

Mediating Effect of Employee Performance on the Influences of Job Embeddedness, Self-efficacy, and Organizational Commitment on the Public Organizational Performance

Qadariah¹, M. Shabri Abd. Majid^{2*}, Sofyan Idris³

¹(Magister Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Syiah Kuala, Indonesia)

²(Program Studi Ekonomi Islam, Fakultas Ekonomi dan Bisnis, Universitas Syiah Kuala, Indonesia)

³(Departemen Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Syiah Kuala, Indonesia)

Corresponding Author: M. Shabri Abd. Majid

Abstract: *The purpose of this is to examine the mediated effect of employee performance on the influences of job embeddedness, self-efficacy, and organizational commitment on public organizational of the District Education Office of Aceh Besar, Indonesia. All 207 staff of the office were taken as sample of the study using the census sampling technique. Data was gathered by distributing questionnaires to the respondents and then analyzed using the structural equation modelling (SEM) approach. The study found that job embeddedness, self-efficacy, organizational commitment affected significantly both employee performance and organizational performance. Additionally, the employee performance was found to significantly and partially mediate the effects of job embeddedness, self-efficacy, and organizational commitment on organizational performance. These findings implied that any efforts to promote the employee performance should be focused on improving the job embeddedness, self-efficacy, and organizational commitment of the employees.*

Keywords: *Job embeddedness, Self-efficacy, Organizational commitment, Performance; Education office.*

Date of Submission: 23-01-2019

Date of acceptance: 07-02-2019

I. Introduction

Like other public organizations in Indonesia, the public organization of Education Office in Aceh Province, Indonesia has suffered from low level of organizational performances. The office has failed to provide high level of public educational services as its realization of government programs to better serve the community needs has been not optimal. This is shown, for example, by the realization of its operational budget was only 85.6% in 2017 (The Education Office, Aceh Province, Indonesia, 2018).

The low level of organizational performance has been partly due to the low performance of its employees. The low level of employee performance is very much related to employees' self-perceptions in realizing work plans due to the lack of commitment of employees to accomplish the assigned official tasks. Both quality and quantity of works achieved by employees were relatively lesser than the expectation. There was a tendency of employees to ignore their existence as public servants as they were less eager to carry out their duties, functions, and responsibilities optimally in providing services to the community.

Some efforts have been taken to improve this situation. The human resources management of the office has imposed some strategies to enhance job embeddedness, self-efficacy, and organizational commitment of the staff. Promoting high ability, competence, and innovative behaviour of the employees by providing training and workshops to staff have initiated with the aim to improve performance and through the implementation of new ideas for the realization of organizational vision and mission. Having high commitment and competence in carrying out of assigned official tasks is an element of work attachment, thus the better the work attachment, the better the outcomes of the work, and vice versa.

With the existence of good job embeddedness, the employee performance would be improved and in turns its organizational performance. This implies that with the attachment of works, employees are expected to accomplish their assigned jobs within the specified period (Cho and Son, 2012) and finally it could improve their performance. Additionally, having a good self-efficacy, the employees would work better since they consider themselves to be part of the organization. This shows that the better the employees' self-efficacy, the stronger the employees' desire to stay in his job, and vice versa.

Furthermore, the employee performance is also influenced by organizational commitment. Organizational commitment is a construct that describes how an employee feels love and animates his work so that the person chooses to stay in an organization and feel unable to separate themselves from their work because of the influence of aspects of the inside and outside the jobs (Rageb et al., 2013). External aspects here

include living environment, government, while internal aspects comprise job embeddedness, self-efficacy, and organizational commitment (Bigsby, 2014). All these factors determine the performances of employees and as well organization.

According to Yousef (2000) state that organizational commitment as the feeling of employees required to stay with the organization, the feeling that results from the internalization of normative pressure is given to an individual before joining of after joining the organization. The issue of rules violations such as absenteeism which leads to dismissal and resignation is one form of employees' dissatisfactions and having no commitment to the organization. Thus, employee commitment to the organization is very important factor for organizations in positioning the employees to hold positing and in promoting the staff for higher official strategic positions. To increase the organizational commitment, employees should possessed management of knowledge, organizational learning provided by the organization to employees and job satisfaction perceived by employees in carrying out their duties and functions (Shaw et al., 2012).

Previous studies have investigated the influences of job embeddedness, self-efficacy, and organizational commitment on the employees' performance and organizational performance directly (Widianto et al., 2012; Takawira et al., 2014; Ghorbanpour et al., 2014; and Sun et al., 2012). There have also been studies explored on the effect of employees' performance on the organizational performance. Very few studies have investigated the mediated effect of employee performance on the relationships between job embeddedness, self-efficacy, and organizational commitment on the organizational performance of public organization in the developed countries. Due to limited similar studies investigated the public organization in the context of Indonesia, thus this motivates us to study the mediated effect of employee performance on the relationships between job embeddedness, self-efficacy, and organizational commitment on the organizational performance of District Education Office of Aceh Besar, Aceh Province, Indonesia.

The findings of this study is expected to add knowledge and new insights to the importance of job embeddedness, self-efficacy, and organization commitment in improving staff performance and subsequently its organizational performance. It also expected to strengthen the theory and enrich empirical findings related to the improvement of employee and organizational performances on the basis of enhancing job embeddedness, self-efficacy, and organization commitment.

The rest of this paper is structured as follows: Section 2 reviews selected relevant previous studies. Section 3 provides the empirical framework and data, followed by discussion of the main findings and their implication in Section 4. Finally, Section 5 concludes the paper.

II. Selected Literature Review

The performance is an activity of a group of people intended to carry out the tasks of an organization which is their responsibility. A good performance of employee could be increased by utilizing human resources professionally, which in turn leads towards a better organizational performance. Thus, to enhance the organizational performance, an organization must pay attention to several factors influencing employee performance. These factors include job embeddedness, self-efficacy, organizational commitment.

2.1. Organizational performance

Organization is a structure of division of labour and a structured structure of work relations between groups of position holders who cooperate in a certain way to jointly achieve certain goals. Meanwhile, the organizational performance in a combination of achievements of the individual employee and the results of the whole staff that then constitutes the performance of the organization. According to Robbins and Judge (2016), it has been not easy to measure the performance of public service organizations since the goals and mission of public organizations are multi-dimensional. It has to serve more complex stakeholders than the private organizations. Stakeholders from public organizations often have interests that clash with one another, as their perceived the achievements of performance of organization differently.

This study measure the organizational performance based on the definition of the Regulation No. 63, the Ministry of Administrative and Bureaucratic Reforms Regulation (2003). In this regulation, organizational performance is defined as the ability to work human resources in an organization together in achieving the stated goals. Based on this definition, thus the organizational performance is measured by the following indicators: (1) discipline; (2) responsibilities; (3) courtesy and friendliness; (4) certainty of service schedule; and (5) environmental conduciveness.

2.2. Employee performance

The success of an organization is influenced by the performance of its employees. Organization always strives to improve the performance of its employees in achieving organizational goals that have been set. A growing and well-maintained organizational culture will be able to spur the organization towards better development. On the other hand, the ability of leaders to mobilize and empower employees will affect its

performance. Employee performance refers to a person's achievements measured by standards and criteria set by the organization. The presence of human resources management is to improve the organization performance as a whole. According to Waldman (2012), individual performance is a combination of behaviour with achievement of what is expected and choice or part of the assignment requirements that exist in each individual in the organization. Whereas according to Mangkunegara (2014), staff performance is defined as work results in the quality and quantity that can be achieved by an employee in carrying out tasks according to the given responsibilities. Similarly, Thoha (2008) stated that performance is the result of the work of an employee for a certain period compared to various possibilities, for example standards, targets, and criteria that have been determined in advance and have been agreed upon. Rivai and Murni (2012) further stated that performance does not stand alone but is related to job satisfaction and compensation, influenced by skills, abilities, and individual traits. In other words, performance is determined by ability, desire, and environment. Thus, to have a good performance, a person must have a high desire to work and know how to improve it by matching between the assigned job and ability.

Furthermore, Robbins and Judge (2017) identified staff performance as the level of achievement of an employee in an organization that can increase productivity. Its success can be achieved by the staff that does his or her job well, although the success achieved by each staff cannot be equated with other staff. Success achieved by a staff is based on the ability that is adjusted to the type of assigned jobs (Sridevi, 2013). Meanwhile, Marlina et al. (2018) argued that staff performance is closely related to goals of organization or as a result of individual staff performance.

Referring to Robbins and Judge (2016) who defined staff performance as the results of work both in quality and quantity produced by an employee in a certain period in accordance with given responsibilities, thus this study using the following indicators to measure it. These indicators include: (1) quality; (2) quantity; (3) supervision; (4) attendance; (5) independence; and (6) responsibility.

2.3. Job embeddedness

According to Lee et al. (2014), the concept of job embeddedness described how an employee is tied to the work and organization where he works because of the accumulated influence of on-the-job and off-the-job aspects. These aspects of work and non-work are reflected in: (1) Fit, match between individual and organization (fit to organization) or with the community where he is (fit to community); (2) Links, formal and informal relationships between individuals and organizations and with other individuals in the organization (link to organization) and with the community in which he lives (link to community); and (3) Sacrifice, perceptions of psychological and material benefits obtained by being part of organizations and communities that are difficult to sacrifice by individual employees (organizational related sacrifice and community related sacrifice).

Accordingly, based on the above aspects, it showed that the stronger the relationship and compatibility between individual employees and the environment within the organization and the community outside the organization, and the greater the sacrifice that must be made if leaving the organization and the surrounding community, the stronger the individual perceives himself bound by the organization and his job. This bond between employees and their work and organization is then able to influence the behaviour of the individual. Individuals who feel that there is a strong bond between them and their work and organization tend to have positive behaviours in achieving organizational goals compared to individuals who feel less there is a bond between themselves and the organization (Park and Gursoy, 2012).

In this study, the indicators used to measure job embeddedness are based on the definition of Lee et al. (2011). To them, job embeddedness is referred to the ability of the employee identifies himself with his job, which is emotionally committed to his work, and has the ability to do work would work harder and thus increase his or her performance. Thus, the study the following indicators are used to measure the job embeddedness: (1) knowing what is expected of a job; (2) rewards; (3) there are people who encourage individual development; (4) clarity of the organization's vision and mission; and (5) having the opportunity to learn in a work environment.

2.4. Self-efficacy

According to Bandura (1986), self-efficacy is as a person's belief in his ability to regulate and implement actions to achieve set goals, and strives to assess levels and strength in all activities and contexts, while Kismono (2011) and Myers et al. (2004) stated that that self-efficacy is how one feels capable of doing something. In addition, Park and Gursoy (2012) viewed self-efficacy as a very important factor influencing the execution of jobs, how strong the organization and predict success will be achieved. This is in line with what was expressed by Woolfolk (1993) that self-efficacy is a person's assessment of himself or the level of confidence regarding how much his ability to do a particular task to achieve certain results.

The above definitions showed that self-efficacy is the belief of an individual in his ability to regulate and carry out actions to achieve a goal where individuals believe they are capable of facing all challenges and able to predict how much effort is needed to achieve that goal.

Based on the definition of Bandura (1986) on job self-efficacy as the self-ability or competence to do a task, achieve goals and overcome obstacles, this study uses the following indicators to measure it. These factors include: (1) performance that has been achieved in the past; (2) unexpected experience; (3) a condition where people must believe; (4) sources on physical and emotional conditions; and (5) ability to do work.

2.5. Organizational commitment

Members of the organization who are committed to their organization may develop a more positive pattern of view towards the organization and happily without coercing the extra energy for the benefit of the organization (Wartini and Harjiyanti, 2014). This shows that organizational commitment means more than passive loyalty, but it involves active relationships and employee desires to make meaningful contributions to the organization.

According to Ibrahim et al. (2018) and Rafiie et al. (2018), employees who have high organizational commitment are employees who are more stable and more productive so that in the end it will also be more profitable for the organization. Additionally, Mowday et al. (1982) stated that the characteristics of organizational commitment, namely: (1) strong beliefs and acceptance of organizational goals and values; (2) readiness to work hard; and (3) a strong desire to survive in the organization.

The concept of employee commitment to the organization (also called work commitment) which gets the attention of managers and organizational behaviour experts develops from the initial study of employee loyalty that is expected to exist on each employee. Work commitment or organizational commitment is a condition that is felt by employees that can lead to strong positive behaviour towards the work organization they have. According to Sasra et al. (2015) and Rizqina (2017), a form of work commitment arises is not only passive loyalty, but also involves active relationships with work organizations that have the goal of giving all efforts for the success of the work organization concerned.

Finally, Mowday et al. (1982) viewed work commitment as the relative strength of individual identification and its involvement with work organizations, while Kassing et al. (2012) identified work commitment as a value orientation towards work that shows that individuals are very concerned about their work, work provides life satisfaction, and jobs give status to individuals.

This study used the definition of organizational commitment of Mathieu and Farr (1991) “as a form of work commitment that arises not only is passive loyalty, but also involves active relationships” to measure this variables, comprising the following indicators: (1) service; (2) improve performance; (3) high will; (4) job targets; and (5) work standards.

Based on the above discussion, the study proposed the following model to be estimated, as illustrated in Fig 1.

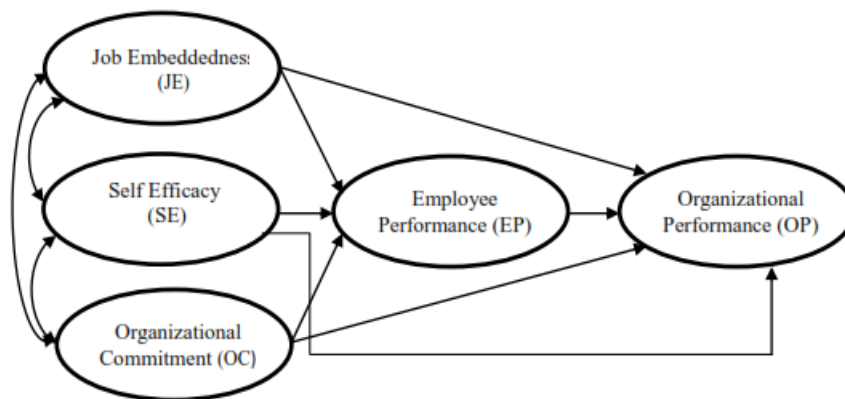


Fig 1. Proposed Estimated Model

III. Empirical Framework

This study empirically assesses the mediated effect of staff performance on the influence of job embeddedness, self-efficacy, and organizational commitment on organizational performance of the District Education Office of Aceh Besar, Aceh province, Indonesia. All 207 staff of the office were selected as sample of the study. In other words, the study using the census technique as the number of staff (population) is small.

To gather the data, the questionnaires are distributed to the respondents. To measure the variables, 27 indicators as discussed in earlier section of literature review were and ranged with the Likert scale 1 to 5. Specifically, 5 indicators are used to measure job embeddedness, self-efficacy, and organizational commitment,

respectively and 6 indicators are used to measure employee performance and organizational performance, respective. To analyze the data, the structural equation modelling (SEM) is used and analyzed using AMOS statistical software. SEM is an appropriate model of estimation since it enables to test a series of complex relationships (Ferdinand, 2012; Hair et al., 2012).

The estimated SEM equations tested in this study are as follows:

$$EP = \gamma_{11}JE + \gamma_{12}SE + \gamma_{13}OC + \zeta_1 \tag{1}$$

$$OP = \gamma_{21}JE + \gamma_{22}SE + \gamma_{23}OC + \gamma_{23}EP + \zeta_2 \tag{2}$$

where EP is the employee performance, JE is the job embeddedness, SE is the self-efficacy, OC is the organizational commitment, OF is the organization performance, γ_{ii} are the estimated loading factors for each variables and ζ_i are the structured error terms.

Prior to the SEM analysis, the instrument tests comprising validity and reliability will be conducted first. To ensure the appropriateness of the model to examine the direct and indirect relationships, the goodness of fit indices will also be conducted.

IV. Findings and Discussion

4.1. Respondents' characteristics

The 207 staff of the District Education Office of Aceh Besar, Aceh province, Indonesia investigated in this study, 60.2% were male and 39.7% were female with the age lesser than 35 years old were 21.0%, 36-40 years were 47.5%, 41-45 years were 20.6%, and over 45 years were 9.2%. This indicated that staffs with a level of age 36-40 were the majority. In the term of marital status, 90.1% were married and 9.9% was unmarried. Finally, in term of educational level, staff with senior secondary education were 6.3%, with diploma 42.8%, with bachelor degree 45.8%, and the rest 3.1% with Master degree. This indicated that staff with bachelor degree dominated the staff at the District Education Office of Aceh Besar, Aceh province, Indonesia

4.2. Instrument tests and goodness of fit indices

Prior to examine the relationships among investigated variables, the validity and reliability tests were conducted first to ensure the accuracy and consistency of the indicators in measuring the variables. The study found that all 27 indicators were valid and reliable. This proved that the all indicators could be used to measure the variables and their relationships.

In the next step, to ensure the appropriateness of the estimated model, the study conducted the goodness of fit where their findings are reported in Table 1.

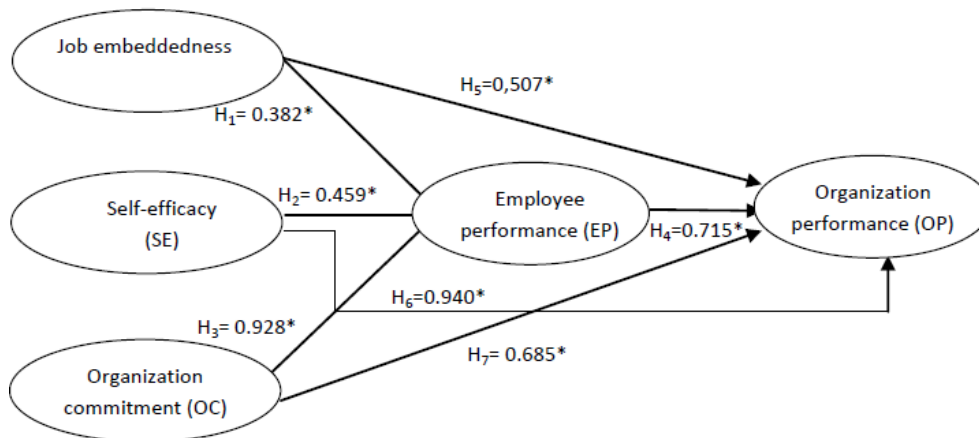
Table 1. Goodness of fit (GoF) indices for models' measurement

GoF index	Cut-off value	Finding	Remark
χ^2 - Chi Square	Low value	77.56	Better fit
CMIN	CMIN/DF < 2	0.072	Better fit
RMSEA	< 0.08	0.073	Better fit
GFI	≥ 0.90	0.961	Better fit
AGFI	≥ 0.90	0.912	Better fit
TLI	≥ 0.90	1.960	Better fit
CFI	≥ 0.90	0.914	Better fit

Referring to Table 1, all the GoF indices comprising χ^2 -Chi Square Statistics, Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Augmented Goodness of Fit Index (AGFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI) showed a better fit model. The estimated value of GoF indices were above the cut-off value, indicating that the overall estimated SEM models better fit to provide the answer for the objectives of the study.

4.3. Direct effects of job embeddedness, self-efficacy, organizational commitment on performances

Fig 2 reported the findings of the estimated SEM. As observed from Fig 2, the study found that job embeddedness has a direct positive and significant influence on both employee performance and organizational performance at the 1% level of significance, respectively. These findings implied that to enhance the performances, job embeddedness should be enhance too. This could be done by promoting the staff to work in team and make staff to feel like in home staying in office. These would lead the staff to work harder contributing to the interests of the organization (Shafique et al., 2011). This finding is in harmony with the study by Halbesleben and Wheeler (2008), and Sekiguchi et al. (2008) who documented that the increase in job embeddedness had increased organizational effectiveness and productivity by involving more workers truly in work so that workers get more meaningful and satisfying experiences.



Note: * indicates $p < 0.01$

Fig 2. Findings of interrelationships between variables based on the SEM

Next, the study also found that self-efficacy has influenced on improving both employee performance and organizational performance at the 1% significance level, respectively. Self-efficacy is a staff's belief about his/her opportunity to succeed in achieving certain tasks (Pietsch et al., 2003). Self-efficacy is a belief that arises because the staff has self-confidence in the ability in carrying out a job successfully. Confidence leads to motivate employees to work effectively and professionally in the completion of the assigned official jobs. Self-efficacy is needed in the employees to enable them to work well and produce high performance. Individual with high self-efficacy would certainly achieve a better performance due to the staff's strong motivation, clear goals, stable emotions, and the ability to perform better. Self-efficacy reflects an individual's belief in his ability to carry out a task at a specific level of performance. These findings are in line with those of Chemers et al. (2001), Tierney and Farmer (2002), and Pietsch et al. (2003).

Furthermore, the organizational commitment was also found to have positive effects on employee performance and organizational performance. When the staff has high organizational commitment, thus they accept the values and goals of the organization, the desire to strive for the organization, and the desire to remain in the organization. These would lead the staff to work harder for the betterment of future organization. These findings are similar to those of Ghorbanpour et al. (2014), Yousef (2000), and Shaw et al. (2003). These studies documented that organizational commitment has a significant positive influence on employee performance; normative commitment leaves the strongest effect on average performance, compared to affective commitment and ongoing commitment

The study also found that employee performance contributed positively towards the improvement of organizational. Human resources are an invaluable asset of office, thus the achievement of the office is absolutely determined by the good management of the human resources itself. In the office, human resources are the main part in processing input into producing a better quality of public services. To maintain high contribution of staff towards organizational progress, staff empowerment through training and education schemes should be regularly provided. This finding supported the finding of previous studies by Salanova et al. (2005), and Sun et al. (2007).

4.4. Mediating effect of employee performance on the influences of job embeddedness, self-efficacy, and organizational commitment on organizational performance

Referring to Fig 2, the indirect effects of job embeddedness, self-efficacy, and organizational commitment on organizational performance through employee performance could be identified. Based on the framework of Baron and Kenny (1986), as shown by Fig 2, the value of estimated path coefficient between job embeddedness on employee performance was 0.382, while the employee performance's estimated path coefficient on organizational performance was 0,715. These values showed that there was a mediated significant effect of employee performance on the relationship between job embeddedness and organizational performance with the size of 0.273. this finding further indicates that the improvement of employee performance on the basis on enhancing staff's job embeddedness would finally contribute towards increasing organizational performance.

Fig 2 also showed that the value of estimated path coefficient between self-efficacy on employee performance was 0.495, while the employee performance's estimated path coefficient on organizational performance was 0,715. These values indicated that there was a mediated significant effect of employee performance on the relationship between self-efficacy and organizational performance with the size of 0.328. This finding further implied that the improvement of employee performance on the basis on enhancing staff's self-efficacy would finally contribute towards increasing organizational performance.

Finally, as observed from Fig 2, the value of estimated path coefficient between organizational commitments on employee performance was 0.928 and the employee performance's estimated path coefficient on organizational performance was 0,715. These values showed that there was a mediated significant effect of employee performance on the relationship between organizational commitment and organizational performance with the size of 0.663. This finding further indicated that the improvement of employee performance on the basis on enhancing staff's organization commitment would, in turns, contribute to the realization of higher organizational performance.

Since the relationships between job embeddedness, self-efficacy, and organizational commitment on performances of employee and organization were found to be significant at the 1% level, respectively, and the effect of employee performance on organization performance was also significant at the 1% level, thus the employee performance is documented to act as the partial mediator. This findings implied that to enhance the organization performance the focus should be given on improving job embeddedness, self-efficacy, organizational commitment, and performance of employee.

V. Conclusion

This study empirically assessed the mediated effect of employee performance on the influences of job embeddedness, self-efficacy, and organizational commitment on the performance of the District Education Office of Aceh Besar, Aceh Province, Indonesia. All 207 staff of the office have been selected as the sample of study using the census technique. To gather the data, the study distributed structured questionnaires to the respondents and then the data were analyzed using the structural equation modelling (SEM) approach. The study found that the employee performance significantly and partially mediated the effects of job embeddedness, self-efficacy, and organizational commitment on the office performance. These findings implied that any effort to enhance organizational performance, it should be focused on the improvement of staff's job embeddedness, self-efficacy, organizational commitment and their staff's performance.

Further studies on this topic could provide better and comprehensive empirical findings by considering more variables into the model of estimation. These factors could cover both internal and external factors affecting performances of staff as well as organization performances. Additionally, covering more public organization into the analysis would also enrich the existing empirical evidences on influences of job embeddedness, self-efficacy, and organizational commitment on organizational performance, mediated by the employee performance. Finally, comparing the private and public organization would also enrich the existing empirical findings on the investigated topic.

References

- [1] Bandura, A. (1986). The explanatory and predictive scope of self-efficacy theory. *Journal of Social and Clinical Psychology*, 4(3), 359-373.
- [2] Baron, R.M., & Kenny, D.A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- [3] Bigsby, J. B. (2014). *Exploring the Impact of Social Networks on Teachers' Participation in Job-Embedded Professional Development* (Doctoral dissertation, Rutgers University-Graduate School of Education).
- [4] Chemers, M. M., Hu, L. T., & Garcia, B. F. (2001). Academic self-efficacy and first year college student performance and adjustment. *Journal of Educational Psychology*, 93(1), 55-62.
- [5] Cho, D. H., & Son, J. M. (2012). Job Embeddedness and Turnover Intentions: An Empirical Investigation of Construction IT Industries. *International Journal of Advanced Science and Technology*, 40, 101-110.
- [6] Ferdinand, A. (2012). *Structural Equation Modelling dalam Penelitian Manajemen*. Semarang: Badan Penerbit Universitas Diponegoro.
- [7] Ghorbanpour, Z., Dehghan H. & Heyrani, F. (2014). Investigating the effect of organization commitment on performance of auditors in the community of certified accountants. *Interdisciplinary Journal of Contemporary Research in Business*, 5(10), 199-205
- [8] Hair, J. F. Jr., RE. Anderson, R.L., Tatham and W.C. Black. (2012). *Multivariate Data Analysis with Readings*. New Jersey, Englewood Cliffs, NJ: Prentice Hall.
- [9] Halbesleben, J. R., & Wheeler, A. R. (2008). The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work & Stress*, 22(3), 242-256.
- [10] Ibrahim, M., Armia, S., & Amri, T. F. (2018). Peranan komitmen organisasi sebagai mediasi terhadap efek etika perusahaan kepada perilaku kewargaan organisasi: Studi pada PT. Bank Aceh Syariah. *E-Mabis: Jurnal Ekonomi Manajemen dan Bisnis*, 19(1), 35-48.
- [11] Kassing, J. W., Piemonte, N. M., Goman, C. C., & Mitchell, C. A. (2012). Dissent expression as an indicator of work engagement and intention to leave. *The Journal of Business Communication* (1973), 49(3), 237-253.
- [12] Kismono, G. (2011). *The Relationships between Job Embeddedness, Work-Family Conflict, and the Impact of Gender on Turnover Intention: Evidence from the Indonesian Banking Industry* (Doctoral Dissertation, Curtin University).
- [13] Lee, T.W, Burch, T. C., & Mitchell, T. R. (2014). The story of why we stay: A review of job embeddedness. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 199-216.
- [14] Mangkunegara, A. A. A. P. (2014). *Human Resource Performance Evaluation*. Bandung: Refika Aditama.
- [15] Marlina, D., Rusman., Majid, M.S.A., & Iskandarsyah, M. (2018). Mediated effect of motivation on the influences of emotional intelligence and competency on employees' performance. *IOSR Journal of Business and Management*, 20(8), 27-35.
- [16] Mathieu, J. E., & Farr, J. L. (1991). Further evidence for the discriminant validity of measures of organizational commitment, job involvement, and job satisfaction. *Journal of Applied Psychology*, 76(1), 127.
- [17] Ministry of Administrative and Bureaucratic Reforms. (2003). *Regulation No.63*. Jakarta: Menpan & RB.

- [18] Mowday, R. T., Porter, L. W., & Steers, R. (1982). Organizational linkage: the psychology of commitment, absenteeism and turnover. *Organizational and Occupational Psychology*, 10(3), 2008.
- [19] Myers, N. D., Feltz, D. L., & Short, S. E. (2004). Collective Efficacy and Team Performance: A Longitudinal Study of Collegiate Football Teams. *Group Dynamics: Theory, Research, and Practice*, 8(2), 126.
- [20] Takawira, N., Coetzee, M., & Schreuder, D. (2014). Job embeddedness, work engagement and turnover intention of staff in a higher education institution: An exploratory study. *SA Journal of Human Resource Management*, 12(1), 1-10.
- [21] Park, J., & Gursoy, D. (2012). Generation effects on work engagement among US hotel employees. *International Journal of Hospitality Management*, 31(4), 1195-1202.
- [22] Pietsch, J., Walker, R., & Chapman, E. (2003). The relationship among self-concept, self-efficacy, and performance in mathematics during secondary school. *Journal of Educational Psychology*, 95(3), 589-594.
- [23] Rafie, D. S., Azis, N., & Idris, S. (2018). Pengaruh kompetensi, gaya kepemimpinan, budaya kerja dan lingkungan kerjaterhadap kepuasan kerja pegawai dan dampaknya terhadap kinerja pegawai Kantor Kementerian Agama Kabupaten Aceh Barat. *Jurnal Magister Manajemen*, 2(1), 36-45.
- [24] Rageb, M. A., Abd-El-Salam, E. M., El-Samadicy, A., & Farid, S. (2013). Organizational commitment, job satisfaction and job performance as a mediator between role stressors and turnover intentions a study from an Egyptian cultural perspective. *The Business & Management Review*, 3(2), 51-60.
- [25] Rivai, V., & Murni, S. (2012). *Education in Management: Analisis Teori dan Praktik*, cetakan ke-3. Jakarta: Raja Grafindo Persada.
- [26] Rizqina, Z. A., Adam, M., & Chan, S. (2017). Pengaruh budaya kerja, kemampuan, dan komitmen kerja terhadap kepuasan kerja pegawai serta dampaknya terhadap kinerja Badan Pengusahaan Kawasan Perdagangan Bebas dan Pelabuhan Bebas Sabang (BPKS). *Jurnal Magister Manajemen*, 1(1), 59-69.
- [27] Robbins, P.S., & Judge, T. (2016). *Human Resource Management*, Edisi 10, Jilid 1, Jakarta: Salemba Empat.
- [28] Robbins, P.S., & Judge, T. (2017). *Organizational Behaviour*, Edisi 13, Jilid 1, Jakarta: Salemba Empat.
- [29] Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217.
- [30] Sasra, R. Y., Lubis, A. R., & Chan, S. (2015). Pengaruh kompetensi, pendidikan dan pelatihan serta penempatan pegawai terhadap pengembangan karir dan dampaknya terhadap kinerja pegawai Sekretariat Daerah Provinsi Aceh. *Jurnal Manajemen*, 4(2), 237-247.
- [31] Sekiguchi, T., Burton, J. P., & Sablinski, C. J. (2008). The role of job embeddedness on employee performance: the interactive effects with leader-member exchange and organization-based self-esteem. *Personnel Psychology*, 61(4), 761-792.
- [32] Shafique, M., Qadeer, F., Ahmad, M., & Rehman, R. (2011). Impact of job embeddedness on leave intention: An understanding from higher education (HE) system. *African Journal of Business Management*, 5(30), 11794-11801.
- [33] Shaw, J. D., Delery, J. E., & Abdulla, M. H. (2003). Organizational commitment and performance among guest workers and citizens of an Arab country. *Journal of Business Research*, 56(12), 1021-1030.
- [34] Sridevi, M.S. (2013). Employee engagement: The key to improving performance. *International Journal of Business and Management*, 5(12), 89-96.
- [35] Sun, L. Y., Aryee, S., & Law, K. S. (2007). High-performance human resource practices, citizenship behavior, and organizational performance: A relational perspective. *Academy of management Journal*, 50(3), 558-577.
- [36] Sun, T., Zhao, X. W., Yang, L. B., & Fan, L. H. (2012). The impact of psychological capital on job embeddedness and job performance among nurses: a structural equation approach. *Journal of advanced nursing*, 68(1), 69-79.
- [37] The Education Office. (2018). *Annual Report*. Aceh Province, Indonesia.
- [38] Thoha, M. (2008). *Birokrasi Pemerintah Indonesia di Era Reformasi*. Kencana.
- [39] Tierney, P., & Farmer, S. M. (2002). Creative self-efficacy: Its potential antecedents and relationship to creative performance. *Academy of Management Journal*, 45(6), 1137-1148.
- [40] Wartini, S., & Harjiyanti, W. (2014). Organizational Commitment as the Black Box to Connect the Islamic Work Ethics and Employees Behavior toward Organizational Change. *Jurnal Dinamika Manajemen*, 5(2), 23-30.
- [41] Widianto, S., Abdullah, R., Kautsar, A., & Meiyanti, S. (2012). The effect of job embeddedness on work engagement and innovative behavior. Faculty of Economics and Business, Universitas Padjadjaran, Bandung, Indonesia.
- [42] Yousef, D. A. (2000). Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15(1), 6-24.

IOSR Journal of Business and Management (IOSR-JBM) is UGC approved Journal with Sl. No. 4481, Journal no. 46879.

Qadariah., Majid, M.S.A., and Idris, S. "Mediating Effect of Employee Performance on the Influences of Job Embeddedness, Self-efficacy, and Organizational Commitment on the Public Organizational Performance". IOSR Journal of Business and Management (IOSR-JBM), Vol. 21, No. 2, 2019, pp. -55-62