in Table 4 explain that there is a positive relationship between exogenous variables of empowerment, incentives and self efficacy on employee performance, the positive influence can be interpreted that the better (higher) empowerment, incentives and self efficacy, the higher the performance of the employees will also be. Furthermore, based on Table 5, it can also be explained that there is a positive relationship between the exogenous variables of empowerment, incentives and self efficacy to organizational commitment, which also means that the better (higher) empowerment, incentives and self efficacy, the better the organizational commitment will be.

Direct Effect, Indirect Effect, and Total Effect Test Results

The results of the direct influence, indirect influence and total influence tests are explained in Table 3.

- 1) Empowerment has a direct influence on employee performance of 0.375 and an indirect influence through organizational commitment of 0.142 and a total influence of 0.517, which means that organizational commitment has a positive influence on the relationship of empowerment to employee performance and increases the direct influence of empowerment on financial performance.
- 2) Incentives have a direct influence on employee performance of 0.275 and an indirect influence through organizational commitment of 0.104 and a total influence of 0.379, which means that organizational commitment has a positive influence on the incentive relationship on employee performance and increases the direct influence of incentives on financial performance.
- 3) Self efficacy has a direct influence on employee performance of 0.280 and an indirect influence through organizational commitment of 0.106 and a total influence of 0.386, which means that organizational commitment has a positive influence on the relationship of self efficacy to employee performance and increases the direct influence of self efficacy on financial performance.
- 4) Empower has a direct and positive effect of 0.024, meaning that the better the empower, the better the performance of employees will be.
- 5) The incentive has a direct and positive effect of 0.023, meaning that the better the empower, the better the performance of employees will be.
- 6) Self Efficacy has a direct and positive effect of 0.452, meaning that the better the empower, the better the performance of employees will be

Discussion

Empowerment Affects Organizational Commitment

The results of the analysis using the t-test explained that the t-test value of the empowerment variable was 2.832 (> 1.665) and the significant value was 0.005 (< 0.05) so that it could be explained that the empowerment variable had a positive and significant influence on organizational commitment. There is a relationship between empowerment and organizational commitment where when employees feel supported and recognized in their work through empowerment, they tend to develop a stronger sense of attachment to the organization. Employees feel that the organization values their participation, thereby increasing loyalty and commitment to the organization. This is in line with research conducted by Widyastuti & Subroto (2021) which showed results that Empowerment had a positive and significant effect on Organizational Commitment, other research conducted by Djamilah & Surenggono (2022) which showed results that Empowerment had a positive and significant effect on Organizational Commitment, other research conducted by Yani et al. (2016) which showed that Empowerment had a positive and significant effect on Organizational Commitment, different results were obtained in a study conducted by (Fadzil Hanafi Asnora, Aulia Indra, 2022) which obtained results that Empowerment had a negative and insignificant effect on Organizational Commitment.

The study explores the impact of age and education on the positive influence of empowerment on organizational commitment. It reveals that younger employees are more open to change and innovation, while older employees bring valuable experience and wisdom. Education also plays a significant role in creating a sense of empowerment in the workplace. Empowerment increases organizational commitment by promoting a sense of belonging and shared purpose. Both younger and more experienced employees with varying levels of education can feel more engaged and committed to the organization's goals. The correlation between male employees aged between 24-40 years and those with high school, diploma, bachelor, and master's education levels shows a difference in the influence of empowerment on organizational commitment. Higher education levels generally have a better understanding of the empowerment process and are more proactive in applying it. Overall, implementing age-appropriate empowerment and employee education levels can significantly increase commitment to the organization.

Incentives Affect Organizational Commitment

The results of the analysis using the t-test explained that the t-test value of the incentive variable was 3.573 (< 1.665) and the significant value was 0.000 (< 0.05) so that it could be explained that the incentive variable had a positive and significant influence on organizational commitment.

There is a relationship between incentives and organizational commitments where incentives provided in a fair and transparent manner can increase employee commitment to the organization. Employees tend to feel valued and cared for by the organization when incentives are given in recognition of their contributions. This is in line with research conducted by C. Dewi & Turangan (2020) which shows that Incentives have a positive and significant effect on Organizational Commitment, other research conducted by Monika (2021) which shows that the results of Incentives have a positive and significant effect on Organizational Commitment, other research conducted by Jahroni et al. (2021) showed that Incentives had a positive and significant effect on Organizational Commitment, but different results were obtained by research conducted by Bestari (2016) where the results obtained, namely Incentives had a negative and insignificant effect on Organizational Commitment.

Incentive programs can significantly impact organizational commitment, especially among male employees. Employees feel appreciated for their efforts and dedication, leading

to increased motivation and retention. The age of female employees and their education level significantly impacts their response to incentives. Employees with higher education tend to appreciate incentives more as a form of appreciation and motivation to improve their performance. However, employees with high school and diploma education may focus on incentives as an immediate need to improve their well-being. Regardless of age or education level, incentives still play a crucial role in strengthening commitment to the organization. The positive influence of incentives on organizational commitment varies among different age groups and education levels. Young employees with a bachelor's degree may respond more enthusiastically to incentives, while older employees with a master's education show a high level of commitment due to the deep sense of appreciation. Therefore, companies need to design the right incentive strategy to maintain and increase commitment of all employees, regardless of age and education level.

Self Efficacy Affects Organizational Commitment

The results of the analysis using the t-test explained that the t-test value of the self-efficacy variable was 4.989 (< 1.665) and the significant value was 0.047 (< 0.05) so that it could be explained that the self-efficacy variable had a positive and significant influence on organizational commitment. There is a relationship between Self Efficacy and Organizational Commitment where individuals with high levels of self efficacy tend to have stronger organizational commitment. Belief in one's own ability to achieve goals and overcome challenges in the work environment helps strengthen attachment to the organization. This is in line with the research conducted by Saputri & Pratama (2020) showing the results that Self Efficacy has a positive and significant effect on Organizational Commitment, other research conducted by Amir (2019) shows the results that Self Efficacy has a positive and significant effect on Organizational Commitment, other research conducted by N. A. D. P. Dewi (2020) shows that Self Efficacy has a positive and significant effect on Organizational Commitment, other research conducted by N. A. D. P. Dewi (2020) shows that Self Efficacy has a positive and significant effect on Organizational Commitment. However, different results were obtained in a study conducted by Priambodo et al. (2019) which obtained results that Self-Efficacy had a negative and insignificant effect on Organizational Commitment.

The study explores the relationship between self-efficacy and organizational commitment among female employees aged 24-40 and more than 40, and their education levels. The research reveals that women of different ages have varying experiences and emotional maturity, and education levels significantly influence self-efficacy. High self-efficacy leads to stronger organizational commitment, as employees feel more confident and capable of contributing significantly. The study also found that age and education level can affect self-efficacy, with more educated and experienced employees having higher self-efficacy. This not only increases confidence in facing job challenges but also increases the sense of attachment to the organization, positively impacting overall commitment. Therefore, self-efficacy is a crucial factor in increasing organizational commitment among male employees with these characteristics.

Empowerment Affects Employee Performance

The results of the analysis using the t-test explained that the value of the t-test of the empowerment variable was 3.134 (> 1.665) and the significant value was 0.003 (< 0.05) so that it could be explained that the empowerment variable had a positive and significant influence on employee performance.

There is a relationship between Empowerment and Employee Performance where when employees feel supported and recognized through Empowerment, they tend to be more motivated and involved in their work. They feel responsible for the results of their work and

have the freedom to make relevant decisions. This is in line with research conducted by Halim (2022) showing the results that Empowerment has a positive and significant effect on Employee Performance, other research conducted by S. A. Maharani & Widiartanto (2017) shows the results that Empowerment has a positive and significant effect on Employee Performance, other research conducted by Hariyanto (2014) shows the results that Empowerment has a positive and significant effect on Employee Performance Employee Performance, but different results were obtained in a study conducted by Al-Azis (2022) which stated that Empowerment had a negative and insignificant effect on Employee Performance.

Empowerment positively impacts employee performance in female employees aged 24-40 and over 40 years, with education levels ranging from high school to master's. Female employees have high energy and enthusiasm for learning, while those over 40 have more mature experience and calmness in dealing with work situations. Empowerment through training and praise for achievements improves performance for employees with high school to master's education. Employees with diploma, bachelor's, and master's education are more likely to apply their skills effectively when empowered.

In male employees aged 24-40, the level of education plays a crucial role in maximizing the benefits of empowerment. Employees with higher education backgrounds are more responsive to empowerment initiatives, improving their performance. Younger employees (24-40 years old) are more flexible and innovative in implementing an empowered approach. Empowerment creates a work environment that supports skill development, increasing productivity, creativity, and overall job satisfaction.

Incentives Affect Employee Performance

The results of the analysis using the t-test explained that the t-test value of the incentive variable was 4.202 (> 1.665) and the significant value was 0.040 (< 0.05) so that it could be explained that the self-efficacy variable had a positive and significant influence on employee performance.

There is an influence between Incentives on Employee Performance where incentives provided fairly and transparently can be a motivation for employees to improve their performance. Employees tend to be motivated to achieve targets or standards that have been set so that they can get the incentives offered. This is in line with research conducted by Widhawati & Damayanthi (2018) shows the results that Incentives have a positive and significant effect on Employee Performance, other research conducted by D. R. Maharani et al. (2021) shows that Incentives have a positive and significant effect on Employee Performance. Other research conducted by Citrapma (2014) shows the results that Incentives have a positive and significant effect on Employee Performance. significant to Employee Performance. However, there is a difference from the research conducted by Ni'mah (2022) stating that incentives have a negative and insignificant effect on employee performance, another researcher conducted by Marhumi & Nugroho (2018) which states that incentives have a negative and insignificant effect on employee performance.

The relationship between female employees' age and incentives is significant, particularly for those aged 24-40 and over 40 years. Education also plays a role in the response to incentives, with high school-educated women responding more strongly to cash incentives, while those with bachelor's or master's degrees are more motivated by career development opportunities. The effect of incentives on employee performance varies depending on age and education level. In general, incentives have a positive impact on performance, but the way and magnitude of these influences can vary based on these two main factors. In contrast, male employees aged 24-40 years and over 40 years old with different levels of education show a positive correlation between incentives and performance.

Higher education also affects how incentives are received and implemented, with higher-educated employees having better strategies for taking advantage of incentives.

Self Efficacy Affects Employee Performance

The results of the analysis using the t-test explained that the t-test value of the self-efficacy variable was 2.877 (> 1.665) and the significant value was 0.004 (< 0.05) so that it could be explained that the self-efficacy variable had a positive and significant influence on employee performance.

There is an influence between Self Efficacy on Employee Performance where a high level of self-efficacy can increase the effectiveness of employees in carrying out their duties. They feel more confident in making decisions and taking action, which can ultimately lead to better performance. This is in line with research conducted by Halim (2022) showing the results that Self Efficacy has a positive and significant effect on Employee Performance, other research conducted by S. A. Maharani & Widiartanto (2017) shows the results that Self Efficacy has a positive and significant effect on Employee Performance, other research conducted by Self Efficacy has a positive and significant effect on Employee Performance, However, different results were obtained by a study conducted by Sari & Candra (2020) where the study obtained the result that Self-Efficacy had a negative and insignificant effect on Employee Performance.

Self-efficacy significantly impacts female employees' performance across various age ranges and education levels. Female employees aged 24-40 and over 40 show a significant increase in performance when they have high self-confidence. Higher education levels, such as high school, diploma, bachelor, and master, contribute to strengthening self-efficacy, which improves their abilities and performance in the workplace. However, high school education employees can also improve their performance through training and self-efficacy development. The positive impact of self-efficacy on employee performance benefits companies by creating a productive and harmonious work environment. The correlation between male employees' age and education level and self-efficacy on performance is crucial for understanding the impact of these factors on work performance. Understanding this relationship can help organizations optimize their human resources for more efficient and effective performance.

The Effect of Organizational Commitment on Employee Performance

The results of the analysis using the t-test explained that the t-test value of the organizational commitment variable was 3.019 (> 1.665) and the significant value was 0.003 (< 0.05) so that it could be explained that the self efficacy variable had a positive and significant influence on employee performance.

There is an influence between Organizational Commitment and Employee Performance where high organizational commitment can help strengthen a positive organizational culture, where values such as trust, collaboration, and innovation are emphasized. This can create a work environment that supports optimal growth and performance. This is in line with research conducted by Muis et al. (2018) showing the results that Organizational Commitment has a positive and significant effect on Employee Performance, other research conducted by Meutia & Husada (2019) shows the results that Organizational Commitment has a positive and significant effect on Employee Performance, other research conducted by Rizal et al. (2023) showed that Organizational Commitment had a positive and significant effect on Employee Performance, but there was a difference from the research conducted by Manery et al. (2018) which found that Organizational Commitment had a negative and insignificant effect on Employee Performance.

The study reveals a positive correlation between the education levels of female employees aged 24-40 and over 40 years and their organizational commitment. Female employees have higher energy and motivation, while those over 40 years old offer more experience and stability. Higher education levels also have a significant relationship with organizational commitment, with older employees often showing more loyalty and deeper commitment. Higher education not only improves competence but also has a positive impact on employee performance, with academic degrees resulting in superior work outcomes. This demographic analysis can help organizations design more effective human resource development strategies. Similarly, male employees with varying education levels also have varying organizational commitments, with higher education levels leading to increased commitment due to a deeper understanding of the company's vision and critical decision-making skills. Strong organizational commitment is believed to improve employee performance, as employees who feel attached to their organization are more motivated, loyal, and work more efficiently.

The Effect of Empowerment on Employee Performance Through Organizational Commitment

The results of the analysis of direct and indirect influencers explain that empowerment has a positive effect on employee performance with organizational commitment as an intervening variable, or it can be said that organizational commitment is partial mediation.

There is an influence between Empowerment on Employee Performance through Organizational Commitment where when an employee feels empowered to make decisions and act, they tend to feel more attached and committed to their organization. This high commitment can then contribute positively to employee performance, as they are more motivated to achieve organizational goals and actively contribute to achieving desired results. This is in line with research conducted by Halim (2022) showing the results that Empowerment has a positive and significant effect on Employee Performance, according to research conducted by Djamilah & Surenggono (2022) which shows that Empowerment has a positive and significant effect on Organizational Commitment.

The study investigates the relationship between the age and education level of female employees aged 24-40 and more than 40 years, and the positive impact of empowerment on employee performance through organizational commitment. Empowerment, which involves increasing employee involvement in decision-making, improves performance when employees feel valued and have autonomy in their work. Organizational commitment acts as a mediator, strengthening the positive impact of empowerment. Older employees with higher education tend to have higher organizational commitment, which in turn improves their performance. The combined impact of these factors suggests that strategic management of empowerment and increased organizational commitment can significantly improve the overall performance of female employees. The study also explores the correlation between male employees aged 24-40 and their education levels, revealing variations in how age and education level interact with empowerment and employee performance.

Intensive Influence on Employee Performance through Organizational Commitment

The results of the analysis of direct and indirect influences explain that incentives have a positive effect on employee performance with organizational commitment as an intervening variable, or it can be said that organizational commitment is a partial mediation.

There is an influence between Incentives on Employee Performance through Organizational Commitment where Incentives given as recognition for good performance can also strengthen employees' positive attitudes and loyalty to the organization, which in turn can increase their productivity and quality of work. This is in line with research conducted by

D. R. Maharani et al. (2021) showing the results that Incentives have a positive and significant effect on Employee Performance and with research conducted by C. Dewi & Turangan (2020) which shows that Incentives have a positive and significant effect on Organizational Commitment.

The study examines the impact of education levels on employee performance and organizational commitment. It finds that younger employees have higher energy and enthusiasm for incentives, while those with higher education have a better understanding of organizational goals and how their efforts align with them. Incentives are crucial in encouraging employee performance, especially when designed to strengthen organizational commitment. The correlation between incentives, organizational commitment, and performance indicates that when employees feel valued and recognized, their commitment to the organization increases, positively impacting performance. Older and more educated employees require more recognition and reward incentives than material ones, which are more effective for younger employees with secondary education. The study also highlights the importance of understanding age segmentation and education level in affecting employee perception and response to incentives. Organizational commitment is crucial for maintaining employee motivation and loyalty, which positively impacts work productivity. Therefore, incentives designed with this segmentation can provide more effective results in improving overall company performance.

The Effect of Self Efficacy on Employee Performance Through Organizational Commitment

The results of the analysis of direct and indirect influencers explain that self-efficacy has a positive effect on employee performance with organizational commitment as an intervening variable, or it can be said that organizational commitment is a full mediation.

There is an influence between Self Efficacy on Employee Performance through Organizational Commitment where employees with self efficacy who are more committed to the organization because they are confident that they can make a meaningful and successful contribution, tend to show greater commitment. This is in line with research conducted by Ali & Wardoyo (2021) showing the results that Self Efficacy has a positive and significant effect on Employee Performance and Saputri & Pratama (2020) shows the results that Self Efficacy has a positive and significant effect on Organizational Commitment.

The study reveals that self-efficacy, a key factor in employee performance, is positively influenced by demographics such as age and education level. Female employees aged 24-40 years and over 40 years have higher self-efficacy, which is influenced by their level of education. High self-efficacy, especially when combined with strong organizational commitment, improves performance. The findings highlight the importance of professional development and ongoing support in improving self-efficacy. Similarly, male employees aged 24-40 years and over 40 years with higher education levels also show a significant influence on self-efficacy and performance. Higher education levels, particularly those with Bachelor's and Master's degrees, contribute to higher self-efficacy and increased confidence in achieving job goals. This combination of self-efficacy and organizational commitment can optimize performance across various age ranges and education levels.

CONCLUSION

The study reveals that empowerment, incentives, and self-efficacy significantly influence organizational commitment and employee performance at the State Civil Service Agency (BKN). Empowerment has a path coefficient value of 0.375, while incentives have a path coefficient value of 0.275. Self-efficacy also has a significant effect on organizational commitment with a path coefficient value of 0.280. These variables all have a significant

effect on employee performance. Organizational commitment acts as a partial intervening variable between empowerment, incentives, and self-efficacy, strengthening the relationship between these variables and performance. To improve employee performance and organizational commitment, BKN should implement strategies that strengthen empowerment, incentives, and self-efficacy holistically. Empowerment can be achieved by empowering employees more in decision-making, while incentives should be given fairly and transparently. Self-efficacy can be strengthened through training and developing employee capabilities. Future research should extend the research period to expand the population and sample for more accurate and representative conclusions.

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