

Does Employees' Self-Efficacy Drive their Organizational Commitment?

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ABSTRACT

This study focuses on the effect of employees' self-efficacy on organizational commitment, either as a direct effect or using job satisfaction as an intervening variable. The data samples are 50 employees of PT Semen Gresik (Persero) Tbk, or around 88 % of total population. The research was specifically conducted in Procurement Division. In collecting the data, this study used questionnaires in the form of direct surveys to avoid any misinterpretation between respondents and the researcher. Moreover, path analysis was used as data analysis technique. This study found that self-efficacy significantly influences employees' organizational commitment, and in fact self-efficacy also influences organizational commitment with

job satisfaction as an intervening variable. The outcome will further highlight the role of self-efficacy on organizational commitment and may become consideration for management department in setting organizational rules or policy.

Keywords: Intervening variable, Self-efficacy, job satisfaction, organizational commitment.

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INTRODUCTION

Osibanjo & Adeniji (2012) stated that one of the four assets categories maintained in companies is human resource; the other three assets are namely *physical assets*, *financial assets* and *intangible assets*. These assets are all together important and vital at different levels in the organization operation; however, human assets are at the core of the operations. They organize, direct, and handle the use of other assets in order to attain organizational objectives. Due to this fact, it is important that employees are well managed and nurtured to foster their performance (Osibanjo & Adenji, 2012).

One possible way to nurture human resource is by paying **more attention to employees' self-efficacy**. Self-efficacy refers to the self-beliefs of an individual in his or her ability to perform particular task. It stands as a strong predictor of both motivation and task performance, and is able to influence the setting of personal goal (Osibanjo & Adeniji, 2012). Hence, failure to nurture human resource may result in low productivity and thereby make the organizational goals impossible to achieve.

Based on preliminary observations in PT Semen Gresik (Persero) Tbk, it was revealed that there were still many employees who were lacking commitment to contribute to the **company's** performance, particularly in the Procurement Division. The procurement division is one of the divisions that plays a major role in the productivity of PT Semen Gresik (Persero) Tbk. Employees who work in the Procurement Division are therefore employees with great responsibilities thus the interchange given by the company to meet **employees' needs** is also high. However, reciprocity in the form of salaries and facilities given to employees in the Procurement Division of PT Semen Gresik (Persero) Tbk does not always make employees highly committed to the company.

Based on the importance of self-efficacy and the lack of organizational commitment that the company encountered, the research problems can be formulated as follows.

1. Does self-efficacy have a direct significant effect on the organizational commitment of employees at PT Semen Gresik (Persero) Tbk?

2. Does self-efficacy have a significant effect on the organizational commitment of employees at PT Semen Gresik (Persero) Tbk by using job satisfaction as an intervening variable?

Then based on the formulation of the problem, the objectives of this study are:

1. Knowing and analysing that self-efficacy has a direct significant effect on organizational commitment of employees at PT Semen Gresik (Persero) Tbk.

2. Knowing and analysing that self-efficacy has a significant effect on the organizational commitment of employees at PT Semen Gresik (Persero) Tbk by using job satisfaction as an intervening variable

LITERATURE REVIEW AND HYPOTHESIS

Self-efficacy

The concept of self-efficacy was first developed by Bandura. It is a belief that one is capable of performing in a certain manner to attain certain goals. In other words, we can infer that an individual with high degree of self-efficacy will engage in completing his assignments whereas an individual with low self-efficacy will simply be a failure for the organization (Akram & Ghazanfar, 2014).

Self-efficacy is considered as the main psychological component for health. The lack of self-efficacy is proposed to be the root of the psychological problems. With the self-efficacy they have, employees may be more inclined to take on a challenge with confidence that they can succeed. Those with self-efficacy always try their hardest to complete tasks and also resolve their difficulties (Zeb & Nawaz, 2016).

The measure of self-efficacy varies on three dimensions: magnitude, strength, and generality (Bandura, 1997 as cited in deNoyelles, Hornik and Johnson, 2014). Magnitude refers to an individual's belief that he or she can perform the task. Strength represents the confidence of an individual to complete various components of tasks at various levels of difficulty. Lastly, generality is the degree to which self-efficacy on one task generalizes to other tasks or areas.

Job satisfaction

Job satisfaction as a positive feeling at a job, is an impact or

evaluation results from various aspects of the job. Employees with high levels of job satisfaction show a positive attitude towards their work, meanwhile employees who are dissatisfied with their work show a negative attitude towards their work (Robbins and Judge, 2015).

Nasution (2009) mentions several sources of job satisfaction: First is *the work*, referring to responsibility, interest and growth, which can be explained that each employee may have a subjective opinion on the level of responsibility, interest, and growth of the work they have. Second, *quality of supervision* referring to technical help and social support is a form of employee evaluation of the benefits and supervision activities. Next is *relationships with co-workers* referring to social harmony and respect, where the existence of employees in the work environment is inseparable from the environment of employees, namely fellow employees. Next, *promotion opportunities* referring to opportunity for further advancement related to career paths in the company. Employees will feel satisfied if at work, the opportunity for promotion is wide open. Lastly is *payment* referring to adequacy of payment and perceived equity compared to the payment that others receive, and related to compensation given by the company to employees in the form of salary.

Organizational Commitment

Organizational commitment can be interpreted as the extent to which an employee experiences a sense of oneness with the organization. Organizational commitment is an individual's willingness to be with an organization that has three main characteristics, namely *affective commitment*, *continuance commitment*, and *normative commitment* (Allen and Meyer, 1990). Organizational commitment is an employee's condition in favour of a particular organization and its objectives, and intention to maintain its membership in the company. In other words, organizational commitment is related to the employee's high desire to share and sacrifice for the company (Robbins and Judge, 2015).

Measurement of organizational commitment based on the opinion of Allen and Meyer (1990) consists of: (1). *Affective commitment*, means emotional attachment, identification and involvement in an organization because of his/her own desire. Affective commitment can occur to employees when they want to be part of the company based on the emotional ties that the employee has. (2). *Continuance commitment*, means individual commitment based on consideration of what must be sacrificed if leaving the organization. Continuance commitment reflects the individual's awareness of the costs or sacrifices that must be borne if the individual leaves the organization. (3). *Normative commitment*, means individual beliefs about responsibility towards the organization. This commitment arises from the awareness held by employees that an employee has an obligation to commit and continue working in the company.

Relationship Between Variables

This section will explain the relationship between the research variables used. The following are the results of the research.

1. Effect of Self-efficacy on Job Satisfaction

Research conducted by Fadilah et al. (2018) shows that there is a positive and significant effect of self-efficacy on job satisfaction, suggesting that employees with high self-efficacy will possess high job satisfaction as well. This means that giving great attention to the increase of employees' self-efficacy may result in employees' job satisfaction which eventually has impact on employees' performance. In addition, research conducted by Indrawati (2014) also showed a significant effect of self-efficacy on job satisfaction. Self-efficacy is thus considered to be the secret to effectively complete a task. In addition, self-efficacy can also affect the person's mindset and behaviour when making decisions. It can be concluded that, the higher the employees' self-efficacy, the higher the job satisfaction is, and in effect, this high level of job satisfaction causes an increase in employee behaviour (Fadilah et al., 2018)

2. Effect of Self-efficacy on Organizational Commitment

Based on research conducted by Tsai (2011), there was a significant positive effect of self-efficacy on employee organizational commitment. This can occur because employees who have high self-efficacy tend to accept of goals and values in the organization, this is different from employees who have low self-efficacy who have the possibility to reject the values and goals of the organization. Therefore, increasing organizational commitment can be done by increasing self-efficacy to develop employee capabilities. Another study by Lilin and Shiqian (2018) found out that self-efficacy has a positive correlation with organizational commitment.

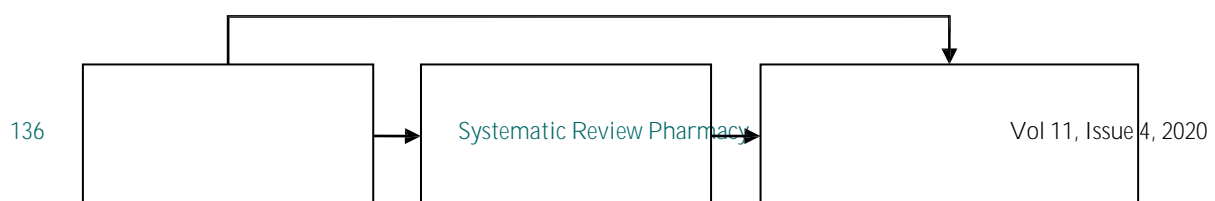
3. Effect of Job Satisfaction on Organizational Commitment

Research conducted by Hasan (2012) shows that there is a significant influence between Job Satisfaction on Organizational Commitment. Another study by Ahmad et al. (as cited in Eliyana, 2019) stated that job satisfaction has a positive and significant effect to organizational commitment That is, to increase organizational commitment of employees it is necessary to increase job satisfaction. Employees who are satisfied with their work will be committed to the organization.

Conceptual Framework

The following is the framework that the present research uses.

H1



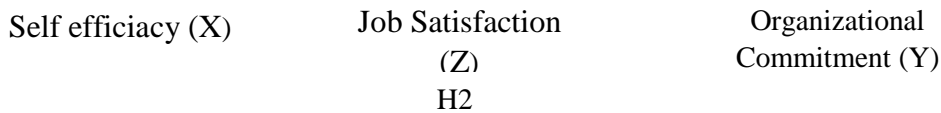


Figure 1: Conceptual Framework

Based on the research model, the research hypotheses used are as follows:

H1: Self-efficacy has a significant direct effect on the organizational commitment of employees at PT Semen Gresik (Persero) Tbk.

H2: Self-efficacy has a significant effect on the organizational commitment of employees at PT Semen Gresik (Persero) Tbk by using job satisfaction as an intervening variable.

METHODOLOGY

Data Collection

This study uses a questionnaire as a method of data collection. The questionnaires are in the form of direct surveys to the respondents, or in the other word, this research adopts a direct approach. The measurement scale used in the questionnaire is a Likert scale which has five alternative answer choices, namely Strongly Agree (SS), Agree (S), Doubtful (Rr), Disagree (TS), and Strongly Disagree (STS). Each answer has the following item weights.

1. The Strongly Agree Answer has a score of 5
2. Agree Answers has a score of 4
3. Answer Hesitating has a score of 3
4. Answer Disagrees has a score of 2
5. Very Disagree Answers has a score of 1

Measurement of Variables

Each of the research variables used will be identified to facilitate understanding and measurement. The following is the measurement of the variables: (1). Self-efficacy in this study can be measured by *magnitude, generality and strength*. (2). Job satisfaction in this study can be measured through the following measurements: *the work, quality of supervision, relationships with co-workers, promotion opportunities, and payment*. (3). Organizational commitment in this study will be measured based on: *affective commitment, continuance commitment and normative commitment*.

Data Analysis

Data analysis techniques used in this study include:

1. Test validity

The validity of the measurement instrument is carried out to measure the real concept of the questions and not some other concepts. An instrument is said to be valid if it measures what it wants to measure and is able to precisely reveal data regarding the phenomenon being studied (Silalahi, 2009:

244). The validity test is done by checking the Pearson product moment (r) correlation that measures the closeness of the correlation between the score of the question and the total score of the observed variable. A questionnaire item is declared valid if the value of r has a significant level of less than 5% (Silalahi, 2009: 24)

2. Reliability test

Reliability is the degree to which measures create the same response across time and across situations. A measuring instrument is said to be reliable if the measurement results of the instrument are stable and consistent (Silalahi, 2009: 237,238). The reliability test is performed using the Cronbach's alpha (α) statistical test. A variable is declared to be reliable if the Cronbach's alpha (α) value is above 0.6.

3. Quantitative Descriptive Analysis

In this research quantitative descriptive analysis uses the mean value. Mean (average) is a way to measure the central location for a variable or data with a minimum scale of intervals or ratios, where the total number of scores or values of one variable is shared by all members or objects of observation (Silalahi, 2009: 364). Mean analysis is used to determine which response or assessment in the questionnaire is the most prominent (highest or lowest).

4. Path Analysis

Path analysis is an extension of multiple linear regression analysis. It can also be said that path analysis is the use of regression analysis to estimate the causality relationships between variables (causal models) that have been predetermined (Ghozali, 2002: 104). The pathway model used in the study is as follows. Equations obtained based on this research pathway model are:

- a. Job satisfaction = b1 self-efficacy + e
- b. Organizational commitment = b1 self-efficacy + b2 job satisfaction + e

RESULTS AND DISCUSSION

Validity and Reliability Test

The initial step in the analysis of this study is to test the validity and reliability of each variable. Each item is said to be valid if the *r value* (correlation value) has a significant level of less than 5% (Silalahi, 2009: 246). The following are the validity test results of self-efficacy variable.

Table 1: Validity Test Results of Self-efficacy (X)

Question	Correlation Value	Significance Level	Result
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1 st item	0,583	0,000	Valid
2 nd item	0,361	0,010	Valid
3 rd item	0,541	0,000	Valid
4 th item	0,693	0,000	Valid
5 th item	0,648	0,000	Valid
6 th item	0,665	0,000	Valid
7 th item	0,499	0,000	Valid
8 th item	0,358	0,011	Valid
9 th item	0,342	0,015	Valid
10 th item	0,542	0,000	Valid
11 th item	0,705	0,000	Valid

Based on Table 1 it can be seen that each question item for self-efficacy variable is valid since the significance level if each question item is less than 0.05. Thus, the Self-efficacy variable

has a valid measurement or can capture the required data characteristics regarding the self-efficacy of PT. Semen Gresik. Next is validity test for job satisfaction variable.

Table 2: Validity Test Results of Job Satisfaction (Z)

Question	Correlation Value	Significance Value	Result
1 st item	0,658	0,000	Valid
2 nd item	0,495	0,000	Valid
3 rd item	0,575	0,000	Valid
4 th item	0,506	0,000	Valid
5 th item	0,480	0,000	Valid
6 th item	0,480	0,000	Valid
7 th item	0,480	0,000	Valid
8 th item	0,445	0,001	Valid
9 th item	0,587	0,000	Valid
10 th item	0,494	0,000	Valid
11 th item	0,618	0,000	Valid
12 th item	0,571	0,000	Valid
13 th item	0,619	0,000	Valid
14 th item	0,634	0,000	Valid
15 th item	0,617	0,000	Valid
16 th item	0,488	0,000	Valid
17 th item	0,551	0,000	Valid
18 th item	0,491	0,000	Valid

Based on Table 2 it can be seen that each question item for job satisfaction variable is valid since the significance level if each question item is less than 0.05. Therefore, job satisfaction variable already has a valid measurement to

gather data information regarding employees' job satisfaction at PT. Semen Gresik. Next is validity test for organizational commitment variable.

Table 3: Validity Test Results of Organizational Commitment (Y)

Question	Correlation Value	Significance Level	Result
1 st item	0,376	0,007	Valid
2 nd item	0,631	0,000	Valid
3 rd item	0,868	0,000	Valid
4 th item	0,788	0,000	Valid
5 th item	0,871	0,000	Valid
6 th item	0,752	0,000	Valid
7 th item	0,865	0,000	Valid
8 th item	0,802	0,000	Valid
9 th item	0,867	0,000	Valid
10 th item	0,752	0,000	Valid

Based on Table 3, it can be explained that all the questions from organizational commitment variable have a correlation

value with a significant level of less than 5% (0.05). These results indicate that overall question of the organizational

commitment variable is valid and can be measure the variables studied.
 Next test is reliability test for each research variables. The reliability test will be carried out using the Cronbach's alpha

(α) test. The variable is declared to be reliable if the value of Cronbach's alpha (α) is above 0.6. The reliability test results in this study are as follows.

Table 4: Reliability Test Results

Variable	Cronbach's alpha (α)	Result
Self-efficacy (X)	0,853	Reliable
Job Satisfaction (Z)	0,937	Reliable
Organizational Commitment (Y)	0,920	Reliable

Table 4 shows that the reliability test result for self-efficacy variable has a Cronbach's alpha of 0.852. This value is greater than 0.6 meaning that the 11 items to measure the self-efficacy variable are reliable. Thus, this variable can be used in hypothesis testing. In addition, in Table 4 it is also known that the job satisfaction variable has a Cronbach's alpha of 0.937. This value is greater than 0.6 meaning that the items to measure the job satisfaction variable are reliable. Therefore, this variable can be used in hypothesis testing. Furthermore,

Table 4 also shows that organizational commitment variable has a Cronbach's alpha of 0.920. This value is greater than 0.6 meaning that the items to measure the organizational commitment variable are reliable.

Hypothesis test

The first hypothesis testing in this study was carried out using the t test whose results are as follows.

Table 5: T-test

Research Variable	T-count	Significance
Self-efficacy (X)	3,299	0,002

Based on table 5, the *t-count* is 3.299 with a significant level of 0.002 which is smaller than 5% (0.05). This result indicates that self-efficacy has a direct significant effect on

organizational commitment of employees at PT Semen Gresik (Persero) Tbk. Then the second hypothesis was tested by using path analysis. The results are as follows.

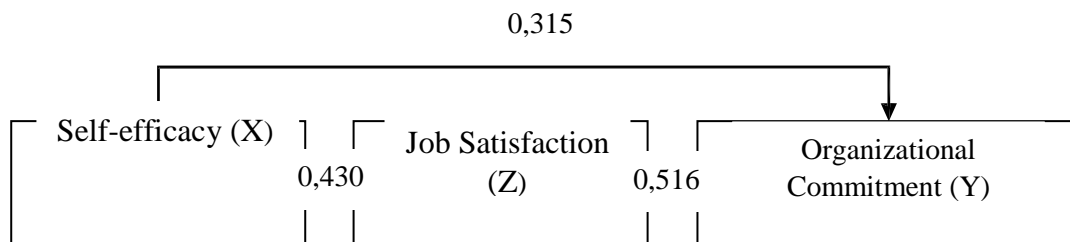


Figure 2: Path Equation Model

Based on the path equation model above, the researchers then took steps to test the role of intervening variables through the calculation of indirect effects. The magnitude of this indirect effect can be calculated as follows:

Self-efficacy → Job Satisfaction → Organizational Commitment

Direct effect of self-efficacy → Organizational Commitment = 0,315

Direct effect of self-efficacy → Job Satisfaction =

0,430
 Direct effect of Job Satisfaction → Organizational Commitment = 0,516
 Indirect Effect = 0,430 x 0,516 = 0,222

Based on the above calculation, the researcher then compared the magnitude of the direct effect with the indirect effect given by self-efficacy to organizational commitment, the results of which can be seen in the following table:

Table 6: Test Results for the Direct and Indirect Pathway Coefficient Tests

Variable	Standardized Coefficients	Significance Value
Direct Effect		
Self-efficacy (X) → Organizational Commitment (Y)	0,315	0,000
Indirect Effect		
Self-efficacy (X) * Job Satisfaction (Z) * Organizational Commitment (Y)	0,222	

Based on Table 6 it can be explained that the indirect effect given by self-efficacy to organizational commitment through job satisfaction has a positive standardized coefficient that is smaller than the direct effect, where all the direct coefficients generated are significant. The results of this study indicate that self-efficacy affects the organizational commitment of employees at PT Semen Gresik (Persero) Tbk with job satisfaction as an intervening variable, so the second hypothesis in this study can be accepted.

DISCUSSION

1. *Self-efficacy has a significant direct effect on organizational commitment of employees at PT Semen Gresik (Persero) Tbk.*

Self-efficacy is a form of trust a person has of each other's capabilities to improve their performance. Based on the results of hypothesis testing, the direct effect given by self-efficacy on organizational commitment can be seen from the t-count of 3.299 with a significant level of 0.002 which is smaller than 5% (0.05). This result indicates that self-efficacy has a direct significant effect on organizational commitment of employees at PT Semen Gresik (Persero) Tbk, thus H1 is accepted. This result can be a guideline for the management at PT Semen Gresik (Persero) Tbk to increase the self-efficacy of its employees so that it may increase employees' organizational commitment. This means that if the employee's self-efficacy increases, job satisfaction tends to increase as well. Employees who have high self-efficacy will be able complete the work given by the company well because they will work with responsibility and enthusiasm.

The results of this study are in line with research conducted by Tojjari (2013) which shows that there is a significant effect of self-efficacy on job satisfaction, meaning that individuals with high self-efficacy will experience high job satisfaction as well. The similarity of the results with previous studies further reinforces the idea that self-efficacy needs to be taken into account by the company management to increase employee organizational commitment. Companies certainly need employees who have high self-efficacy because employees with high self-efficacy have a sense of confidence and trust in their ability to carry out the tasks, to overcome obstacles and to be able to achieve the desired goals.

2. *Self-efficacy has an effect on organizational commitment of employees at PT Semen Gresik (Persero) Tbk with job satisfaction as an intervening variable*

Achievement of organizational commitment will not be optimal if there is no self-efficacy, because self-efficacy is one of the important forms of knowledge that employees have as the greatest resource of a company. Likewise, job satisfaction will greatly affect the organizational commitment of employees who stand as central point in carrying out company's main tasks and functions. The findings of the study show that self-efficacy influences the organizational commitment of employees at PT Semen Gresik (Persero) Tbk with job satisfaction as an intervening variable. It means the second hypothesis in this study can be accepted. These results indicate the effect of self-efficacy on the organizational

commitment can also be determined by job satisfaction owned by employees. Employees who feel satisfaction or dissatisfaction in their work will affect the organizational commitment of the employee.

The indirect effect given by self-efficacy to organizational commitment through job satisfaction has a standardized value of positive coefficient that is smaller than the direct effect indicating that organizational commitment of employees at PT Semen Gresik (Persero) Tbk tends to be directly affected by self-efficacy. It also explains that employees who are satisfied with the jobs in the Procurement Division of PT Semen Gresik (Persero) Tbk do not necessarily indicate that the employee has high organizational commitment with PT Semen Gresik (Persero) Tbk. The results of this study are in contrast with research conducted by Hasan (2012), which found out that there is a significant positive effect of job satisfaction on employee organizational commitment. The magnitude of the direct effect of job satisfaction variables on organizational commitment of 12.53% shows that in the Procurement Division employees of PT Semen Gresik (Persero) Tbk satisfaction is not able to determine organizational commitment owned by each employee.

CONCLUSION

Based on the results of the hypothesis test and the discussion in the previous chapter, the conclusions in this study are:

1. The first hypothesis is proven that self-efficacy has a significant effect on the organizational commitment of employees at PT Semen Gresik (Persero) Tbk. This shows that employees who have a sense of confidence in their abilities to carry out and completing the task at hand will have a desire to stay in the company. While employees who do not have confidence in their abilities to carry out their duties can cause a desire to last long in the company.

2. The second hypothesis is proven that self-efficacy affects the organizational commitment of employees at PT Semen Gresik (Persero) Tbk with job satisfaction as an intervening variable, so that the second hypothesis in this study can be accepted. This is because all the direct coefficients generated are significant.

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interest

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