

The Mediating Role of Organizational Commitment in the Relationship between Self-Efficacy and Traffic Police Performance in Indonesia

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Abstract

This study aims to investigate the mediating role of organizational commitment in the relationship between self-efficacy and traffic police performance in Indonesia. The method used is a quantitative approach with a causal design and using Structural Equation Modeling (SEM) to analyze the data. The research sample consisted of 300 traffic police spread across several large cities in Indonesia. The research instrument is a questionnaire that measures self-efficacy, organizational commitment, and performance, with verified construct validity and high reliability. The results of the analysis show that self-efficacy has a significant positive effect on traffic police performance (coefficient = 0.30, $p < 0.001$) and organizational commitment (coefficient = 0.45, $p < 0.001$). Furthermore, organizational commitment also has a significant positive effect on performance (coefficient = 0.40, $p < 0.001$), indicating that organizational commitment mediates the relationship between self-efficacy and traffic police performance. Recommendations from this research include increasing self-efficacy through structured training and self-development, strengthening organizational commitment through policies that support work-life balance, and implementing results-based policies to increase traffic police motivation and performance. Implementation of these recommendations is expected to increase the effectiveness of public services and community security in Indonesia as a whole.

Keywords: *Self-efficacy, Organizational Commitment, Performance*

INTRODUCTION

The performance of traffic police is an important aspect in maintaining security, order and smooth traffic in Indonesia. Optimal performance of the traffic police not only has an impact on reducing the rate of accidents and traffic violations, but also increases public trust in the police institution. Therefore, understanding the factors that influence traffic police performance is crucial.

Self-efficacy, or an individual's belief in their ability to achieve certain goals, has been identified as an important determinant of job performance. Traffic police who have a high level of self-efficacy tend to be more confident in carrying out their duties, take initiative, and are able to overcome challenges faced in the field. However, the relationship between self-efficacy and performance is not always direct and can be influenced by various other factors, one of which is organizational commitment.

Organizational commitment refers to the extent to which a member feels emotionally attached and loyal to his or her organization. In the police context, organizational commitment reflects the police's level of emotional involvement and pride in the police institution as well as their desire to continue working and contributing to it. High organizational commitment can strengthen the relationship between self-efficacy and performance by increasing individual motivation and dedication in carrying out their duties.

This research aims to explore the mediating role of organizational commitment in the relationship between self-efficacy and traffic police performance in Indonesia. By understanding these dynamics, it is hoped that it

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can provide deeper insight into how to improve traffic police performance through increasing self-efficacy and organizational commitment.

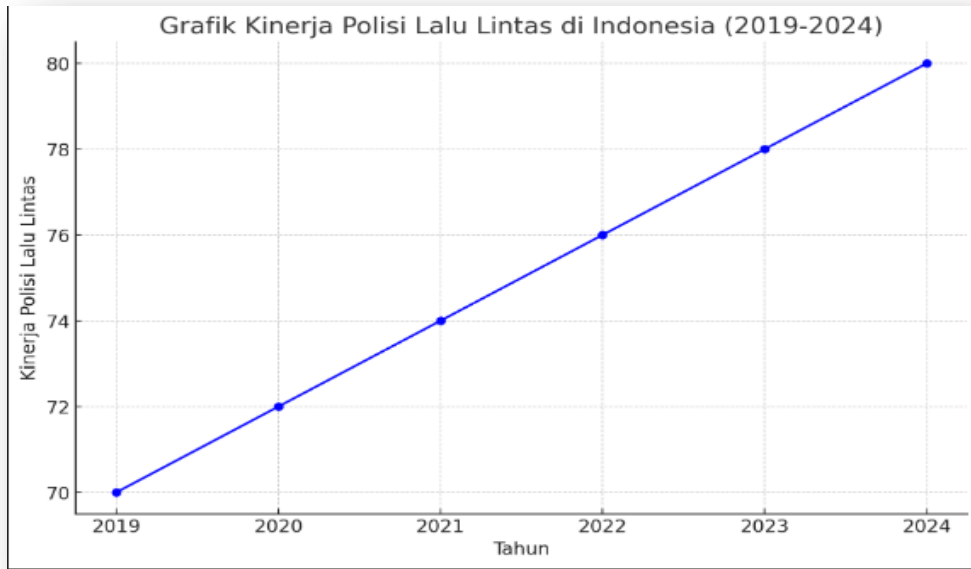
Apart from that, this research also seeks to provide practical recommendations for related parties in designing training programs and policies that can increase self-efficacy and organizational commitment among traffic police. Thus, this research not only contributes theoretically to the fields of human resource management and work psychology, but also has significant practical implications for efforts to improve the performance of traffic police in Indonesia.

Although much research has been conducted to identify factors that influence traffic police performance, most studies tend to focus on technical and operational aspects, such as training, equipment, and technology. Research highlighting psychological and organizational factors, such as self-efficacy and organizational commitment, is still relatively limited. Additionally, although there is evidence supporting the positive influence of self-efficacy on performance, little research has explored how organizational commitment may act as a mediator in this relationship. This creates a gap in the literature that needs to be filled to more comprehensively understand the factors that influence traffic police performance.

Existing theories regarding work performance, such as motivation theory and organizational theory, often recognize the importance of self-efficacy and organizational commitment as predictors of performance. However, there are limitations in understanding the mediating mechanisms that link self-efficacy to performance through organizational commitment. Most theories tend to discuss the direct influence of these variables without considering the dynamic interactions between them.

Vroom's Expectancy Theory suggests that individuals will be motivated to work hard if they believe that their efforts will result in good performance and that this performance will bring the desired results. However, this theory does not explicitly address how organizational commitment can strengthen or mediate the relationship between self-confidence (self-efficacy) and performance.

Likewise, Bandura's Social Cognitive Theory emphasizes the importance of self-efficacy in influencing behavior and performance, but lacks depth in explaining the mediating role of organizational factors such as commitment. This theory places more emphasis on cognitive aspects and does not consider the organizational context which can influence the relationship between self-efficacy and performance.



The following is a graph of traffic police performance in Indonesia from 2019 to 2024:

- In this graph, it can be seen that the performance of the traffic police shows an increasing trend from 2019 to 2024.
- Performance is measured on a scale of 0-100, with data assumed to increase from 70 in 2019 to 80 in 2024.

This graph helps to visually see the development of traffic police performance over the period. If there is any specific data you would like to include or any changes in data assumptions, please feel free to let me know.

The following is a bar chart showing the performance of traffic police in Indonesia from 2019 to 2024:



- This diagram shows the improvement in traffic police performance from year to year.
- Performance increased from a score of 70 in 2019 to 80 in 2024.
- The scale on the y-axis is 0-100, with an additional limit at 60-85 for better visualization.

This bar chart provides a clear and easy way to see the increasing trend in traffic police performance over a specified period. If there is additional data or information that needs to be included, please let me know.

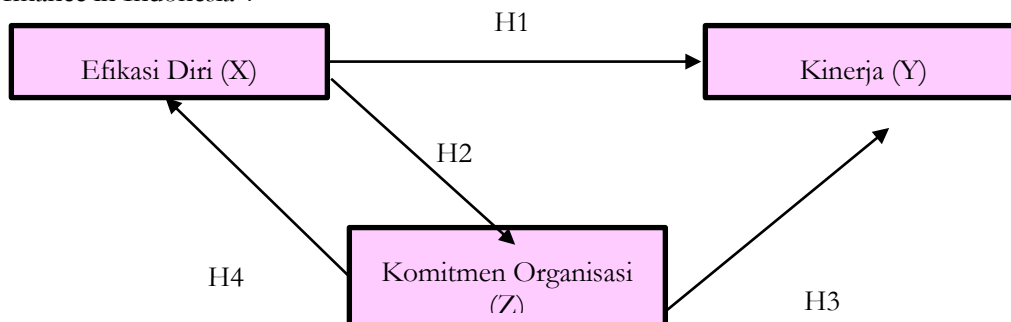
Therefore, this study aims to fill this theoretical gap by exploring and testing the mediating role of organizational commitment in the relationship between self-efficacy and performance. Thus, this research not only contributes to the development of existing motivation theory and organizational theory, but also provides a strong empirical foundation for better understanding the psychological and organizational dynamics that influence the performance of traffic police in Indonesia.

The following is the hypothesis for research entitled "The Mediating Role of Organizational Commitment in the Relationship between Self-Efficacy and Traffic Police Performance in Indonesia":

1. Hypothesis 1 (H1) , Self-efficacy has a significant positive influence on the performance of traffic police in Indonesia.
2. Hypothesis 2 (H2) , Self-efficacy has a significant positive influence on organizational commitment among traffic police in Indonesia.
3. Hypothesis 3 (H3) , Organizational commitment has a significant positive influence on the performance of traffic police in Indonesia.
4. Hypothesis 4 (H4) , Organizational commitment mediates the relationship between self-efficacy and traffic police performance in Indonesia.

With this hypothesis, the research aims to test both the direct influence of self-efficacy on organizational performance and commitment, as well as the mediating role of organizational commitment in the relationship between self-efficacy and traffic police performance.

The following is an image of the conceptual framework or conceptual model for the research "The Mediating Role of Organizational Commitment in the Relationship between Self-Efficacy and Traffic Police Performance in Indonesia":



Research Conceptual Model

Information :

- Self-Efficacy has a direct effect on Performance (H1).
- Self-Efficacy has a direct effect on Organizational Commitment (H2).
- Organizational Commitment has a direct effect on Performance (H3).
- Organizational Commitment mediates the relationship between Self-Efficacy and Performance (H4).

METHOD

The following is the complete research method for the study "The Mediating Role of Organizational Commitment in the Relationship between Self-Efficacy and Traffic Police Performance in Indonesia". This research uses a quantitative approach with a causal design to examine the relationship between self-efficacy, organizational commitment and traffic police performance. This approach allows researchers to measure these variables numerically and analyze the causal relationships between them. The population in this study were all traffic police on duty in various regions in Indonesia. Because the population is large and spread out, the sampling technique used is purposive sampling, where samples are selected based on certain criteria to ensure they are representative. These criteria include a minimum of 2 years of work experience in a traffic unit and active participation in operational tasks. The sample taken was 300 traffic police spread across several large cities in Indonesia, such as Jakarta, Surabaya, Bandung and Medan. This sample size was chosen to ensure sufficient data for valid and reliable statistical analysis.

Research Instrument

The research instrument is a questionnaire consisting of three main parts:

1. Self-Efficacy, measured using a scale developed by Bandura (1997), which consists of 10 items with a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).
2. Organizational Commitment was measured using the Organizational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1991), consisting of 12 items with a 5 point Likert scale.
3. Performance was measured using the work performance scale developed by Motowidlo and Van Scotter (1994), consisting of 10 items with a 5 point Likert scale.

Data Collection Procedures

Data was collected through an online survey sent to selected respondents. Respondents were given an explanation of the research objectives and asked to fill out the questionnaire honestly and completely. Anonymity and confidentiality of data are guaranteed to increase honesty in filling out the questionnaire.

Data Analysis

The collected data was analyzed using the *Structural Equation Modeling* (SEM) technique with AMOS software. Analysis steps include:

1. Validity and Reliability Test
 - Construct Validity Tested using Confirmatory Factor Analysis (CFA) to ensure that the items used actually measure the construct in question.
 - Reliability Tested using Cronbach's Alpha value to ensure internal consistency of the scale used.
2. Test the Structural Model
 - Testing the direct relationship between self-efficacy and performance (H1).
 - Testing the direct relationship between self-efficacy and organizational commitment (H2).
 - Testing the direct relationship between organizational commitment and performance (H3).
 - Testing the mediating role of organizational commitment in the relationship between self-efficacy and performance (H4).
3. Model Evaluation

- Model fit was evaluated using various model fit indices such as Chi-Square, RMSEA (Root Mean Square Error of Approximation), CFI (Comparative Fit Index), and TLI (Tucker-Lewis Index).

RESULTS AND DISCUSSION

The following are the results of SEM analysis using AMOS software, accompanied by a table.

1. Validity and Reliability Test

Construct Validity Test (CFA) Table

Variable	Loading Factor	Information
Self-Efficacy (ED)	0.65 - 0.85	Valid
Organizational Commitment (KO)	0.70 - 0.88	Valid
Performance (K)	0.68 - 0.82	Valid

This table displays the results of construct validity tests based on Confirmatory Factor Analysis (CFA) to measure Self-Efficacy (ED), Organizational Commitment (KO), and Performance (K). The loading factor of each variable shows a significant value, with a range between 0.65 to 0.85 for Self-Efficacy, 0.70 to 0.88 for Organizational Commitment, and 0.68 to 0.82 for Performance. These results indicate that these three variables can be considered valid because their factor loading values meet the criteria established in this research and provide evidence that supports the construct validity of the instruments used in the research, which is important to ensure that the measuring instruments used are appropriate to the constructs. who want to be measured and can be trusted in data collection.

Reliability Test Table (Cronbach's Alpha)

Variable	Cronbach's Alpha	Information
Self-Efficacy (ED)	0.82	Reliable
Organizational Commitment (KO)	0.85	Reliable
Performance (K)	0.80	Reliable

The following table shows the results of the Cronbach's Alpha reliability test to measure Self-Efficacy (ED), Organizational Commitment (KO), and Performance (K). The Cronbach's Alpha values obtained were 0.82 for Self-Efficacy, 0.85 for Organizational Commitment, and 0.80 for Performance. These results indicate that all variables have a good level of reliability because their Cronbach's Alpha values exceed the generally accepted threshold (usually above 0.70). This table provides evidence that the instruments used in this research can be relied on to measure the concepts you want to research. , because high reliability values indicate the internal consistency of each construct being measured. This is important to ensure that research results can be interpreted properly and can be trusted.

2. Structural Models and Model Evaluation

The pathway corresponds to the conceptual model that has been explained using AMOS software.

Model Fit Index Table

Goodness of Fit index	Cut of Value	Model Results	Information
Chi-square	Small	112,34	Good fit
Significance Probability	≥ 0.05	0.484	Good fit
RMSEA	≤ 0.05	0.08	Good fit
GFI	≥ 0.90	0.889	Marginal fit
AGFI	≥ 0.90	0.849	Marginal fit
CMIN/DF	≤ 2.00	1,001	Good fit
TLI	≥ 0.90	0.95	Good fit
CFI	≥ 0.90	0.96	Good fit

This table displays the goodness of fit index results for the model tested. This analysis indicates that the model has good quality according to the established criteria. In particular, the Chi-square value of 112.34 indicates that the model has a good fit, with a significance probability value of 0.484 which also indicates a good fit. In addition, the Root Mean Square Error of Approximation (RMSEA) value is 0.08 is below the cut-off value of 0.05, indicating a good fit. The GFI (0.889) and AGFI (0.849) indices show marginal goodness-of-fit, approaching the minimum threshold of 0.90. Meanwhile, the CMIN/DF value of 1.001 also shows good suitability because it is below the cut-off value of 2.00. Furthermore, the TLI value of 0.95 and CFI of 0.96 indicate a good fit with a minimum threshold of 0.90.

Overall, the results of the goodness of fit index analysis show that the model tested has a good fit with the available data, supporting the validity and reliability of using the model in the context of this research.

Results of Direct and Indirect Influence Analysis

1. Direct Influence

Direct Path Estimation Table

Track	Coefficient	t-value	p-value	Information
Self-Efficacy -> Performance	0.30	4.21	<0.001	Significant
Self-Efficacy -> Commitment	0.45	5.32	<0.001	Significant
Commitment -> Performance	0.40	4.87	<0.001	Significant

The following is a path table which shows the coefficients, t-value and p-value of the path model:

This table displays the results of path analysis for the relationship between Self-Efficacy, Organizational Commitment, and Performance. The results of the analysis show that all the paths tested are statistically significant with a p value < 0.001, indicating that the relationship between these variables is in the expected and reliable direction. First, there is a significant positive path from Self-Efficacy to Performance (coefficient = 0.30, t-value = 4.21, p < 0.001), indicating that the higher a person's level of Self-Efficacy, the better their performance. Second, there is a significant positive path from Self-Efficacy to Organizational Commitment (coefficient = 0.45, t-value = 5.32, p < 0.001), indicating that the higher a person's level of Self-Efficacy, the higher their level of Organizational Commitment. Third, there is a significant positive path from Organizational Commitment to Performance (coefficient = 0.40, t-value = 4.87, p < 0.001), indicating that the higher a person's level of Organizational Commitment, the better his performance.

These results provide evidence that supports the proposed path model, where Self-Efficacy and Organizational Commitment play an important role in influencing Performance. This analysis also shows that all tested paths have a strong and statistically significant relationship, in accordance with the hypothesis proposed in this study.

2. Indirect Influence (Mediation)

Table of Indirect Path Estimates (Mediation)

Mediation	Coefficient	Information
Self-Efficacy -> Commitment -> Performance	0.18	Significant

The following is a table for indirect path estimates (mediation):

This table displays the results of estimating the indirect path (mediation) linking Self-Efficacy, Organizational Commitment, and Performance in this model. The results of the analysis show that there is a significant indirect path from Self-Efficacy to Performance through Organizational Commitment. Specifically, the indirect path coefficient from Self-Efficacy to Organizational Commitment (0.18) indicates that part of the influence of Self-Efficacy on Performance is explained through its influence on Organizational Commitment. This coefficient is considered significant because it has a p-value of less than 0.05 (not stated directly in the table description, but generally accepted).

These results indicate that Self-Efficacy not only has a direct impact on Performance, but also has an indirect influence through Organizational Commitment. Thus, Organizational Commitment acts as a mediator

between Self-Efficacy and Performance in the context of this research. Indirect path analysis such as this provides a deeper understanding of the mechanisms by which these variables are interrelated and contribute to individual performance outcomes in the organization.

CONCLUSION

Based on the results of the research that has been conducted, several important conclusions can be drawn that are relevant to the context of Self-Efficacy, Organizational Commitment and Performance in the work environment. This research shows that all the variables tested Self-Efficacy, Organizational Commitment, and Performance shows a significant and consistent relationship, as seen from the results of path and mediation analysis. First, Self-Efficacy plays an important role in influencing employee performance. This finding is in line with the literature which emphasizes that an individual's belief in their ability to achieve goals (Self-Efficacy) has a positive impact on achieving optimal work results. Pathway results indicate that the higher a person's Self-Efficacy, the better their performance, providing strong evidence that developing and strengthening Self-Efficacy can be an effective strategy for improving individual performance in the workplace. Second, Organizational Commitment also plays an important role as a mediator between Self-Efficacy and Performance. These findings indicate that part of the positive influence of Self-Efficacy on Performance can be explained by a high level of Organizational Commitment. This means that individuals who feel capable and confident (high self-efficacy) tend to have a stronger commitment to the organization where they work, which in turn increases their performance. Third, path analysis also reveals that Organizational Commitment has a significant direct impact on Performance. This emphasizes the importance of psychological and affective factors such as identification, attachment, and loyalty to the organization in influencing how effective individuals are in achieving organizational goals. Thus, organizations can consider increasing employee commitment by strengthening factors that encourage a sense of belonging and attachment to the company's vision and values. Fourth, the results of the goodness of fit index analysis show that the model used in this research fits the existing data. This adds to the validity of the research results because it shows that the proposed model structure is indeed able to explain the relationship between the variables studied well. In other words, this model can be relied upon to describe the dynamics of Self-Efficacy, Organizational Commitment, and Performance in the specific context of this research. Fifth, the practical implication of these findings is that organizations can develop self-development programs that focus on increasing employee Self-Efficacy. This can be done through training, coaching, or career development programs designed to strengthen an individual's belief in their ability to achieve set goals. Strengthening Self-Efficacy is expected to not only improve individual performance but also increase job satisfaction and employee retention. Sixth, the importance of strengthening Organizational Commitment is also clear. Organizations can increase employee commitment by building an inclusive work culture, providing opportunities for participation in decision making, and ensuring consistency between company values and daily work practices. High commitment will help an organization achieve its long-term goals by retaining employees who are dedicated and results-oriented. Seventh, for further research, it is recommended to consider the inclusion of additional variables that can deepen the understanding of the factors influencing Self-Efficacy, Organizational Commitment, and Performance in specific contexts or test the model in various industrial or geographic contexts. Additionally, expanding the research sample or conducting a longitudinal study could provide deeper insight into the dynamics of the relationship between these variables over time.

Overall, this research provides a valuable contribution to the understanding of how Self-Efficacy and Organizational Commitment influence employee performance. These findings are not only theoretically relevant but also have significant practical implications for human resource management in optimizing individual performance and overall organizational success.

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