



Impact of Self-Efficacy and Employee Empowerment on Employee Performance: Mediating Role of Job Satisfaction

Dina Sarah Syahreza^{1*} Syamsul Bahri², Chairil Akhyar², Naufal Bachri², Nur Sa'adah Muhammad³

1. Department of Management, Faculty of Economics, Universitas Negeri Medan, Indonesia

2. Department of Management, Faculty of Economics and Business, Universitas Malikussaleh, Indonesia

3. Department of Management, Faculty of Economics and Management, Universiti Kebangsaan Malaysia, Malaysia

*Corresponding author e-mail: dinasarahsyahreza@unimed.ac.id

Article Info

Keywords:

Self-efficacy;
Empowerment;
Job satisfaction;
Employee performance

JEL Classification:

J0, J280, M54

DOI:

10.33830/jom.v21i1.9597.2025

Article History

Received: July 12, 2024

Accepted: April 18, 2025

Publish: April 26, 2025

Abstract

Purpose – This study examines the influence of self-efficacy and employee empowerment on employee performance and the mediating effect of job satisfaction.

Methodology – The sample consists of 180 employees from PT. PNM Mekaar Syariah (Persero) Aceh. The analytical tool used is path analysis with structural equation modelling (SEM) using AMOS.

Findings—The results show that each variable, self-efficacy and employee empowerment, influences job satisfaction and employee performance. The relationship between self-efficacy and employee performance is partially mediated by job satisfaction, and the relationship between employee empowerment and employee performance is also partially mediated by job satisfaction.

Originality – In the realm of employee performance and job satisfaction, a novel approach can be explored by investigating the combined impact of work environment, leadership style, and organizational culture on employee performance.

1. Introduction

Employee performance is a crucial factor in organizational success and is influenced by various elements such as self-efficacy, employee empowerment, and job satisfaction. Self-efficacy, which refers to an individual's belief in their ability to succeed in specific situations, has a significant role in boosting employees' confidence and capabilities (Hermawati et al., 2023). When employees feel empowered, they are more inclined to take initiative, make decisions, and contribute effectively to the organization (Ibrahim et al., 2016). Empowerment entails delegating authority, responsibilities, and trust to employees to enhance performance and loyalty (Onsardi & Asmawi, 2017). Job satisfaction serves as a mediator in the correlation between self-efficacy, empowerment, and employee performance. Research indicates that job satisfaction is positively impacted by self-efficacy and empowerment, leading to improved employee performance (Iis & Yunus, 2016; Sindyania, 2024).

It is important to note that job satisfaction is influenced by various factors such as organizational culture, leadership style, and recognition systems (Fouad, 2019; Lasiny et al.,

2021). Empowerment indicates a substantial and positive effect on job satisfaction, consequently influencing employee performance (Ali et al., 2017; Yusrizal et al., 2020). The interaction among self-efficacy, empowerment, and job satisfaction is vital for comprehending employee performance. Self-efficacy influences job satisfaction and affects organizational aspects, consisting of success, empowerment, and organizational commitment (Hirlak, 2022; Sahem et al., 2021). Besides, psychological empowerment plays a substantial role in enhancing job satisfaction, resulting in positive work outcomes (Ali et al., 2021). Moreover, empowering employees can elevate motivation levels, ultimately impacting employees' performance (Makhamreh et al., 2022).

Employee satisfaction is a crucial factor in organizational success, directly impacting productivity, retention, and overall performance. Job satisfaction is influenced by various factors such as self-efficacy, empowerment, and work engagement. Self-efficacy, an individual's belief in their ability to accomplish tasks, has been linked to job satisfaction (Lai, 2012). Employees with high self-efficacy are more likely to feel satisfied with their work, leading to increased job performance (Li et al., 2018). Additionally, psychological empowerment has been identified as a significant predictor of job satisfaction among employees, particularly in the nursing field (Khan et al., 2016).

Work engagement is another primary factor that influences job satisfaction. Research has indicated that work engagement positively correlates with job satisfaction, involvement, and reduced burnout (Lai, 2012). Moreover, the role of work engagement in moderating the impact of job characteristics, perceived organizational support, and self-efficacy on job satisfaction emphasizes the significance of employee engagement in enhancing job satisfaction (Noermijati & Primasari, 2015). Additionally, training and development programs affect job satisfaction and, subsequently, employee performance. Studies have shown a positive relationship between training, job satisfaction, and employee performance, underscoring the importance of investing in employee development to enhance job satisfaction and overall organizational success (Aldaihani, 2019).

PT. PNM Mekaar Syariah (Persero) Aceh faces employee performance issues observed through various indicators, such as work quantity and quality, timeliness, attendance, and teamwork ability. Based on the preliminary survey, approximately 40% of employees struggle to meet work targets optimally, both in terms of quantity and quality, influenced by low self-efficacy and a lack of empowerment in decision-making. Additionally, 25% of employees experience delays in task completion, and 18% have a high absenteeism rate, reflecting issues in motivation and job satisfaction. A lack of collaboration, affecting 30% of employees, also hinders team productivity. Therefore, strategies are needed to enhance self-efficacy, empowerment, and create a work environment that supports job satisfaction and optimal performance.

Novelty in research, in the realm of employee performance and job satisfaction, a novel approach can be explored by investigating the combined impact of work environment, leadership style, and organizational culture on employee performance. While existing studies have individually examined the influence of these factors on job satisfaction and performance Pawirosumarto et al. (2017), a unique contribution can be made by exploring how the interplay of these elements collectively affects employee performance. By delving into how the alignment or misalignment of work environment, leadership style, and organizational culture impacts job satisfaction and, subsequently, employee performance, a more comprehensive understanding of the dynamics at play within organizations can be achieved.

A novel research direction could involve studying the mediating role of job satisfaction in the relationship between various factors such as entrepreneurial orientation, organizational culture, and job performance (Soomro & Shah, 2019). By focusing on how job satisfaction acts as a

mediator between these variables, the research can shed light on the mechanisms through which organizational aspects influence employee performance. This approach can provide insights into the underlying processes that link organizational culture, entrepreneurial orientation, and job satisfaction to employee performance outcomes. Furthermore, exploring the mediating role of job satisfaction in the relationship between transformational leadership, work motivation, and employee performance can offer a fresh perspective on enhancing organizational effectiveness (Prabowo et al., 2018). By investigating how job satisfaction mediates the impact of leadership and motivation on employee performance, the study can provide valuable insights into the pathways through which leadership and motivation strategies influence employee outcomes. This approach can offer practical implications for organizations seeking to optimize leadership and motivation practices to enhance employee performance.

1.1. Self-Efficacy and Job Satisfaction

Self-efficacy is a crucial factor that influences job satisfaction among educators. Research by Skaalvik & Skaalvik (2014) revealed that both teacher autonomy and self-efficacy were independent predictors of engagement, job satisfaction, and emotional exhaustion. Shaukat et al. (2018) further emphasized that teachers with a high sense of self-efficacy exhibit a greater sense of job satisfaction, underscoring the importance of examining self-efficacy beliefs among educators working with children with disabilities. Additionally, Li et al. (2015) highlighted that proactive personality could have a significant direct influence on job satisfaction and exert a positive indirect effect via self-efficacy and work engagement. Furthermore, Duffy et al. (2012) suggested that having a sense of personal agency in one's work life strongly influences job satisfaction. Moreover, Lai (2012) found that self-efficacy has a positive effect on job performance and job satisfaction. Demir (2020) emphasized the significance of self-efficacy belief in propounding the effects of self-efficacy more clearly. Panjaitan & Kustiawan (2022) conducted a study on private company employees in Jakarta, Bogor, Depok, Tangerang, and Bekasi, indicating that a high level of self-efficacy positively influences employees' behavior and increases their job satisfaction. Additionally, Katsantonis (2019) highlighted that self-efficacy acts as a mediating variable between school climate and job satisfaction across cultures. Overall, the literature supports the notion that self-efficacy plays a vital role in enhancing job satisfaction among educators, emphasizing the need to cultivate self-efficacy beliefs to promote job satisfaction and well-being in educational settings.

H₁: Self-efficacy has a positive influence on job satisfaction

1.2. Employee Empowerment and Job Satisfaction

Employee empowerment has been consistently linked to positive outcomes in the workplace, particularly in enhancing job satisfaction. Moreover, Ibrahim et al. (2016) conducted a study on front office employees in Egyptian hotels, demonstrating that employee empowerment positively influences job satisfaction, emphasizing the importance of empowering employees in the hospitality industry. The study by Al-Hajri and Obeidat AL-Hajri & Obeidat (2019) focused on the impact of psychological empowerment on job satisfaction at the Police College in Qatar, revealing a direct and positive relationship between psychological empowerment and job satisfaction among employees. These findings collectively support the notion that employee empowerment plays a crucial role in enhancing job satisfaction, fostering a positive work environment, and promoting employee well-being. By empowering employees through delegation of authority, trust, and responsibility, organizations can cultivate a sense of ownership and

autonomy among their workforce, ultimately leading to increased job satisfaction and improved overall performance.

H₂: Employee empowerment has a positive influence on job satisfaction

1.3. Self-Efficacy and Employee Performance

Employee performance is influenced by self-efficacy, as supported by various studies. For example, Tims et al. (2014) found a positive impact of self-efficacy on job performance through daily job crafting. Similarly, Malik et al. (2014) demonstrated that high creative self-efficacy enhances employee creative performance. Cherian & Jacob (2013) highlighted the crucial role of self-efficacy in determining work-related performance and motivation levels. Afzal et al. (2019) suggested that self-efficacy enhances performance by boosting employees' confidence in challenging tasks. Mayfield & Mayfield (2012) indicated that higher levels of self-efficacy lead to improved performance outcomes. Hu & Zhao (2016) underscored the positive relationship between creative self-efficacy and employee innovation. Fatima et al. (2020) suggested that effective leadership self-efficacy enhances employee performance. Adekiya et al. (2021) found that emotional intelligence enhances the positive impact of self-efficacy on performance. Kusumah et al. (2021) highlighted the significant role of self-efficacy in enhancing performance outcomes. These studies collectively provide evidence supporting the positive relationship between self-efficacy and employee performance, emphasizing its importance in various organizational contexts.

H₃: Self-Efficacy has a positive influence on employee performance

1.4. Employee Empowerment and Employee Performance

Employee empowerment has been consistently associated with positive impacts on employee performance in various organizational contexts. Studies have shown that empowering employees leads to improved performance outcomes. For instance, Fernández & Moldogaziev (2013) found that an employee empowerment approach, involving practices such as sharing information, resources, rewards, and authority with employees, directly and significantly enhances performance as perceived by employees. Ukil (2016) highlighted that providing tools, training, and motivation to employees through empowerment initiatives leads to sustainable performance in financial enterprises. Onsardi & Asmawi (2017) emphasized that delegating authority, responsibilities, and trust to employees through empowerment efforts improves both employee performance and loyalty. Reena (2018) pointed out that empowering employees by providing autonomy in decision-making positively impacts organizational performance. Moreover, Baird et al. (2018) stressed the importance of ensuring genuine empowerment experiences for employees to enhance their performance effectively. Furthermore, Rahmatika et al. (2022) indicated that employee empowerment is a significant factor in improving organizational performance. Wardoyo et al. Rahman et al. (2012) highlighted that employee empowerment is a strategic element for achieving expected performance outcomes in organizational activities. Additionally, Alfian et al. (2019) demonstrated that empowering employees through decision-making autonomy positively influences organizational performance. Idua (2017) conducted a study on public universities in Kenya and found a linear and statistically significant relationship between employee empowerment and organizational performance. These studies collectively provide substantial evidence supporting the positive and significant impact of employee empowerment on employee performance in various organizational settings.

H₄: Employee empowerment has a positive influence on employee performance

1.5. Job Satisfaction and Employee Performance

Based on the provided references, it is evident that there is a positive and significant relationship between job satisfaction and employee performance. The studies highlight the importance of job satisfaction in influencing employee performance in various organizational contexts. For instance, Pawirosumarto et al. (2017) found that leadership style positively affects employee performance through job satisfaction. Soomro & Shah (2019) emphasized the positive impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee performance. Siengthai & Pila-Ngarm (2016) and Yulian et al., (2022) demonstrated that job redesign and job satisfaction interact positively to enhance employee performance. Prabowo et al. (2018) highlighted the strong correlation between transformational leadership, work motivation, job satisfaction, and employee performance. Irwan et al. (2020) found that leadership style, work motivation, and organizational culture positively influence employee performance through job satisfaction. angkunegara & Miftahuddin (2016) emphasized the positive effect of organizational culture and work ethics on job satisfaction and employee performance. These studies collectively provide substantial evidence supporting the positive and significant influence of job satisfaction on employee performance, underscoring the importance of fostering job satisfaction to enhance overall performance in the workplace.

H₅: Job satisfaction has a positive influence on employee performance

1.6. The Role of Job Satisfaction in the Influence of Self-Efficacy on Employee Performance

Based on the provided references, it is evident that there is a positive and significant relationship between self-efficacy and employee performance, with job satisfaction playing a mediating role in this relationship. For instance, Alola et al. (2018) found that employee self-efficacy fully mediates the relationship between supervisor incivility and job satisfaction, ultimately impacting turnover intention. Amoah (2021) highlighted that job satisfaction and creative self-efficacy play a crucial role in stimulating employee creativity, thereby enhancing job performance. Additionally, Narotama & Sintaasih (2022) emphasized that employees with high self-efficacy demonstrate superior abilities and performance, leading to increased job satisfaction. Furthermore, Machmud (2017) indicated that self-efficacy is highly correlated with job satisfaction, which in turn influences job performance positively. Prihantoro et al. (2022) explored the impact of self-efficacy, position promotion, and work environment on employee loyalty through job satisfaction, underscoring the importance of self-efficacy in enhancing performance outcomes. Moreover, Abun et al. (2022) highlighted the significant role of professional self-efficacy in improving job satisfaction and performance. The study by Bargsted et al. (2019) demonstrated that work design characteristics can influence the relationship between self-efficacy and job satisfaction, ultimately impacting job performance. Besides, Lai (2012) found that self-efficacy positively affects job performance and job satisfaction. The research by Simbolon & Priyonggo (2022) aimed to determine the effect of self-efficacy and organizational commitment on employee performance through job satisfaction. These studies collectively provide substantial evidence supporting the mediating role of job satisfaction in the relationship between self-efficacy and employee performance, highlighting the importance of fostering self-efficacy beliefs to enhance job satisfaction and overall performance in the workplace.

H₆: Job satisfaction mediates the relationship between self-efficacy and employee performance

1.7. The Role of Job Satisfaction in the influence of employee empowerment on Employee Performance

Based on the provided references, it is evident that there is a positive and significant relationship between employee empowerment and employee performance, with job satisfaction playing a mediating role in this relationship. For instance, Fernández & Moldogaziev (2013) found that an employee empowerment approach indirectly affects performance by influencing job satisfaction and innovativeness. Ukil (2016) highlighted the influence of employee empowerment on employee satisfaction and service quality, emphasizing the impact of employee satisfaction on service quality. Sun (2016) concluded that job satisfaction acts as a mediator between psychological empowerment and job performance. Maynard et al. (2014) demonstrated that employee psychological empowerment is positively related to job performance. Onsardi & Asmawi (2017) concluded that compensation, empowerment, and job satisfaction directly influence employee satisfaction. Sangwan & Bhakar (2018) stated that employee empowerment leads to higher levels of job satisfaction. Idris et al. (2018) found that employee empowerment has a strong positive effect on job satisfaction. Al-Hajri and Obeidat AL-Hajri & Obeidat (2019) emphasized the positive impact of psychological empowerment on job satisfaction and performance. Masood et al. (2014) highlighted the positive association between job satisfaction and employee empowerment. Widyastuti & Riana (2019) emphasized the positive impact of employee empowerment on job satisfaction and performance. These studies collectively provide substantial evidence supporting the mediating role of job satisfaction in the relationship between employee empowerment and employee performance, underscoring the importance of fostering empowerment and job satisfaction to enhance overall performance in the workplace.

H7: Job satisfaction mediates the relationship between employee empowerment and employee performance

2. Research Methods

This study adopts a quantitative approach with a cross-sectional design to investigate the influence of Self-Efficacy and Employee Empowerment on Employee Performance through the mediation of Job Satisfaction. A survey method is used for data collection, targeting employees from PT. PNM Mekaar Syariah (Persero) Aceh, a company in the financial sector that provides sharia micro-financing to empower small businesses and low-income communities. Proportionate stratified random sampling is employed to select a sample of 180 respondents, in line with recommendations for SEM analysis (Hair et al., 2010). The research instrument is a structured questionnaire using a 5-point Likert scale to measure the study variables. Data analysis was conducted using Structural Equation Modelling (SEM) with the latest version of AMOS software. The analysis process follows the stages recommended by Byrne (2016), including developing a theory-based model, creating a path diagram, converting it into structural equations, estimating the model, evaluating model identification, assessing Goodness-of-Fit, and interpreting and modifying the model. The covariance matrix was used as input, with Maximum Likelihood (ML) estimation method. Construct validity was tested through Confirmatory Factor Analysis (CFA), while reliability was measured using Cronbach's Alpha and Composite Reliability (Fornell & Larcker, 1981). Goodness-of-Fit criteria to be evaluated include Chi-square, RMSEA, GFI, CFI, TLI, PNFI, and PGFI (Hu & Bentler, 1999). Hypothesis testing involves analyzing direct and indirect effects, with bootstrapping used to test the significance of mediation effects (Preacher & Hayes, 2008).

This study employs a quantitative approach with a cross-sectional design to examine the influence of self-efficacy, employee empowerment, and job satisfaction on employee performance. Data was collected using a structured survey method, targeting employees from

companies across various sectors. The measurement scales used in this research are adapted from established scales. For self-efficacy, the indicators are based on the work of Mahfud et al. (2021), which include enactive mastery experience (personal success experiences), vicarious experience (observing role models successfully perform tasks), verbal/social persuasion (positive feedback and encouragement from others), and physiological and affective states (emotional and physical conditions influencing confidence). Employee empowerment is measured using the scale by Potnuru et al. (2018), which includes access to organizational performance information, knowledge that enables employees to contribute to organizational goals, rewards based on performance, and decision-making authority. Job Satisfaction is assessed based on Luthans' (2006) scale, which includes satisfaction with salary, supervision, promotion opportunities, the work itself, and coworkers.

Employee performance is evaluated using indicators from Mathis and Jackson (2012), such as quantity and quality of work, timeliness, attendance, and cooperation ability. Data was gathered using a Likert-scale questionnaire, with responses ranging from 1 (strongly disagree) to 5 (strongly agree), ensuring standardized measurement of employee perceptions and experiences. The data collected was analyzed using SEM, which allows for a comprehensive examination of the complex relationships between these variables and tests for mediation effects. The research findings are presented with the model fit summary, standardized regression weights, and the final path diagram, offering a deeper understanding of how self-efficacy, employee empowerment, and job satisfaction collectively influence employee performance in an organizational setting. The research results are reported by presenting the model fit summary, standardized regression weights, and the final path diagram. This SEM approach allows for the simultaneous analysis of complex relationships between variables and testing mediation effects, providing a comprehensive understanding of the dynamics of Self-Efficacy, Employee Empowerment, Job Satisfaction, and Employee Performance in an organizational context.

3. Results and Discussions

The sample consists of 180 employees from PT. PNM Mekaar Syariah (Persero) Aceh. The majority of respondents are male (60%), while females account for 40%. In terms of age, most employees are between 25–35 years old (47%), followed by those aged 36–45 years (25%). Regarding education level, a significant portion holds a bachelor's degree (36%), while 33% have completed high school. For work experience, the majority have worked between 1–5 years (42%), with 33% having 6–10 years of experience.

Tabel 1. Respondent Profile

Characteristics	Number	Percentage (%)
Gender		
Male	108	60
Female	72	40
Age		
< 25 years	30	17
25 - 35 years	85	47
36 - 45 years	45	25
> 45 years	20	11
Education Level		
High School (SMA/SMK)	60	33
Diploma (D3)	40	22

Characteristics	Number	Percentage (%)
Bachelor's Degree (S1)	65	36
Master's Degree (S2)	15	9
Work Experience		
< 1 year	20	11
1 - 5 years	75	42
6 - 10 years	60	33
> 10 years	25	14
Total	180	100

Source: processed data

Confirmatory factor analysis (CFA) is described in this work, and exogenous and endogenous construct were used in the validity test. With the exception of the CFA value of WE2 at 0.428, the CFA value of JS4 at 0.470, and the CFA value of EP3 at 0.554, the results indicate that SEM Amos produced all valid CFA values. The invalid CFA indicator values need to be removed because the values of WE2, JS4, and EP3 are less than 0.60, indicating invalid magnitudes (Ghozali, 2013). The indicator is considered valid when the factor loading value of each item or CFA indicator value is greater than 0.60 (Ghozali, 2013). SEM) was used in the model feasibility test to produce a good model that meets the goodness-of-fit (GOF) requirements for SEM. The complete SEM model is presented in Figure 1:

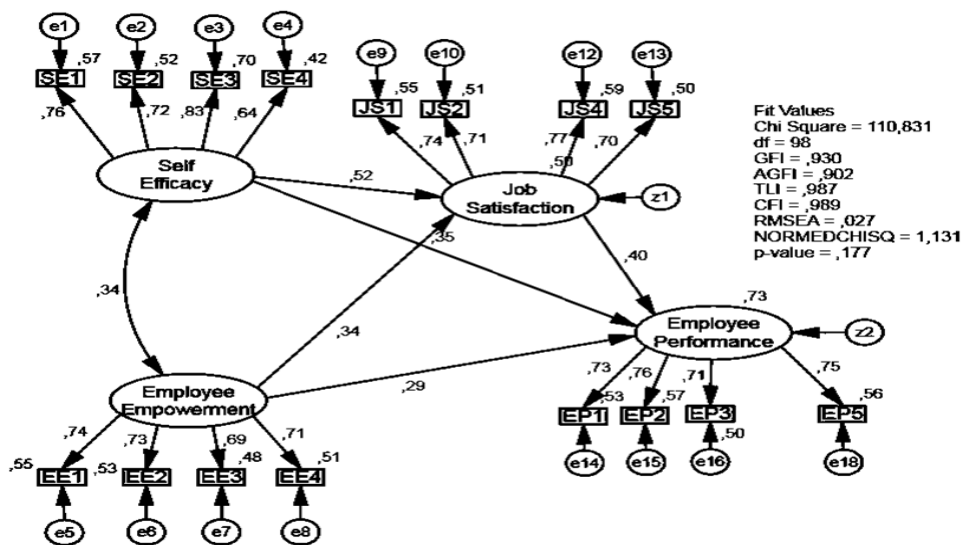


Figure 1. The Goodness-of-Fit for SEM

The results of the goodness-of-fit analysis show that the overall model evaluation meets the established criteria, thus indicating that the overall research model is fit. The results of this study indicate that there is a significant influence of self-efficacy on job satisfaction at PT. PNM Mekaar Syariah (Persero) Aceh. The standardized estimate coefficient value is 0.090 with a CR-critical ratio far greater than the minimum required C.R. value of 1.96 ($5.522 > 1.96$) and a probability smaller than the error rate ($\alpha = 0.05$) ($0.0001 < 0.05$), thus it can be stated as significant. This study supports previous research on self-efficacy and its influence on job satisfaction, such as the studies conducted by Singh et al. (2019) and Costantini et al. (2019), which found that self-efficacy has a positive and significant effect on job satisfaction.

Table 2. Goodness of Fit Indices for the Full Model

Goodness of Fit Index	Cut-off Value	Analysis Result	Model Evaluation
χ^2 Chi-Square S	Expected to be Small	110.831	Good
Probability	> 0.05	0.177	Good
CMIN/DF	< 2.00	1.130	Good
GFI	> 0.90	0.930	Good
AGFI	> 0.90	0.902	Good
TLI	> 0.95	0.987	Good
CFI	> 0.95	0.989	Good
RMSEA	< 0.08	0.027	Good

Source: processed data

The results of this study indicate that there is a significant influence of employee empowerment on job satisfaction at PT. PNM Mekaar Syariah (Persero) Aceh. The standardized estimate coefficient value is 0.085 with a CR-critical ratio far greater than the minimum required C.R. value of 1.96 ($3.757 > 1.96$) and a probability smaller than the error rate (alpha) $\alpha = 0.05$ ($0.0001 < 0.05$), thus it can be stated as significant. This study supports previous research by Ameer et al. (2014), which found that employee empowerment has a positive and significant influence on job satisfaction.

Table 3. Hypothesis Testing Results

Hypothesis Statement	Estimate Std.	S.E.	CR	P	Conclusion
Self-efficacy has a positive effect on job satisfaction (H ₁)	0.517	0.090	5.522	0.0001	Supported
Employee empowerment has a positive effect on job satisfaction (H ₂)	0.338	0.085	3.757	0.0001	Supported
Self-efficacy has a positive effect on employee performance (H ₃)	0.351	0.092	3.728	0.0001	Supported
Employee empowerment has a positive effect on employee performance (H ₄)	0.287	0.081	3.396	0.0001	Supported
Job satisfaction has a positive effect on employee performance (H ₅)	0.398	0.108	3.733	0.0001	Supported
Job satisfaction mediates the relationship between self-efficacy and employee performance (H ₆)	0.206	0.066	3.101	0.001	Supported
Job satisfaction mediates the relationship between employee empowerment and employee performance (H ₇)	0.135	0.049	2.702	0.006	Supported

Source: processed data

The results of this study indicate that there is a significant influence of employee empowerment on job satisfaction at PT. PNM Mekaar Syariah (Persero) Aceh. The standardized estimate coefficient value is 0.085 with a CR-critical ratio far greater than the minimum required C.R. value of 1.96 ($3.757 > 1.96$) and a probability smaller than the error rate (alpha) $\alpha = 0.05$ ($0.0001 < 0.05$), thus it can be stated as significant. This study supports previous research by

Ameer et al. (2014), which found that employee empowerment has a positive and significant influence on job satisfaction. The results of this study indicate that there is a significant influence of self-efficacy on employee performance at PT. PNM Mekaar Syariah (Persero) Aceh. The standardized estimate coefficient value is 0.092 with a CR-critical ratio far greater than the minimum required C.R. value of 1.96 ($3.728 > 1.96$) and a probability smaller than the error rate (alpha) $\alpha = 0.05$ ($0.0001 < 0.05$), thus it can be stated as significant. This study supports previous research by Hur et al. (2021) and Asnawi & Sulaiman (2021), which found that self-efficacy has a positive and significant effect on employee performance.

The results of this study indicate that there is a significant influence of employee empowerment on employee performance at PT. PNM Mekaar Syariah (Persero) Aceh. The standardized estimate coefficient value is 0.081 with a CR-critical ratio far greater than the minimum required C.R. value of 1.96 ($3.396 > 1.96$) and a probability smaller than the error rate (alpha) $\alpha = 0.05$ ($0.0001 < 0.05$), thus it can be stated as significant. This finding supports previous research by Sattar et al. (2015) and Fernandez & Moldogaziev (2011), which found that employee empowerment has a positive and significant influence on employee performance. The results of this study indicate that there is a significant influence of job satisfaction on employee performance at PT. PNM Mekaar Syariah (Persero) Aceh. The standardized estimate coefficient value is 0.108 with a CR-critical ratio far greater than the minimum required C.R. value of 1.96 ($3.733 > 1.96$) and a probability smaller than the error rate (alpha) $\alpha = 0.05$ ($0.0001 < 0.05$), thus it can be stated as significant. This study supports previous research by Sang et al. (2019), Soomro et al. (2018), and Icer & Florescu (2015), which found that job satisfaction has a positive and significant influence on employee performance.

Using the Sobel test, an interactive calculation tool for mediation tests, the results show that the probability value on path C' is significant (0.001), indicating that job satisfaction partially mediates the relationship between self-efficacy and employee performance at PT. PNM Mekaar Syariah (Persero) Aceh. In other words, job satisfaction has a weaker impact on enhancing the influence of self-efficacy on employee performance. Using the Sobel test, an interactive calculation tool for mediation tests, the results show that the probability value on path C' is significant (0.006), indicating that job satisfaction partially mediates the relationship between employee empowerment and employee performance at PT. PNM Mekaar Syariah (Persero) Aceh. In other words, job satisfaction has a weaker impact on enhancing the influence of employee empowerment on employee performance.

The research demonstrates that both self-efficacy and employee empowerment have a positive and significant impact on employee performance. This finding aligns with the theoretical perspective that empowered employees with strong self-efficacy are more likely to perform effectively. The results further validate the theoretical framework, emphasizing the role of self-efficacy and empowerment in driving higher levels of employee performance. The study also establishes that job satisfaction directly influences employee performance, confirming that employees who experience higher job satisfaction exhibit superior performance levels. This finding aligns with established theoretical perspectives, which suggest that satisfied employees tend to be more motivated, engaged, and productive, ultimately contributing to organizational success. Another significant contribution of this study is the identification of job satisfaction as a partial mediator in the relationship between self-efficacy and employee performance. While job satisfaction enhances the influence of self-efficacy on employee performance, its impact appears to be moderate, suggesting that additional factors may contribute to the full realization of self-efficacy's effect on employee performance. Similarly, job satisfaction is found to partially mediate the relationship between employee empowerment and employee performance. This finding

underscores that while job satisfaction plays a role in strengthening the effects of empowerment on performance, it is not the sole determinant. Other organizational and individual factors may also influence performance outcomes.

4. Conclusions

The theoretical implications of this study provide valuable insights into the relationships between self-efficacy, employee empowerment, job satisfaction, and employee performance. The findings indicate that self-efficacy and employee empowerment positively and significantly influence job satisfaction. This supports the notion that when employees have confidence in their abilities and are empowered to make decisions, their job satisfaction increases. Consequently, this study reinforces the theoretical understanding that self-efficacy and employee empowerment are critical factors in enhancing overall organizational job satisfaction. Lastly, the study contributes to the existing body of knowledge by expanding the understanding of job satisfaction's role as an intervening variable. The results complement previous research on the interplay between employee attitudes and performance, offering new insights into how job satisfaction moderates the effects of self-efficacy and empowerment on employee performance in organizational settings. These findings provide a more nuanced theoretical perspective on the mechanisms through which self-efficacy and empowerment translate into enhanced employee outcomes.

References

- Abun, D., Javier, J., Gamponia, J., Magallanes, T., & Julian, F. (2022). The effect of employees' computer and internet self-efficacy on job satisfaction. *International Journal of Research in Business and Social Science (2147-4478)*, 11(3), 130–140. <https://doi.org/10.20525/ijrbs.v11i3.1727>
- Adekiya, A., Aliyu, M., Bello, G., & Kofar-Mata, B. (2021). Moderating influence of emotional intelligence in the relationship between domain-based self-efficacy and task performance: A study of employee in Nigerian banking industry. *Ekonomia Międzynarodowa*, (35), 146–174. <https://doi.org/10.18778/2082-4440.35.01>
- Afzal, S., Arshad, M., Saleem, S., & Farooq, O. (2019). The impact of perceived supervisor support on employees' turnover intention and task performance. *The Journal of Management Development*, 38(5), 369–382. <https://doi.org/10.1108/jmd-03-2019-0076>
- AL-Hajri, K., & Obeidat, A. (2019). The impact psychological empowerment in achieving job satisfaction at the police college, Qatar. *International Journal of Business and Management*, 14(9), 1. <https://doi.org/10.5539/ijbm.v14n9p1>
- Ali, A., Huang, J., Ali, Z., & Li, Z. (2017). The effects of empowerment, training, and teamwork on employee job satisfaction: Case of the agricultural manufacturing sector in Khyber Pakhtunkhwa Province, Pakistan. <https://doi.org/10.2991/iceemr-17.2017.9>
- Ali, A., Khan, R., Alam, W., Adil, A., & Abbas, Z. (2021). Ethical leadership enhance positive work outcome: A mediation model. *Humanities & Social Sciences Reviews*, 9(3), 111–120. <https://doi.org/10.18510/hssr.2021.9312>
- Ali, F., & Wardoyo, D. T. W. (2021). Pengaruh self-efficacy terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening (Studi PT. Ultrajaya Milk Industry, Tbk Surabaya Bagian Marketing). *Jurnal Ilmu Manajemen*, 9(1), 367–379.
- Alola, U., Avcı, T., & Öztüren, A. (2018). Organization sustainability through human resource capital: The impacts of supervisor incivility and self-efficacy. *Sustainability*, 10(8), 2610. <https://doi.org/10.3390/su10082610>
- Ameer, M. H., Bhatti, S., & Baig, S. (2014). Impact of employee empowerment on job satisfaction.

- Developing Country Studies*, 4(9), 114–125.
- Amoah, R. (2021). The use of rewards to stimulate employee creativity: The mediating moderation role of job satisfaction and creative self-efficacy. *International Journal of Current Science Research and Review*, 04(05). <https://doi.org/10.47191/ijcsrr/v4-i5-20>
- Asnawi, A., & Sulaiman, S. (2021). The role of job satisfaction in mediating self-efficacy and income levels on employee performance at Aceh Reintegration Agency Secretariat. *International Journal of Advance Study and Research Work*, 4(5), 25–35.
- Bargsted, M., Ramírez-Vielma, R., & Yeves, J. (2019). Professional self-efficacy and job satisfaction: The mediator role of work design. *Journal of Work and Organizational Psychology*, 35(3), 157–163. <https://doi.org/10.5093/jwop2019a18>
- Byrne, B. M. (2016). *Structural equation modeling with AMOS: Basic concepts, applications, and programming* (3rd ed.). Routledge.
- Cherian, J., & Jacob, J. (2013). Impact of self-efficacy on motivation and performance of employees. *International Journal of Business and Management*, 8(14), 80–88. <https://doi.org/10.5539/ijbm.v8n14p80>
- Costantini, A., Ceschi, A., Viragos, A., De Paola, F., & Sartori, R. (2019). The role of a new strength-based intervention on organisation-based self-esteem and work engagement: A three-wave intervention study. *Journal of Workplace Learning*, 31(3), 194–206.
- Demir, S. (2020). The role of self-efficacy in job satisfaction, organizational commitment, motivation and job involvement. *Eurasian Journal of Educational Research*, 2020(85), 205–224. <https://doi.org/10.14689/ejer.2020.85.10>
- Duffy, R., Bott, E., Torrey, C., & Webster, G. (2012). Work volition as a critical moderator in the prediction of job satisfaction. *Journal of Career Assessment*, 21(1), 20–31. <https://doi.org/10.1177/1069072712453831>
- Fatima, A., Khan, M., & Malik, S. (2020). Impact of managerial self-efficacy, improvement-oriented employees' voice fearing external threat on performance. *Review of Economics and Development Studies*, 5(4), 723–738. <https://doi.org/10.26710/reads.v5i4.904>
- Fernández, S., & Moldogaziev, T. (2013). Employee empowerment, employee attitudes, and performance: Testing a causal model. *Public Administration Review*, 73(3), 490–506. <https://doi.org/10.1111/puar.12049>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Fouad, M. (2019). Impact of leadership style on employee job satisfaction in the hospitality industry. *International Journal of Heritage Tourism and Hospitality*, 13(1), 1–12. <https://doi.org/10.21608/ijhth.2019.35101>
- Ghozali, I. (2014). *Model persamaan struktural: Konsep aplikasi dengan Amos 22*. Badan Penerbit Undip.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Prentice Hall.
- Hendrato, M., & Subyantoro, A. (2021). The effect of organizational culture and information technology on employee performance with employee satisfaction as a mediator in the electronic court system (e-court) in District Court of Sleman, Yogyakarta. <https://doi.org/10.2991/aer.k.210121.033>
- Hermawati, R., Moeins, A., & Suhardi, E. (2023). The influence of self-efficacy and employee empowerment on organizational citizenship behavior through job satisfaction. *Journal of World Science*, 2(3), 366–377. <https://doi.org/10.58344/jws.v2i3.238>
- Hu, B., & Zhao, Y. (2016). Creative self-efficacy mediates the relationship between knowledge sharing and employee innovation. *Social Behavior and Personality: An International Journal*, 44(5), 815–826. <https://doi.org/10.2224/sbp.2016.44.5.815>
- Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A*

Multidisciplinary Journal, 6(1), 1–55.

- Ibrahim, Y., Abbas, T., & Marghany, M. (2016). Investigating the effects of employee empowerment on job satisfaction and performance: A case study of front office employees in Egyptian hotels. *International Academic Journal Faculty of Tourism and Hotel Management*, 2(2), 4–26. <https://doi.org/10.21608/ijaf.2016.95550>
- Idris, A., See, D., & Coughlan, P. (2018). Employee empowerment and job satisfaction in urban Malaysia. *Journal of Organizational Change Management*, 31(3), 697–711. <https://doi.org/10.1108/jocm-04-2017-0155>
- Iis, E., & Yunus, M. (2016). Job satisfaction as an intervening variable of self-efficacy and employee performance. *International Journal of Academic Research in Business and Social Sciences*, 6(7). <https://doi.org/10.6007/ijarbss/v6-i7/2249>
- Katsantonis, I. (2019). Investigation of the impact of school climate and teachers' self-efficacy on job satisfaction: A cross-cultural approach. *European Journal of Investigation in Health, Psychology and Education*, 10(1), 119–133. <https://doi.org/10.3390/ejihpe10010011>
- Khan, A., Abbasi, S., Waseem, R., Ayaz, M., & Ijaz, M. (2016). Impact of training and development of employees on employee performance through job satisfaction: A study of telecom sector of Pakistan. *Business Management and Strategy*, 7(1), 29. <https://doi.org/10.5296/bms.v7i1.9024>
- Kusumah, A., Haryadi, H., Indrayanto, A., & Setiawan, I. (2021). A mediating and moderating role on employee performance appraisal. *Management Research Review*, 44(12), 1639–1659. <https://doi.org/10.1108/mrr-11-2020-0701>
- Lai, M. (2012). Self-efficacy, effort, job performance, job satisfaction, and turnover intention: The effect of personal characteristics on organization performance. *International Journal of Innovation Management and Technology*, 3(4). <https://doi.org/10.7763/ijimt.2012.v3.260>
- Lasiny, D., Astuti, E., & Utami, H. (2021). The effect of transformational leadership and work motivation on employee performance with job satisfaction as a mediation variable. *Journal of Southwest Jiaotong University*, 56(6), 833–842. <https://doi.org/10.35741/issn.0258-2724.56.6.73>
- Luthans, F. (2006). *Perilaku organisasi* (Edisi ke-10). Yogyakarta: Andi.
- Machmud, S. (2017). Self-efficacy on work at government agencies in Bandung, Indonesia. *International Journal of Research in Business and Social Science (2147-4478)*, 6(6), 1–8. <https://doi.org/10.20525/ijrbs.v6i6.732>
- Mahfud, T., Nugraheni, M., Pardjono, P., & Lastariwati, B. (2021). Measuring occupational self-efficacy: A culinary students' cooking performance perspective. *Jurnal Pendidikan Teknologi dan Kejuruan*, 27(2), 138–145.
- Makhamreh, H., Alsakarneh, A., Eneizan, B., & Ngah, A. (2022). Employee motivation, job satisfaction, customer satisfaction, and firm performance: The moderating role of employee empowerment. *Verslas: Teorija ir Praktika*, 23(2), 357–364. <https://doi.org/10.3846/btp.2022.15316>
- Malik, M., Butt, A., & Choi, J. (2014). Rewards and employee creative performance: Moderating effects of creative self-efficacy, reward importance, and locus of control. *Journal of Organizational Behavior*, 36(1), 59–74. <https://doi.org/10.1002/job.1943>
- Masood, A., Ul-Ain, Q., Aslam, R., & Rizwan, M. (2014). Factors affecting employee satisfaction of the public and private sector organizations of Pakistan. *International Journal of Human Resource Studies*, 4(2), 97. <https://doi.org/10.5296/ijhrs.v4i2.5902>
- Mayfield, J., & Mayfield, M. (2012). The relationship between leader motivating language and self-efficacy: A partial least squares model analysis. *Journal of Business Communication*, 49(4), 357–376. <https://doi.org/10.1177/0021943612456036>
- Maynard, M. T., Luciano, M. M., D'Innocenzo, L., Mathieu, J. E., & Dean, M. D. (2014). Modeling time-lagged reciprocal psychological empowerment–performance relationships. *Journal of Applied Psychology*, 99(6), 1244–1253. <https://doi.org/10.1037/a0037623>

- Narotama, I., & Sintaasih, D. (2022). Role of job satisfaction in mediation: The effect of self-efficacy and job insecurity on turnover intention. *International Research Journal of Management, IT and Social Sciences*, 9(4), 494–513. <https://doi.org/10.21744/irjmis.v9n4.2108>
- Noermijati, N., & Primasari, D. (2015). The effect of job stress and job motivation on employees' performance through job satisfaction: A study at PT. Jasa Marga (Persero) Tbk. Surabaya - Gempol Branch. *Journal of Economics, Business, and Accountancy Ventura*, 18(2), 231. <https://doi.org/10.14414/jebav.v18i2.450>
- Onsardi, A., & Asmawi, T. (2017). The effect of compensation, empowerment, and job satisfaction on employee loyalty. *International Journal of Scientific Research and Management*, 5(12), 7590–7599. <https://doi.org/10.18535/ijstrm/v5i12.03>
- Panjaitan, W., & Kustiawan, U. (2022). When occupational self-efficacy and intrinsic motivation influence job satisfaction and job performance. *Ijd-Demos*, 4(1). <https://doi.org/10.37950/ijd.v4i1.188>
- Pawirosumarto, S., Sarjana, P., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337-1358. <https://doi.org/10.1108/ijlma-10-2016-0085>
- PNM, M. (2022). Strength in hope, bold in action. https://www.pnm.co.id/uploads/attachments/annual_report/file/63/Laporan_Tahunan_2022_Annual_Report_-_PT_Permodalan_Nasional_Madani_LR_.pdf
- Potnuru, R. K. G., Sahoo, C. K., & Sharma, R. (2018). Team building, employee empowerment and employee competencies: Moderating role of organizational learning culture. *European Journal of Training and Development*, 43(1/2), 39-60.
- Prabowo, T., Noermijati, N., & Irawanto, D. (2018). The influence of transformational leadership and work motivation on employee performance mediated by job satisfaction. *Jurnal Aplikasi Manajemen*, 16(1), 171-178. <https://doi.org/10.21776/ub.jam.2018.016.01.20>
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879-891.
- Prihantoro, D., Andriyanto, W., & Ariani, N. (2022). Analysis of the effect of self-efficiency, position promotion, and work environment on employee loyalty through job satisfaction on outsourcing employees at PT Siemens Indonesia. *Jenius (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 6(1), 135. <https://doi.org/10.32493/jjsdm.v6i1.24091>
- Sahem, M., Ichsan, I., & Bachri, N. (2021). Servant leadership dan kompetensi komunikasi: Dampaknya terhadap kepuasan dan kinerja pendamping Program Keluarga Harapan (PKH) di Aceh Utara. *J-MIND (Jurnal Manajemen Indonesia)*, 5(1), 32-47.
- Sang, L., Xia, D., Ni, G., Cui, Q., Wang, J., & Wang, W. (2019). Influence mechanism of job satisfaction and positive affect on knowledge sharing among project members: Moderator role of organizational commitment. *Engineering, Construction and Architectural Management*, 27(1), 245-269.
- Sangwan, A., & Bhakar, S. (2018). The effect of service quality, brand image and customer satisfaction on customer loyalty: Evidence from the hotel industry. *Prestige International Journal of Management & IT - Sanchayan*, 7(1), 1-15. <https://doi.org/10.37922/pijmit.2018.v07i01.001>
- Sattar, T., Ahmad, K., & Hassan, S. M. (2015). Role of human resource practices in employee performance and job satisfaction with mediating effect of employee engagement. *Pakistan Economic and Social Review*, 81-96.
- Shaukat, S., Vishnumolakala, V., & Bustami, G. (2018). The impact of teachers' characteristics on their self-efficacy and job satisfaction: A perspective from teachers engaging students with disabilities. *Journal of Research in Special Educational Needs*, 19(1), 68-76.

<https://doi.org/10.1111/1471-3802.12425>

- Simbolon, N., & Priyonggo, B. (2022). Analysis of the effect of self-efficiency mediation and organizational commitment on the influence of culture of performance and employee satisfaction. *Journal of Research of Social Science Economics and Management*, 1(9). <https://doi.org/10.36418/jrssem.v1i9.116>
- Sindyania, S. (2024). The effect of self-efficacy and job attachment on employee performance with job satisfaction as an intervening variable in employees of PT Belitang Panen Raya Ogan Komering Ulu Timur. *Gema Wiralodra*, 15(1), 66-76. <https://doi.org/10.31943/gw.v15i1.662>
- Singh, S. K., Pradhan, R. K., Panigrahy, N. P., & Jena, L. K. (2019). Self-efficacy and workplace well-being: Moderating role of sustainability practices. *Benchmarking: An International Journal*, 26(6), 1692-1708.
- Skaalvik, E., & Skaalvik, S. (2014). Teacher self-efficacy and perceived autonomy: Relations with teacher engagement, job satisfaction, and emotional exhaustion. *Psychological Reports*, 114(1), 68-77. <https://doi.org/10.2466/14.02.pr0.114k14w0>
- Soomro, A. A., Breitenecker, R. J., & Shah, S. A. M. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with employee performance—Moderating role of job satisfaction. *South Asian Journal of Business Studies*, 7(1), 129-146.
- Soomro, B., & Shah, N. (2019). Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee's performance. *South Asian Journal of Business Studies*, 8(3), 266-282. <https://doi.org/10.1108/sajbs-12-2018-0142>
- Sun, X. (2016). Psychological empowerment on job performance—Mediating effect of job satisfaction. *Psychology*, 7(4), 584-590. <https://doi.org/10.4236/psych.2016.74060>
- Tims, M., Bakker, A., & Derks, D. (2014). Daily job crafting and the self-efficacy–performance relationship. *Journal of Managerial Psychology*, 29(5), 490-507. <https://doi.org/10.1108/jmp-05-2012-0148>
- Ukil, M. (2016). The impact of employee empowerment on employee satisfaction and service quality: Empirical evidence from financial enterprises in Bangladesh. *Verlas Teorija Ir Praktika*, 17(2), 178-189. <https://doi.org/10.3846/btp.2016.651>
- Widyastuti, N., & Riana, I. (2019). Effect of empowerment and compensation on performance of honorary employees mediated by organizational commitments. *International Research Journal of Management, IT and Social Sciences*, 6(4), 73-85. <https://doi.org/10.21744/irjmis.v6n4.652>
- Yulian, F., Bachri, N., Bahri, S., & Hakim, A. (2022). Organizational justice and job satisfaction: Impact on employee commitment and performance. *E-Mabis: Jurnal Ekonomi Manajemen dan Bisnis*, 23(1), 101-105.
- Yusrizal, Y., Arifin, A. H., & Bachri, N. (2020). Pengaruh komunikasi dan gaya kepemimpinan terhadap motivasi dan kepuasan kerja pegawai Bakti pada Sekretariat DPRK Lhokseumawe. *J-MIND (Jurnal Manajemen Indonesia)*, 4(1), 1-14.