

## The Effect of Organization-Based Self-Esteem (OBSE) and Job Satisfaction on Employee Performance Mediated by Organizational Commitment at the Health Office of Malang Regency



Randhi Churniawan<sup>1</sup>, Mokhamad Natsir<sup>2</sup>, Bambang Supriadi<sup>3</sup>

<sup>1</sup>Student of Postgraduate Magister Management, University of Merdeka Malang, Indonesia

<sup>2,3</sup>Postgraduate Program, University of Merdeka Malang, Indonesia

**ABSTRACT:** This research aims to analyze the influence of Organization-Based Self-Esteem (OBSE) and Job Satisfaction on Employee Performance Mediated by Organizational Commitment at the Malang District Health Service. This type of research is quantitative research with path analysis techniques. The population is all employees who receive Additional Employee Income (TPP) at the Malang District Health Service. The number of samples determined was 81 TPP recipient employees at the Malang District Health Service with a sampling technique using the census method. The research results prove that Organization-Based Self-Esteem (OBSE) and job satisfaction positively and significantly affect organizational commitment. Organization-based self-esteem (OBSE) and job satisfaction positively and significantly affect employee performance. Organizational commitment has a positive and significant effect on employee performance. This research finds that organizational commitment mediates the influence of Organization-Based Self-Esteem (OBSE) and job satisfaction on employee performance. It is hoped that the results of this research can be used as consideration and input for the Malang District Health Service to determine policies to improve employee performance through Organization-Based Self-Esteem (OBSE), employee job satisfaction and organizational commitment.

**KEYWORDS:** Employee performance, organizational commitment, job satisfaction, Organization-Based Self-Esteem (OBSE)

### I. INTRODUCTION

The implementation of digitalization technology is considered very important to realize the principles of Good Governance. The form of support the Indonesian government to realize an accountable, effective and efficient government is by implementing E-Government (Electronic-based Government) through the issuance of Presidential Instruction Number 3 of 2003 concerning National Policy and Strategy for E-Government Development and Presidential Regulation Number 95 of 2018 concerning Electronic-based Government Systems. According to Nurnawati (2019: 914), E-Government allows all government programs and activities to be carried out online, which increases convenience, speed, and transparency and ensures that every step is monitored and documented.

The implementation of the E-Government system is projected to improve public services both in terms of quality and efficiency. The central and regional governments have implemented the concept of E-Government by adopting it as a minimum standard and a new approach to providing public services. One of the agencies in Malang Regency that implements E-Government is the Malang Regency Health Office, which, as a regional government agency, carries out work programs including licensing of health service units such as Hospitals, Clinics, Pharmacies, Drug Stores, Food Home Industries (I-RTP), hygiene through the Online single submission (OSS) application with a deadline for completing licensing of 9 days after the documents are declared complete. Licensing of health workers in the form of registration certificates (STR) and practice permits (SIP), all of these public services are carried out online. Employee performance assessments in the form of employee work targets (SKP) are also carried out online through the ready-to-work application. Management of drugs and disposable medical materials (BMHP) is carried out through E-Pharmacy and there are many other online applications implemented in the Malang Regency Health Office. The impact of this change on employee performance is the demand for data in a short time; the quality and quantity of work increases with various applications that continue to be updated and added.

The advantages of the E-Government system are undoubtedly inseparable from the problems and challenges in its implementation. According to Napitupulu (2019:43), one of the problems in implementing E-Government is the limited ability

## **The Effect of Organization-Based Self-Esteem (OBSE) and Job Satisfaction on Employee Performance Mediated by Organizational Commitment at the Health Office of Malang Regency**

and skills of government human resources (HR). The ability and skills of HR or state civil servants (ASN) in running E-Government in the government sector are still relatively few; this can certainly affect employee performance. The results of observations by researchers at the Malang Regency Health Office showed that individual abilities in running applications vary; age factors have an influence where the higher the age of employees' ability to run applications tends to decrease, and young people tend to be more capable of doing it. The level of self-confidence in the ability to run applications is different; support from coworkers also plays an important role in supporting work.

The success of the work program of the Malang District Health Office must be followed by the abilities and skills (competence) possessed by the employees. Competence is an individual who has skills, expertise, knowledge and good character when carrying out tasks that will be quickly completed (Wibowo, 2012: 326). Individuals who feel unsuitable for their duties will create the perception that they are less valuable in the job, so they feel low self-esteem (Yenti, 2012: 2). Employee self-perceptions of competence, importance, significance, effectiveness, and employee eligibility in the organization can be reflected through Organization-based self-esteem (OBSE) (Chan et al., 2013: 111).

According to Bowling et al. in Deriyanto (2020:92), Organization self-esteem (OBSE) is the level of belief that individuals have the ability and confidence to participate and do work in the organization. OBSE is the extent to which employees believe that they can meet their needs by participating in the organization; employees with high OBSE see themselves as meaningful, practical, and valuable in the organization where they work (Pierce et al., 1989:643). Research conducted by Indrayanto (2012:75) shows that OBSE has a significant influence on Performance, employees with high OBSE tend to have high performance. OBSE is considered the correct variable in measuring self-perception in this study.

The provision of TPP as a form of appreciation for employees is apparently not free from problems in its implementation. The results of an interview with one of the employees of the Malang Regency Health Office stated that problems arose, among others, related to internal justice, where employees felt they were not treated fairly if they had the same responsibilities and work results as their colleagues but received different allowances. High-job classes received higher allowances but with a low workload. Limited job houses, although employees with the same background and level of education have different job levels will receive different TPPs. The results of observations by researchers in the field at the Malang Regency Health Office still found that employees were working less than optimally. There were still work results that had not reached the target, tasks that had not been completed according to schedule, employees working individually or not collaborating enough in completing work.

A good climate of cooperation and trust can encourage collaboration and cooperation to be easier when teams work in an environment filled with mutual trust and high loyalty. Employees with high loyalty tend to be more committed and dedicated to carrying out their duties. Produce better performance because they will work with more enthusiasm, prioritize the interests of the organization, and strive to achieve common goals. Loyalty is defined as an employee's loyalty to the organization (Indrastuti, 2018:30). According to Schermerhorn et al. (2010:72), The level of loyalty felt by an individual towards the organization can be defined as organizational commitment. Commitment is a relative strength of a person's involvement and attachment to the organization (Mowday et al., 1979:225). Commitment reflects employee loyalty to the organization and the ongoing process by which members of the organization express their concern for the organization and its continued success and progress (Luthan, 2006:147).

According to Wahyudi (2020:29), commitment is a behavioural attitude that determines a person's work results; no commitment equals no success. Low commitment reflects a person's lack of responsibility in carrying out their duties (Anggraini, 2021:876). The willingness of employees to put in extra effort is an aspect of organizational commitment that has been shown to be most closely related to performance (Armstrong, 2014:187). Based on research conducted by Suharto (2019:202), organizational commitment has a direct positive influence on performance, showing that if employees have strong beliefs, have the will to try their best for the organization and continue to work with high commitment, then the work results achieved will increase.

Previous research related to organizational commitment as a mediating variable was proven by Mardiyana (2019:6842), stating that organizational commitment has a significant effect in mediating the influence of job satisfaction on employee performance; this means that organizational commitment can strengthen the influence of job satisfaction on employee performance. Research conducted by Yenti (2012:11) shows that the organizational commitment variable has a significant mediating effect in mediating the relationship between organization-based self-esteem (OBSE) and employee performance and is strengthened by research conducted by Sembiring et al. (2023:587) that OBSE also has a positive and significant effect on employee performance through organizational commitment. In contrast to the research of Kusuma and Lina (2018:133) which has not been able to prove the role of organizational commitment as a mediating variable for job satisfaction on employee performance. Research by Indrawati (2014:22) states that Self-esteem does not have a significant effect on employee performance. James R. Lincoln (1989:102) researched employees in Japan and found that their levels of job satisfaction were low, but they still showed high levels of work commitment and motivation.

# The Effect of Organization-Based Self-Esteem (OBSE) and Job Satisfaction on Employee Performance Mediated by Organizational Commitment at the Health Office of Malang Regency

## II. METHOD

This study uses quantitative research by examining factors influencing employee performance at the Health Office of Malang Regency. This research was conducted at the Health Office of Malang Regency employees, totaling 81 employees. Sampling technique: The sampling technique used in this study was the saturated sample method, where all population members become research subjects.

The data analysis technique used is descriptive analysis for each variable and a requirements analysis test for further hypothesis testing using multiple regression and path analysis. The analysis requirements tests performed were the normality, multicollinearity, and autocorrelation tests. Hypothesis testing using multiple regression analysis was carried out to determine whether the independent variables partially influence the dependent variable and to determine the linear regression equation. Path analysis was carried out to determine whether the mediating variable can mediate the independent variables on the dependent variable. Analysis of needs testing, hypothesis testing, and multiple linear regression analysis equations using the help of IBM SPSS Statistics version 26 software.

## III. RESULT AND DISCUSSION

### A. Result

#### 1. Partial test (t-test)

The basis for decision-making in this partial test is that if the significance value  $t < 0.05$ ,  $H_a$  is accepted, whereas if the significance value  $t > 0.05$ ,  $H_a$  is rejected. Partial test results (t-test) are presented in the following table:

**Table 1: Partial Test Results Model 1**

Model	Unstandardized Coefficients	Standardized Coefficients	Beta	t	Sig.
	B	Std. Error			
Constant	4,780	2,437		1,961	0,053
Organization Based Self Esteem ( $X_1$ )	0,204	0,102	0,282	2,037	0,000
Job Satisfaction ( $X_2$ )	0,427	0,109	0,462	3,343	0,000

The organization-based self-esteem variable ( $X_1$ ) obtained a positive t-count of 2,037 with a sig. of  $0,000 < 0,05$ . So, the organization based self-esteem variable positively and significantly affects the organizational commitment variable. The job satisfaction ( $X_2$ ) obtained a positive t-count of 3,343 with a sig. of  $0,000 < 0,05$ . So, job satisfaction is positive and significantly affects the organizational commitment variable. It shows that hypothesis 1, which is that the organization based self-esteem and job satisfaction positively and significantly affects organizational commitment, is accepted.

**Table 2: Partial Test Results Model 2**

Model	Unstandardized Coefficients	Standardized Coefficients	Beta	t	Sig.
	B	Std. Error			
Constant	1,241	2,686		0,462	0,645
Organization Based Self Esteem ( $X_1$ )	0,472	0,112	0,496	4,574	0,000
Job Satisfaction ( $X_2$ )	0,297	0,120	0,320	4,121	0,000

The organization-based self-esteem variable ( $X_1$ ) obtained a positive t-count of 4,574 with a sig. of  $0,000 < 0,05$ . So, the organization-based self-esteem variable positively and significantly affects the employee performance variable. The job satisfaction variable ( $X_2$ ) obtained a positive t-count of 4,121 with a sig. of  $0,000 < 0,05$ . So, the job satisfaction variable positively and significantly affects the employee performance variable. It shows that hypothesis 2, which is that organization-based self-esteem and job satisfaction have a positive and significant effect on employee performance, is accepted.

**The Effect of Organization-Based Self-Esteem (OBSE) and Job Satisfaction on Employee Performance Mediated by Organizational Commitment at the Health Office of Malang Regency**

**Table 3: Partial Test Results Model 2**

Model	Unstandardized Coefficients	Standardized Coefficients	Beta	t	Sig.
	B	Std. Error			
Constant	0,384	2,030		0,189	0,850
Organizational Commitment (Y <sub>1</sub> )	0,625	0,052	0,651	5,357	0,000

The organizational commitment (Y<sub>1</sub>) obtained a positive t-count of 5,357 with a sig. of 0.000 < 0.05. So, the organizational commitment variable positively and significantly affects the employee performance variable. It shows that hypothesis 3, which is that organizational commitment positively and significantly affects employee performance, is accepted.

**2. Path Analysis**

**Table 4 Path Analysis Results**

Variable	Direct Effect	Indirect Effect	Total Effect	Information
Organization Based Self Esteem (X <sub>1</sub> ) – Organizational Commitment (Y <sub>1</sub> ) – Employee Performance (Y <sub>2</sub> )	0,282	0,496 x 0,651 = 0,322	0,282 + 0,322 = 0,604	Indirect effect > direct effect, 0,322 > 0,282
Job Satisfaction (X <sub>2</sub> ) – Organizational Commitment (Y <sub>1</sub> ) – Employee Performance (Y <sub>2</sub> )	0,462	0,320 x 0,651 = 0,208	0,462 + 0,208 = 0,67	Indirect effect < direct effect, 0,208 < 0,462

The indirect effect of organization based self-esteem on the employee performance variable through the organizational commitment variable is 0,322 > direct effect 0,282. This means that the organizational commitment variable is able to become a perfect mediating variable for the organization based self-esteem variable on the employee performance variable.

The indirect effect of job satisfaction on the employee performance variable through the organizational commitment variable is 0,208 < direct effect 0,462. This means that the organizational commitment variable is able to become an imperfect mediating variable for the job satisfaction variable on the employee performance variable.

**B. DISCUSSION**

**1. The Influence of Organization Based Self Esteem and Job Satisfaction on Organizational Commitment**

Based on the first hypothesis test, namely the influence of Organization-based Self-Esteem (OBSE) and job satisfaction variables on organizational commitment, a significant value was obtained for both independent variables. This can be interpreted that Organization-based Self-Esteem (OBSE) and job satisfaction influence the organizational commitment of employees at the Malang Regency Health Office.

The results of the study show that based on the frequency distribution of the organization-based self-esteem (OBSE) variable, the dominant influence is on the organization-based self-confidence indicator on the item that employees do their work effectively and efficiently where the indicator that is most influenced by the organizational commitment variable is on Normative Commitment on the item that the Health Service has contributed a lot to the lives of employees. This influence is in line with the age and length of service of respondents, who are dominated by the age of 36-55 years with a work period of more than 15 years where employees have more knowledge and experience in the technical and policy fields so that employees feel they have greater confidence in their ability to complete work effectively and efficiently. This influence is in line with the organizational commitment variable that, with a high age and length of service, employees feel that the health service has contributed a lot to the lives of employees both in terms of economy and career.

The influence of job satisfaction on organizational commitment is based on the frequency distribution of job satisfaction variables, the most significant influence is on employees and coworkers being able to work together in completing work, where the indicator on the organizational commitment variable that is most influenced is Normative Commitment on the item that the Health Service has contributed a lot to the lives of employees. This is in line with the characteristics of respondents who are

## **The Effect of Organization-Based Self-Esteem (OBSE) and Job Satisfaction on Employee Performance Mediated by Organizational Commitment at the Health Office of Malang Regency**

dominated by age and high length of service, that the success of the work is supported by the cooperation of coworkers in completing the work. The higher the age, the ability to run the application decreases; in fact, the assistance of young employees is able to provide good work completion. Cooperation between coworkers is influenced by work culture, namely values such as open and honest communication regarding work tasks and problems, where leaders always communicate with staff to find joint solutions. Open communication creates a conducive work atmosphere where employees feel comfortable and not too stressed about the workload because in good cooperation conditions the workload is borne together with coworkers. Related to its influence on Normative Commitment, open communication, a conducive work environment, and a comfortable feeling can provide psychological support for employees. Employees feel this support that the organization has provided many services for employee life, especially from a psychological perspective.

The results of this study are in line with other studies conducted by (Sembiring, 2023), (Yenti, 2012), (Indrayanto, 2012) on the influence of Organization-based Self-Esteem (OBSE) on organizational commitment, which also provides a unidirectional and significant relationship. Research conducted by (Mardiyana, 2019) and (Kusuma, 2018) on job satisfaction on organizational commitment also provides a unidirectional and significant relationship, so it can be concluded that there is an influence of organization-based self-esteem (OBSE) and job satisfaction on organizational commitment.

### **2. The Influence of Organization Based Self Esteem and Job Satisfaction on Employee Performance**

Based on the second hypothesis test, namely the influence of Organization-based self-esteem (OBSE) and job satisfaction on employee performance, significant values were obtained for both independent variables. This can be interpreted that Organization-based self-esteem (OBSE) and job satisfaction influence the performance of employees of the Malang Regency Health Office.

The results of the study show that based on the frequency distribution of the organization-based self-esteem (OBSE) variable, the dominant influence is on the organization-based self-confidence indicator on the item that employees do their work effectively and efficiently where the indicator that is most influenced by the employee performance variable is on punctuality on the item that employees come in and go home from work according to work hour regulations. In line with the age and length of service of respondents who are predominantly aged 36-55 years with a work period of more than 15 years where employees have more knowledge and experience in the technical and policy fields so that employees feel they have greater confidence in their ability to complete work effectively and efficiently and this influence on employee performance variables because attendance discipline is one of the variables in calculating TPP receipts. Attendance in the ready-to-work application can be quickly and transparently read its effect on the nominal TPP received by employees so that employees try to come in and go home from work on time so that there are no more TPP deductions.

The influence of job satisfaction on employee performance is based on the frequency distribution of job satisfaction variables, the most significant influence is on employees and coworkers being able to work together in completing work, where the indicator on employee performance that is most influenced is on punctuality in the item that employees come in and go home from work on time. Cooperation between coworkers is influenced by work culture, open communication, a conducive work environment, and a comfortable feeling that does not make employees reluctant to come to work so that employees remain enthusiastic about coming to work and comfortable during working hours in carrying out their work makes employees not have a strong desire to go home early.

The results of this study are in line with other studies conducted by (Sembiring, 2023), (Yenti, 2012), (Indrayanto, 2012) on the influence of Organization-based Self-Esteem (OBSE) on employee performance, which also provides a unidirectional and significant relationship. Research conducted by (Mardiyana, 2019), (Kusuma, 2018) and (Wahyudi, 2016) on job satisfaction on employee performance also provides a unidirectional and significant relationship, so it can be concluded that there is an influence of Organization-based Self-Esteem (OBSE) and job satisfaction on employee performance at the Malang Regency Health Office.

### **3. The Influence of Organizational Commitment on Employee Performance**

Based on the third hypothesis test, namely the influence of organizational commitment on employee performance, a significant value was obtained for the independent variable. This can be interpreted that organizational commitment influences the performance of employees of the Malang Regency Health Office. The influence of organizational commitment on employee performance is based on the frequency distribution of the organizational commitment variable, the greatest influence is on Normative Commitment namely the Health Service has contributed a lot to the lives of employees where the indicator of employee performance that is most influenced is on punctuality in the item that employees come in and go home from work on time. Employee understanding that the organization has contributed a lot to their lives provides a reciprocal relationship or employee gratitude to the organization through high employee loyalty to the organization in the form of increased discipline as indicated by the indicator of employees coming in and going home from work on time.

The results of this study are in line with other studies conducted by (Sembiring, 2023), (Yenti, 2012), (Indrayanto, 2012), (Mardiyana, 2019) (Kusuma, 2018) and (Wahyudi, 2016) on the variable of the influence of organizational commitment on employee performance which also has a unidirectional and significant influence, so it can be concluded that there is an influence of organizational commitment on employee performance at the Malang Regency Health Office.

## **The Effect of Organization-Based Self-Esteem (OBSE) and Job Satisfaction on Employee Performance Mediated by Organizational Commitment at the Health Office of Malang Regency**

### **4. The Influence of Organizational Based Self Esteem, Job Satisfaction, on Employee Performance Through Organizational Commitment**

Based on the results of the fourth hypothesis test, namely the influence of organization-based self-esteem (OBSE) and job satisfaction on employee performance through organizational commitment, significant values were obtained on both independent variables. This means that organization-based self-esteem (OBSE) and job satisfaction have a harmonious and significant influence on the performance of employees of the Malang Regency Health Office.

Organizational commitment indirectly becomes a mediating variable for employee performance at the Malang Regency Health Office. This is based on the frequency distribution table data obtained data on the lowest average value of the organization-based self-esteem (OBSE) variable is an indicator of the feeling of being a very trusted person in the workplace. The indicator with the highest value is that the work is done effectively and efficiently. The lowest value on the item variable that employees are trusted in the workplace occurs because respondents have difficulty identifying the level of trust of their coworkers towards them. This is indicated by respondents preferring neutral answers more often than other organization-based self-esteem (OBSE) indicator items. Based on the validity test, this item has the most substantial correlation coefficient (relationship between variables) even though it has the lowest average value compared to other items, meaning that a strong correlation can be used as a focal point for solving problems because it shows a significant relationship between variables that can provide essential insights into the causes and their effects on employee performance. Solutions to this problem can be done through appreciation for every success in work, praise from leaders for staff and coworkers, trust from leaders in tasks given to employees, involving employees in decision making and avoiding behaviour that shows distrust, such as excessive supervision.

The results of the study on the variable of job satisfaction indicator with the lowest average value is TPP, which is given on time; this occurs mainly due to the delay in receiving TPP at the Malang Regency Health Office, while the highest average value is cooperation with coworkers in completing work. The inaccuracy of the timeliness of the TPP provision has a significant impact on the frequency distribution value. The timeliness of the TPP provision overcomes this problem through the administrative discipline of the financial section at the Malang Regency Health Office.

The organizational commitment variable indicator with the lowest average value is the difficulty in getting a job with a good income, such as in the Malang Regency Health Office. In contrast, the highest average value is the feeling of being part of a family in the Malang Regency Health Office. In the employee performance variable, the lowest average value is obtained by the indicator of the quantity of work according to the expectations of the Malang Regency Health Office. In contrast, the highest average value is the completion of work according to the SKP target. The fact that employees in the Health Office receive TPP compared to other agencies such as hospitals and health centres that do not receive TPP is unable to provide an understanding that it is difficult to get a job with a good income like in the Health Office. This can be explained by the fact that employees in the Health Office can still get TPP if they are transferred to another Office even though their opportunities are limited because of their ASN functional positions.

Based on the analysis conducted on the highest and lowest average values of the research variables above, it can be explained why all variables obtained significant results, both direct and indirect influence variables, employees carry out their work effectively and efficiently, good cooperation skills in completing work, a feeling of being part of the family at the Malang Regency Health Office, completion of work according to work targets in the SKP (Employee Performance Targets) are the driving forces for the research variables to obtain significant results.

The indirect effect of job satisfaction on employee performance through organizational commitment is greater than the effect of organization-based self-esteem (OBSE). This occurs because the direct effect of job satisfaction on organizational commitment is greater than the direct effect of organization-based self-esteem (OBSE) on organizational commitment. The most significant contribution of the job satisfaction variable is in the coworker indicator, where coworkers are always ready to help when experiencing difficulties, good cooperation in completing work, and employee satisfaction in completing work. This occurs because the influence of work culture in the Malang Regency Health Office includes a culture of collaboration, namely encouraging cooperation and collaboration between employees through the support and motivation of coworkers who are always ready to help and cooperate; a culture of openness, namely encouraging openness in communication, allowing employees to feel more comfortable sharing difficulties and seeking help; a culture of appreciation, namely a culture of appreciating the contribution of each individual in the team; and the balance between work and employee life through caring leadership, namely leaders who prioritize work-life balance.

The above results are in accordance with the theoretical review in the research conducted by (Sembiring, 2023) and (Yenti, 2012) on the influence of Organization-based self-esteem (OBSE) on employee performance through organizational commitment as an intervening variable that provides a positive and significant influence. Research conducted by (Mardiyana, 2019) and (Kusuma, 2018) on the influence of job satisfaction on employee performance through organizational commitment also provides a unidirectional and significant relationship. Another study conducted by Indrayanto (2012) on the influence of organization-based self-esteem (OBSE) on organizational commitment and its impact on employee performance and research conducted (Mardiyana,

## The Effect of Organization-Based Self-Esteem (OBSE) and Job Satisfaction on Employee Performance Mediated by Organizational Commitment at the Health Office of Malang Regency

2019) on the role of organizational commitment in mediating the influence of job satisfaction on employee performance by krisna oleh - oleh provides significant and substantial results on the independent variables and their mediating variables. This explanation shows that the theoretical basis used in the study is directly proportional to the results of direct research in the field.

### IV. CONCLUSION

Based on the results of the analysis and discussion, this research can draw the following conclusions:

1. Organization-based self-esteem (OBSE) and job satisfaction have a positive and significant influence on organizational commitment at the Malang Regency Health Office.
2. Organization-based self-esteem (OBSE) and job satisfaction have a positive and significant influence on employee performance at the Malang Regency Health Office.
3. Organizational commitment has a positive and significant influence on employee performance at the Malang Regency Health Office.
4. Organization-based Self-esteem (OBSE) and job satisfaction have a positive and significant influence on employee performance at the Malang Regency Health Office through organizational commitment.

### REFERENCES

- 1) Anggraini, Renita., Parawangi, Anwar., Mustari, Nuryanti. 2021. Pengaruh Komitmen Organisasi Terhadap Kinerja Pegawai Di Badan Kepegawaian dan Diklat Daerah Kabupaten Enrekang.
- 2) Armstrong Michael. 2014. *Human Resource Management Practice*. 13<sup>th</sup> ed. Ashford Colour press Ltd. United Kingdom.
- 3) Chan, S. C., Huang, X., Snape, E., & Lam, C. K. (2013). *The Janus face of paternalistic leaders: Authoritarianism, benevolence, subordinates' organization-based self-esteem, and performance*. *Journal of Organizational Behavior*, 34(1), 108-128.
- 4) Indrastuti, Sri., et al. 2018. Pengaruh Kepemimpinan dan Loyalitas Kerja Terhadap Kinerja Karyawan Pada Perusahaan Daerah Air Minum (PDAM) Tirta Indragiri Wilayah Pelayanan Kota Tembilahan. *Jurnal Ekonomi KIAM*. Vol.29 No.1 pp. 29-40
- 5) Indrawati, Yeti. 2014. *Pengaruh Self Esteem, Self Efficacy Dan Kepuasan Kerja Terhadap Kinerja Karyawan (Studi Kasus Perawat RS Siloam Manado)*. *Jurnal Riset Bisnis dan Manajemen*, Vol.2 No.4 pp. 12-24
- 6) Indrayanto, Adi. 2012. *Pengaruh Organization-Based Self-Esteem terhadap komitmen organisasional dan dampaknya pada kinerja pegawai*. *Jurnal Modernisasi*, Vol.8(1) pp. 68-77
- 7) Kusuma, B. H., & Lina. 2018. *Pengaruh Kepuasan Karyawan Terhadap Kinerja Karyawan Dengan Komitmen Organisasi Sebagai Variabel Intervening (Survei Pada Perguruan Tinggi Swasta Di Wilayah Jakarta Barat)*. *Jurnal Manajemen Maranatha*, Vol 17, No.2, pp.127-134.
- 8) Mardiyana, I Ketut E., Riana, I Gede. 2019. *Peran Komitmen Organisasional Dalam Memediasi Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Krisna Oleh – Oleh*, *E-Jurnal Manajemen*, Vol. 8. No. 11. pp.6825-6846
- 9) Mowday, R., Steers, R., and Porter, L., 1979, *The measurement of organizational commitment*. *Journal of Vocational Behavior*, Vol 14, pp. 224-247.
- 10) Napitupulu, Darmawan et al. 2019. *E-Government: Implementasi, Strategi dan Inovasi*. Yayasan Kita Menulis. Medan
- 11) Pierce, J. L., Gardner, D. G., Cummings, L. L., & Dunham, R. B. (1989). *Organization-based self-esteem: Construct definition, measurement, and validation*. *Academy of Management Journal*, 32(3), 622-648.
- 12) Schermerhorn, John R, Hunt, Osborn. 2002. *Organizational Behaviour*. 7<sup>th</sup> Edition, John Wiley and Sons, Inc. United State Of America.
- 13) Schermerhorn, Hunt, Osborn dan Uhl-Bien. 2010. *Organizational Behaviour*. 11<sup>th</sup> Edition, John Wiley and Sons, Inc. United State Of America.
- 14) Sembiring, Indah P., Dalimunthe, Ritha F., Gulthom Paraphat. 2023. *The Effect Of Self-Esteem In Organization And Self-Awareness On Employee Performance With Organizational Commitment As A Mediation Variable In Astra Credit Companies Medan Branch*, Vol. 3, pp.581-593
- 15) Suharto., Suyanto., Hendri, Nedi. 2019. *The Impact of Organizational Commitment on Job Performance*, Vol.VII Issue 2, pp. 189-206
- 16) Wahyudi., Salam, Rendi. 2020. *Komitmen Organisasi Kajian: Manajemen Sumberdaya Manusia*. UNPAM Press. Tangerang
- 17) Wahyudi, Ni komang Sri., Sudibya I Gede A, 2016. *Pengaruh Kepuasan Kerja dan Komitmen Organisasional pada Kinerja Karyawan di Natya Hotel, Kuta Bali*. *E-Jurnal Manajemen Unud*, Vol. 5, No. 2, 2016: 870-897.
- 18) Wibowo. 2012. *Manajemen Kinerja Edisi Ketiga*. Rajawali Pers. Jakarta

## The Effect of Organization-Based Self-Esteem (OBSE) and Job Satisfaction on Employee Performance Mediated by Organizational Commitment at the Health Office of Malang Regency

- 19) Yenti, Veny., Yuniawan, Ahyar. 2012. *Analisis Pengaruh Motivasi Pertumbuhan dan Organization-Based Self Esteem Terhadap Kinerja Karyawan Melalui Komitmen Organisasional Sebagai Variabel Intervening*. *Diponegoro Journal of Management* Vol.7 No.4, pp.1-12.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.