

The Influence of Self-efficacy on Organizational Commitment and Ethical Behavior: The Role of Job Satisfaction

***Ana Sofia Aryati**^{ID}, **Armanu**^{ID}

Department of Management, Faculty of Economics and Business, Universitas Brawijaya, Malang, Indonesia

Correspondence*:

Address: Jl. MT. Haryono No.165, Kota Malang, Jawa Timur, Indonesia 65145 | e-mail: a.sofaaryati@ub.ac.id

Abstract

Objective: This study aims to analyze the effect of self-efficacy on organizational commitment and ethical behavior. Furthermore, this study also examines the mediating role of job satisfaction in determining the relationships.

Design/Methods/Approach: This study was carried out on healthcare and administrative staff. The sample size and respondents were determined using the Slovin formula and selected through random sampling. The data collected was analyzed using PLS analysis.

Findings: The findings reveal that self-efficacy positively and significantly affects ethical behavior and organizational commitment. Additionally, job satisfaction plays a role in mediating the connection between self-efficacy and organizational commitment. Similarly, the analysis shows that job satisfaction mediates the link between self-efficacy and ethical behavior.

Originality: The novelty of this study lies in the influence of self-efficacy on organizational commitment and ethical behavior. Previous studies mainly analyzed the influence of self-efficacy on other variables, in which none of them had combined the two variables, along with job satisfaction as a mediation variable. In particular, this study is novel as it analyzes job satisfaction for workers in a Regional General Hospital, in which prior studies only focused on other non-health institutions or companies.

Practical/Policy implication: Optimizing communication and institutionalizing ethical and moral values will improve workers' self-efficacy. Institutions should focus on maintaining job satisfaction, including work, rewards, supervision, co-workers, and promotion opportunities, to promote employee commitment and ethical behavior.

Keywords: Self-efficacy, Organizational commitment, Job satisfaction, Ethical behavior.

JEL Classification: M50, M52, M54



DOI: <https://doi.org/10.20473/jmtt.v16i2.43769>

Submitted: February 28, 2023; Revised: March 27, 2023; May 5, 2023; Accepted: May 15, 2023; Published: August 21, 2023.

Copyright © 2023, The Author(s)

Published by Universitas Airlangga, Department of Management, Faculty of Economics and Business

This article is published under the Creative Commons Attribution 4.0 (CC-BY) International License. The full terms of this license may be seen at: <https://creativecommons.org/licenses/by/4.0/>

I. Introduction

A hospital is an institution that offers preventive, curative, and rehabilitative health services to the community. Its main objective is to promote high-quality and affordable healthcare while maintaining ethical, disciplinary, and legal standards. The goal is to provide safe services to earn the community's appreciation. To achieve the goals, all medical or non-medical staff must be dedicated to providing excellent service, behaving empathetically, and demonstrating honesty and care while performing their duties.

This study explores ethical issues in hospitals, including medical and administrative matters, as well as potential issues related to the quality of medical services. Hospital leadership and management are also important aspects of ethical considerations. Work ethics refer to the values and norms practiced by all workers in a company, including their leaders (Ferrell & Fraedrich, 2021; Grigoropoulos, 2019). Organizations with good work ethics prioritize values such as honesty, openness, loyalty, consistency in decision-making, good teamwork, high discipline, and responsibility. Understanding a worker's ethics is essential for shaping their ethical behavior. Good work ethics are vital for organizational success in today's competitive business environment. Higher work ethics lead to improved worker quality and performance. Balancing work ethics with work loyalty and organizational commitment is vital for optimal outcomes.

Self-efficacy refers to an individual's belief in one's ability, integrated to create maximum performance (Bandura et al., 1999; Iovino, 2022; Schunk et al., 2022). Thus, workers practicing self-efficacy could work more optimally in overcoming problems at work and are easier to develop thanks to having confidence in making changes without hesitation, as a result of practicing self-efficacy that affects the workers' competence and actions. As a result, this practice helps workers perform their skills on the job better, leading to high job satisfaction. Moreover, higher self-efficacy leads to more persistent efforts (Maria et al., 2021; Sarinah et al., 2018). Similarly, another study by Zeb & Nawaz (2016) reported that self-efficacy could improve a person's quality and psychosocial performance. Consequently, individuals with good self-efficacy can formulate goals or objectives for themselves and be resilient when experiencing failure. Thus, self-efficacy affects how individuals think, feel, motivate and act according to the rules, leading to high organizational commitment and better worker performance (Yokoyama, 2019).

Elaborating further, Heslin & Klehe (2006) research reported that self-confidence as a result of self-efficacy affects many aspects of life. Further, Maddux & Gosselin (2012) assumes that belief in one person's efficacy is the foundation of human behavior. Hence, people practicing high self-efficacy tend to achieve better grades, consider more career possibilities, have tremendous job success, set higher personal goals, and have better physical and mental health than those with low self-efficacy (Fraillon et al., 2014). Furthermore, Schultz (2014) added that people who believe they can act and may have more potential to change events in their environment will be more likely to act and be successful than those with low self-efficacy. Hence, referring to (Fraillon et al., 2014; Schulz-Knappe et al., 2019), the present authors affirmed that psychological behavioral processes are influenced by self-efficacy.

Behavioral theory, as presented by Bosnjak et al. (2020), states that attitudes, social norms, and habits determine behavior. In particular, work behavior is related to individual activities in achieving organizational goals. Other studies by Robbins & Judge (2015) have explained the attempts to determine the cause or motive of behavior, which might be internal under the individual's self-control or external that radiates from the outside factors triggered by a forced behavior due to an urgent situation. Several previous studies (Chegini et al., 2019; Demir, 2020; Liu, 2019; Maria et al., 2021; Zeb & Nawaz, 2016) related to the effect of self-efficacy on organizational commitment and ethical behavior indicated mixed results, in which self-efficacy directly had a significant effect on organizational commitment; and other studies (Fida et al., 2015; Martinko et al., 2002; Stremic et al., 2017; Wang et al., 2015) confirmed that self-efficacy proved a significant effect on ethical behavior in general with satisfaction becomes an area of the most studied indicators, especially in relation to supervision and commitment. Satisfaction is considered a factor that strengthens commitment from a social exchange perspective (Chang, 2015; Maan et al., 2020). Thus far, previous research results have encouraged the present authors to develop conceptual models by examining the role of job satisfaction to understand the relationship between self-efficacy towards ethical behavior and organizational commitment.

This study aligns with previous research on the impact of self-efficacy on workers' commitment to their organization and ethical behavior. These findings suggest that employees with solid self-efficacy are likelier to exhibit positive organizational commitment and ethical behavior. According to Chang (2015), job satisfaction is crucial in strengthening commitment from a social exchange perspective. Additionally, the theory of expectations (Vroom & Jago, 2007; Hasibuan, 2016; Mahyuddin et al., 2021) suggests a reciprocal relationship between an employee's desires and needs and their level of job engagement. Service success is measured by how well employees contribute to achieving organizational goals and fulfilling customer expectations. Exemplary organizational commitment involves workers' attitudes towards the organization and their striving to improve their performance to enhance overall effectiveness.

This study aims to analyze and prove (1) the effect of self-efficacy on organizational commitment; (2) the effect of self-efficacy on ethical behavior; (3) the effect of self-efficacy on job satisfaction; (4) the effect of job satisfaction on organizational commitment; (5) the effect of job satisfaction on ethical behavior; (6) the indirect influence of self-efficacy on organizational commitment through job satisfaction; and (7) the indirect influence of self-efficacy on ethical behavior through job satisfaction.

In addition, this study is expected to develop previous research by including the variable of job satisfaction as a mediation of the influence of self-efficacy in the relationship between self-efficacy towards ethical behavior and organizational commitment. Particularly, model development is formulated to examine ethical behavior and organizational commitment of workers in the health sector, both medical and non-medical personnel of Kanjuruhan Regional Hospital, Malang Regency. Hence, this study is expected to strengthen the discourse concerning with commitment and ethical behavior from a social exchange perspective by navigating the effect of worker satisfaction levels. Further, this study's results are expected to benefit organizations and future academics and researchers. For organizations, the results of this study are expected to provide material to increase organizational commitment and ethical behavior. For future academics and researchers, the results of this research are expected to address the research gaps, as further research development is required to engage with other variables, dimensions, and indicators excluded in this study.

In sum, this study is compiled by explaining the literature review and the development of the formulated hypotheses, continued by presenting the research method and explaining the results and discussion. It is finalized with conclusions, limitations, and suggestions for further research development.

2. Literature Review and Hypotheses Development

The discourse on self-efficacy has inspired a wide array of research in various fields of studies, such as in sports, politics, health, and other fields of studies, based on the belief that self-efficacy influences the actions pursued (by people) as an essential construct in examining human behavior in various contexts (Bandura et al., 1999; Poluektova et al., 2023). Moreover, self-efficacy greatly influences people's choices, effort, and persistence in facing challenges (Tilmon et al., 2023). The theoretical basis for self-efficacy is closely related to Albert Bandura's extensive work (1997), representing a person's belief and confidence to perform a particular task in a particular context. Thus, self-efficacy affects a person's choice of activities by avoiding tasks considered too difficult or impossible and embracing manageable activities. In addition, (Fred, 2011; Stajkovic & Luthans, 1998) defined self-efficacy as an individual's belief (or self-confidence) regarding his or her ability to mobilize the motivation, cognitive resources, and necessary actions to perform a particular task in a given context successfully. Moreover, Bandura (1997) demonstrated a significantly positive relationship among self-efficacy and various motivations, affective outcomes, and behaviors in clinical setting (Bandura et al., 1980; Shehab et al., 2023; Shorey & Lopez, 2021; Xiang et al., 2023); in education setting (Cardullo et al., 2021; Hutzler et al., 2019; Schunk et al., 2022); and in organization setting (Abdel-Azeem et al., 2023; Handiyani et al., 2019; Wood & Bandura, 1989); as well as in specific performance (Chegini et al., 2019; Kurniawan et al., 2019). Additionally, self-efficacy is positively related to internal locus of control (Phillips & Gully, 1997), to self-impact (Wang et al., 2015), and to self-regulation and self-control (Fida et al., 2015). Following prior studies, (Martinko et al., 2002; Shoss et al., 2016) found that workers with an internal locus of control were less likely to participate in CWB (Counterproductive Work Behavior).

Further, another relevant study Na-Nan et al. (2021) explained organizational commitment and job self-efficacy formation. Referring to Wuu Joey's model (2010), organizational commitment and job self-efficacy are influenced indirectly by social support, knowledge creation, and information intensity through the mediation of decision-making quality and perceived opportunism. In addition, self-efficacy directly influences organizational citizenship behavior with statistical significance, depicting indirect influence through worker engagement, organizational commitment, and job satisfaction. Similarly, Demir (2020) postulates that self-efficacy affects organizational commitment and worker job satisfaction. Meanwhile, Chegini et al. (2019) found that nurses with self-efficacy greatly influenced organizational commitment with statistical significance.

Additionally, a former study by Liu (2019) found that self-efficacy significantly influenced organizational commitment. Thus, the present authors assumed that someone with high self-efficacy tends to overcome obstacles to complete their work according to their assigned goals and commitment. Elaborating further, Buangga et al. (2018) revealed that self-efficacy significantly affected organizational commitment and job satisfaction, which aligns with Lin & Wang (2018), revealing that self-efficacy significantly affects organizational commitment and job satisfaction. Besides, several studies have examined the relationship between self-efficacy and work attitudes (Chegini et al., 2019; Demir, 2020; Liu, 2019). Syabaruddin et al. (2020) pointed out that self-efficacy significantly influences employees' organizational commitment. Consequently, employees who have a sense of certainty that they can perform a task are more likely to stay within the organization. Liu and Huang (2019) have reported that occupational self-efficacy directly impacts organizational commitment.

Several studies (Kang & Kim, 2014; Oh & Wee, 2016; Orgambidez al, 2019) reported the relationship between these two variables focusing on nursing. Based on these findings, the authors of this study believe in a positive relationship between self-efficacy and organizational commitment because when employees are confident in performing a particular task, they are more committed to their job. Hence, the present authors formulate the first hypothesis as follows.

H1: Self-efficacy has a positive and significant effect on organizational commitment

Furthermore, workers with higher self-efficacy will adapt more quickly, survive longer through difficulties at work, and be more confident (Fida et al., 2015). Self-efficacy is also positively related to an internal locus of control (Phillips & Gully, 1997), self-impact (Wang et al., 2015), self-regulation, and self-control (Fida et al., 2015). Similarly, (Martinko et al., 2002; Shoss et al., 2016) found that workers with an internal locus of control are less likely to participate in counterproductive behavior.

Prior studies consistently reported that situational variables and individual differences affected CWB (Fida et al., 2015; Martinko et al., 2002). In addition, prior studies (Stremic et al., 2017) revealed the impact of self-efficacy, perceptions of ethical violations, and guilt related to CWB. Self-efficacy will be negatively related to CWB. Furthermore, it was revealed that the perception of ethical wrongdoing and guilt would mediate the relationship between self-efficacy and CWB. However, only a few studies examine the effect of self-efficacy on worker work attitudes and OCB (Demir, 2020). Hence, this study proposes the following second hypothesis:

H2: Self-efficacy has a positive and significant effect on ethical behavior

In general, self-efficacy is required by workers to improve their abilities following the job desk assigned by their superiors. Thus the organization runs optimally, and the worker's job satisfaction will increase (Bandura et al., 1999). Therefore, self-efficacy is deemed instrumental in achieving high job satisfaction. Demir (2020) states that self-efficacy affects organizational commitment and worker job satisfaction. Meanwhile, Chegini et al. (2019) found that nurses with self-efficacy strongly influenced organizational commitment with statistical significance. As such, Rahayu et al. (2018) found that people with high self-efficacy also have high job satisfaction, while (Liu, 2019) found that self-efficacy significantly affects organizational commitment. The results of the two mentioned studies are in accordance with another study (Soto & Rojas, 2019) reporting that job satisfaction serves as a mediation that transmits the influence between self-efficacy and organizational citizenship behavior. Therefore, this study employs job satisfaction as a mediation of the relationship between self-efficacy and organizational commitment and the effect of self-efficacy on ethical behavior, leading to the following third hypothesis:

H3: Self-efficacy has a positive and significant effect on job satisfaction

Job satisfaction has exhibited a significantly positive effect on organizational commitment, indicating that higher job satisfaction will further increase worker's organizational commitment (Baek et al., 2019; Luthans, Youssef et al., 2006; Luthans, Zhu, et al., 2006; Purwanto, 2020). Furthermore, (Petrick et al., 2023) asserted that satisfaction became an indicator of supervision that strengthened commitment from a social exchange perspective. Thus, individual workers with high job satisfaction will have a high organizational commitment (Amoah et al., 2022; Gupta & Agrawal, 2023). Based on the research mentioned earlier results, the following fourth hypothesis is proposed:

H4: Job satisfaction has a positive and significant effect on organizational commitment

Satisfaction becomes one of the most studied indicators, especially in relation to supervision. Satisfaction is considered a factor that strengthens commitment from a social exchange perspective (Rusbult, 1980). Various previous research results have encouraged the present authors to develop conceptual models and further examine the role of job satisfaction in the relational relationship between self-efficacy, ethical behavior, and organizational commitment. Formerly, Poikkeus et al. (2020) explained that the leverage of ethical behavior indicates the relationship between coworkers, a dimension of job satisfaction (Fred, 2011; Moslehpour et al., 2022). Prior relevant research has examined the relationship between ethical behavior and job satisfaction. For example, Huang et al. (2012), in a survey of 352 respondents, suggested that hospitals can increase organizational citizenship behaviors by influencing job satisfaction with coworkers. In addition, Valentine et al. (2011) reported that ethical values were associated with increasing job satisfaction in a sample of 781 healthcare and administrative employees and 127 sales and marketing employees working for various firms operating in the south-central United States. Previously, Viswesvaran et al. (1998) found that perceived top management support for ethical behaviors was positively correlated with supervision satisfaction. Furthermore, Koh and Boo (2001) revealed that three measures of organizational ethics (top management support for ethical behavior, the ethical climate, and the association between ethical behavior and career success) were associated with job satisfaction.

Fu (2013) pointed out that job satisfaction positively impacted the ethical behavior of Chinese employees, indicating that satisfaction with promotion, coworkers, and supervision significantly affected ethical behavior. Among the three facets of satisfaction, coworker satisfaction had the most significant impact on ethical behavior, followed by supervision and promotion satisfaction. Therefore, this indicates that those who believe that their job provides them the things that they consider necessary are more likely to behave ethically in firms. Several studies revealed that job satisfaction has a significantly positive effect on worker's ethical behavior (Fu, 2014; Fu et al., 2020; Kaffashpoor & Sadeghian, 2020), thereby encouraging individual's tendency to behave ethically (Kaffashpoor & Sadeghian, 2020). Thus, the fifth hypothesis is proposed as follows:

H5: Job satisfaction has a positive and significant effect on ethical behavior

Similarly, (Lin & Wang, 2018) revealed that self-efficacy significantly affects organizational commitment and job satisfaction. Organizational commitment will form when an individual feels comfortable with his work environment (Ashfaq et al., 2021) and realizes it is difficult to leave the organization because it has contributed to his life (Soleman et al., 2020). Hence, it is assumed that self-efficacy positively correlates with organizational commitment; further, it significantly impacts worker engagement, and organizational commitment becomes a mediation between self-efficacy and worker engagement. Therefore, this study employs job satisfaction as a mediation of the relationship between self-efficacy and organizational commitment and the effect of self-efficacy on ethical behavior, with the following hypothesis:

Self-efficacy is deemed necessary for workers to improve their abilities in accordance with the job desk assigned by their superiors. Thus the organization runs optimally, and worker job satisfaction will increase (Bandura, 2006). In general, satisfaction becomes one of the most studied indicators, especially supervision, considered a factor that strengthens commitment from a social exchange perspective (Rusbult, 1980). Therefore, self-efficacy is deemed instrumental in achieving high job satisfaction. Demir (2020) noted that self-efficacy affects organizational commitment and worker job satisfaction; meanwhile, Chegini et al. (2019) found that nurses with self-efficacy strongly influenced organizational commitment with statistical significance. As such, Rahayu et al. (2018) found that people with high self-efficacy also have high job satisfaction, while Liu (2019) found that self-efficacy significantly affects organizational commitment. The results of the two mentioned studies are in accordance with Soto and Rojas (2019), who reported that job satisfaction serves as a mediation that transmits the influence between self-efficacy and organizational citizenship behavior. Therefore, this study employs job satisfaction as a mediation of the relationship between self-efficacy and organizational commitment and the effect of self-efficacy on ethical behavior, with the following hypotheses:

H6a: Self-efficacy indirectly affects organizational commitment through job satisfaction

H6b: Self-efficacy indirectly affects ethical behavior through job satisfaction

3. Method

Sample and Procedure

Samples were obtained from 541 health and administration workers in Kanjuruhan Regional Hospital, in Malang Regency, by employing Slovin's formula (1960) with the percentage of inaccuracy slack due to sampling errors tolerated by 5%, hence generating a sample size of 225, with the returning questionnaires of 192. Hence, the sample in this study was 192 people.

This research was conducted at the Kanjuruhan Regional General Hospital Malang, East Java. The unit of analysis in this study included the individual (worker) from the group of medical and administrative workers. The determination of Kanjuruhan Hospital as an object of research is based on three reasons. Firstly, it was considered that Kanjuruhan Hospital is a health service located at the center of the Malang Regency government and has a vital role in health services in Malang Regency and the surrounding areas. Since 2020, Kanjuruhan Hospital in Malang Regency has officially become a teaching and research hospital so that it becomes a reference for students who are carrying out educational activities, especially for medical students who are in the medical profession education phase and have passed plenary level accreditation and become a referral hospital for patients in the district. Secondly, Kanjuruhan Hospital serves as a health service center and an education and training hospital, making the RSUD have challenges in improving human resources. Lastly, this hospital's service success is supported by self-confidence, individual commitment and loyalty to the organization, and attention to understanding ethics and ethical behavior.

With a total sample of 192 people, obtained through questionnaires that were distributed offline for one month, the data presentation was as follows: the composition of male workers of 32.3%, female workers of 67.7%, the majority of which are educated at Bachelor level with 40.6%, married status of 88%, and the average duration of work for > 20 years was 24%, with the category of work: health workers of 60.4% and non-health workers of 39.6%.

Table 1. Respondent Characteristics

		Frequency	%
Gender	Male	62	32.3%
	Female	130	67.7%
	Total	192	100%
Age	<30 Years	40	20.8%
	31-40 Years	73	38.0%
	41-50 Years	55	28.6%
	>50 Years	24	12.5%
	Total	192	100%
Last Education	High School Level	34	17.7%
	Baccalaureate	78	40.6%

		Frequency	%
Status	S1	73	38.0%
	S2	7	3.6%
	S3	0	0%
	Total	192	100%
	Marry	169	88%
Duration of Work	Not Married Yet	23	12%
	Total	192	100%
	3-5 Years	44	22.9%
	6-10 Years	34	17.7%
	11-15 Years	40	20.8%
	16-20 Ears	28	14.6%
Category	> 20 Years	46	24.0%
	Total	192	100%
	Health Workers	116	60.4%
	Non-Health Personnel	76	39.6%
	Total	192	100%

Instrument

This study implemented a comprehensive survey that included several items covering several measures such as self-efficacy, organizational commitment, job satisfaction, and ethical behavior. The indicators for each variable are described in Table 2.

Table 2. Definition of Variables

Variable	Indicator	Items	Information
Self-Efficacy	Levels	SE1. Work is relatively easy	Bandura (1977)
		SE2. Experienced with the work being done	
		SE3. Capable of doing a good job	
	Generality	SE4. Capable of doing more difficult work	
		SE5. Capable of facing the obstacles that exist during working	
		SE6. Capable of facing obstacles in work with experience	
		SE7. Capable of facing job challenges with the knowledge they have	
	Strength	SE8. Capable of finishing the job with the best effort	
		SE9. Capable of not giving up easily when you get a job obstacle	
		SE10. Capable of trying hard to achieve good work results	
Job satisfaction	(the job itself)	JS1. Interesting with work is achieved	Robbins and judges (2008)
	(Salary)	JS2. Workers get the opportunity to learn	
		JS3. Workers accept responsibility on the job	
		JS4. The salary received is able to meet the basic needs of workers	
	(Supervision)	JS5. The salary received is in accordance with the workload	
		JS6. Intense communication between workers and managers	
	work colleague	JS7. Opportunity for managers to workers to make their own decisions	
		JS8. Intense communication between colleagues	
	Promotional opportunity	JS9. Support from co-workers	
		JS10. Opportunity to develop yourself at work	
		JS11. Opportunity to broaden work experience	

Variable	Indicator	Items	Information	
Organizational Commitment	Working conditions	JS12. Opportunity to get promoted in the company	Modified and adapted from Allen Mayer's (1991) measurement	
		JS13. Feeling the comfort in the work environment		
	Affective Commitment	OC1. Feeling emotionally attached		
		OC2. Feeling as part of the organization		
		OC3. Feeling to have a happy career in the organization		
		OC4. Have a strong sense of belonging to the organization		
		OC5. Feeling Organizational problems are worker problems.		
		Continuance Commitment		OC6. Feeling hard to leave the organization
				OC7. Feeling loss to leave the organization
				OC8. Feeling the limitation if leaving the organization
normative	OC9. Feeling that other opportunities outside the organization are not more profitable			
Ethical Behavior	Understanding and recognizing behavior according to the code of ethics	OC10. Feel unethical if moving to another organization	Rahman, (2006)	
		OC11. Feeling working in an organization is a moral obligation		
		OC12. Feeling loyal to the organization		
	Actions are consistent with values and beliefs	EB1. In carrying out work, always pay attention to the code of ethics		
		EB2. Always ensuring that we work according to the code of ethics		
		EB3. Prioritizing honesty in using and managing resources within our scope of work/authority		
	Actions on values and norms, even when it is difficult	EB4. Taking action according to our values		
		EB5. Capable of communicating about unethicity, even though it might hurt colleagues		
		EB6. Prioritizing honesty in work		
		EB7. Openly admitting when making mistakes/things that are not quite right		
Actions according to values and norms, even though it is risky	EB8. Taking action on the unethical behavior of others, even if there is a significant risk to oneself and one's job			
	EB9. Willing to admit mistakes when performing unethical performance			

4. Result and Discussion

This study implemented the PLS statistical technique for data analysis because this analysis tool is a powerful method applicable to all data scales, which do not require many assumptions.

Consistency test on the instrument items was conducted in accordance with the respondents' assessment needs by using the loading factor, Cronbach's alpha coefficient, composite reliability coefficient, and AVE coefficient. Research items were tested using convergent validity and discriminant validity tests to measure the loading factor. Valid indicators are indicated by the outer loading value above 0.6. The indicator variable with a loading factor below 0.6 is invalid and must be removed from the research model. Generally, the construct has good reliability in each indicator; if Cronbach's alpha coefficient is more than 0.60, the composite reliability coefficient is more than 0.70, and the AVE coefficient is more than 0.50 (Hair Jr et al., 2014).

4.1 Measurement Models

Items whose loading factor values are below 0.6 are deleted and retested. Items removed in the self-efficacy variable consist of SE 1 (0.280), SE 2 (0.338), SE 3 (0.583), and SE 4 (0.362); meanwhile job satisfaction variable consists of JS 4 (0.548), JS 5 (0.456), and JS 13 (0.457). Organizational commitment variable consists of OC 9 (0.204) and OC 10 (0.424); meanwhile Ethic behavior variable consists of EB 4 (0.069), EB 5 (0.277), and EB 8 (0.001). After retesting, the loading factor value is produced (see **Table 3**), presenting the validity construct with a value above 0.6. Thus, it is concluded that all items are declared valid and can be forwarded for model testing.

Table 3. Validity Construct

Variables	Item	Loading Factor	Cut Off	
Self-Efficacy	SE5	0,815	0,6	
	SE6	0,730	0,6	
	SE7	0,691	0,6	
	SE8	0,794	0,6	
	SE9	0,705	0,6	
	SE10	0,724	0,6	
Job Satisfaction	JS1	0,634	0,6	
	JS2	0,769	0,6	
	JS3	0,613	0,6	
	JS6	0,653	0,6	
	JS7	0,737	0,6	
	JS8	0,645	0,6	
	JS9	0,677	0,6	
	JS10	0,745	0,6	
	JS11	0,776	0,6	
	JS12	0,757	0,6	
	Organizational Commitment	OC1	0,634	0,6
		OC2	0,733	0,6
OC3		0,782	0,6	
OC4		0,762	0,6	
OC5		0,716	0,6	
OC6		0,751	0,6	
OC7		0,741	0,6	
OC8		0,615	0,6	
OC11		0,637	0,6	
OC12		0,667	0,6	
Ethical Behaviour		EB1	0,841	0,6
		EB2	0,847	0,6
	EB3	0,816	0,6	
	EB6	0,868	0,6	
	EB7	0,837	0,6	
	EB9	0,873	0,6	

Table 4. Validity and Construct Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Self-Efficacy			
Level	0.649	0.761	0.519
Generality	0.840	0.904	0.759
Strength	0.828	0.897	0.745
Job Satisfaction			
Work	0.785	0.874	0.698
Pay	0.774	0.898	0.814

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Supervision	0.732	0.881	0.788
Satisfaction with coworker	0.861	0.935	0.878
Promotion	0.923	0.951	0.866
Working condition	1.000	1.000	1.000
Organizational Commitment			
Affective	0.854	0.897	0.636
Continuance	0.806	0.868	0.630
Normative	0.720	0.840	0.639
Ethical Behavior			
Understanding and Recognizing behavior according to the code of ethics	0.888	0.931	0.818
Consistent Action	0.716	0.798	0.565
Action based on values and norms, even though it is difficult	1.000	1.000	1.000
Action based on values and norms, even though it is risky	1.000	1.000	1.000

Table 4 depicts that the instrument items meet the requirements indicating good reliability in each variable indicator, such as self-efficacy, organizational commitment, job satisfaction, and ethical behavior depicting a composite reliability measure greater than 0.70. Thus, variables in this study, such as self-efficacy, organizational commitment, job satisfaction, and ethical behavior, mutually reinforced or could measure the latent variables.

Hypothesis Test Result

Direct Influence Test Results

Hypothesis testing criteria were observed through the statistical test score and p-value results. Statistical testing in this study was performed through the bootstrapping method as follows:

Table 5. Direct Influence Test Results

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Self-Efficacy → Organizational Commitment	0.457	0.464	0.062	7.312	0.002
Self-Efficacy → Ethical Behavior	0.452	0.457	0.078	5.818	0.000
Self-Efficacy → Job Satisfaction	0.593	0.593	0.058	10.238	0.000
Job Satisfaction → Organizational Commitment	0.508	0.515	0.080	6.331	0.000
Job Satisfaction → Ethical Behavior	0.253	0.253	0.079	3.217	0.001

Based on the direct influence test results presented in Table 5, the hypothesis is deemed acceptable if the p-value is less than 0.05 and has a statistical value greater than that of the *t* table (1.96). The path coefficient value for the effect of self-efficacy on organizational commitment is 0.457, with a t-statistic value of 7.312 or > 1.96 and a p-value of 0.002; then, if the p-value < 0.05, it can be stated that self-efficacy has a positive and significant effect on organizational commitment. The path coefficient value for the influence of self-efficacy on ethical behavior is 0.452 with a t-statistic value of 5.818 or > 1.96 and a p-value of 0.00 < 0.05; therefore, it is concluded that self-efficacy has a positive and significant effect on ethical behavior. Meanwhile, the path coefficient value for the effect of self-efficacy on job satisfaction is 0.593 with a t-statistic value of 10.238 or > 1.96 and a p-value of 0.000, which is < 0.05, indicating that self-efficacy has a positive and significant effect on job satisfaction. Also, the path coefficient value for the effect of job satisfaction on organizational commitment is 0.508 with a statistical value of 6.331 or > 1.96 and a p-value of 0.000 which is < 0.05; it can be stated that job satisfaction has a positive and significant effect, on organizational commitment. Lastly, the path coefficient value for the effect of job satisfaction on ethical behavior is 0.253 with a t-statistic value of 3.217 or > 1.96 and has a p-value of 0.001 which is < 0.05; thus, it can be concluded that job satisfaction has a positive and significant effect on ethical behavior.



Figure 1. Results of Hypothesis Testing

Mediation Test Result

Table 6. The Results of Mediation

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Self-efficacy → Job Satisfaction, → Organizational Commitment	0.301	0.306	0.058	5.166	0.000
Self-efficacy → Job Satisfaction, → Ethical Behavior	0.150	0.150	0.048	3.162	0.002

PLS result indicates the indirect influence test between variables, both the indirect effect of self-efficacy on organizational commitment through job satisfaction and ethical behavior through job satisfaction, in which all were tested significantly ($p < 0.05$). Subsequently, the analysis results conclude that job satisfaction mediates the effect of self-efficacy on organizational commitment. Likewise, the analysis results conclude that job satisfaction mediates the effect of self-efficacy on ethical behavior.

Testing of mediation in this study approaches the difference in coefficients. The coefficient of the effect of self-efficacy on organizational commitment with job satisfaction as the mediation is 0.301, which this value is smaller than the coefficient of the direct influence of self-efficacy on organizational commitment. Hence, job satisfaction acts as a partial mediation in the relationship between self-efficacy and organizational commitment.

The coefficient of the effect of self-efficacy on ethical behavior with job satisfaction as the mediation is 0.150, which is smaller than the coefficient of the direct influence of self-efficacy on ethical behavior (0.452). Thus, job satisfaction acts as a partial mediation in the relationship between self-efficacy and ethical behavior. Examining the mediating variable indicating the difference in coefficient approach was performed by examining the direct influence of the independent variable on the dependent variable by involving the mediating variable and examining the effect of the independent variable on the dependent variable without involving the mediating variable. Suppose the coefficient of influence in the independent variable and the mediating variable is significant. In that case, the coefficients of the independent variable are compared to the dependent variable by involving the mediating variable with the coefficients of the independent variable without involving the mediating variable. Suppose the coefficient of influence in the independent variable involving the mediating variable is smaller than the coefficient of influence on the dependent variable without involving the mediating variable. In that case, it is stated as partial mediation (Ghozali & Latan, 2015).

Discussion

The Effect of Self-Efficacy on Organizational Commitment

The results of this study indicated that self-efficacy had a positive effect on organizational commitment, which are in line with the study results of (Buangga et al., 2018; Chegini et al., 2019; Demir, 2020; Lin & Wang, 2018; Liu, 2019; Na-Nan et al., 2021). (Ashfaq et al., 2021; Joe, 2010; Sarinah et al., 2018) pointing out that self-efficacy significantly affects organizational commitment. Thus, someone with high self-efficacy tends to overcome obstacles to complete their work successfully based on the assigned goals, such as pride in their work and that their work is challenging. In this study, based on the average respondents' answers to each item from the indicators on self-efficacy, the indicator of strength presents the highest average answer, indicating that people with self-efficacy can concentrate on their work, express determination, have self-confidence, and have motivation to work. These factors encourage workers to behave with passion, dedication, and absorption in work operations. When workers are involved with their work, organizational commitment will unconsciously increase.

The Effect of Self-Efficacy on Ethical Behavior

The test results of this study indicated that self-efficacy has a significantly positive effect on ethical behavior, indicating that higher self-efficacy possessed by a worker will affect the individual's tendency for ethical decisions or behavior in the organization. This study's results align with prior studies (Fida et al., 2015; Martinko et al., 2002; Stremic et al., 2017; Wang et al., 2015), which explained that workers with high self-efficacy tend to have ethical attitudes. As stated in the research of (Fida et al., 2015), low levels of self-efficacy increased the likelihood of counterproductive behavior. It was further revealed that individuals with higher self-efficacy levels are less likely to engage in counterproductive work behavior (CWB). Research has consistently reported that an individual's level of self-efficacy appears to influence whether they engage in ethical violations (Fida et al., 2015; Wang et al., 2015). Particularly in this study, based on the generality indicator, the average answer to the respondent's statement item is 3.92, describing the ability to face obstacles in the worker's work which is in the high category. Workers with higher self-efficacy are considered more responsible and have a higher locus of control, which aligns with other studies conducted by Wang et al. (2015) and Fida et al. (2015).

Furthermore, workers with high levels of self-efficacy are more likely to react positively and speak in ethical dilemmas and are less likely to participate in CWB. This connection is deemed necessary in understanding the antecedents of CWB because self-efficacy marks an individual difference variable that influences how the behavior is perceived, whether unethical or permissible. Therefore, this study aimed to present that the level of self-efficacy influences perceptions of ethical behavior.

According to social cognitive theory, self-regulation becomes the most involved mechanism in ethical judgment and behavior (Bandura, 1986; Poluektova et al., 2023; Wood & Bandura, 1989). Selective self-assessment stimulates the process of self-regulation, which in turn adapts to the environment. Self-regulation becomes the process from which behavior change is achieved, in which individuals respond to their external environment based on internal standards and results in self-satisfaction or self-sanction. Self-regulation involves the interaction of three factors, namely personal, environmental, and behavioral. In other words, one's ethical self-assessment does influence one's ethical judgment and behavioral intentions by considering the outside world.

The Effect of Self-Efficacy on Job Satisfaction

The results of this study indicated that self-efficacy has a significantly positive effect on job satisfaction, marking that higher self-efficacy of workers leads to increasing job satisfaction. This study's results align with studies conducted by (Demir, 2020; Fred, 2011; Soto & Rojas, 2019). In addition, (Maria et al., 2021; Rahayu et al., 2018) found that people with high self-efficacy also have high job satisfaction. (Demir, 2020) recorded that self-efficacy affects organizational commitment and worker job satisfaction. Buangga et al. (2018) revealed that self-efficacy significantly affects organizational commitment and job satisfaction. These results are in line with the research of Soto and Rojas (2019), which revealed that job satisfaction serves as a mediation that transmits the influence between self-efficacy and organizational citizenship behavior. Alongside, (Kurniawan et al., 2019; Na-Nan et al., 2021) revealed that self-efficacy, in general, will affect job satisfaction through its relationship with success at work. Individuals with high self-efficacy overcome difficulties more effectively and survive when experiencing failure and obstacles (Gist & Mitchell, 1992; Van den Heuvel et al., 2015). Therefore, they are more likely to reward the results through persistence, thereby leading to intrinsic satisfaction from their work because they understand that their work is meaningful and contributes positively to organizational and individual success.

The Effect of Job Satisfaction on Organizational Commitment

The results of this study indicated that job satisfaction has a significantly positive effect on organizational commitment, indicating that higher job satisfaction will increase worker organizational commitment. The results of this study are in accordance with (Baek et al. 2019; Luthans, Youssef, et al., 2006; Luthans, Zhu, et al., 2006; Purwanto, 2020). Furthermore, Baek et al. (2019) stated that satisfaction becomes one indicator that strengthens commitment from a social exchange perspective. (Amoah et al., 2022; Gupta & Agrawal, 2023) pointed out that individual workers with high job satisfaction will have high organizational commitment. Moreover, workers who are satisfied with their work tend to give more than what the company expects and have a high commitment. Workers who are satisfied with their work tend to give more than what the company expects and have a high commitment. On the other hand, workers with low job satisfaction tend to see work as a routine that is not done wholeheartedly. Job satisfaction is perceived in the positive attitude of workers towards their work and everything they face in their work environment; on the contrary, workers who are not satisfied by the dimensions related to work appear to have negative attitudes that reflect their lack of commitment to the company such as frequent absenteeism, low productivity, high level of damage, to worker transfer.

The Effect of Job Satisfaction on Ethical Behavior

The results of this study indicated that job satisfaction has a positive effect on ethical behavior, asserting that higher job satisfaction will make the individual's tendency to behave ethically. This finding is in line with prior studies (Fu, 2014; Fu et al., 2020; Kaffashpoor & Sadeghian, 2020), which revealed that job satisfaction has a significantly positive

effect on worker ethical behavior, where various aspects of job satisfaction (Fred, 2011) such as satisfaction with promotions, co-workers, and supervision (Robbins & Judge, 2017) have a significant positive impact on respondents' ethical behavior.

Job Satisfaction as a Mediation of Self-Efficacy Effect on Ethical Behavior.

The results of this study indicated that job satisfaction can be used as mediation on the effect of self-efficacy on ethical behavior. The results of this study are expected to provide insight into increasing job satisfaction affects the increasing ethical behavior among workers. In other words, a high level of self-efficacy affects job satisfaction; thus, it subsequently affects the tendency of workers to behave ethically. According to the present authors, it is essential to note that individuals having high self-efficacy will perform the behavior as expected by their work unit or organization. However, people with low self-efficacy tend to perform behaviors beyond their job expectations to work effectively and successfully in their jobs and for organizations. Prior studies (Demir, 2020; Luthans, Youssef, et al., 2006; Soto & Rojas, 2019) have reported that workers with high self-efficacy affect job satisfaction. Furthermore, workers with higher satisfaction will affect the tendency to behave ethically (Fu et al., 2020; Poikkeus et al., 2020).

Job Satisfaction as a Mediation of Self-Efficacy Effect on Organizational Commitment.

The results of this study indicated that job satisfaction can be used as mediation on the effect of self-efficacy on organizational commitment. In other words, increasing job satisfaction will likely affect the increasing worker's commitment. In other words, if self-efficacy is high, it will affect job satisfaction and the increasing organizational commitment among the workers. (Demir, 2020) noted that self-efficacy affects organizational commitment and worker job satisfaction. Similarly, Buangga et al. (2018) revealed that self-efficacy significantly affects organizational commitment and job satisfaction. (Lin & Wang, 2018) and (Ashfaq et al., 2021) revealed that self-efficacy, in general, will affect job satisfaction through its relationship with success at work.

5. Conclusion

Based on the results of a study of the research model consisting of self-efficacy, job satisfaction, organizational commitment, and ethical behavior variables, it can be summarized that self-efficacy, in general, has a significantly direct influence on ethical behavior and organizational commitment as well as job satisfaction as mediation in the relationship between self-efficacy and ethical behavior, as well as a mediation between self-efficacy and worker organizational commitment. This finding can be explained because people with self-efficacy behave confidently in their job responsibilities to gain success. Self-efficacy can improve ethical behavior and organizational commitment; self-efficacy is a belief in one's ability to complete tasks and perform behavior. Confidence to face obstacles at work and willingness to try is believed to generate the best work results. This condition will affect individuals' strength, direction, and persistence to strive for success and overcome all obstacles encountered. Effort, strength, and persistence will affect individual motivation and job satisfaction, increasing individual commitment and directing individuals to behave according to applicable norms and provisions.

Based on the referred studies, it can be implied that higher individual self-efficacy leads to higher organizational commitment and the tendency to behave ethically. Based on the selection of objects in this study, workers engaging in the health sector are particularly prone to ethical behavior and commitment. Thus, devoted attention to job satisfaction, both in satisfaction with work, rewards, co-workers, and opportunities for promotion, will affect the increase in organizational commitment and the tendency of workers to behave ethically. As observed in this study, self-efficacy impacts behavior in several important ways. Firstly, self-efficacy can influence the choices and individual actions at work when individuals feel competent and confident in their abilities. Secondly, self-efficacy determines how much effort is made by the individual, how long the individual will survive when facing obstacles, and how steadfast in facing unfavorable situations, meaning that self-efficacy will affect how much motivation an individual worker has in terms of the amount of effort, strength, and persistence. Lastly, someone with self-efficacy has self-confidence, work commitment, high motivation, and enthusiasm. Hence, high self-efficacy will develop a strong personality in a person; affect the ability to deal with stress in threatening situations (Larengkeng et al., 2019). High self-efficacy encourages someone to try hard and be optimistic about getting positive results or success. People with high self-efficacy actualize themselves more optimally than people with low self-efficacy. High self-efficacy helps individuals to complete tasks and reduce workload psychologically and physically. However, people with low self-efficacy indicate an attitude of not trying hard.

Meanwhile, the managerial implications from this study include comprehensive efforts to increase the tendency to behave ethically by optimizing the self-efficacy possessed by individuals or indirectly through increasing job satisfaction. The embodiment of job satisfaction is also able to increase employee organizational commitment, both affective, normative, and sustainability commitments, as well as the level of job satisfaction will also be able to increase the tendency of workers to behave ethically both willingness to understand and recognize behavior according to a code of ethics, take actions that are consistent with values and confidence, able to act based on values and norms even though it is difficult or risky.

Workers in the health sector, especially medical personnel, must have certain behavioral determinations to complete all work. One of these behaviors includes self-efficacy, which refers to individual beliefs regarding their ability

to mobilize motivation (Soelton et al., 2020), cognitive resources (Sudiro et al., 2023), and actions needed to accomplish the assigned tasks in certain contexts. Work ethic provides a system of values or norms used by all company workers, including their leaders, in carrying out their daily work (Aryati et al., 2018), implementing good work ethics and practice values, such as honesty, openness, loyalty to the company, consistency in decisions, good cooperation, discipline, and responsibility. An understanding of ethics serves as a basis for forming character in the ethical behavior of a worker, expected to support the success of the organization in the long term. Loyalty can be interpreted as devotion and trust given or addressed to a person or institution, in which there is a sense of love and responsibility to try to provide the best service and behavior (Handoko, 2016). Loyalty reflects organizational commitment, which describes individuals' strong recognition and involvement in the organization. Workers with high commitment will have a greater emotional bond with the organization and feel happier with their work and tend to reduce the likelihood of leaving the work environment. (Meyer & Allen, 1991; Mobley et al., 1978) states that organizational commitment is a moral dimension, where one form of organizational commitment, namely normative commitment, is a form of moral responsibility to the organization where they work.

Workers, who have high organizational commitment, exhibit different attitudes with workers who have low organizational commitment. High organizational commitment results in high work performance, low absenteeism, and high achievement of work targets. In addition, highly committed people will have maximum work performance (Eliyana & Ma'arif, 2019; Febrianto et al., 2019; Hendri, 2019). Hence, organizational commitment becomes one of the critical factors in the success of organizational achievement. In addition, the confidence of an individual worker to perform a task also affects the level of commitment. Organizational commitment can be achieved by increasing the self-efficacy of individual workers.

In particular, at Kanjuruhan General Hospital, attention to the self-efficacy of workers could be done by optimizing the communication function and institutionalizing ethical and moral values in the organization through the actualization of the vision, mission, and organizational strategy to raise awareness and understanding of workers to behave ethically. The ongoing attention and efforts of the institution to maintain the level of job satisfaction, primarily related to work, rewards, supervision/supervision, co-workers, and promotion opportunities, will affect the level of employee commitment and the tendency to continue behaving ethically.

This study, however, has several limitations, especially in measuring worker ethical behavior. Several development concepts in this study need to be observed (excluded) related to ethical behavior for health sector workers, such as code of ethics or ethical climate. Hence, further study is encouraged to explore ethical considerations and decisions. In research related to ethics, cultural differences need to be explored more broadly. This study was conducted using a quantitative approach, encouraging further research with a qualitative approach. Subsequently, discourse regarding self-efficacy in raising organizational commitment and ethical behavior can be more comprehensively understood.

Acknowledgment

The authors would like to thank the Faculty of Economics and Business, Universitas Brawijaya, for its technical support and all the contributors who assisted in this study.

Author Contribution

Author 1: Conceptualizing the draft, writing the original draft, curating data, conducting formal analysis, investigating, and formulating the research methodology.

Author 2: reviewing and editing, supervising, validating, investigating.

Financial Disclosure

This article was financed by the Faculty of Economics and Business, Universitas Brawijaya.

Conflict of Interest

The authors declare that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.

References

Journal

Abdel-Azeem, A. M., Zaki, A. E.-A., Khaled, A., & Hasanin Ghoneimy, A. G. (2023). Talent Management: The Pathway to Staff Nurses' Self-Efficacy and Organizational Effectiveness. *Egyptian Journal of Nursing and Health Sciences*, 4(1), 90–116.

Amoah, C., Jehu-Appiah, J., & Boateng, E. A. (2022). Ethical Leadership, Job Satisfaction, and Organisational Commitment among Health Workers in Ghana: Evidence from Central Region Hospitals. *Journal of Human Resource and Sustainability Studies*, 10(1), 123–141. 10.4236/jhrss.2022.101009

- Aryati, A. S., Sudiro, A., Hadiwidjaja, D., & Noermijati, N. (2018). The influence of ethical leadership to deviant workplace behavior mediated by ethical climate and organizational commitment. *International Journal of Law and Management*, 60(2), 233–249. <https://doi.org/10.1108/IJLMA-03-2017-0053>
- Ashfaq, F., Abid, G., & Ilyas, S. (2021). Impact of ethical leadership on employee engagement: role of self-efficacy and organizational commitment. *European Journal of Investigation in Health, Psychology and Education*, 11(3), 962–974. <https://doi.org/10.3390/ejihpe11030071>
- Baek, H., Han, K., & Ryu, E. (2019). Authentic leadership, job satisfaction and organizational commitment: The moderating effect of nurse tenure. *Journal of Nursing Management*, 27(8), 1655–1663. <https://doi.org/10.1111/jonm.12853>
- Bandura, A. (1977). *Social Learning Theory*. Englewood Cliffs, NJ: Prentice-Hall.
- Bandura, A. (1986). *Social foundations of thought and action*. Englewood Cliffs, NJ, 1986(23–28).
- Bandura, A. (2006). *Self-efficacy mechanism in psychological and health promoting behavior*. Prentice Hall, New Jersey.
- Bandura, A., Adams, N. E., Hardy, A. B., & Howells, G. N. (1980). Tests of the generality of self-efficacy theory. *Cognitive Therapy and Research*, 4, 39–66. <https://doi.org/10.1007/BF01173354>
- Bandura, A., Freeman, W. H., & Lightsey, R. (1999). *Self-efficacy: The exercise of control*. Springer.
- Bosnjak, M., Ajzen, I., & Schmidt, P. (2020). The theory of planned behavior: Selected recent advances and applications. *Europe's Journal of Psychology*, 16(3), 352–356. [10.5964/ejop.v16i3.3107](https://doi.org/10.5964/ejop.v16i3.3107)
- Buangga, R., Indratjahjo, H., & Saragih, B. (2018). Effect of Self Efficacy and Organizational Commitment to Organizational Performance Through Job Satisfaction PT. Adhi Karya (Persero). *International Journal of Business and Applied Social Science (IJBASS)*, 4(9), 47-57.
- Cardullo, V., Wang, C., Burton, M., & Dong, J. (2021). K-12 teachers' remote teaching self-efficacy during the pandemic. *Journal of Research in Innovative Teaching & Learning*, 14(1), 32–45. <https://doi.org/10.1108/JRIT-10-2020-0055>
- Chang, C.-S. (2015). Moderating effects of nurses' organizational support on the relationship between job satisfaction and organizational commitment. *Western Journal of Nursing Research*, 37(6), 724–745. <https://doi.org/10.1177/019394591453>
- Chegini, Z., Janati, A., Asghari-Jafarabadi, M., & Khosravizadeh, O. (2019). Organizational commitment, job satisfaction, organizational justice and self-efficacy among nurses. *Nursing Practice Today*, 6(2), 86–93. <https://doi.org/10.18502/npt.v6i2.913>
- Demir, S. (2020). The role of self-efficacy in job satisfaction, organizational commitment, motivation and job involvement. *Eurasian Journal of Educational Research*, 20(85), 205–224.
- Eileen Rachman. (2006). *Meraba integritas, bisakah?* Kompas. Experd: Jakarta.
- Eliyana, A., & Ma'arif, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iemeen.2019.05.001>
- Fasieh, M. F. I., Thoyib, A., & Suryadi, N. (2023). Job Satisfaction as a Mediator of Spiritual Leadership and Intention to Stay of Teaching Personnel. *Journal of Business and Management Review*, 4(3), 180–195. <https://doi.org/10.47153/jbmr43.6422023>
- Febrianto, A. S., Noermijati, N., Juwita, H. A. J., & Alashkam, S. A. (2019). the Influence of Psychological Empowerment and Islamic Spiritual Leadership on Organizational Commitments and Intrinsic Motivation. *Jurnal Aplikasi Manajemen*, 17(3), 381–390. <https://doi.org/10.21776/ub.jam.2019.017.03.01>
- Ferrell, O. C., & Fraedrich, J. (2021). *Business ethics: Ethical decision making and cases*. Cengage learning.

- Fida, R., Paciello, M., Tramontano, C., Barbaranelli, C., & Farnese, M. L. (2015). "Yes, I Can": the protective role of personal self-efficacy in hindering counterproductive work behavior under stressful conditions. *Anxiety, Stress, & Coping*, 28(5), 479–499.
- Fraillon, J., Ainley, J., Schulz, W., Friedman, T., & Gebhardt, E. (2014). *Preparing for life in a digital age: The IEA International Computer and Information Literacy Study international report*. Springer Nature. <https://doi.org/10.1007/978-3-319-14222-7>
- Fred, L. (2011). *Organizational behavior: an evidence-based approach*. McGraw-Hill.
- Fu, W. (2013). The Impact of Emotional Intelligence, Organizational Commitment, and Job Satisfaction on Ethical Behavior of Chinese Employees. *Journal of Business Ethics*, 122(1), 137–144. <https://doi.org/10.1007/s10551-013-1763-6>
- Fu, W. (2014). The impact of emotional intelligence, organizational commitment, and job satisfaction on ethical behavior of Chinese employees. *Journal of Business Ethics*, 122, 137–144.
- Fu, W., He, F., & Zhang, N. (2020). Antecedents of organizational commitment of insurance agents: Job satisfaction, ethical behavior, and ethical climate. *Journal of Global Business Insights*, 5(2), 134–149.
- Ghozali, I., & Latan, H. (2015). Partial Least Squares Concepts, Techniques and Applications using the SmartPLS 3.0 Program. *Semarang: Issuing Board of Diponegoro University*.
- Gist, M. E., & Mitchell, T. R. (1992). Self-efficacy: A theoretical analysis of its determinants and malleability. *Academy of Management Review*, 17(2), 183–211.
- Grigoropoulos, J. E. (2019). The Role of Ethics in 21st Century Organizations. *International Journal of Progressive Education*, 15(2), 167–175.
- Gupta, R., & Agrawal, R. (2023). Unveiling the Hidden Layers of Employees' Job Satisfaction and Organizational Commitment: A Meta-analysis. *Business Perspectives and Research*, 0(0) <https://doi.org/10.1177/22785337221148885>
- Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>.
- Hameli, K., & Ordun, G. (2022). The mediating role of self-efficacy in the relationship between emotional intelligence and organizational commitment. *European Journal of Management Studies*, 27(1), 75–97. <https://doi.org/10.1108/ejms-05-2021-0033>
- Handiyani, H., Kusumawati, A. S., Karmila, R., Wagiono, A., Silowati, T., Lusiyana, A., & Widyana, R. (2019). Nurses' self-efficacy in Indonesia. *Enfermeria Clinica*, 29, 252–256.
- Handoko, T. H. (2016). *Manajemen personalia dan sumberdaya manusia*. Yogyakarta: BPFE.
- Hasibuan, M. S. (2016). *Buku Manajemen Sumber Daya Manusia (Revisi)*. Jakarta: Bumi Aksara.
- Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208–1234.
- Heslin, P. A., & Klehe, U.-C. (2006). Self-efficacy. *Encyclopedia Of Industrial/Organizational Psychology*, SG Rogelberg, Ed, 2, 705–708.
- Huang, C., You, C., & Tsai, M. (2012). A multidimensional analysis of ethical climate, job satisfaction, organizational commitment, and organizational citizenship behaviors. *Nursing Ethics*, 19(4), 513–529.
- Hutzler, Y., Meier, S., Reuker, S., & Zitomer, M. (2019). Attitudes and self-efficacy of physical education teachers toward inclusion of children with disabilities: a narrative review of international literature. *Physical Education and Sport Pedagogy*, 24(3), 249–266.

- Lovino, P. (2022). *The role of self-efficacy in the self-care of patients with chronic conditions*. Australian Catholic University.
- Joe, S.-W. (2010). Assessing job self-efficacy and organizational commitment considering a mediating role of information asymmetry. *The Social Science Journal*, 47(3), 541–559.
- Kaffashpoor, A., & Sadeghian, S. (2020). The effect of ethical leadership on subjective wellbeing, given the moderator job satisfaction (a case study of private hospitals in Mashhad). *BMC Nursing*, 19(1), 1–8.
- Kurniawan, M. H., Hariyati, R. T. S., & Afifah, E. (2019). The relationship between caring preceptor, self-efficacy, job satisfaction, and new nurse performance. *Enfermeria Clinica*, 29, 464–470.
- Koh, H. C., & Boo, E. (2001). The link between organizational ethics and job satisfaction: A study of managers in Singapore. *Journal of Business Ethics*, 29(4), 309–324.
- Larengkeng, T., Gannika, L., & Kundre, R. (2019). Burnout dengan self efficacy pada perawat. *Jurnal Keperawatan*, 7(2).
- Lin, L., & Wang, S. (2018). Self-efficacy, organizational commitment, and employee engagement in small and medium-sized enterprises. *International Journal of Business Marketing and Management (IJBMM)*, 3(4), 35–39.
- Liu, E. (2019). Occupational self-efficacy, organizational commitment, and work engagement. *Social Behavior and Personality: An International Journal*, 47(8), 1–7.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2006). *Psychological capital: Developing the human competitive edge* (New York, 2006; online edn, Oxford Academic, 1 Sept. 2007), <https://doi.org/10.1093/acprof:oso/9780195187526.001.0001>,
- Luthans, F., Zhu, W., & Avolio, B. J. (2006). The impact of efficacy on work attitudes across cultures. *Journal of World Business*, 41(2), 121–132.
- Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6, 1–12.
- Maddux, J. E., & Gosselin, J. T. (2012). *Self-efficacy*. The Guilford Press.
- Mahyuddin, M., Kurniullah, A. Z., Hasibuan, A., Rahayu, P. P., Purba, B., Sipayung, P. D., Hastuti, P., Irdawati, I., Sudarso, A., & Silalahi, M. (2021). *Teori Organisasi*. Yayasan Kita Menulis.
- Maria, S., Lestari, D., Rochaida, E., Darma, D. C., & Rahmawati, H. R. (2021). Self-Efficacy, Organizational Commitment, And Employee Performance—From Public Office. *Cactus Tourism Journal*, 1(3), 6–15.
- Martinko, M. J., Gundlach, M. J., & Douglas, S. C. (2002). Toward an integrative theory of counterproductive workplace behavior: A causal reasoning perspective. *International Journal of Selection and Assessment*, 10(1-2), 36–50.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408.
- Moslehpour, M., Chang, M.-L., & Dadvari, A. (2022). Adopting the configurational approach to the analysis of job satisfaction in Mongolia. *European Research on Management and Business Economics*, 28(1), 100179.
- Na-Nan, K., Kanthong, S., & Jungtrakul, J. (2021). An empirical study on the model of self-efficacy and organizational citizenship behavior transmitted through employee engagement, organizational commitment and job satisfaction in the thai automobile parts manufacturing industry. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(3), 170.
- Petrack, E., Wahidi, K. R., & Anindita, R. (2023). Analysis of the Management the Head of Nurse Management and Reward System and Organizational Commitment as Mediation Variables at RSUP Dr Sitanala. *European Journal of Business and Management Research*, 8(1), 252–258.
- Phillips, J. M., & Gully, S. M. (1997). Role of goal orientation, ability, need for achievement, and locus of control in the self-efficacy and goal-setting process. *Journal of Applied Psychology*, 82(5), 792.

- Poikkeus, T., Suhonen, R., Katajisto, J., & Leino-Kilpi, H. (2020). Relationships between organizational and individual support, nurses' ethical competence, ethical safety, and work satisfaction. *Health Care Management Review, 45*(1), 83–93.
- Poluektova, O., Kappas, A., & Smith, C. A. (2023). Using Bandura's Self-Efficacy Theory to Explain Individual Differences in the Appraisal of Problem-Focused Coping Potential. *Emotion Review, 0*(0). <https://doi.org/10.1177/17540739231164367>.
- Purwanto, A. (2020). The Relationship of Transformational Leadership, Organizational Justice and Organizational Commitment: a Mediation Effect of Job Satisfaction. *Journal of Critical Reviews, 7*(9), 89-108.
- Rahayu, M., Rasid, F., & Tannady, H. (2018). Effects of self-efficacy, job satisfaction, and work culture toward performance of telemarketing staff in banking sector. *South East Asia Journal of Contemporary Business, Economics and Law, 16*(5), 47–52.
- Robbins, S. P., & Judge, T. A. (2015). *Perilaku organisasi (Organizational behavior 16th edition)*. Jakarta: McGraw Hill Dan Salemba Empat.
- Robbins, S. P., & Judge, T. A. (2017). Full-Circle Learning MyLab. *Fortune, 290*.
- Sarinah, Maruf, A., & Prasadja, R. (2018). the Effect of Work Autonomy, Self-Efficacy and Work Engagement Towards Organizational Commitment. *International Journal of Economics, Commerce and Management United Kingdom, 6*(2), 31–44.
- Schulz-Knappe, C., Koch, T., & Beckert, J. (2019). The importance of communicating change: Identifying predictors for support and resistance toward organizational change processes. *Corporate Communications, 24*(4), 670–685. <https://doi.org/10.1108/CCIJ-04-2019-0039>
- Schunk, F., Zeh, F., & Trommsdorff, G. (2022). Cybervictimization and well-being among adolescents during the COVID-19 pandemic: The mediating roles of emotional self-efficacy and emotion regulation. *Computers in Human Behavior, 126*, 107035. <https://doi.org/10.1016/j.chb.2021.107035>
- Shehab, S., Al-Bsheish, M., Meri, A., Dauwed, M., Aldhmadi, B. K., Kareem, H. M., Alyouf, A., Al-Mugheed, K., & Jarrar, M. (2023). Knowledge sharing behaviour among head nurses in online health communities: The moderating role of knowledge self-efficacy. *PloS One, 18*(1), e0278721.
- Shorey, S., & Lopez, V. (2021). Self-efficacy in a nursing context. *Health Promotion in Health Care—Vital Theories and Research, 145–158*.
- Shoss, M. K., Jundt, D. K., Kobler, A., & Reynolds, C. (2016). Doing bad to feel better? An investigation of within-and between-person perceptions of counterproductive work behavior as a coping tactic. *Journal of Business Ethics, 137*, 571–587.
- Slovin, E. (1960). *Sampling*. New York: Simon and Schuster Inc.
- Soelton, M., Noermijati, N., & Rohman, F. (2020). Burnouts Didn't Happen in Individuals That Have a Strong Self Efficacy. *PalArch's Journal of Archaeology of Egypt/Egyptology, 17*(6), 4238–4251.
- Soleman, M., Armanu, A., Aisjah, S., & Sudjatno, S. (2020). Islamic job satisfaction, organizational commitment, and intention to leave: Moderating role of Islamic work ethics. *Management Science Letters, 10*(6), 1359–1368.
- Soto, M., & Rojas, O. (2019). Self-efficacy and job satisfaction as antecedents of citizenship behaviour in private schools. *International Journal of Management in Education, 13*(1), 82–96.
- Stajkovic, A. D., & Luthans, F. (1998). Self-efficacy and work-related performance: A meta-analysis. *Psychological Bulletin, 124*(2), 240.
- Stremic, S. M., Reichin, S. L., Thiele, A., Jackson, A. T., & Frame, M. C. (2017). *The effects of self-efficacy, perceptions of ethical misconduct, and guilt-proneness on CWBs*. 13th Annual River Cities Industrial and Organizational Psychology Conference, 2017, University of Tennessee at Chattanooga. <https://scholar.utc.edu/rcio/2017/sessions/16/>

- Sudiro, A., Nugroho Adi, A., Fithriana, N., Fasieh, M. F. I., & Soelton, M. (2023). Towards emotional intelligence and quality of work life: Improving the role of work attitude. *Cogent Business & Management*, 10(1), 2189992.
- Tilmon, S. J., Lee, K. K., Gower, P. A., West, K. S. H., Mittal, K., Ogle, M. B., Rodriguez, I. M., & Johnson, D. (2023). Impact of an Urban Project ECHO: Safety-Net Clinician Self-Efficacy Across Conditions. *American Journal of Preventive Medicine*, 64(4), 535-542. <https://doi.org/10.1016/j.amepre.2022.11.004>
- Triandis, Harry. C. (1971). *Attitude and Attitude Change*. Toronto: John Willey & Sons.
- Van den Heuvel, M., Demerouti, E., & Peeters, M. C. W. (2015). The job crafting intervention: Effects on job resources, self-efficacy, and affective well-being. *Journal of Occupational and Organizational Psychology*, 88(3), 511–532.
- Valentine, S., Godkin, L., Fleischman, G., & Kidwell, R. (2011). Corporate ethical values, group creativity, job satisfaction and turnover intention: The impact of work context on work response. *Journal of Business Ethics*, 98(3), 353–372.
- Viswesvaran, C., Deshpande, S. P., & Joseph, J. (1998). Job satisfaction as a function of top management support for ethical behavior: A study of Indian managers. *Journal of Business Ethics*, 17(4), 365–371
- Vroom, V. H., & Jago, A. G. (2007). The role of the situation in leadership. *American Psychologist*, 62(1), 17.
- Wang, D., Gan, C., Wu, C., & Wang, D. (2015). Ethical leadership and employee voice: Employee self-efficacy and self-impact as mediators. *Psychological Reports*, 116(3), 751–767.
- Wood, R., & Bandura, A. (1989). Social cognitive theory of organizational management. *Academy of Management Review*, 14(3), 361–384.
- Xiang, D., Ge, S., Zhang, Z., Budu, J. T., & Mei, Y. (2023). Relationship among clinical practice environment, creative self-efficacy, achievement motivation, and innovative behavior in nursing students: A cross-sectional study. *Nurse Education Today*, 120, 105656.
- Yokoyama, S. (2019). Academic self-efficacy and academic performance in online learning: A mini review. *Frontiers in Psychology*, 9, 2794.
- Zeb, S., & Nawaz, A. (2016). Impacts of Self-Efficacy on Organizational Commitment of Academicians A Case of Gomal University, Dera Ismail Khan, Khyber Pakhtunkhwa, Pakistan. *Information and Knowledge Management*, 6(1), 36–42.