

# **ANALYSIS OF THE EFFECT OF SELF-EFFICIENCY MEDIATION AND ORGANIZATIONAL COMMITMENT ON THE INFLUENCE OF CULTURE OF PERFORMANCE AND EMPLOYEE SATISFACTION**

**Netty Laura Simbolon<sup>1\*</sup>**

**Budi Satriyo Priyonggo<sup>2</sup>**

<sup>1,2</sup>Universitas 17 Agustus 1945 Jakarta

e-mail: netty.simbolon@uta45jakarta.ac.id<sup>1</sup>, budi.slckjt@gmail.com<sup>2</sup>

\*Correspondence: netty.simbolon@uta45jakarta.ac.id

*Submitted:* 26 March 2022,

*Revised:* 04 April 2022,

*Accepted:* 15 April 2022

**Abstract.** A company cannot develop optimally if it is not fully supported by qualified and advanced human resources within the company, including PT Sarana Lintas Caraka. The purpose of this study was to examine the mediating effect of self-efficacy and organizational commitment on the effect of organizational culture on employee performance and job satisfaction at PT Sarana Lintas Caraka. The research method used in this research is quantitative with Partial Least Square (PLS-SEM) technique and assisted by software SmartPLS 3.0. The researcher chose the census technique in the sampling technique, namely all members of the population (all PT Sarana Lintas Caraka) were used as samples in this study to examine the mediating effect and the direct influence of the related variables. The results of this study indicate that there is an influence of organizational culture on employee performance, the influence of organizational culture on employee job satisfaction, the influence of self-efficacy on employee performance, self-efficacy has no effect on employee job satisfaction, organizational commitment does not affect employee performance, the influence of organizational commitment on employee job satisfaction, self-efficacy is able to mediate the influence of organizational culture on employee performance, self-efficacy is not able to mediate the influence of organizational culture on employee job satisfaction, organizational commitment is not able to mediate the influence of organizational culture on employee performance, organizational commitment is able to mediate the influence of organizational culture on employee job satisfaction. The method of determining the number of respondents' eligibility uses the Hair Method which states that the respondent may be 5 to 10 times the number of indicators of research variables.

**Keywords:** organizational culture; self efficacy; organizational commitment; employee performance; employee job satisfaction.

---

## INTRODUCTION

In the era of globalization, all forms of economic growth on a domestic and global scale experience increasingly rapid development. PT or Limited Liability Company Sarana Lintas Caraka is a company engaged in export and import customs services. Organizational culture gives birth to innovation, every employee must be able to adjust to the situation and become marketing so that with the changes that occur during the current pandemic, employee performance and job satisfaction remain maximized. The organizational culture that is considered is also supported by self-efficacy and organizational commitment in having an impact on employee performance and job satisfaction ([Gountas, Gountas, & Mavondo, 2014](#)); ([Yousaf & Sanders, 2012](#)); ([Joe, 2010](#)); ([Borgogni, Russo, Miraglia, & Vecchione, 2013](#)). With high self-efficacy and commitment, employees are expected to be able to adjust the type of work given and be able to do the work with maximum results. Employee performance and job satisfaction play an important role for every organization in increasing change and progress towards a better direction in achieving organizational goals. Employees must be confident and capable that they can and are committed to what they do and are responsible for the results they do. Companies through the human resources department must evaluate the performance and job satisfaction of employees obtained within a certain period of time.

Self-efficacy is the belief that one can control the situation and get positive

([Bourne, Smeltzer, & Kelly, 2021](#)); ([Muñoz, 2021](#)). This self-efficacy is also reflected in the employees of PT Sarana Lintas Caraka. Some employees believe that they can solve problems that occur in doing their jobs well. However, there are some employees who still feel less confident in doing their jobs due to the lack of knowledge, experience and training provided (results of an interview with one of the leaders of PT Sarana Lintas Caraka). In addition to self-efficacy, employee commitment is also important to note because it has an impact on employee performance and job satisfaction. An employee who has a high commitment to the organization will give all his energyabilitiesand soul to the company wholeheartedly in doing the job. So that researchers are interested in conducting research related to the performance of PT Sarana Lintas Caraka.

The purpose of this scientific research study was to determine the mediating effect of self-efficacy and organizational commitment on organizational culture on the performance and job satisfaction of employees of PT Sarana Lintas Caraka.

## METHODS

Research Quantitative research is used by researchers in research where this method is suitable for use in large populations with limited variables. This involves the utilization and analysis of numerical data using specialized statistical techniques to answer questions such as how, who, how much, when and where ([Water, 2020](#)).

This study is a causal research because

of the causal effect between variables in the research model, namely the analysis of the mediating effect of self-efficacy and organizational commitment on the influence of organizational culture on the performance and job satisfaction of employees of PT Sarana Lintas Caraka.

This research is a census research. This study uses a census because to maximize the results of research conducted by researchers at PT Sarana Lintas Caraka. Based on the level of naturalness, this study used a survey research method with questionnaires and structured interviews.

Respondents used as many as 272 respondents, using simple random sampling with Hair Method at least 5 to 10 times the number of indicators. The results of the data in this study, obtained from questionnaires distributed to respondents using google form. The questionnaire in this study contains statement items related to research variables, the questionnaire also contains respondents' personal data consisting of: gender, age, last education, employee status, and respondent's length of service. The data collected from the respondents are presented as follows:

## RESULTS AND DISCUSSION

**Table 1.** Characteristics of Respondents

No.	Characteristics	Total	Percentage (%)
1	Gender		
	1. Male	85	31.3
	2. Female	187	73.7
	<b>Total</b>	<b>272</b>	<b>100</b>
2	Age		
	1. <25 Years	122	44.9
	2. 25 - 30 Years	95	34.9
	3. 31 - 40 Years	47	17.3
	4. > 40 Years	8	2.9
	<b>Total</b>	<b>272</b>	<b>100</b>
3	Last Education		
	1. SMP / Equivalent	0	0
	2. SMA / Equivalent	106	39
	3. D3	42	15.4
	4. S1	124	45.6
	<b>Total</b>	<b>272</b>	<b>100</b>
4	Employee Status		
	1. Contract Employee	79	29
	2. Permanent Employees	193	71
	<b>Total</b>	<b>272</b>	<b>100</b>
5	Length of Work		
	1. < 3 Years	114	41.9

2. 3 - 6 Years	92	33.8
3. 7 - 10 Years	40	14.7
4. > 10 Years	26	9.6
<b>Total</b>	<b>272</b>	<b>100</b>

From the table, it can be seen a description of the respondents in terms of years of service, most of the respondents had a working period of less than 3 years, namely as many as 114 people (41.9%), this shows that the employee's work experience is still very minimal.

**A. Test Validity and Reliability**

**1. Test Validity Measurement (Outer) Model**

Outer model is the relationship between indicators and their constructs. The initial evaluation or testing of the measurement model is reflective, namely with convergent validity. The evaluation of convergent validity begins by looking at the item reliability (validity indicator) which is indicated by the value of the loading factor. The factor loading value less than 0.5 will be omitted in the model and if the factor loading value is more than 0.5 then it has good validity. For research in the early stages of developing a measurement scale, a loading value of 0.5 to 0.60 is considered sufficient. The factor loading significance test can be done with t statistic or p value, if the t statistic value > 1.96 and p value < 0.05 then it has significant validity.



**Figure 2.** Construct Reliability and Validity Validity

Test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The validity of the instrument can be proven by some evidence. These evidences include content, otherwise known as content validity or content validity, constructively, otherwise known as construct validity, and criteria, otherwise known as criterion validity (Yusup, 2018). From the outer loading image, the respondent's validity test in this study was in accordance with the existing criteria and was valid.

**2. Reliability Test**

(Sugiyono, 2020) said that a reliable instrument is an instrument which, when used several times to measure the same object, will produce the same data. Reliability tests were carried out on the outer model, among others: Composite

Reliability, is data that has a value > 0.7 has high reliability, Cronbach Alpha, namely the reliability test results are reinforced by the Cronbach alpha value and the expected value is > 0.7 for all constructs, Average Variance Extracted (AVE), this value describes the magnitude of the variance and the expected value > 0.5.

Based on the results of respondent data processing and outer loader images, respondents from this study were reliable and answered the questionnaire questions consistently and the accuracy of the data from respondents deserved to be tested in hypothesis testing.

### 3. Structural Model Testing (Inner Model)

Analysis of the inner model is carried out to ensure that the structural model built is robust and accurate.

The evaluation of the inner model can be seen from several indicators including:

#### Coefficient of Determination (R<sup>2</sup>)

Coefficient of determination is the square of the correlation coefficient (R<sup>2</sup> which is related to the independent variable and the dependent variable (Saputri, 2016). In regression analysis, the coefficient of determination is used as the basis for determining the effect of the independent variable on the dependent variable. The formula used is:  $KD = R^2 \times 100\%$ . The point is to measure how much the model's ability to explain the variation

of the dependent variable. The value of the coefficient of determination is between zero to one. From the coefficient value obtained from the data processing of this study, it was found that R<sup>2</sup> was employee performance 0.559, employee job satisfaction 0.564, organizational commitment 0.401 and self-efficacy 0.299.

From the coefficient of determination (R<sup>2</sup>) 0.559, it means that organizational culture on employee performance contributes 0.559 or 55.9% while the rest is influenced by other factors outside of this study. The coefficient of determination (R<sup>2</sup>) 0.564 means that organizational culture on employee job satisfaction contributes 0.564 or 56.4% while the rest is influenced by other factors outside of this study. The value of the coefficient of determination (R<sup>2</sup>) 0.299 mediating self-efficacy on organizational culture on employee performance contributed 0.299 or 29.9% while the rest was influenced by other factors outside of this study. The value of the coefficient of determination (R<sup>2</sup>) is 0.401, meaning that the mediation of organizational commitment to organizational culture on employee job satisfaction contributes 0.401 or 40.1% while the rest is influenced by other factors outside of this study.

#### Hypothesis

Testing Hypothesis testing is a test that includes the significance value of each path coefficient which states that there is a significant or insignificant effect between constructs. This structural model test is used to test the hypothesis between the research variables and can be seen from the P value and T statistic value. If the T statistic

---

is > 1.96 then the effect is significant or if the P value is < 0.05, it means the effect is significant (Angelini, 2018).

**Table 2.** Path Coefficient Hypothesis Testing Results

Description	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
<b>Org Comm -&gt; Employee Performance</b>	0.103	0.104	0.060	1.725	<b>0.085</b>
<b>Org Comm -&gt; Job Satisfaction</b>	0.523	0.524	0.059	8.881	<b>0.000</b>
<b>Organizational Culture -&gt; Employee Performance</b>	0.345	0.348	0.064	5.433	<b>0.000</b>
<b>Organizational Culture -&gt; Job Satisfaction</b>	0.248	0.254	0.055	4.548	<b>0.000</b>
<b>Organizational Culture -&gt; Org Comm</b>	0.633	0.633	0.034	18.795	<b>0.000</b>
<b>Organizational Culture -&gt; Self Efficacy</b>	0.547	0.549	0.039	13.917	<b>0.000</b>
<b>Self Efficacy -&gt; Employee Performance</b>	0.417	0.415	0.065	6.445	<b>0.000</b>
<b>-&gt; Job Self Efficacy Satisfaction</b>	0.065	0.062	0.058	1.119	<b>0.264</b>

**Table 3.** Hypothesis Testing Results Specific Indirect Effect

Description	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
<b>Organizational Culture -&gt; Org Comm -&gt; Employee Performance</b>	0.065	0.065	0.038	1.721	<b>0.086</b>
<b>Organizational Culture -&gt; Self Efficacy -&gt; Employee Performance</b>	0.228	0.228	0.039	Organi	<b>0.000</b>
<b>5.804zational Culture -&gt; Org Comm -&gt; Job Satisfaction</b>	0.331	0.332	0.041	7.988	<b>0.000</b>
<b>Organizational Culture -&gt; Self Efficacy -&gt; Job Satisfaction</b>	0.036	0.034	0.033	1.097	<b>0.273</b>

**Table 4.** Outer Model Hypothesis Testing Results

	<b>Employee Performance</b>	<b>Job Satisfaction</b>	<b>Org Comm</b>	<b>Organizational Culture</b>	<b>Self Efficacy</b>
X.1					-1,000
X.2					-1,000
X.3					-1,000
X.4					-1,000
X.5					-1,000
X.6					-1,000
X.7					-1,000
Y1.1	-1,000				
Y1.2	-1,000				
Y1.3	-1,000				
Y1.4	-1,000				
Y1.5	-1,000				
Y1.6	-1,000				
Y1.7	-1,000				
Y2.1		-1,000			
Y2.2		-1,000			
Y2.3		-1,000			
Y2.4		-1,000			
Y2.5		-1,000			
Z1.1					-1,000
Z1.2					-1,000
Z1.3					-1,000
Z1.4					-1,000
Z1.5					-1,000
Z2.1			-1,000		
Z2.2			-1,000		
Z2.3			-1,000		

From the data in tables 2 and 3 above, to answer the proposed hypothesis, it is known that the proposed hypothesis is accepted and some is rejected. This shows that there are variables that have an effect and do not have an effect.

The following are the results of the analysis related to the effect of the

variables in accordance with the proposed hypothesis:

- 1. There is an influence of organizational culture on employee performance.**

The results of the path coefficient based on the T-Statistics value indicate that the influence of organizational

---

culture on employee performance has a significance level of 5,433 so it is stated that organizational culture has a positive and significant effect on employee performance and the hypothesis is accepted. In accordance with research conducted by ([Ratnasari & Sutjahjor](#), 2019); ([Rehman & Nawaz](#), 2018) which shows that there is an influence of organizational culture on employee performance. Optimal organizational culture will create employees who have a high sense of responsibility towards the company. With the pattern that is used to be applied in the company, it will become the hallmark of the company and improve performance than the employees themselves.

## **2. The influence of organizational culture on employee job satisfaction.**

The results of the path coefficient based on the T-Statistics value indicate that the influence of organizational culture on employee performance has a significance level of 4,548 so it is stated that organizational culture has a positive and significant effect on employee job satisfaction and the hypothesis is accepted. In line with research conducted by ([Pham Thi, Ngo, Duong, & Pham](#), 2021) which states that there is an influence of organizational culture on employee job satisfaction. Optimal organizational culture will create employees who have a high sense of responsibility towards the company. With a pattern that is used to be applied in the company, it will become the hallmark of the company and improve performance

than the employees themselves and employees will feel satisfied with the results of their performance.

## **3. The influence of self-efficacy on employee performance.**

The results of the path coefficient based on the T-Statistics value show that the effect of self-efficacy on employee performance has a significance level of 6.445 so it is stated that self-efficacy has a positive and significant effect on employee performance and the hypothesis is accepted. An employee who has a high level of self-confidence is able to work no matter how hard the challenges of the type of work given. Because an employee with high self-efficacy believes he can solve a work problem and will take the best decision for the betterment of the company.

## **4. Self-efficacy has no effect on employee job satisfaction.**

The results of the path coefficient based on the T-Statistics value show that the effect of self-efficacy on employee job satisfaction has a significance level of 1,119 so it is stated that self-efficacy has no effect on employee job satisfaction and the hypothesis is rejected. An employee who has a high level of self-confidence is able to work no matter how hard the challenges of the type of work given, but with conditions beyond the ability of the employee itself can result in employees not feeling satisfied with the results of their performance.

## **5. Organizational commitment has no effect on employee performance.**

The results of the path coefficient

---



based on the T-Statistics value indicate that the effect of organizational commitment on employee performance has a significance level of 1,725 so it is stated that organizational commitment has no effect on employee performance and the hypothesis is rejected. This is contrary to research conducted by ([Atika, Modding, Sammaila, & Hafied, 2019](#)); ([Rehman & Nawaz, 2018](#)); ([Parveen, 2019](#)) which shows that there is an influence of organizational commitment on employee performance. Employees have an important role for every company. If employees are not committed to the company, their performance will decline and have an impact on the progress of the company.

**6. There is an effect of organizational commitment on employee job satisfaction.**

The results of the path coefficient based on the T-Statistics value show that the effect of organizational commitment on employee performance has a significance level of 8.881 so it is stated that organizational commitment has a positive and significant effect on employee performance and the hypothesis is accepted. This is in line with research conducted which shows that there is an influence of organizational commitment on employee performance and job satisfaction. Employees have a very important role for every company. With high organizational commitment will affect employee job satisfaction itself.

**7. Self-efficacy can mediate the effect of organizational culture on employee performance.**

The results of the specific indirect effect based on the T-Statistics value show that self-efficacy is able to mediate the influence of organizational culture on employee performance because it has a significance level of 5,804 so that the hypothesis is accepted. Confidence in the ability of employees to solve work problems and supported by a strong company system will improve the performance of the employees themselves. The interactions and habits of the organizational culture will create employees who are loyal to the company so that the company's goals will be achieved in accordance with the company's vision and mission.

**8. Self-efficacy cannot mediate the effect of organizational culture on employee job satisfaction.**

The results of the specific indirect effect based on the T-Statistics value show that self-efficacy is not able to mediate the influence of organizational culture on employee job satisfaction because it has a significance level of 1,097 so that the hypothesis is rejected. Confidence in the ability of employees to solve work problems but not supported by a strong company system will cause employee job satisfaction to decrease. Because it could be that the facilities are not met while the work must be completed as quickly as possible.

**9. Organizational commitment is not able to mediate the influence of organizational culture on employee**

---

---

**performance.**

The results of the specific indirect effect based on the T-Statistics value show that organizational commitment is not able to mediate the influence of organizational culture on employee performance because it has a significance level of 1.721 so that the hypothesis is rejected. Every company innovation must be acceptable to the employees themselves. If employees don't want to make changes and don't want to take risks, the company will lose competitiveness with other companies. Because every time the company's external changes continue and employee performance is required to be able to adapt to changes outside the company's internal.

**10. Organizational commitment is able to mediate the influence of organizational culture on employee job satisfaction.**

The results of the specific indirect effect based on the T-Statistics value indicate that organizational commitment is able to mediate the influence of organizational culture on employee job satisfaction because it has a significance level of 7,988 so that the hypothesis is accepted. Every company innovates and changes the system, employees want to adapt to changes that exist in the company, so that work enthusiasm and job satisfaction will be created for the employees themselves. This will make the company more profitable and employees will also feel the direct impact in the form of bonuses or rewards.

**CONCLUSIONS**

This study provides empirical evidence regarding the mediating effect of self-efficacy and organizational commitment on the effect of organizational culture on employee performance and employee job satisfaction. This study used a sample of 272 respondents, who were employees of PT. Cross Caraka Means. The results showed that:

1. The influence of organizational culture on employee performance. Companies have their own characteristics in running their business. These characteristics indicate that there are differences with other companies where if done optimally the employee's sense of responsibility for the work given will not burden the employee himself and improve the employee's performance.
  2. The influence of organizational culture on employee job satisfaction. Organizational culture creates a sustainable system for changing the work environment in line with current technological and business developments. Employees who have high self-efficacy will accept all forms of change for the progress of the company. This will improve the mindset of employees to be able to adjust the organizational culture and will improve their performance so that job satisfaction is achieved.
  3. The influence of self-efficacy on employee performance. Confidence and self-confidence of employees is
-

- needed by the company. An employee who has high self-confidence and is optimistic about all types of work given by his superiors will do it with pleasure and can complete the work himself well. This will certainly make employees more mature and will improve their performance.
4. Self-efficacy has no effect on employee job satisfaction. An employee who has a high level of self-confidence is able to work no matter how hard the challenges of the type of work given, but with conditions beyond the ability of the employee itself can result in employees not feeling satisfied with the results of their performance.
  5. Organizational commitment has no effect on employee performance. The company will progress and develop if it is supported by optimal employee performance. The role of employees is very important because employees must be confident and able that they can and are committed to what they are doing and are responsible for the results they are doing. This of course must also be supported by the company itself, whether there is reciprocity from the company to employees. Does the company pay attention to the welfare of employees and feel that employees are part of the company. If not, employees will carry out work by being forced and neglecting so that employees are not loyal to the company and will reduce their performance so that it affects the growth and development of the company.
  6. There is an effect of organizational commitment on employee job satisfaction. Organizational commitment is very influential on the performance of its employees, with good commitment it will improve employee performance because employees feel valued for their performance and will increase employee morale and produce job satisfaction for employees.
  7. Self-efficacy is able to mediate the influence of organizational culture on employee performance. Each company has its own characteristics to distinguish it from other companies. A strong system will build the character of employees to become strong workers, able to solve and solve work problems well. Employees will feel part of the company's system and will be loyal to the company so that it will improve their performance.
  8. Self-efficacy is not able to mediate the effect of organizational culture on employee job satisfaction. Confidence in the ability of employees to solve work problems but not supported by a strong company system will cause employee job satisfaction to decrease. Because it could be that the facilities are not met while the work must be completed as quickly as possible.
  9. Organizational commitment is not able to mediate the influence of organizational culture on employee performance. Employees who are loyal to the company will work optimally to advance the company. However, employees must be supported by adequate human resources in order to
-

be able to adapt to changes that occur outside. Because if you don't want to adjust to the times and stay in place, the company will be left far behind its competitors.

10. Organizational commitment is able to mediate the influence of organizational culture on employee job satisfaction. Employees who are loyal to the company will work optimally to advance the company. Employees want to adapt to changes that exist in the company, so that work enthusiasm and job satisfaction will be created for the employees themselves. This will make the company more profitable and employees will also feel the direct impact in the form of bonuses or rewards.

## REFERENCES

- Atika, Atika, Modding, Basri, Sammaila, Baharuddin, & Hafied, Hamzah. (2019). The effect of commitment, leadership and compensation on job satisfaction and performance of government apparatus in West Sulawesi Province. *MEC-J (Management and Economics Journal)*, 3(1), 1–12. <https://doi.org/10.18860/mec-j.v0i2.6555>
- Borgogni, Laura, Russo, S. Dello, Miraglia, Mariella, & Vecchione, Michele. (2013). The role of self-efficacy and job satisfaction on absences from work. *European Review of Applied Psychology*, 6(3), 129–136. <https://doi.org/10.1016/j.erap.2012.08.007>
- Bourne, Melissa J., Smeltzer, Suzanne C., & Kelly, Michelle M. (2021). Clinical teacher self-efficacy: A concept analysis. *Nurse Education in Practice*, 5(2), 103–129. <https://doi.org/10.1521/jscnp.1986.4.3.359>
- Gountas, Sandra, Gountas, John, & Mavondo, Felix T. (2014). Exploring the associations between standards for service delivery (organisational culture), co-worker support, self-efficacy, job satisfaction and customer orientation in the real estate industry. *Australian Journal of Management*, 3(1), 107–126. <https://doi.org/10.1177/0312896212468453>
- Joe, Sheng Wu. (2010). Assessing job self-efficacy and organizational commitment considering a mediating role of information asymmetry. *The Social Science Journal*, 4(3), 541–559. <https://doi.org/10.1016/j.soscij.2010.01.011>
- Muñoz, Lauren R. (2021). Graduate student self-efficacy: Implications of a concept analysis. *Journal of Professional Nursing*, 3(1), 112–121. <https://doi.org/10.1016/j.profnurs.2020.07.001>
- Parveen, S. (2019). Exploring the Impact of Organizational Commitment on Employees Performance. *IOSR Journal of Business and Management (IOSR-JBM)*, 2(12), 47–56.
- PHAM THI, Thuy Dung, NGO, Anh Tin, DUONG, Nam Tien, & PHAM, Van Kien. (2021). The Influence of Organizational Culture on Employees' Satisfaction and Commitment in SMEs: A Case Study in Vietnam. *The Journal of Asian Finance, Economics and Business*, 8(5), 1031–1038. <https://doi.org/10.13106/jafeb.2021.vol>

[8.no5.1031](#)

*Kependidikan*, 7(1).  
<http://dx.doi.org/10.18592/tarbiyah.v7i1.2100>

Ratnasari, Sri Langgeng, & Sutjahjor, Gandhi. (2019). Employees' performance: Organizational Culture And Leadership Style Through Job Satisfaction. *Humanities & Social Sciences Reviews*, 7(5), 597–608.



© 2022 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).

Rehman, F. U., & Nawaz, T. (2018). Determining the influence of organizational culture on employee performance: The moderating role of self-efficacy. *European Journal of Business and Management*, 8(4), 136–140.

Saputri, Marheni Eka. (2016). Pengaruh Perilaku Konsumen Terhadap Pembelian Online Produk Fashion Pada Zalora Indonesia. *Jurnal Sosioteknologi*, 5(2), 291–297.

Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

Water, Palesstinian. (2020). Arabian Journal of Business and Management Review (Kuwait Chapter). *Arabian Journal of Business and Management Review (Kuwait Chapter)*, 3(3), 87–101.

Yousaf, Amna, & Sanders, Karin. (2012). The role of job satisfaction and self-efficacy as mediating mechanisms in the employability and affective organizational commitment relationship: a case from a Pakistani university. *Thunderbird International Business Review*, 5(6), 907–919.  
<https://doi.org/10.1002/tie.21511>

Yusup, Febrinawati. (2018). Uji validitas dan reliabilitas instrumen penelitian kuantitatif. *Tarbiyah: Jurnal Ilmiah*

---