

The influence of self-efficacy and work environment on employee performance through job satisfaction

La influencia de la autoeficacia y el ambiente laboral en el desempeño de los empleados a través de la satisfacción

Anita Chandra Devi
<https://orcid.org/0009-0008-1100-3967>
Diponegoro University (Indonesia)

Reni Shinta Dewi*
<https://orcid.org/0000-0003-4657-2031>
Diponegoro University (Indonesia)

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*Corresponding author: renishintadewi@lecturer.undip.ac.id

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ABSTRACT

The significant development of technology has made manufacturing companies compelled to always innovate by paying attention to their human resource management. One of the manufacturing companies in Indonesia is PT Laksana Bus Manufacture, which is engaged in bus production. The problems faced by the company are declining employee performance and the company's failure to achieve targets due to poor self-efficacy and work environment, and low job satisfaction. This study aims to determine the effect of self-efficacy and work environment on employee performance through employee job satisfaction as an intervening variable. Employing a quantitative method with SEM-PLS on 154 employees. The results indicate that self-efficacy and work environment have a significant positive effect on job satisfaction. Job satisfaction significantly

positively affects employee performance and mediates the effect of self-efficacy (partial mediation) and work environment (full mediation) on performance. Self-efficacy has a significant positive direct effect on performance, but the work environment does not. PT Laksana is advised to enhance self-efficacy and create a supportive work environment. Future research is recommended to add variables and expand the sample. The results of this study provide valuable insights for business education institutions. It highlights the importance of self-efficacy, work environment, and job satisfaction in enhancing employee performance, implying that business education and corporate learning environments can be designed to build self-confidence, create a conducive learning environment, provide motivating learning experiences and performance of the employee.

Keywords. Self-Efficacy, Work Environment, Employee Performance, Job Satisfaction, Human Resource Management, Business Education.

RESUMEN

El significativo desarrollo tecnológico ha obligado a las empresas manufactureras a innovar constantemente, prestando especial atención a la gestión de sus recursos humanos. Una de estas empresas en Indonesia es PT Laksana Bus Manufacture, dedicada a la producción de autobuses. Los problemas que enfrenta la empresa son el bajo rendimiento de sus empleados y la incapacidad de alcanzar sus objetivos debido a la baja autoeficacia y el bajo ambiente laboral, así como a la baja satisfacción laboral. Este estudio busca determinar el efecto de la autoeficacia y el ambiente laboral en el rendimiento de los empleados, utilizando la satisfacción laboral como variable interviniente. Se empleó un método cuantitativo con SEM-PLS en 154 empleados. Los resultados indican que la autoeficacia y el ambiente laboral tienen un efecto positivo significativo en la satisfacción laboral. La satisfacción laboral afecta significativamente el rendimiento de los empleados y media el efecto de la autoeficacia (mediación parcial) y el ambiente laboral (mediación total) en el rendimiento. La autoeficacia tiene un efecto directo positivo significativo en el rendimiento, pero el ambiente laboral no. Se recomienda a PT Laksana mejorar la autoeficacia y crear un ambiente laboral propicio. Se recomienda realizar futuras investigaciones para añadir variables y ampliar la muestra. Los resultados de este estudio aportan información valiosa a las instituciones de formación empresarial. Destaca la importancia de la autoeficacia, el entorno laboral y la satisfacción laboral para mejorar el rendimiento de los empleados, lo que implica que la educación y la formación deben diseñarse para fomentar la autoconfianza, crear un entorno de aprendizaje propicio y proporcionar experiencias de aprendizaje motivadoras.

Palabras clave. Autoeficacia, Ambiente Laboral, Rendimiento Laboral, Satisfacción laboral, Gestión de Recursos Humanos, Educación Empresarial.

INTRODUCTION

Employee performance can increase or decrease due to several factors, namely self-efficacy, work environment, and employee job satisfaction (Kasmir, 2016; Eka & Sugiarto, 2022). Employees who have a high level of satisfaction are an indication that employees have feelings of happiness in carrying out their work, which will certainly affect the increase in employee performance (Dwi Handoko et al., 2021). In addition, high self-efficacy in employees makes employees believe in their ability to complete tasks well and achieve set targets, while employees with low self-efficacy tend to see tasks as a burden (Ramadhan, 2022), which can certainly have an impact on employee performance. A comfortable, conducive, and pleasant company work environment creates a sense of satisfaction and comfort in the minds of employees so that employee performance will increase (Syardiansah & Utami, 2019). Ardianti et al., (2018) stated that when a company creates a good

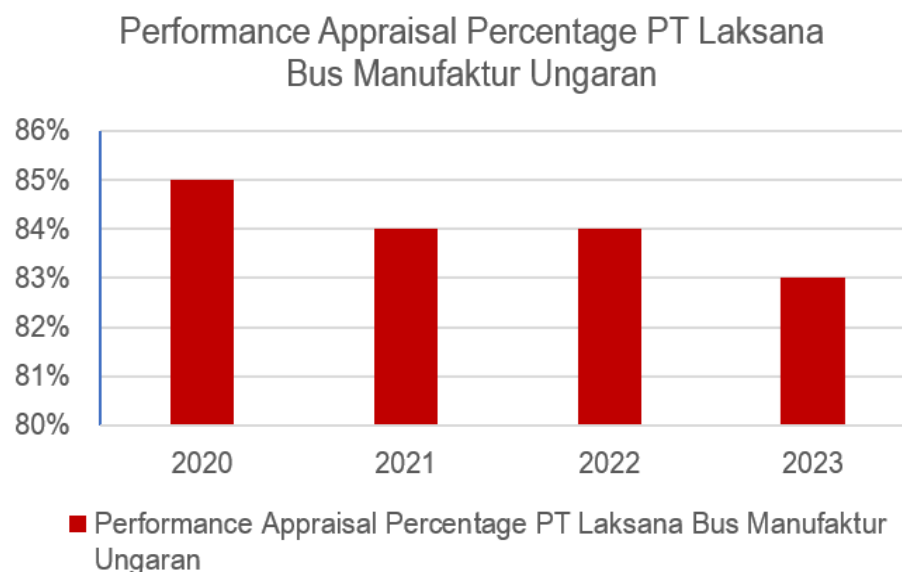
work environment, it makes employees more enthusiastic, thus affecting employee job satisfaction which in turn affects company performance.

The findings of this study offer significant implications for business education institutions in enhancing the quality of graduates and their competitiveness in the business world. Understanding that self-efficacy, a conducive learning environment, and student learning satisfaction are key factors, business education programs and curricula can be designed more effectively. For instance, this could involve developing teaching strategies that enhance students' self-confidence in facing business challenges or fostering a campus atmosphere that supports entrepreneurial practices. Company should required a collaboration between students and employers, where employers could offer inputs supporting graduate employability (Bindawas, 2024).

Employee performance needs to be considered in labor-intensive companies (Saraswati & Purba, 2019). One of the labor-intensive companies is PT Laksana Bus Manufacture. The selection of PT Laksana as the research object for this study stems from its prominent standing as a leading entity within Indonesia's carrosserie sector, undeniably contributing substantially to the country's economic expansion. By analyzing how self-efficacy, work environment, and job satisfaction influence employee performance in a company of this scale, valuable insights can be provided for business education in preparing future talent.

PT Laksana implements performance appraisal as a way to maintain employee performance. The performance appraisal results of PT Laksana Bus Manufacture for the last 4 years are as follows:

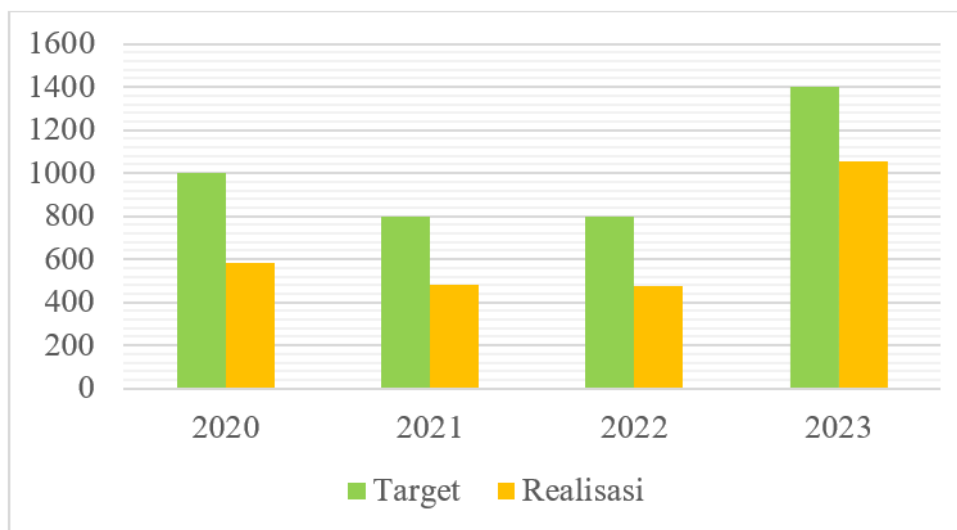
Figure 1. Performance appraisal of PT Laksana bus manufacture 2020-2023



Source: HRD Data of PT Laksana Bus Manufaktur (2024)

Based on Figure 1, it shows that the performance of PT Laksana Bus Manufacture employees has decreased every year and has never reached 100%. The decrease in employee performance figures affects the company's production realization, because with good performance, the products produced will be many and can reach the target. However, if the performance is not good, the products produced are few and do not reach the target. The following is information on the target and realization of PT Laksana Bus Manufacture production:

Figure 2. Annual target and realization of PT Laksana 2020-2023 (in units)

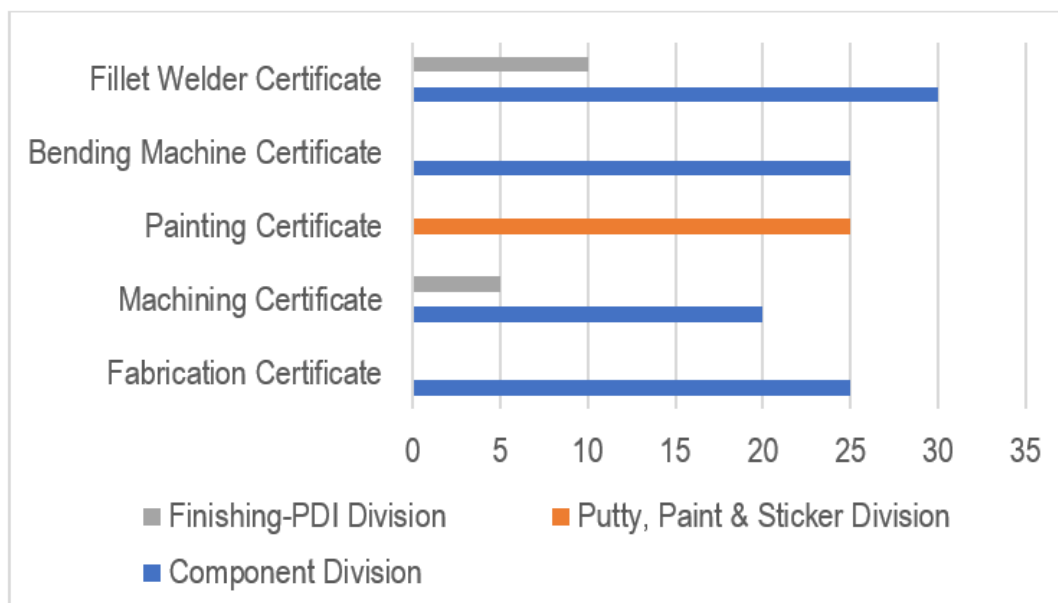


Source: HRD Data of PT Laksana Bus Manufaktur (2024)

Based on Figure 2, it can be seen that PT Laksana has not been able to achieve the targets set by the company. The company's realization from 2020-2023 tends to be fluctuating. The decline in performance and failure to achieve targets is caused by a number of factors such as self-efficacy, work environment, and job satisfaction.

Self-efficacy at PT Laksana Bus Manufacture can be seen from the lack of expertise certifications owned by employees. Employees feel that their skills are still lacking because they do not have certifications. The following is a list of certified employees owned by PT Laksana:

Figure 3. Number of certified employees of PT Laksana bus manufacture



Source: HRD Data of PT Laksana Bus Manufaktur (2024)

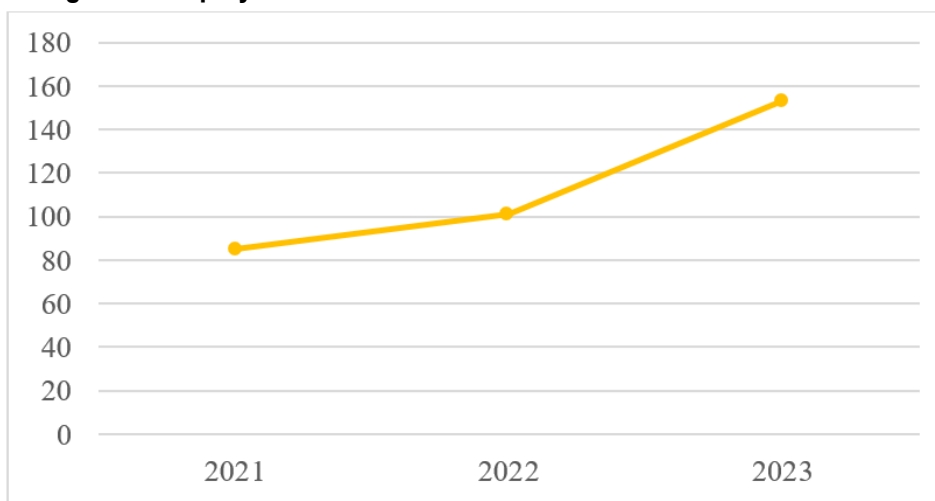
Based on Figure 3, it can be seen that the employees of PT Laksana who have expertise certifications are relatively few. The most certifications are held by the body & frame component division with 100 employees from 4 different types of certifications. Low self-efficacy makes employees feel unsure of their abilities and tend to doubt when faced with new jobs or jobs with a

high level of complexity. This causes employee performance in the company to decline and makes it difficult to achieve company goals.

Another factor that affects employee performance is the work environment. A work environment that supports employee work activities will increase employee performance. Based on observations and interviews with employees of PT Laksana Bus Manufacture Ungaran, not all of the work environment in the company supports employee work. The company has not been able to provide complete personal protective equipment (PPE) to employees. This less than ideal work environment will affect the performance of company employees.

In addition to self-efficacy and work environment, employee performance is also influenced by employee job satisfaction. The higher the employee turnover rate, the lower the employee job satisfaction can be said to be. This statement refers to the results of research by Anastia et al., (2021), namely job satisfaction has a significant negative effect on turnover intention. The following is the employee turnover data at PT Laksana Bus Manufacture:

Figure 4. Employee turnover at PT Laksana



Source: HRD Data of PT Laksana Bus Manufaktur (2024)

Based on Figure 4, there has been an increase in employee turnover at PT Laksana Bus Manufacture in the last 3 years, which has increased every year. The increasing number of employees resigning is one sign that employee job satisfaction is low, which is indicated by a lack of promotion, a less supportive work environment, or a salary that is not appropriate.

PT Laksana was chosen as the object of research because there is a phenomenon of a gap, namely not every empirical event is in line with the existing theory. This study examines how self-efficacy and work environment affect performance. This study uses job satisfaction as an intervening variable as well as a differentiator from previous research.

LITERATURE REVIEW

Organizational Behaviour

Organizational behavior is a field of study that studies three determinants of behavior in organizations, namely individuals, groups, and structures (ROBBINS & JUDGE, 2015). This theory explains that self-efficacy is instrumental in building an individual's confidence in their task completion abilities and boosting performance. Moreover, a favorable and supportive work environment is critical for enhancing employee performance. Similarly, job satisfaction is identified as another factor impacting employee performance.

Employee Performance

Employee performance is the achievement of work and employee attitudes in completing the obligations assigned in a certain period (Kasmir, 2019). Employee performance can be used as a reference for whether or not a company has achieved its goals (GERUNG & DOTULONG, 2022). Employee performance measurement uses several indicators, namely quality, quantity, timeliness, and cost efficiency.

Job Satisfaction

Job satisfaction is an employee's positive feeling towards obligations based on the suitability between expectations and the reality experienced (Ali et al., 2021). Job satisfaction plays a role in the ups and downs of employee performance. Job satisfaction measurement is carried out with the following indicators, the job itself, promotion, and supervision.

Self-Efficacy

Self-efficacy is a personal belief in one's ability to carry out the actions needed to produce certain achievements (Bandura, 1997). The level of self-efficacy affects employee performance (EKA & SUGIARTO, 2022). Self-efficacy measurement is measured by indicators in the form of level, strength, and generality.

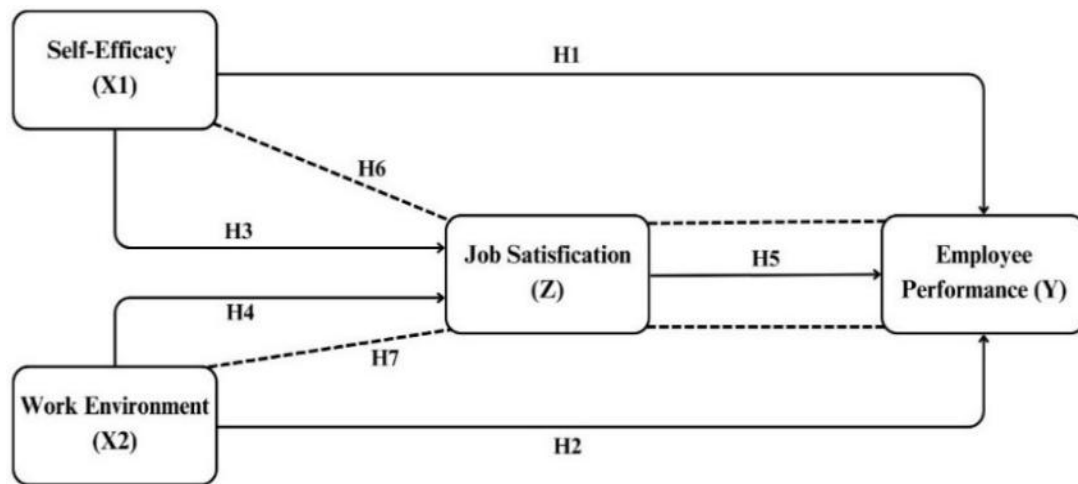
Work Environment

The work environment is the condition around the worker that will have a direct or indirect impact (Sedarmayanti, 2011). The work environment according to Kurniaty (2021) is a condition that can affect the physical and mental health of employees. Measurement of work environment can be seen from the physical work environment in the form of lighting, layout, and office equipment and the non-physical work environment in the form of communication quality and teamwork

METHODOLOGY

Adopting a quantitative survey methodology, this research gathered primary data through an questionnaire distributed directly to the employee from November to Desember 2024. The population is employees of PT Laksana Bus Manufacture Ungaran, body & frame division. The sampling technique uses a simple random sampling method which produces a sample size of 154 employees of the body & frame division. The research instrument, a questionnaire, was meticulously designed with four distinct sections corresponding to the measured constructs: self-efficacy, work environment, job satisfaction, and employee performance. Each item was assessed using a 5-point Likert scale, ranging from 'Strongly Disagree' (1) to 'Strongly Agree' (5). The demographic profile of the sample indicated 100% male participants, with the majority falling within the 19-25 years old bracket and possessing an average of 1-3 years of professional experience. The data was processed using the Partial Least Square (PLS) based Structural Equation Model (SEM) analysis technique using the SmartPLS 4 application which includes outer model evaluation, inner model testing, hypothesis testing, and mediation testing with VAF. The hypothesis model is described as follows:

Figure 5. Hypothesis framework



Based on the figure above, the research hypotheses are formulated as follows:

H1: It is suspected that there is a significant positive influence between self-efficacy on employee performance at PT Laksana Bus Manufacture Ungaran

H2: It is suspected that there is a significant positive influence between the work environment on employee performance at PT Laksana Bus Manufacture Ungaran

H3: It is suspected that there is a significant positive influence between self-efficacy on job satisfaction at PT Laksana Bus Manufacture Ungaran

H4: It is suspected that there is a significant positive influence between the work environment on job satisfaction at PT Laksana Bus Manufacture Ungaran

H5: It is suspected that there is a significant positive influence between job satisfaction on employee performance at PT Laksana Bus Manufacture Ungaran

H6: It is suspected that there is a significant positive influence between self-efficacy on employee performance through job satisfaction at PT Laksana Bus Manufacture Ungaran

H7: It is suspected that there is a significant positive influence between the work environment on employee performance through job satisfaction at PT Laksana Bus Manufacture Ungaran

RESULTS

Outer Model Evaluation

Outer model evaluation has three ways to measure, namely convergent validity, discriminant validity, and reliability testing. Convergent validity by looking at the outer loadings and average variance extracted (AVE) values. Discriminant validity by looking at the cross loading values. Reliability testing by looking at the composite reliability and Cronbach's alpha values.

Table 1. Outer loading

EP	JS	WE	SE
	0.856		
	0.798		
	0.763		
	0.846		
	0.780		
	0.827		
	0.834		
	0.806		
0.857			

EP	JS	WE	SE
0.850			
0.809			
0.845			
0.790			
0.810			
0.879			
0.859			
0.852			
0.807			
		0.802	
		0.797	
		0.795	
		0.826	
		0.811	
		0.843	
		0.803	
		0.854	
		0.787	
		0.755	
			0.836
			0.794
			0.761
			0.852
			0.764
			0.852
			0.872
			0.766
			0.757

Source: Data processed with SmartPLS 4 (2025)

Based on Table 1, it is concluded that the convergent validity test results can be declared valid because all indicators have a value >0.7 , which means that the indicators are strong measures for latent variables.

Table 2. Average variance extracted (AVE)

Variable	Average Variance Extracted (AVE)
Employee Performance (EP)	0.694
Job Satisfaction (JS)	0.663
Work Environment (WE)	0.653
Self-Efficacy (SE)	0.652

Source: Data processed with SmartPLS 4 (2025)

Based on Table 2, it is known that the AVE value of each variable has met the requirements, namely having a value >0.5 , it is concluded that all indicators for latent variables can be declared valid.

Table 3. Cross loading

	EP	JS	WE	SE
JS1	0.798	0.856	0.734	0.677
JS2	0.755	0.798	0.720	0.684
JS3	0.761	0.763	0.715	0.711
JS4	0.820	0.846	0.739	0.679
JS5	0.743	0.780	0.733	0.638
JS6	0.758	0.827	0.757	0.658
JS7	0.718	0.834	0.698	0.627
JS8	0.677	0.806	0.698	0.616
EP1	0.857	0.778	0.794	0.821
EP10	0.850	0.781	0.768	0.795

	EP	JS	WE	SE
EP2	0.809	0.715	0.734	0.761
EP3	0.845	0.746	0.700	0.727
EP4	0.790	0.724	0.699	0.714
EP5	0.810	0.797	0.734	0.649
EP6	0.879	0.775	0.770	0.806
EP7	0.859	0.816	0.771	0.737
EP8	0.852	0.821	0.758	0.699
EP9	0.807	0.676	0.702	0.783
WE1	0.725	0.743	0.802	0.676
WE10	0.703	0.705	0.797	0.702
WE2	0.720	0.734	0.795	0.689
WE3	0.692	0.721	0.826	0.666
WE4	0.701	0.714	0.811	0.603
WE5	0.763	0.754	0.843	0.696
WE6	0.675	0.683	0.803	0.679
WE7	0.823	0.774	0.854	0.833
WE8	0.711	0.693	0.787	0.713
WE9	0.681	0.661	0.755	0.680
SE1	0.782	0.709	0.739	0.836
SE2	0.715	0.710	0.719	0.794
SE3	0.675	0.661	0.681	0.761
SE4	0.736	0.682	0.725	0.852
SE5	0.751	0.676	0.693	0.764
SE6	0.662	0.555	0.616	0.852
SE7	0.753	0.682	0.729	0.872
SE8	0.720	0.619	0.689	0.766
SE9	0.661	0.582	0.631	0.757

Source: Data processed with SmartPLS 4 (2025)

Based on Table 3, it can be seen that all correlation values between latent variables and their own indicators are greater than the correlation values between other indicators. Thus, it can be concluded that the existing criteria have been met and can be declared valid.

Table 4. Cronbach's alpha and composite reliability

	Cronbach's Alpha	Composite Reliability
Employee Performance (EP)	0.956	0.961
Job Satisfaction (JS)	0.927	0.940
Work Environment (WE)	0.941	0.949
Self-Efficacy (SE)	0.933	0.944

Source: Data processed with SmartPLS 4 (2025)

Based on Table 4, it can be concluded that the values of Cronbach's alpha and composite reliability of each variable are all >0.70. Thus, it can be said that all variables in this study are declared reliable.

Inner model testing

Inner model testing is done by looking at the R-Square and F-Square test values to determine the relationship between variables.

Table 5. R-Square test

Variable	R-Square
Employee Performance (EP)	0.917
Job Satisfaction (JS)	0.801

Source: Data processed with SmartPLS 4 (2025)

Table 5 shows the R-Square value of the employee performance variable is 0.917, which indicates that the employee performance variable can be explained by the self-efficacy, work environment, and job satisfaction variables by 91.7%, the remaining 8.4% can be explained by other variables not included in this study. In the job satisfaction variable, the R-Square value is 0.801, indicating that the job satisfaction variable can be explained by the self-efficacy, work environment, and employee performance variables by 80.1%, the remaining 19.9% can be explained by other variables not included in this study.

Table 6. F-Square test

Variabel	F-Square	Explanation
JS -> EP	0.742	Strong
WE -> EP	0.010	Weak
WE -> JS	0.704	Strong
SE -> EP	0.431	Strong
SE -> JS	0.044	Weak

Source: Data processed with SmartPLS 4 (2025)

Based on Table 6, it can be seen that the strong influences are on job satisfaction on employee performance with a value of 0.742, work environment on job satisfaction has a value of 0.704, self-efficacy on employee performance with a value of 0.431. The three values of these variables are >0.35, which means they have a strong influence. Meanwhile, in the weak category, namely work environment on employee performance with a value of 0.010 and self-efficacy on employee job satisfaction with a value of 0.044.

Hypothesis Testing

Direct Effect Test

Table 7. Result of direct effect test

	Path Coefficient	T Statistics	P Value	Hypothesis
Self-Efficacy → Employee Performance	0.378	7.041	0.000	H1 Accepted
Work Environment → Employee Performance	0.072	0.976	0.164	H2 Rejected
Self-Efficacy → Job Satisfaction	0.183	2.678	0.004	H3 Accepted
Work Environment → Job Satisfaction	0.733	10.448	0.000	H4 Accepted
Job Satisfaction → Employee Performance	0.556	9.619	0.000	H5 Accepted

Source: Data processed with SmartPLS 4 (2025)

Based on Table 7, the following explanation can be obtained:

a) H1: Testing between self-efficacy on employee performance shows that the path coefficient has a significant positive effect with a value of 0.378, the t-statistic value of 7.041 is greater than the t-table of 1.654, and the p-value of 0.000 is less than 0.005. Thus, it can be concluded that self-efficacy on employee performance has a significant positive effect.

b) H2: Testing between work environment on employee performance shows that the path coefficient has no significant effect with a value of 0.072, the t-statistic value of 0.976 is less than the t-table of 1.654, and the p-value of 0.164 is greater than 0.05. Thus, it can be concluded that self-efficacy on employee performance has no significant effect.

c) H3: Testing between self-efficacy on job satisfaction shows that the path coefficient has a significant positive effect with a value of 0.183, the t-statistic value of 2.678 is greater than the t-table of 1.654, and the p-value of 0.004 is less than 0.05. Thus, it can be concluded that self-efficacy on job satisfaction has a significant positive effect.

d) H4: Testing between work environment on job satisfaction shows that the path coefficient has a significant positive effect with a value of 0.733, the t-statistic value of 10.448 is greater than the t-table of 1.654, and the p-value of 0.000 is less than 0.05. Thus, it can be concluded that the work environment on employee job satisfaction has a significant positive effect.

e) H5: Testing between job satisfaction on employee performance shows that the path coefficient has a significant positive effect with a value of 0.556, the t-statistic value of 9.629 is greater than the t-table of 1.654, and the p-value of 0.000 is less than 0.05. Thus, it can be concluded that job satisfaction on employee performance has a significant positive effect.

Indirect Effect Test

Table 8. Result of indirect effect test

	Path Coefficient	T Statistics	P Value	Hypothesis
Self-Efficacy → Job Satisfaction → Employee Performance	0.102	2.487	0.006	H6 Accepted
Work Environment → Job Satisfaction → Employee Performance	0.407	7.862	0.000	H7 Accepted

Source: Data processed with SmartPLS 4 (2025)

Based on Table 8, the following explanation can be obtained:

a) H6: Testing between self-efficacy on employee performance through job satisfaction shows that the path coefficient has a significant positive effect with a value of 0.102, the t-statistic value of 2.487 is greater than the t-table of 1.654, and the p-value of 0.006 is less than 0.05. Thus, it can be concluded that self-efficacy on employee performance through job satisfaction has a significant positive effect.

b) H7: Testing between work environment on employee performance through job satisfaction shows that the path coefficient has a significant positive effect with a value of 0.407, the t-statistic value of 7.862 is greater than the t-table of 1.654, and the p-value of 0.000 is less than 0.05. Thus, it can be concluded that the work environment on employee performance through job satisfaction has a significant positive effect.

Mediation test with VAF

Table 9. Variance accounted for (VAF) test

Indirect Effect		
1	Self-Efficacy → Job Satisfaction → Employee Performance	0.102
2	Work Environment → Job Satisfaction → Employee Performance	0.407
Direct Effect		
1	Self-Efficacy → Employee Performance	0.378
2	Self-Efficacy → Job Satisfaction	0.183
3	Work Environment → Employee Performance	0.072
4	Work Environment → Job Satisfaction	0.733
5	Job Satisfaction → Employee Performance	0.556
Total Effect		
1	Self-Efficacy → Job Satisfaction → Employee Performance (0.102 + 0.378)	0.480
2	Work Environment → Job Satisfaction → Employee Performance (0.407+ 0.072)	0.479

Source: Data processed with SmartPLS 4 (2025)

$$VAF = \frac{\text{Indirrect Effect}}{\text{Total Effect}}$$

Self-Efficacy

$$VAF X1 = \frac{\text{Indirrect Effect}}{\text{Total Effect}}$$

$$VAF X1 = \frac{0.102}{0.480} = 0.212 = 21\% \text{ (Partial)}$$

Work Environment

$$VAF X2 = \frac{\text{Indirrect Effect}}{\text{Total Effect}}$$

$$VAF X2 = \frac{0.407}{0.479} = 0.849 = 84\% \text{ (Full)}$$

The mediation analysis using VAF shows that job satisfaction acts as partial mediation (VAF = 21.2%) between self-efficacy and employee performance, indicating that self-efficacy still has a significant direct effect on performance. Job satisfaction acts as full mediation (VAF = 84.9%) between work environment and employee performance, confirming that the work environment has no direct effect on performance without job satisfaction as a mediation.

DISCUSSION

The research results prove the organizational behavior theory from Robbins & Judge (2015) regarding organizational behavior, which is a field of study to study the three determinants of behavior in organizations, namely individuals, groups, and structures. In this study, the first finding provides results that self-efficacy has a significant positive effect on employee performance. This finding is in line with research conducted by Eka & Sugiarto (2022), which states that self-efficacy has a positive effect on employee performance. Tests were also carried out on the work environment variable on employee performance, which revealed a finding that the work environment had a positive but not significant effect on employee performance. This finding is in line with research conducted by Syardiansah & Utami (2019) with the result that the work environment has no significant effect on employee performance. This study also found that there was a significant positive influence between self-efficacy on employee job satisfaction. This finding is in line with research conducted by Ramadhan (2022), which states that self-efficacy has a significant positive effect on job satisfaction. Then, the fourth finding found that the work

environment had a significant positive effect on employee job satisfaction. This finding is in line with research conducted by Wulandari (2022), which resulted in findings that the work environment had a positive effect on employee job satisfaction. The fifth finding provides results that job satisfaction has a significant positive effect on employee performance. This finding is in line with research conducted by Hefni (2022), which states that job satisfaction has a significant positive effect on employee performance.

Meanwhile, there is a factor that connects self-efficacy, work environment, and employee performance, namely job satisfaction. In this study, job satisfaction became a mediating variable that mediates between self-efficacy, work environment, and employee performance. The research results state that there is a significant positive influence between self-efficacy on employee performance through job satisfaction with the influence of job satisfaction as partial mediation. This means that with or without job satisfaction, self-efficacy can still directly affect employee performance. This is in line with research conducted by Kertiani (2022), which resulted that job satisfaction was able to mediate the impact of self-efficacy on employee performance. Another result is that there is a significant positive influence between the work environment on employee performance through job satisfaction with the influence of job satisfaction as full mediation on the work environment on employee performance. This means that job satisfaction is the main factor for connecting the work environment to employee performance. If there is no job satisfaction, the work environment cannot directly affect employee performance. This is in accordance with research conducted by Pranata et al., (2022), which states that there is a significant positive influence between the work environment on employee performance through job satisfaction. This research has significant implications in the field of education. It highlights the importance of self-efficacy, work environment, and job satisfaction in enhancing employee performance, implying that education and training should be designed to build self-confidence, create a conducive learning environment, and provide motivating learning experiences. Therefore, educational institutions and companies need to develop experience-based learning and training strategies, supported by a positive environment, and capable of increasing individual satisfaction in learning and working.

CONCLUSION

This research comprehensively confirms the crucial role of self-efficacy and a conducive work environment in shaping employee job satisfaction, which, in turn, significantly drives improved performance at PT Laksana Bus Manufaktur Ungaran. The study reveals that self-efficacy has a significant positive effect on employee performance. This indicates that a higher belief in one's capabilities to complete tasks directly correlates with better job performance. This finding underscores the vital role of employees' internal self-belief in their work output.

Interestingly, the work environment did not show a direct significant effect on employee performance. While most respondents perceived the company's work environment as adequate and supportive, this factor alone was not sufficiently strong to directly boost performance. This suggests that while a good work environment might be a basic prerequisite, it may not be the primary direct driver of performance improvement without other mediating factors. Nonetheless, both self-efficacy and the work environment were found to have a significant positive effect on job satisfaction. High self-efficacy leads to greater satisfaction as employees perceive tasks as more manageable, and a supportive work environment directly contributes to their contentment. These findings highlight how both individual belief and organizational surroundings significantly influence employees' overall work experience. Furthermore, the research confirms that job satisfaction has a significant positive effect on employee performance. This means that higher levels of job satisfaction among employees correspond to higher performance. This satisfaction appears to

motivate employees to commit more wholeheartedly to their work, ultimately enhancing their output and quality.

The significance of these findings is further strengthened by the mediating role of job satisfaction. Self-efficacy indirectly and significantly influences employee performance through job satisfaction. This indicates that high self-efficacy can lead to increased job satisfaction, which then contributes to improved performance. However, it's worth noting that the study also suggests that high self-efficacy can lead to high performance even without maximum job satisfaction, pointing to a direct path from self-efficacy to performance alongside the mediated path through job satisfaction. Similarly, the work environment also has a significant positive indirect effect on employee performance through job satisfaction. A good and adequate work environment leads to higher employee satisfaction, and it is this satisfaction that subsequently contributes to enhanced performance. This suggests that employee satisfaction with their work environment is an essential prerequisite for effectively boosting their performance.

Implications

Based on the findings of this study, there are several suggestions that can be given to the company, namely: (1) The company needs to provide certified training to improve employee skills so that employee self-confidence increases; (2) The company needs to pay attention to the placement of lights and room ventilation; (3) The company needs to pay attention to the addition of daily targets for employees and also needs to review inter-divisional coordination for production flow to minimize delays; (4) The company needs to conduct evaluations of superiors in carrying out supervision, because the supervision carried out is only orders without two-way communication with employees.

The limitations of this study are: (1) The sample is not representative because it is only one division, which can limit the generalization of research results; (2) Giving questionnaires in the middle of working hours makes employees fill them out quickly, which allows questionnaire answers to be biased.

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