



The effect of job satisfaction and self-efficacy on organizational commitment mediated by organizational culture in generation z age span

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ABSTRACT

The purpose of this study was to determine the Effect of Job Satisfaction and Self Efficacy on Organizational Commitment Mediated by Organizational Culture in the Age Range of Generation Z. The population in this study was the population of Gojek or Grab couriers in Jabodetabek. and processed using IBM SPSS analysis. Through this research the authors wanted to know the effect of Job Satisfaction, Self-Efficacy, and Organizational Culture on Organizational Commitment. Companies that have a good organizational culture and employees who are satisfied and confident in their own abilities will survive more and generate better profits. Based on the research results obtained empirical facts in the form of: 1) There is no significant effect of Job Satisfaction on Organizational Commitment; 2) There is a significant effect of Self Efficacy on Organizational Commitment; 3) There is no significant influence of Organizational Culture on Organizational Commitment; 4) There is no significant effect of Job Satisfaction on Organizational Culture; 5) There is no significant effect of Self Efficacy on Organizational Culture; 6) Organizational Culture does not have a mediating effect on the influence of Job Satisfaction on Organizational Commitment; 7) Organizational Culture does not have a mediating effect on the influence of Self Efficacy on Organizational Commitment.

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INTRODUCTION

One of the biggest challenges for companies today is having employees who are psychologically attached to the company and have the desire to put more effort into the company's activities and become part of the company. With psychological attachment, employees are expected to have a strong commitment to the company. Employees and work teams who have strong commitment will be more enthusiastic and satisfied with their jobs. In addition, companies with committed employees tend to grow more and perform better.

In Indonesia, the e-shopping industry sector is generally filled with young workers or Generation Z. Based on several studies that have been conducted, Gen Z are those born between 1997 and 2012 (Brown, 2020; Francis & Hoefel, 2018; Linnes & Metcalf, 2017). However, based on research conducted by Forbes (2018), 77% of Gen Z feel pressure at their place of work caused by their view of a very competitive or competitive work environment, long working hours and short deadlines to complete work assignments. Furthermore, research that was conducted by Kronos Incorporated (2019) found that 33% of Gen Z rated flexibility where they work as an essential requirement.

However, Gen Z has enthusiasm and a persistent work ethic in carrying out their careers and trying to ensure that they make a good contribution to the company (Bucovetchi, et al, 2019). As a generation that is close to technology, Gen Z is considered to have strength in creativity and innovation. This is consistent with the character of Gen Z who are interested in organizations that have an innovative work culture (Chillakuri & Mahanandia, 2018; Lanier, 2017). According to research conducted by Ernest & Young (2015), the background of Gen Z's birth in difficult times full of uncertainty, made Gen Z grow into a generation that is self-aware and independent.

There is an increase in the number of working population aged 15 years and over and an increase in the percentage working in the transportation and other services sector, coupled with information from cncindonesia (2023) which states that the number of online motorcycle taxi (ojol) and online taxi drivers using the application has increased. The number of active drivers per month in the application is 10 percent more than the same period in the previous year. This attracted the interest of the author to conduct research.

Many Gojek and Grab couriers are filled with workers who are in Generation Z. They pursue this work as one of their main sources of livelihood. Gojek or Grab couriers have the task of picking up and delivering goods or food from the place of manufacture or the seller to the address of the customer. They are not legally bound by a contract with the company, but are bound as Gojek or Grab partners. If they exceed the time limit, they will be penalized, i.e. their orders are limited for a few hours or at worst they break.

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This research wants to know the effect of Job Satisfaction, Self Efficacy, and Organizational Culture on Organizational Commitment. Companies that have a good organizational culture and employees who are satisfied and confident in their own abilities will survive more and generate better profits. Based on the description above, this research takes the title "The Influence of Self Efficacy and Job Satisfaction on Organizational Commitment mediated by Organizational Culture on e-shopping couriers (Gojek and Grab) in the age range of Generation Z in Central Jakarta"

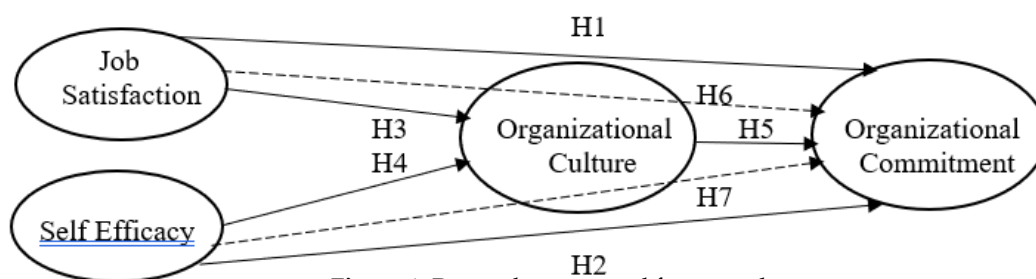
RESEARCH METHOD

This research was conducted in June 2023. The object of research was Gojek or Grab couriers with the age range of generation Z. In this study, the population of Gojek or Grab couriers in Jabodetabek. The total population is 80 people. The sampling technique in this study used purposive. In this study, data analysis was processed using the SPSS application (Sugiyono, 2018).

Table 1. Variable operationalization

Variable	Definition	Measurement
Organizational Commitment (Y)		1.
Organizational Culture (Z)	A set of belief systems or values that serve as guidelines for all employees or members in an organization	1. Results Oriented 2. Process Orientation 3. Innovation Orientation 4. Employee Orientation
Job Satisfaction (X1)	A feeling or emotional state that is pleasant or unpleasant for employees towards their work and is usually the result of a subjective assessment of aspects of work such as work situations, cooperative relationships with co-workers, rewards received, opportunities for promotion and recognition	1. Compensation 2. Policies and Procedures 3. Work environment 4. Career development
Self Efficacy (X2)	A person's belief in his ability to make decisions and act when carrying out tasks to achieve set goals and be able to overcome obstacles	1. Compensation 2. Policies and Procedures 3. Work environment 4. Career development 5. Technical Capability 6. Leadership 7. Creativity 8. Solution to problem

The data collected will be erroneous if those who complete the examination have different views, so when collecting data, everyone in the system must have the same understanding and collect data in the same way. Therefore, operational definitions must be made before data collection begins. In more detail the operationalization of the variables in this study can be described in the table, that all variables have definitions and indicators that become benchmarks in the study.

**Figure 1.** Research conceptual framework

Explanation of the Nature of Moderation

1. Job Satisfaction affects Organizational Commitment
2. Self Efficacy influences Organizational Commitment
3. Job Satisfaction influences Organizational Culture
4. Self Efficacy influences Organizational Culture
5. Organizational Culture influences Organizational Commitment

6. Organizational Culture mediates the effect of Job Satisfaction on Organizational Commitment
7. Organizational Culture mediates the effect of Self Efficacy on Organizational Commitment.

RESULTS AND DISCUSSIONS

Data analysis

Table 1. Descriptive statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
JOB_SATISFACTION	80	11	25	18.58	3.165
SELF_EFFICACY	80	12	25	20.14	2.479
ORGANIZATIONAL_CULTURE	80	12	21	16.66	2.810
ORGANIZATIONAL_COMMITMENT	80	16	24	20.01	2.028
Valid N (listwise)	80				

It can be seen that the statistical results on the Job Satisfaction variable show a minimum value of 11, a maximum value of 25, and produces an average value of 18.58, and a standard deviation of 3.165. The Self Efficacy variable shows a minimum value of 12, a maximum value of 25, and produces an average value of 20.14, and a standard deviation of 2.479. The Organizational Culture variable shows a minimum value of 12, a maximum value of 21, and produces an average value of 16.66, and a standard deviation of 2.810. The Organizational Commitment variable shows a minimum value of 16, a maximum value of 24, and produces an average value of 20.01, and a standard deviation of 2.028.

Table 2. Determination coefficient test

	Original Sample (O)
ORGANIZATIONAL COMMITMENT	0.599

The data above shows that the R Square value is 0.599, which means that Organizational Commitment can be explained by 59.9% of the independent variables. While the remaining 40.1% is explained by other factors not examined in this study.

Table 3. Uji T

	Original Sample (O)	T Statistics (O/STDEV)	P Values
JOB SATISFACTION -> ORGANIZATIONAL COMMITMENT	-0,091	0,661	0,509
JOB SATISFACTION -> ORGANIZATIONAL CULTURE	-0,169	0,410	0,682
ORGANIZATIONAL CULTURE -> ORGANIZATIONAL COMMITMENT	-0,497	1,162	0,246
SELF EFFICACY -> ORGANIZATIONAL COMMITMENT	0,562	5,035	0,000
SELF EFFICACY -> ORGANIZATIONAL CULTURE	-0,098	0,498	0,619

From the data above it can be stated that Job Satisfaction is not significant to Organizational Commitment. This can be seen from the P-Value value of the Job Satisfaction t test (0.509) which is

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greater than Alpha 5% (0.05). Self Efficacy has a significant effect on Organizational Commitment. This can be seen from the P-Value value of the t Self Efficacy test (0.000) which is smaller than Alpha 5% (0.05). Organizational Culture is not significant to Organizational Commitment. This can be seen from the P-Value value of the Organizational Culture t test (0.246) which is greater than Alpha 5% (0.05). Job Satisfaction is not significant to Organizational Culture. This can be seen from the P-Value value of the Job Satisfaction t test (0.682) which is greater than Alpha 5% (0.05). Self Efficacy is not significant to Organizational Culture. This can be seen from the P-Value value of the t Self Efficacy test (0.619) which is greater than Alpha 5% (0.05).

Table 4. Results of Job Satisfaction Mediation Analysis with Organizational Culture

	Original Sample (O)	T Statistics (O/STDEV)	P Values
JOB SATISFACTION -> ORGANIZATIONAL CULTURE	-0,169	0,410	0,682
ORGANIZATIONAL CULTURE -> ORGANIZATIONAL COMMITMENT	-0,497	1,162	0,246

From the data above it can be stated that Organizational Culture does not mediate the effect of Job Satisfaction on Organizational Commitment, because there is a requirement for Baron and Kenny Mediation being violated, namely the first requirement (Independent Variable must be significant to the Mediation Variable), in this case Job Satisfaction is not significant to Organizational Culture, the P-Value value (0.682) is greater than Alpha 5% (0.05), and the second requirement (Mediation Variable must be significant to the Dependent Variable), in this case Organizational Culture is not significant to Organizational Commitment, the P-Value (0.246) is greater than Alpha 5% (0.05).

Table 5. Results of Job Satisfaction Mediation Analysis with Organizational Culture

	Original Sample (O)	T Statistics (O/STDEV)	P Values
SELF EFFICACY -> ORGANIZATIONAL CULTURE	-0,098	0,498	0,619
ORGANIZATIONAL CULTURE -> ORGANIZATIONAL COMMITMENT	-0,497	1,162	0,246

From the data above it can be stated that Organizational Culture does not mediate the effect of Self Efficacy on Organizational Commitment, because there are Baron and Kenny Mediation requirements violated, namely the first requirement (Independent Variable must be significant to the Mediation Variable), in this case Self Efficacy is not significant to Organizational Culture, the P-Value value (0.619) is greater than Alpha 5% (0.05), and the second requirement (Mediation Variable must be significant to the Dependent Variable), in this case Organizational Culture is not significant to Organizational Commitment, the P-Value (0.246) is greater than Alpha 5% (0.05).

Discussion

1. Effect of Job Satisfaction on Organizational Commitment

The results of the t statistical test showed a significance value of 0.509. The significance value of t is greater than 0.05 (0.509 > 0.05). Thus, it can be concluded that the Job Satisfaction variable is not significant to Organizational Commitment. Thus, the results of this study are in contrast to the results of research conducted by Baskoro and Su Mintaputra (2022) and Hassan Aziz et al. (2021).

Their research gives the result that Job Satisfaction is significant to Organizational Commitment. From these results it can be seen that Job Satisfaction is not a determining factor in the Organizational Commitment of Gojek drivers. In this context, a Gojek or Grab driver may be satisfied or dissatisfied with their job, but their level of satisfaction will not

have a direct impact on the extent to which they are bound or committed to the company. In other words, even if a driver is satisfied with their job, it doesn't mean they will have a greater commitment to Gojek or Grab.

2. Effect of Self Efficacy on Organizational Commitment

The results of the t statistical test showed a significance value of 0.000. The significance value of t is greater than 0.05 ($0.000 < 0.05$). Thus, it can be concluded that the Self Efficacy variable has a significant effect on Organizational Commitment. Strong self-efficacy will also make individuals feel strong internal control over the work being done, individuals feel more committed, more involved, and enjoy their work more, and in carrying out work activities, individuals are more driven by their intrinsic interest.

3. The Influence of Organizational Culture on Organizational Commitment

The results of the t statistical test showed a significance value of 0.682. The significance value of t is greater than 0.05 ($0.682 > 0.05$). Thus, it can be concluded that the Organizational Culture variable is not significant to Organizational Commitment.

4. Effect of Job Satisfaction on Organizational Culture

The results of the t statistical test showed a significance value of 0.682. The significance value of t is greater than 0.05 ($0.682 > 0.05$). Thus, it can be concluded that the Job Satisfaction variable is not significant to Organizational Commitment. Thus, the results of this study are in contrast to the results of research conducted by Saha and Kumar (2018). Their research results that Job Satisfaction is significant for Organizational Culture.

From these results it can be seen that Job Satisfaction is not a determining factor in the Organizational Culture of Gojek drivers. In this context, the level of job satisfaction of a Gojek driver is not directly influenced by the organizational culture that exists at Gojek. Even though organizational culture involves the values, norms, policies, and practices that exist in the company, the level of individual job satisfaction is not influenced by these factors.

5. The The Effect of Self Efficacy on Organizational Culture

The results of the t statistical test showed a significance value of 0.619. The significance value of t is greater than 0.05 ($0.619 > 0.05$). Thus, it can be concluded that the Self Efficacy variable is not significant to Organizational Culture. Thus, the results of this study are in contrast to the results of research conducted by Chegini (2019). Their research results that Self Efficacy is significant for Organizational Culture.

From these results it can be seen that Self Efficacy is not a determining factor in the Organizational Culture of Gojek drivers. In this context, the organizational culture that exists at Gojek is not directly influenced by the level of self-efficacy of a driver. Although self-efficacy refers to an individual's belief in their ability to achieve the desired results, the level of self-efficacy of Gojek drivers does not have a direct relationship with the values, norms, policies and practices that exist in the corporate organizational culture.

6. The Mediation of Organizational Culture in the Influence of Job Satisfaction on Organizational Commitment

The results of the first requirement t statistical test showed a significance value of 0.682. The significance value of t is greater than 0.05 ($0.682 > 0.05$). Thus, it can be concluded that the Job Satisfaction variable is not significant to Organizational Culture. The results of the second requirement t statistical test show a significance value of 0.246. The significance value of t is greater than 0.05 ($0.246 > 0.05$).

Thus, it can be concluded that the Organizational Culture variable is not significant to Organizational Commitment. From this it can be stated that there is no mediating effect

of Organizational Culture in the effect of Job Satisfaction on Organizational Commitment, because Baron Kenny's mediation requirements were violated. What this means for a Gojek driver is that organizational culture does not act as a link between the level of job satisfaction (Job Satisfaction) and the level of organizational commitment (Organizational Commitment).

7. The Mediation of Organizational Culture in the Influence of Self Efficacy on Organizational Commitment

The results of the first requirement t statistical test showed a significance value of 0.619. The significance value of t is greater than 0.05 ($0.619 > 0.05$). Thus, it can be concluded that the Self Efficacy variable is not significant to Organizational Culture. The results of the second requirement t statistical test show a significance value of 0.246. The significance value of t is greater than 0.05 ($0.246 > 0.05$). Thus, it can be concluded that the Organizational Culture variable is not significant to Organizational Commitment.

From this it can be stated that there is no mediating effect of Organizational Culture in the effect of Self Efficacy on Organizational Commitment, because Baron Kenny's mediation requirements were violated. What this means for a Gojek driver is that organizational culture does not act as a link between the level of self-confidence (Self Efficacy) and the level of organizational commitment (Organizational Commitment).

CONCLUSION

The conclusions from this study can be drawn as follows:

Job Satisfaction variable is not significant to Organizational Commitment. Thus, the results of this study are in contrast to the results of research conducted by Baskoro and Su Mintaputra (2022) and Hassan Aziz et al. (2021). This study also contrasts with other studies, namely job satisfaction has a positive and significant relationship to organizational commitment. This shows that the more satisfied PT Segar's employees are, the higher their commitment to PT Segar's company. This research is in accordance with research conducted by Abraham (2012) which states that when employees feel satisfied, it can increase employee intentions to remain in the organization (organizational commitment) (in Shamaa et al., 2015). In a study by Indriati et al., (2017); Prasetyo et al., (2017) explained how organizational commitment acts as a mediator in the relationship between job satisfaction and OCB. Basically, OCB behavior is directly influenced by job satisfaction because satisfied employees will provide OCB behavior from within themselves as a return to the company (Indarti et al., 2017). The results of this study are in accordance with the results of previous studies conducted by Indarti et al, (2017) and According to Narzary & Palo, (2020) which state that job satisfaction has an influence on Organizational Citizenship Behavior (OCB). The results of the research are in accordance with the results of previous research conducted by Indarti et al, (2017) and Leephaijaroen, (2016) which stated that organizational commitment has an influence on Organizational Citizenship Behavior (OCB). The Self Efficacy variable has a significant effect on Organizational Commitment. Self-efficacy is one of the most influential aspects of self-knowledge or self-knowledge in everyday human life. The findings of this study are in line with the research of Agarwal & Mishra (2016) showing results that self-efficacy has a significant effect on organizational commitment. Zeb & Nawaz (2016), showed that the results of self-efficacy have a positive effect on the organizational commitment of lecturers at the university level. Also supported by Verianto's research (2019) where self-efficacy significantly influences employee organizational commitment. Organizational Culture variable is not significant to Organizational Commitment. Organizational culture has a major role in shaping employee behavior. As a value system, organizational culture is the values and attitudes that have been believed by employees so that they have become the basis for the behavior and attitudes of employees when working. This research is in contrast to the research of Sutrisno, Haryono & Warso (2018) which states that organizational commitment is

formed due to trust, will and desire to achieve a goal in order to maintain its existence as part of the organization in good or bad conditions. Commitment plays an important role in employee performance (Ramadhan, 2017) which can motivate or encourage someone to be responsible for their obligations (Brodoastuti, 2016), so that employees can face every challenge and difficulty they face. Variable Job Satisfaction is not significant to Organizational Commitment. Job satisfaction is a psychological atmosphere and a person's feelings that are relative in perceiving his work or the aspects contained in the work (Yanti & Dahlan, 2017). However, this research contrasts with Jalees & Ghauri's research (2016) which found a positive influence of organizational culture on the organizational commitment of employees working at private universities in Pakistan. Self Efficacy variable is not significant to Organizational Culture. Outcome expectations refer to the judgments individuals make about the likelihood of behavior that will lead to certain outcomes in certain situations or contexts. Views of self-efficacy provide the basis for human motivation, and personal achievement. People tend to be satisfied with their jobs when they feel competent to perform their job tasks or achieve their job goals (Lent et al., 2011). Variable Job Satisfaction is not significant to Organizational Culture. The results of this study are in accordance with the results of previous research conducted by Dwivendi et al. (2014), Sinha et al. (2017) who found a positive influence from organizational culture on organizational commitment. The results of this study are in accordance with the results of previous research conducted by Tong (2014), Biswas (2015), who found a positive influence of organizational culture on job satisfaction. These results are in accordance with the theory which states the values and norms applied in the organization as the basic assumptions in influencing the behavior of employees in carrying out their work in the organization. Self Efficacy variable is not significant to Organizational Culture. Job satisfaction has a strong scope as a consequence of the organization, and affects organizational commitment, performance, and employee efficiency (Watson et al., 2007) in (Zorlu, 2011). Self-Efficacy is a belief in one's ability to carry out an action and it influences the choice of one's behavior mindset, motivation, persistence and facilitation. Management must pay special attention to the development and strengthening of Self Efficacy drivers. This can be done through training, mentoring, and providing support that strengthens the driver's confidence and skills in carrying out their work. In this case, training and development programs specifically designed to increase self-efficacy can help in increasing organizational commitment drivers. Self Efficacy has a significant influence on Organizational Commitment, it is recommended that Gojek and Grab companies pay special attention to the development and strengthening of Self Efficacy drivers. Even though Job Satisfaction has no significant effect on Organizational Commitment, it is still important to understand and evaluate the level of job satisfaction of drivers. Companies can conduct surveys and open dialogue with drivers to identify aspects that might affect their job satisfaction. Even though Organizational Culture is not significant in influencing Organizational Commitment, it is important to continue to pay attention to and analyze the organizational culture that exists in the company. Evaluation and reflection on organizational culture can help ensure that the values and norms implemented are in line with company goals and provide an inclusive, collaborative and motivating work environment for Gojek and Grab drivers. 4. Further researchers can add other variables or add samples to enrich this research.

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