Research Article

Training and Self-Efficacy on Organizational Commitment with Job Satisfaction Mediation at PUPR Bali

A A Sg Eli Pertami Dewi Saraswati, Ni Made Dwi Puspitawati, and Ni Putu Cempaka Dharmadewi

Mahasaraswati University, Indonesia
Corresponding Author : amisaraswatibaru@gmail.com

Abstract: In the midst of increasing organizational competition, issues of low organizational commitment remain prevalent, including at the Office of Public Works, Spatial Planning, Housing, and Settlement Areas of Bali Province, as indicated by a high absenteeism rate and ineffective work behaviors. These problems are suspected to be influenced by inadequate training methods, low self-efficacy among employees, and a lack of job satisfaction. The present study explores the extent to which employee training and perceived self-efficacy contribute to fostering organizational commitment, with job satisfaction positioned as an intervening construct. Conducted within the context of the Public Works, Spatial Planning, Housing, and Settlement Agency of Bali Province, the research engaged a workforce population of 610 individuals. Through the application of the Slovin formula, a representative sample of 86 respondents was identified. Data were gathered through a combination of structured questionnaires, in-depth interviews, and document review. Analytical processing was undertaken using path analysis to model the causal relationships among variables. The empirical evidence revealed that both training initiatives and self-efficacy perceptions have a favorable and statistically significant relationship with employees' commitment to the organization. These two factors were also found to positively affect job satisfaction. Furthermore, job satisfaction emerged as a critical determinant that reinforces organizational commitment. The analysis further supports the mediating role of job satisfaction, demonstrating that the influence of training and self-efficacy on organizational commitment is also conveyed indirectly through improved job satisfaction levels. The findings of this study highlight the importance of investing in employee development through effective training programs and boosting self-efficacy to enhance job satisfaction.

Keywords: Training; Self-Efficacy; Job Satisfaction; and Organizational Commitment.

1. Introduction

The widespread integration of global markets has amplified the pressure on organizations to outperform one another, fostering a highly competitive environment, making human resources a critical element in achieving organizational success. The role of human capital has shifted from merely fulfilling functional tasks to becoming a strategic partner in realizing organizational goals. As a result, companies and public institutions alike are expected to not only recruit competent employees but also foster an environment that encourages high organizational commitment. This concept describes the extent to which an employee feels aligned with and dedicated to the goals and values of their organization, is essential in ensuring consistent employee performance and organizational sustainability. Commitment is a shared recognition among all members of an organization regarding its objectives and guidelines[1], in contrast, certain researchers conceptualize it as the internal motivation to remain affiliated with the institution and pursue its long-term goals [2]. In the context of public institutions, particularly governmental agencies that provide essential services, the presence of committed employees is crucial for efficient public service delivery.

Numerous studies have explored various determinants of organizational commitment, with job training and self-efficacy emerging as significant predictors. Training plays a vital role in equipping employees with the necessary knowledge, skills, and attitudes to perform effectively in their roles. Training is defined as efforts aimed at improving employee

capabilities related to their current roles and as a structured short-term educational process focusing on technical competencies. Multiple investigations have demonstrated that investment in workforce training correlates meaningfully with increased organizational allegiance. However, other research challenges this view by suggesting that training does not always translate into increased commitment, thus revealing a potential gap in training effectiveness or delivery methods [3], [4], [5].

Self-efficacy, or one's belief in their ability to accomplish tasks, is another critical factor influencing commitment. It affects how individuals feel, think, and act in various contexts, which, in turn, impacts their motivation and behavior at work [6], [7]. Self-efficacy also enables individuals to overcome challenges and persist in goal achievement [8]. Empirical studies support the assertion that high self-efficacy contributes to stronger organizational commitment [9], [10]. Yet, contrasting findings suggest that self-efficacy may not always be a reliable determinant, pointing to the importance of examining contextual and organizational factors that might moderate this relationship [1], [11], [12].

Given the inconsistencies in previous findings, this research introduces job satisfaction as a mediating variable to better understand the relationship between training, self-efficacy, and organizational commitment. Job satisfaction is closely linked to an employee's attitude toward their job, their working environment, and the cooperation between superiors and subordinates [13]. It is defined as a positive emotional state resulting from job appraisal, and is considered essential for organizational success and continuity [14]. Prior studies confirm that satisfied employees tend to exhibit higher organizational commitmen [15], [16]. However, some evidence reports no significant relationship between the two, suggesting that job satisfaction's influence may vary across organizational settings [17], [18].

Furthermore, training and self-efficacy are also known to influence job satisfaction. Training helps employees feel more competent and supported, thereby improving job satisfaction[19]. It also fosters a supportive environment for professional growth. Research has found that training significantly boosts job satisfaction, although negative effects have also been reported, potentially due to poorly delivered training. Likewise, self-efficacy contributes to job satisfaction by enhancing one's confidence in handling work-related challenges. Several studies show positive effects of self-efficacy on satisfaction, although some findings suggest that such a relationship may not always be evident, emphasizing the need for contextual investigation [20].

The setting of this research is the provincial authority in Bali that administers public works, land use planning, and residential sector management, a key government agency responsible for regional infrastructure development. Given the strategic importance of this institution, employee commitment is crucial for efficient and timely service delivery. Despite organizational efforts to promote employee engagement and commitment, recurring issues have been observed. These include ineffective use of work hours, extended breaks beyond the allocated time, and high rates of absenteeism. Data from the office's HR department in 2024 reveal monthly absenteeism rates ranging from 2.21% to 3.54%, averaging 3.12%, which is categorized as high [21] . This level of absenteeism signals a significant problem in organizational commitment.

.Table 1. Employee Absenteeism Data at the Public Works, Spatial Planning, Housing and Settlement Area Office of Bali Province in 2024

Month	Total Working Days	Lost Days	% Absenteeism
January	15,860	350	2.21%
February	14,870	410	2.76%
March	15,900	563	3.54%
April	14,820	488	3.29%
May	15,920	512	3.22%
June	15,950	469	2.94%
July	16,000	545	3.41%
August	16,000	487	3.04%
September	15,950	503	3.15%
October	15,800	498	3.15%
November	15,670	540	3.44%
December	15,680	570	3.64%
Total	190,320	5,935	3.12%

Source: Public Works, Spatial Planning, Housing and Settlement Area Office of Bali Province (2024)

Based on interviews with staff members, several problems have been identified. The training methods used are seen as ineffective, remote learning methods have limited participants' capacity to grasp the substance of the sessions. Furthermore, the trainers are

perceived as lacking the ability to deliver content effectively. In terms of self-efficacy, many employees expressed low confidence in their ability to complete tasks, often doubting their decisions and producing suboptimal outcomes. Job satisfaction issues were also reported, with poor interpersonal relationships and a perceived lack of recognition for high performance, leading to feelings of being undervalued at work. These findings underscore the need to explore how training and self-efficacy impact commitment, with job satisfaction acting as a mediating factor.

To address the aforementioned issues and contribute to both theoretical and practical understanding, a model is presented in this investigation to assess the pathways through which training and perceived competence affect commitment to the organization, indirectly influenced by job satisfaction. This model aims to fill the gaps identified in previous research by integrating key variables within a public sector context, offering a more nuanced understanding of employee behavior in government institutions. The inclusion of a mediating variable provides a novel perspective that may explain the inconsistencies found in prior studies. Additionally, by focusing on a regional government office, this research contributes valuable insights into public human resource management practices.

This research aims to achieve several objectives. First, it seeks to analyze the direct effects of training and the impact of individual confidence in abilities on workplace loyalty. Second, it examines the mediating role of job satisfaction in these relationships. operational decision-making in the department handling spatial and housing development across Bali Province. The findings are expected to assist in designing more effective training programs, improving employee support systems, and enhancing strategies for employee engagement. Ultimately, this research contributes to the broader discourse on organizational behavior and public service performance by offering an integrated model grounded in empirical data from a real-world institutional setting.

2. Proposed Method

In pursuit of the study's objectives, a methodological design combining both qualitative interpretation and quantitative evaluation was adopted. The investigation was conducted within an institutional environment encompassing 610 staff members from Bali Province's department overseeing infrastructure, spatial regulation, housing, and settlements. Using Slovin's formula as a sampling technique, the researcher selected 86 individuals to represent the broader population. Multiple instruments were employed to gather data, including survey distribution, in-depth interviews, and examination of institutional records. The collected information was then subjected to a statistical modeling process through path analysis to uncover the directional relationships among variables.

3. Results and Discussion

Hypothetical relationships both direct effects and mediation structures were evaluated through structural modeling. Data computation was carried out using SmartPLS 3.0, with the model output presented graphically in Figure 1.
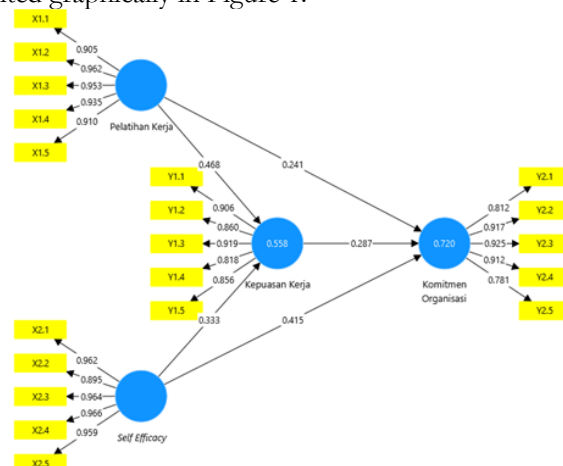

Figure 1. Path Diagram of the Relationship Between Variables

Figure 1 displays the model generated via SmartPLS 3.0, highlighting the connections among constructs, while Table 2 elaborates on the corresponding quantitative findings.

Table 2. Relationship Between Variables

Relationship Between Variables	Original Sample (O)	T Statistics	P Values
Job Training → Organizational Commitment	0.241	2.726	0.008
Self Efficacy → Organizational Commitment	0.415	3.355	0.001
Job Training → Job Satisfaction	0.468	4.019	0.000
Self Efficacy → Job Satisfaction	0.333	2.865	0.005
Job Satisfaction → Organizational Commitment	0.287	3.085	0.003
Job Training → Job Satisfaction → Organizational Commitment	0.135	2.126	0.036
Self Efficacy → Job Satisfaction → Organizational Commitment	0.096	2.471	0.015

Source: Processed data, (2025)

The interpretation of the linkages between variables, as reflected in the above table, is elaborated in the following section:

- The Effect of Training on Organizational Commitment
  The statistical output demonstrates that training significantly contributes to organizational commitment, as evidenced by a standardized coefficient near 0.24, a t-ratio slightly above 2.7, and a probability value under 1%. These indicators substantiate Hypothesis 1 (H1), emphasizing the critical role of training in shaping employee commitment.

- The Effect of Self-Efficacy on Organizational Commitment
  The outcome of the analysis indicates that self-efficacy exerts a meaningful and statistically significant influence on organizational commitment, demonstrated by a path estimate of 41.5%, a t-value exceeding 3.35, and a p-level of 0.001 substantially below the standard 0.05 threshold. These empirical findings validate Hypothesis 2 (H2), which posits that individuals with higher levels of self-efficacy are more likely to exhibit stronger organizational commitment.

- The Effect of Training on Job Satisfaction
  Analysis of the model reveals that training accounts for roughly 47% of the variation in job satisfaction. The relationship is supported by a t-score of approximately 4.02 and a significance probability below 0.001, thereby affirming Hypothesis 3 (H3), which suggests a strong and meaningful impact of training on how satisfied employees feel in their roles.

- The Effect of Self-Efficacy on Job Satisfaction
  The outcome of the statistical test reveals that self-efficacy contributes positively to job satisfaction, as shown by an estimated effect size of 33.3%. With a t-score approaching 2.87 and a p-value of 0.005—well within the threshold for significance—the data affirm the presence of a meaningful relationship. These findings provide strong support for the fourth hypothesis (H4), which proposes that an employee's belief in their own capabilities enhances their satisfaction at work.

- The Effect of Job Satisfaction on Organizational Commitment
  The analysis uncovers that satisfaction in the workplace positively shapes organizational commitment, as reflected by a standardized influence rate of nearly 29%, a t-statistical figure exceeding 3.08, and a significance level of 0.3%. This confirms the assumptions stated in Hypothesis 5 (H5), underscoring the role of job satisfaction in fostering long-term dedication among employees.

- The Effect of Training on Organizational Commitment through Job Satisfaction
  Based on the processed data, it was established that training contributes positively to organizational commitment when job satisfaction functions as an intermediary. The strength of this mediated relationship is denoted by a path value of 0.135, supported by a t-statistic of 2.126 and a significance rate of 0.036—confirming the assumptions made in Hypothesis 6.

- The Effect of Self-Efficacy on Organizational Commitment through Job Satisfaction
  The evaluation outcome demonstrates that belief in one's own capabilities contributes meaningfully to employees' dedication toward the organization when mediated by workplace contentment. This is evidenced by a standardized coefficient value close to 0.096, a t-value exceeding 2.4, and a probability level of 0.015, which is within the accepted threshold for statistical relevance. These findings reinforce the seventh hypothesis, affirming that the presence of self-assurance indirectly fosters organizational allegiance through the satisfaction derived from one's job role.

4. Conclusions

This investigation, conducted at the Regional Office overseeing Infrastructure, Urban Design, Housing, and Residential Development in Bali Province, identified a strong and statistically meaningful connection between workforce development initiatives and employees' allegiance to their organization. Moreover, individuals' confidence in their capabilities referred to as self-efficacy was also proven to significantly foster greater organizational attachment. Beyond these direct effects, both training and self-assuredness were linked to enhanced levels of job contentment. That increased job satisfaction, in turn, acted as a catalyst for deeper organizational commitment. The study also demonstrated that satisfaction in one's work mediates the relationship between professional training and organizational commitment, reinforcing the latter. Likewise, the positive impact of self-efficacy on commitment was intensified through the intermediary role played by job satisfaction.

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