

The Influence of Self Leadership and Organizational Commitment on Employee Performance Through Job Satisfaction

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ABSTRACT: Employee performance in public service agencies is determined, among other things, by leadership style, organizational commitment and job satisfaction. This research aims to examine the influence of self-leadership on job satisfaction; organizational commitment to job satisfaction; self leadership on employee performance; organizational commitment to performance; job satisfaction with performance; self-leadership on employee performance through job satisfaction; and organizational commitment to performance through job satisfaction.

The research population was employees of the economic division of the government of Malang City, East Java who had the status of Civil Servants (PNS). Determining the number of samples uses the saturated sampling method, so that all members of the population are determined to be the sample. Data collection uses a questionnaire that is distributed directly to respondents. The data analysis technique uses path analysis.

The results of this research conclude that: (1) self-leadership has a significant positive effect on job satisfaction; (2) organizational commitment has a significant positive effect on job satisfaction; (3) self-leadership has a significant positive effect on employee performance; (4) organizational commitment has a significant positive effect on employee performance; (5) job satisfaction has a significant positive effect on employee performance; (6) self-leadership has a significant positive effect on employee performance through job satisfaction; and (7) organizational commitment has a significant positive effect on employee performance through job satisfaction.

KEY WORD: self leadership, organizational commitment, job satisfaction, performance

Date of Submission: 08-10-2023

Date of Acceptance: 22-10-2023

I. INTRODUCTION

The contribution of organizational members through optimal work implementation is the key to the overall success of the organization. Contributions include, among other things, carrying out work in accordance with standards. For this reason, organizational management needs to find appropriate HR management methods to encourage organizational members to perform optimally in an effort to help achieve organizational goals.

The urgency of employee performance for the organization is needed to help realize organizational goals (Hasibuan, 2017). However, there are still problems faced by organizations related to employee performance, especially if employees are faced with a high volume of tasks or tasks that require quick completion, usually their performance is less than optimal.

The success of an organization in improving employee performance is closely related to the quality of HR governance. Several efforts that organizations can make to improve employee performance include organizational commitment, leadership style and job satisfaction. The research results of Putra and Sintasih (2018) prove that self-leadership influences employee performance. Meanwhile, research by Utari and Heryanda (2021) proves that organizational commitment influences employee performance.

In order to achieve targeted performance, the City Government needs to design good governance so that employees are motivated to contribute to achieving organizational goals. Employees need to perform measurably when carrying out public services. However, problems still occur related to employee performance that is less than optimal.

Regarding fluctuations in employee performance, there are various factors that influence it. These factors include leadership, organizational commitment and job satisfaction (Dessler, 2020; Robbins & Judge, 2017). Various research results also show that leadership style and organizational commitment influence employee performance (Sugeng, 2022). Furthermore, research results also show that job satisfaction has a significant positive effect on employee performance (Hidayah & Harnoto, 2018; Hanafi & Syah, 2021). This means that the higher the employee's job satisfaction as measured through indicators of job characteristics, salary, promotion opportunities, supervision and support from colleagues, the higher the employee's performance will be.

As is known, job satisfaction is a mental condition that is pleasant and unpleasant for employees regarding their work, in this case job satisfaction is a reflection of an employee's feelings towards their work (Goetz & Wald, 2022). Job satisfaction is an employee's assessment of how much the work they do satisfies their needs (Nurhidayati, et al., 2022). The research results of Pahlawi and Fatonah (2020) found that employees' perceptions of inadequate salaries and low co-worker support had a negative effect on employee performance. There are several factors that influence employee performance, namely individual competence, organizational support, and management support (Simanjuntak, 2011).

This research places self-leadership and organizational commitment as variables that influence employee performance. Syafie et al. (2013) stated that leadership style has a significant influence on employee performance. According to Neck and Houghton (2016), self-leadership is an individual's ability to influence, direct, supervise and motivate himself (thought patterns and behavior) so that he can contribute optimally to achieving organizational goals.

Based on the explanation above, this research aims to prove the influence of self-leadership on job satisfaction; prove the influence of organizational commitment on job satisfaction; prove the influence of job satisfaction on employee performance; prove the influence of self-leadership on employee performance; prove the influence of organizational commitment on employee performance; prove the influence of self-leadership on employee performance through job satisfaction; and prove the influence of organizational commitment on employee performance through job satisfaction.

II. LITERATURE REVIEW AND HYPOTHESIS

The influence of self-leadership on job satisfaction.

Self-leadership is an individual's ability to influence, direct, supervise, and motivate himself (thought patterns and behavior) so that he can contribute optimally to achieving organizational goals (Neck and Houghton, 2016). Furthermore, Manz and Sims (2016) stated that self-leadership is a process through which individuals control their own behavior, influence and lead themselves through the use of cognitive and behavioral strategies. The most prominent dimensions of self-leadership are behavioral, cognitive, and natural reward strategies of self-management, self-motivation, and self-development

Meanwhile, job satisfaction is a positive emotion produced by measuring work or work experience. Job satisfaction is the result of workers' perceptions of how well the job provides everything that is considered important. So job satisfaction is a generalization of attitudes towards work which are based on aspects of the job, such as equipment, environment, psychological needs and so on. The more aspects of work that are not in accordance with individual desires, the higher a person's dissatisfaction will be (Long et al. (2017). Based on this explanation, self-leadership will have an impact on job satisfaction. The research results of Sukrajap and Harahap (2017) also proves that self-leadership has a significant positive effect on job satisfaction. For this reason, the following hypothesis is formulated:

H1: self-leadership has a positive and significant effect on job satisfaction.

The influence of organizational commitment on job satisfaction.

Organizational commitment is the relative strength of an individual's involvement in an organization which is indicated by a strong belief in the goals and values of the organization, a willingness to make certain efforts for the benefit of the organization and a strong desire to continue being a member of the organization. Individuals who have organizational commitment will have positive feelings towards the organization, show a desire to maintain their membership in the organization and have confidence in the values and goals of the organization and are willing to work optimally for the organization (Steers & Porter, 2017).

Meanwhile, job satisfaction is a positive emotion produced by work experience. Job satisfaction is the result of workers' perceptions of how well the job provides everything that is considered important. So job satisfaction is a generalization of attitudes towards work based on job aspects. The more aspects of a job that are not in accordance with an individual's wishes, the higher a person's dissatisfaction will be (Long et al., 2017). Based on this explanation, organizational commitment will have an impact on job satisfaction. Le Thị Minh Loan's (2020) research results also prove that organizational commitment has a significant positive effect on job satisfaction. For this reason, the following hypothesis is formulated:

H2: Organizational commitment has a positive and significant effect on job satisfaction.

The influence of job satisfaction on employee performance.

Job satisfaction is the result of workers' perceptions of how well the job provides everything that is considered important. So job satisfaction is a generalization of attitudes towards work based on various aspects of work, for example equipment, environment, psychological needs and so on. The more aspects of a job that are not in accordance with an individual's desires, the higher a person's dissatisfaction will be (Long et al. 2017).

Meanwhile, performance as a form of willingness of a person or group of people to carry out activities in accordance with the scope of their responsibilities, requires adequate physical and non-physical environmental support to create a sense of satisfaction in carrying out work. Performance achievements do not stand alone, but are related to job satisfaction and levels of rewards (Robbins & Judge, 2017). Based on this explanation, job satisfaction will have an impact on employee performance. The research results of Utari and Heryanda, (2021), Rodrigo et al (2022) and Cahyani et.al. (2020) also proves that job satisfaction has a significant positive effect on performance. For this reason, the following hypothesis is formulated:

H3: Job satisfaction has a positive and significant effect on employee performance.

The influence of self-leadership on employee performance.

Leadership is the ability to influence, motivate, and enable other people to contribute to the success of the organization (Yulk, 2011). Self leadership is a process through which individuals control their own behavior, influence and lead themselves through the use of cognitive and behavioral strategies. The most prominent dimensions of self-leadership are behavioral, cognitive, and natural reward strategies of self-management, self-motivation, and self-development (Manz & Sims, 2016).

Meanwhile, performance as a form of a person or group's willingness to carry out activities in accordance with the scope of their responsibilities, requires leader commitment and system support in organizational governance as a guide so that employees perform optimally. Without the support of leader commitment and the support of a good management system, it is impossible for employee performance to be achieved optimally (Robbins & Judge, 2017). The research results of Ohemeng et al. (2018) shows that leadership style improves the quality of leader-subordinate relationships and has an impact on employee performance. Research by Priyantono (2017), Putra and Sintaasih (2018) also proves that self-leadership has a significant positive effect on employee performance. Based on this explanation, self-leadership will have an impact on employee performance. For this reason, the following hypothesis is formulated:

H4: Self-leadership has a positive and significant influence on employee performance.

The influence of organizational commitment on employee performance.

Organizational commitment is the relative strength of an individual's involvement in a particular organization, which is indicated in the consistency of belief in the goals and values of the organization, the willingness to undertake certain efforts for the benefit of the organization and the strong desire to continue being a member of the organization. Individuals who are committed to the organization will have positive feelings towards the organization, show a desire to maintain their membership in the organization and have strong beliefs and perceptions of the organization's values and goals and are willing to work optimally for the organization (Steers. & Porter , 2017).

Organizational commitment includes the extent to which individuals adopt the values and goals of the organization and identify with them in carrying out work (Mohammed & Eleswed, 2013). Employees who have a strong belief in the values and goals of the organization will be willing to make optimal efforts on behalf of the organization, and have a strong desire to remain as members of the organization. Employees with a strong commitment to the organization and a psychological bond with the organization will produce optimal work outcomes (Musabah et al., 2017). Employees who have a strong commitment to the organization will stay in the organization in positive and negative circumstances and are willing to develop the organization. The research results of Utari and Heryanda, (2021), Ginanjar and Berliana (2021), Cahyani et al. (2020) proves that organizational commitment has a positive and significant effect on employee performance. Based on this explanation, the following hypothesis is formulated:

H5: Organizational commitment has a significant positive effect on employee performance.

The influence of self leadership on employee performance through job satisfaction.

There are many internal and external factors that may have a direct or indirect influence on employee performance. According to Wicaksono and Gazali (2021), internal factors that influence performance include job satisfaction and leadership style. These two factors---job satisfaction and leadership style---are related to each other in influencing employee performance. In its position as a mediator variable, job satisfaction is also predicted to be able to mediate the influence of the self-leadership variable on employee performance. Employees who feel satisfied will certainly show optimal performance in helping to realize organizational goals. The research results of Priyantono (2017), Putra and Sintaasih (2018) prove that self-leadership has a significant positive effect on employee performance. Based on this explanation, the following hypothesis is formulated:

H6: Self leadership has a positive and significant effect on employee performance through job satisfaction.

The influence of organizational commitment on employee performance through job satisfaction.

A person's effectiveness at work can be enhanced by their commitment to the organization. Organizational commitment includes the extent to which individuals adopt the values, goals of the organization and identify with them in carrying out work (Mohammed & Eleswed, 2013). Employees who have a strong belief in the values and goals of the organization will be willing to make optimal efforts on behalf of the organization, and have a strong desire to remain as members of the organization. Employees with a strong commitment to the organization and a psychological bond with the organization will produce good work results (Musabah et al., 2017).

Organizational commitment refers to the readiness of social actors to exert effort and loyalty in supporting social structures (Lapointe & Vandenberghe, 2015). Attachment to the personality system in the social contract is a form of self-expression that can increase employee morale and work behavior, allowing them to operate more efficiently and effectively (Jayaweera, 2015). Griffin (2015) states that organizational commitment is an attitude that reflects the extent to which an individual knows and is attached to their organization. Employees who are committed to the organization will stay with the organization in both positive and negative circumstances, and are willing to maintain and develop the organization. Based on this explanation, the following hypothesis is formulated:

H7: Organizational commitment has a positive and significant effect on employee performance through job satisfaction.

III. RESEARCH METHODS.

Population and Sample

This research uses an explanatory research approach, namely research that attempts to explain the relationship between variables through hypothesis testing (Singarimbun and Effendi, 2017). The research population was all 37 civil servants at the Malang City Government Economic Office. Because the population was less than 100, the research sample was taken from the entire population of 35 people.

Operational definition of variables.

Self leadership (X1), is the practice of someone intentionally influencing their thoughts, feelings and actions to achieve the desired end goal. Indicators of self-leadership include: the ability to find ideas; the ability to appreciate; ability to provide responsibility; developing ability; ability to serve; and maintenance capabilities.

Organizational commitment (X2), is the state of employees who side with the organization, as well as the goals and desires to maintain membership in the organization. Indicators of organizational commitment include: pride in the organization; prioritize the interests of the organization; there is conformity with the organization's vision and mission; high social status; and maintain the good name of the organization

Job satisfaction (Y1), is the emotional state of employees who are pleasant or unpleasant about their work. Indicators of job satisfaction include: salary; work; work colleague; work environment; and promotion.

Employee performance (Y2) is a result achieved by the employee in his work according to certain criteria for a particular job. Employee performance indicators include: quantity; quality; time; and cost.

Data collection and analysis

The data collection method uses a questionnaire distributed to respondents. The measurement instrument for the 4 research variables uses a Likert scale with a variety of answers: strongly agree is given a score of 5; agree was given a score of 4; disagree given a score of 3; disagree given a score of 2; and strongly disagree was given a score of 1.

Before carrying out statistical tests, it is necessary to test data validity, data reliability and classic assumptions: multicollinearity, heteroscedasticity and normality (Ghozali, 2017). For data analysis using path analysis, while for testing hypotheses using p-value. If the significance value of p-value <0.05 means the hypothesis is accepted. Conversely, if the p-value significance value is > 0.05, it means the hypothesis is rejected. Meanwhile, to determine direct or indirect influence, the Sobel test is used (Hayes and Preacher, 2014).

IV. RESULTS AND DISCUSSION

Validity Test

The validity test is used to measure how accurate the respondent's answers are to a test using a questionnaire. To test the validity, Product moment correlation is used, with a significance level of 5%. The results of the validity test can be seen in the following table.

Table 1. Validity Test Results

Variable	Indicator	Sig value.	Results
Self leadership (X1)	X1.1	0.000	Valid
	X1.2	0.000	Valid
	X1.3	0.000	Valid
	X1.4	0.000	Valid
	X1.5	0.000	Valid
	X1.6	0.000	Valid
Organizational commitment (X2)	X2.1	0.000	Valid
	X2.2	0.000	Valid
	X2.3	0.000	Valid
	X2.4	0.000	Valid
	X2.5	0.000	Valid
Job satisfaction (Y1)	Y1.1	0.000	Valid
	Y1.2	0.000	Valid
	Y1.3	0.000	Valid
	Y1.4	0.000	Valid
	Y1.5	0.000	Valid
Employee performance (Y2)	Y2.1	0.000	Valid
	Y2.2	0.000	Valid
	Y2.3	0.000	Valid
	Y2.4	0.000	Valid

Based on table 1, it is known that the validity test results for each variable in all question items are declared valid, because the significance value is <0.05.

Reliability Test

Reliability refers to an understanding that a research instrument can be trusted as a data collection tool. To find out the reliability of a research instrument, you can look at the reliability coefficient value between 0 – 1. If the coefficient value is close to 1, the instrument is more reliable. The measure used to show that the statement is reliable, if the Cronbach Alpha value is > 0.6. Reliability test results for research variables are presented in the following table.

Table 2. Reliability Test Results

Variable	Cronbach Alpha value.	Results
X1	0.741	Reliabel
X2	0.781	Reliabel
Y1	0.761	Reliabel
Y2	0.721	Reliabel

Based on table 2, it can be seen that the reliability test for each research variable has a Cronbach Alpha value > 0.6; so it can be concluded that all question items are declared reliable.

Meanwhile, the results of the classical assumption test, which consists of a multicollinearity test, aim to see the correlation between each variable. To detect multicollinearity, look at the Variance Inflation Factor (VIF) value; If the VIF value < 10 indicates there is no multicollinearity. Furthermore, the heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. To determine whether there is heteroscedasticity, the scatterplot method is used. If the graph plot shows no clear pattern, then it is said that heteroscedasticity does not occur. Meanwhile, the normality test aims to assess the distribution of data in a group of data or variables, whether the data distribution is normally distributed or not. To test this, the Kolmogorof-Smirnov approach is used. If the value of asymp. sig (2-tailed)

Kolmogorof-Smirnov model > 0.05 means the data is normally distributed. The results of the classical assumption test can be seen in the following table.

Table 3. Classic Assumption Test Results

Information	Test equipment	Results	Conclusion
Multicollinearity Test	Variance Inflation Factor (VIF).	< 10	Multicollinearity did not occur
Heteroscedasticity Test	Scatterplot	Irregular image	Heteroscedasticity did not occur
Normality test	Kolmogorof-Smirnov	> 0.05	Data normal

Based on table 3, it is known that the multicollinearity test shows a result of <10 , this means that there is no correlation between the independent variables or multicollinearity does not occur. Meanwhile, the results of the heteroscedasticity test show that the graph plot does not have a clear pattern, so it can be said that heteroscedasticity does not occur. Furthermore, the results of the normality test show that the alpha value is > 0.05 , so it can be said that the data is normally distributed.

Hypothesis Test Results

Hypothesis testing is intended to prove the truth of research allegations by looking at the results of the correlation between constructs with path coefficients and their level of significance. The results of the hypothesis test are as follows.

Table 4. Path analysis test results and Sobel test

Connection	Coefficient	p-value	Conclusion
X1 => Y1	0.742	0.000	Fulfil
X2 => Y1	0.876	0.000	Fulfil
X1 => Y2	0.357	0.000	Fulfil
X2 => Y2	0.226	0.000	Fulfil
Y1 => Y2	0.896	0,000	Fulfil
X1 => Y1 => Y2	$0.742*0.896 = 0.665$ <i>p=</i> value Sobel test $0.016 < 0.05$		Fulfil
X2 => Y1 => Y2	$0.876*0.896 = 0.785$ <i>p=</i> value Sobel test $0.018 < 0.05$		Fulfil

Based on table 4, it can be seen that: (1) self-leadership has a significant effect on employee job satisfaction. This is indicated by the p value = $0.000 < 0.05$ and the coefficient value of 0.742 has a positive sign; (2) Organizational commitment has a significant effect on job satisfaction. This is indicated by the p value = $0.000 < 0.05$ and the coefficient value of 0.876 has a positive sign. ; (3) self-leadership has a significant effect on employee performance. This is indicated by the p value = $0.000 < 0.05$ and the coefficient value of 0.357 has a positive sign; (4) Organizational commitment has a significant effect on employee performance. This is indicated by the p value = $0.000 < 0.05$ and the coefficient value of 0.226 has a positive sign. This means that when organizational commitment increases it will improve employee work performance; (5) job satisfaction has a significant effect on employee performance. This is indicated by the p value = $0.000 < 0.05$ and the coefficient value of 0.896 has a positive sign. This means that when employee satisfaction increases, employee performance will improve.

Furthermore, the influence of self-leadership on employee performance through job satisfaction is proven to be significant. This is indicated by the p value = $0.016 < 0.05$ and the total influence value is 0.665 which is positive. This means that when self-leadership is optimized it will increase job satisfaction and subsequently have an impact on employee performance. Meanwhile, the influence of organizational commitment on employee performance through job satisfaction has proven to be significant. This is indicated by the p value = $0.018 < 0.05$ and the total influence value is 0.785 which is positive. This means that when organizational commitment increases, job satisfaction will increase and this will subsequently have an impact on employee performance.

V. DISCUSSION

Self leadership influences job satisfaction.

The research results prove that self-leadership has a significant positive effect on job satisfaction, meaning that when self-leadership is optimized it will increase employee job satisfaction. The results of this research support the research of Sukrajap and Harahap (2017) that self-leadership has a significant positive effect on job satisfaction.

The existence of self-leadership has a positive influence on job satisfaction because in self-leadership a person has clear life and career goals (Oliver, 2021). A person's personal and professional interests cannot be separated. Therefore, setting career and life goals is very important so that someone can clearly formulate operational steps. This will create a strong urge to make their desires come true so that it will help individuals to struggle and improve their self-quality. Someone who has self-leadership skills will also evaluate their progress and efforts in achieving the goals they have set.

Organizational commitment influences job satisfaction.

The results of this research prove that organizational commitment has a significant positive effect on job satisfaction, meaning that when organizational commitment increases it will increase employee job satisfaction. The results of this research support Le Thi Minh Loan's (2020) research which concluded that organizational commitment has a significant positive effect on job satisfaction.

According to Robbins and Judge (2017) commitment is a condition where an individual participates in an organization and its goals and desires to maintain membership in the organization. Based on this explanation, organizational commitment includes elements of loyalty to the organization, work engagement, and acceptance of the organization's values and goals. When loyalty, participation and acceptance are linked to organizational performance, employees who have a strong commitment to the organization tend to have high levels of satisfaction. Organizational commitment and job satisfaction tend to influence each other. People who are happy with their jobs are more likely to be loyal and committed to the organization and those who are committed to the organization are more likely to be satisfied with their jobs. Someone who is dissatisfied with their job and lacks commitment to the organization can reduce the quality of work and may even leave the organization.

Self leadership influences employee performance.

The results of this research prove that self-leadership has a significant positive effect on employee performance, meaning that when self-leadership is optimized it will improve employee performance. The results of this research support the research of Priyantono (2017) and Putra and Sintaasih (2018) who concluded that self-leadership has a significant positive effect on performance.

Self-leadership requires the ability to manage and organize yourself before managing and managing others. Everyone needs the ability to lead themselves, to be successful in carrying out their leadership role. A person must first have strong self-leadership in order to successfully lead others. The ability to lead oneself is a determining asset in improving performance according to one's role, duties and responsibilities (Hersey et al., 2001). Thus, the existence of self-leadership needs to be improved so that it has a positive impact on employee performance by developing abilities and never stopping learning.

Job satisfaction influences employee performance.

The results of this research prove that job satisfaction has a significant positive effect on performance, meaning that when job satisfaction increases it will improve employee performance. The results of this research support the research of Rodrigo et al (2022) and Cahyani et.al. (2020) which proves that job satisfaction has a significant positive effect on employee performance.

The existence of job satisfaction needs to be increased so that it has a positive impact on employee performance. One way that can be done to increase job satisfaction so that it can have a positive impact on employee performance is to accept suggestions from employees. Even though sometimes an institution already has goals and targets set, there is no harm in accepting input and suggestions from employees. This is because when employees are carrying out their work, sometimes they will discover something that might be hidden from the institutional view.

As is known, job satisfaction is an emotional attitude or feeling of being happy and loving one's job. This attitude is reflected in work morale, discipline and work performance. Job satisfaction can arise from enjoying the work done (Hasibuan, 2017). Good employee performance can be influenced by employee job satisfaction. Job satisfaction can be formed when the basic salary, compensation and working conditions can be met by the organization so that it has an impact on employee performance.

Organizational commitment influences employee performance.

The results of this research prove that organizational commitment has a significant positive effect on employee performance, meaning that when organizational commitment is strengthened it will improve employee performance. The research results of Musabah et al., (2017) and Cahyani et al. (2020) also proves that organizational commitment has a significant positive effect on employee performance.

The existence of organizational commitment needs to be increased so that it has a positive impact on performance by conveying shared goals. Employees who have a strong commitment to the organization will also have high performance. Strong commitment can be seen from how much employees involve themselves in organizational activities and are responsible for their work. Employees who have a psychological bond with the organization usually accept the organization's values, always strive to realize the organization's goals and want to maintain their position (Robbins & Judge, 2017). In reality, not all employees have a strong commitment to the organization. Employees who have a strong commitment to the organization usually always involve themselves in efforts to realize organizational goals through optimal contributions in their work behavior.

Self leadership influences employee performance through job satisfaction.

The results of this research prove that job satisfaction strengthens the influence of self-leadership on performance, meaning that self-leadership has a positive and significant effect on employee performance through job satisfaction, and when the implementation of self-leadership increases, satisfaction will also increase, leading to increased employee performance. In other words, if self-leadership is optimized, employees will feel satisfied carrying out their work, which will have an impact on improving performance.

Self-leadership requires someone to be able to manage and manage themselves before managing and managing others. Everyone needs the ability to lead themselves, to be successful in carrying out their leadership role. A person must first have strong self-leadership to successfully lead others (Harsey et al., 2001). The ability to lead oneself is a determining factor in improving one's performance.

In an organization, job satisfaction is one of the most important factors influencing employee behavior and performance. The level of satisfaction of an individual or group in completing their work can influence all aspects of organizational performance. According to George and Jones (2012) there is a reciprocal relationship between performance and job satisfaction. On the one hand, job satisfaction causes an increase in employee performance so that satisfied workers will be more productive, while on the other hand, job satisfaction can also be caused by the ability to achieve optimal performance or high work performance. The research results of Husnatarina and Elia (2022) prove that increased job satisfaction can be achieved if self-leadership is implemented optimally so that it can lead to performance.

Organizational commitment influences employee performance through job satisfaction.

The results of this research prove that job satisfaction strengthens the influence of organizational commitment on performance, meaning that organizational commitment has a positive and significant effect on employee performance through job satisfaction, and when organizational commitment increases it will also be followed by an increase in job satisfaction, which leads to increased employee performance. The results of this research are in accordance with the opinion of Syauta et al (2012) that employee performance is related to the level of job satisfaction. Research conducted by Cahyani et al. (2020) also shows that job satisfaction has a positive and significant effect on employee performance. When employees are satisfied with their work, they will dedicate themselves to the organization.

Another factor that can influence performance is organizational commitment. As stated by Syauta et al., (2012) that high organizational commitment is related to high employee performance. Research by Ghorbanpour et al (2014) also shows that organizational commitment has a positive and significant effect on employee performance. Individuals will carry out the work, identify with the role in the work, then they will be committed to doing the job optimally because they feel satisfied with the organization.

VI. CONCLUSION

Employee performance is an important component for improving the quality of services in the economy of the Malang City Government, East Java, Indonesia. Increasing employee performance can be caused by self-leadership, job satisfaction and strong organizational commitment. Self-leadership position and organizational commitment as independent variables are proven to have a positive and significant effect on job satisfaction and employee performance. When self-leadership is implemented accompanied by strong organizational commitment, job satisfaction and employee performance also increase.

The role of job satisfaction as a variable that directly influences employee performance and as a mediating variable for the influence of self-leadership and organizational commitment on employee

performance is proven to be positive and significant. For this reason, if the economic management of the Malang City Government seeks to improve employee performance, this can be done by implementing self-leadership accompanied by strengthening organizational commitment and at the same time followed by strengthening employee job satisfaction.

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G. Budiwahyono. "The Influence of Self Leadership and Organizational Commitment on Employee Performance Through Job Satisfaction." *International Journal of Business and Management Invention (IJBMI)*, vol. 12(10), 2023, pp. 98-107. Journal DOI- 10.35629/8028