

The Influence of Career Development and Self-Efficacy on Employee Performance with Job Satisfaction as a Mediation Variable



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ABSTRACT: Employees, regardless of the nature of the business, are one of the main resources of a company. This research is based on the importance of HRM to improve employee performance which can be influenced by career development and self-efficacy with job satisfaction as a mediating variable. This research aims to determine and explain whether there is a partial influence between Career Development on Performance and Self-efficacy on Performance, as well as a mediating influence between Career Development and Self-efficacy on Performance through job satisfaction. The sample for this research was 150 employees of PT Great Giant Pineapple Central Lampung. Data were collected through questionnaires based on purposive sampling techniques and processed using Structural Equation Modeling (SEM) with the help of AMOS software. The results of the research show that this research supports the proposed hypothesis, namely that career development has a positive and significant effect on the performance of PT Great Giant Pineapple employees, self-efficacy has a positive and significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance, the role of job satisfaction mediates the effect of career development on employee performance has a positive and significant effect, job satisfaction mediates the effect of self-efficacy on employee performance. The results of this research have shown that it is important for companies to pay attention to and care about employee performance, because if the company does not care about employees, it is not impossible that these employees will not work optimally and employee performance in the company will also not be good.

KEYWORDS: Self-Efficacy, Job Satisfaction, Performance, Career Development

I. INTRODUCTION

Employee engagement has become a global concern for many executives and organizations. In a competitive corporate industry, business leaders realize that having high-performing employees is essential for growth and existence. They recognize that highly engaged employees can increase productivity and performance while reducing costs associated with recruitment and retention and increasing their competitive advantage. (Bale, 2021).

In today's world of work, organizations are required to be ready to face the dynamics of the current work environment, so that organizations are now required to always be ready optimize human resource activities to be able to face any problems that occur. So organizations need theoretical, technical, conceptual and moral abilities from company actors at all levels of work. In an organization, employees are an important asset because the success or failure of the organization is determined by how effective an employee's performance is. Therefore, organizations must always pay attention to the elements in improving employee performance so that it can later be beneficial for the organization.

Organizations can take various ways to improve employee performance, including through career development and self-efficacy. These two variables play a very important role in increasing the effectiveness and efficiency of the organization in carrying out activities and work that have been planned and programmed. Kasmir (2016) states "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period". Career development affects employee performance because career development is

a formal approach in efforts to increase or improve, growth, job satisfaction, knowledge and abilities of employees in order to ensure that people with the right qualifications and experience are available when needed. Organizations also need to develop and supervise their personnel programs well so that employee productivity will continue to increase and organizations need to

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motivate their employees to always carry out their work activities well and avoid the risk of work frustration which can have an impact on organizational performance.

PT. Great Giant Pineapple is a corporate unit of the Gunung Sewu Group in the field of food and agricultural products which was launched in 2016. The products produced include fresh fruit, packaged food and drinks such as juice, protein and milk. Great Giant Pineapple was founded with the intention of uniting all business units in one integrated goal to provide high quality, nutritious, delicious-tasting food, and carry out a vertically integrated and sustainable agricultural approach. Some companies have warehousing or warehousing to support operations, as does PT. Great Giant Pineapple.

The pre-survey results show that employees of PT. Great Giant Pineapple faces difficulties in developing careers, caused by internal politics and a seniority system that limits promotional opportunities and employee networks. Employees feel less confident, think there is no clear career path, and this has an impact on sub optimal performance. In addition, differences in abilities between individuals in teams cause unequal distribution of workload, and many employees do not have sufficient self-efficacy, especially because of the demand to equalize abilities within the team. Employee performance is influenced by perceptions formed within the organization, and it is important for companies to assign work according to the potential of each employee. Therefore, managing career development and increasing self-efficacy is very important to maintain productivity, avoid frustration, and increase the effectiveness and creativity of human resources at PT. Great Giant Pineapple, Central Lampung.

Thus, based on the explanation above, the purpose of this research is to explore the relationship between career development and self-efficacy on the performance of warehouse employees at PT. Great Giant Pineapple, Central Lampung.

Employee performance

Employee performance is important in the business world and is one of the most relevant variables investigated in management (Jex, 1998; Lepine, et al., 2005; Kahya, 2007; Eatough, et al., 2011). Performance is the key to measuring the success of an organization (Waal, 2018). Cherrington (1989) defines performance as the concept of organizational success or effectiveness and as an indication of how an organization can effectively achieve organizational goals. In general, performance is related to an employee's ability to do their job well or not (Schmidt, 2002). The definition of performance according to Koopsman (2012) is behavior or actions related to the goals of an organization, meaning that the behavior or activities carried out must be in accordance with the goals of the organization. In the opinion of other experts, Kanfer (2005) said that individual performance is expressed as a close affinity between the organization and members of the organization/individuals. High performance is shown when employees complete tasks and produce satisfaction when completing work tasks. Performance is an activity that includes procedures and goods (final results). Individual procedures can be influenced by the general performance of an organization. According to Robbins and Judge (2017), performance results from the quality and quantity of employees in carrying out their duties by following the tasks given.

Career Development

According to Mangkunegara (2017:77) Career development is a person's efforts in personal improvement to achieve his career plans. According to Angga (2018; 24) career development is an employee's personal effort to achieve a career plan. Career development is a personnel activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum. Career Development is an effort carried out by every employee or organization to encourage themselves to do optimally in serving and improving abilities/skills in carrying out the main tasks and functions of profit and non-profit organizations as well as all jobs (Busro, 2018).

Self-Efficacy

According to Alwisol (2016:303) self-efficacy is self-perception of how well one can function in certain situations. According to Alwisol (2016: 304), self-efficacy can be obtained, changed, increased or decreased through one or a combination of four sources, namely the experience of mastering an achievement (performance accomplishment), vicarious experiences, social persuasion, and generating emotions (emotional physiological states). Performance experience is an achievement that has been achieved in the past. The vicarious experience is gained through the social model. Social persuasion is a feeling of trust in the person giving the persuasion, and the realistic nature of what is being persuaded.

So, self-efficacy is the belief that exists within a person in his abilities so that he feels capable of carrying out and overcoming a situation that he will be successful in doing so.

Job Satisfaction

Job satisfaction is an individual thing. Each individual has a different level of satisfaction, as defined by Kreitner and Kinicki (2005), that job satisfaction is the effectiveness or emotional response to various aspects of work. This definition implies that job satisfaction is not a single concept, instead someone can be satisfied with one aspect of their work and dissatisfied with one or several other aspects. According to Spector in Priansa (2015, p. 292), he states that job satisfaction is related to how employees

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feel about their work and various aspects of that job, so that job satisfaction is closely related to the extent to which employees are satisfied or dissatisfied with their work. Herzberg in his Two Factors Theory said that job satisfaction and job dissatisfaction are two different things and satisfaction and dissatisfaction with work are not continuous variables. Based on the research he conducted, Herzberg divided situations that influence a person's attitude towards their work into two groups, namely the satisfiers group and the dissatisfiers group. The satisfiers or motivation group are factors or situations that are proven to be a source of job satisfaction consisting of achievement, recognition, work itself, responsibility and advancement.

II. METHODOLOGY

This research uses a quantitative approach with a focus on testing previously formulated hypotheses based on theoretical constructions, as well as applying causal research methods to prove causal relationships between the variables studied (Hair et al., 2019). This research uses a cross-sectional design with primary data collection through an online questionnaire using Google Form, according to the population of factory employee in PT Great Giant Pineapple, West Lampung, and Indonesia. The sample was selected using a purposive sampling technique with a total of 150 respondents and data collection was carried out through the media social held by HR Department. Therefore, this research examines the influence of career development and self-efficacy on the employee performance of permanent factory employees at PT Great Giant Pineapple, Indonesia with job satisfaction as a mediating variable.

III. RESULTS AND DISCUSSION

Convergent Validity Test and Reliability Test

After conducting validity tests, including convergent validity and discriminant validity, as well as construct reliability testing using Cronbach's Alpha, it can be concluded that all indicators measuring the variables career development, self-efficacy, employee performance, and job satisfaction are declared valid and reliable. This is evident from the loading factor and AVE values which meet the convergent validity criteria, as well as the AVE root value which is greater than the correlation with other variables in accordance with the Fornell and Larcker Criterion for discriminant validity (Hair et al., 2014). In addition, the large Cronbach's Alpha coefficient of 0.6 indicates that all indicators are consistent in measuring the variables they measure (Sekaran et al., 2016). Therefore, the test results confirm the validity and reliability of the measuring instruments used in this research (Primary Data, processed 2024).

Table 1. Results of Convergent Validity Test and Reliability Test

Variable	Cronbach's Alpha	Description
Career Development (X1)	0.910	Reliable
Self-Efficacy (X2)	0.875	Reliable
Job Satisfaction (Z)	0.903	Reliable
Employee Performance (Y)	0.881	Reliable

Source: Primary Data (2024)

Structural Model Test Results

Model suitability test results (goodness of fit) in the structural equation modeling (SEM) will be described in the table 2 below:

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Table 2. Results of Goodness of Fit

Kriteria	Goodness of Fit	Cut-off Value	Evaluasi Model
Chi Square	1,887	$\leq 2,00$	Fit
Probability	0,000	$< 0,05$	Fit
RMSEA	0,010	$< 0,08$	Fit
GFI	0,954	$> 0,90$	Fit
AGFI	0,911	$> 0,90$	Fit
TLI	0,932	$> 0,90$	Fit
NFI	0,913	$> 0,90$	Fit
CFI	0,944	$> 0,90$	Fit
RMR	0,176	$< 0,50$	Fit

Source: Primary Data (2024)

Hypothesis Testing

The results of the analysis can be seen through the summary in Table 3 below:

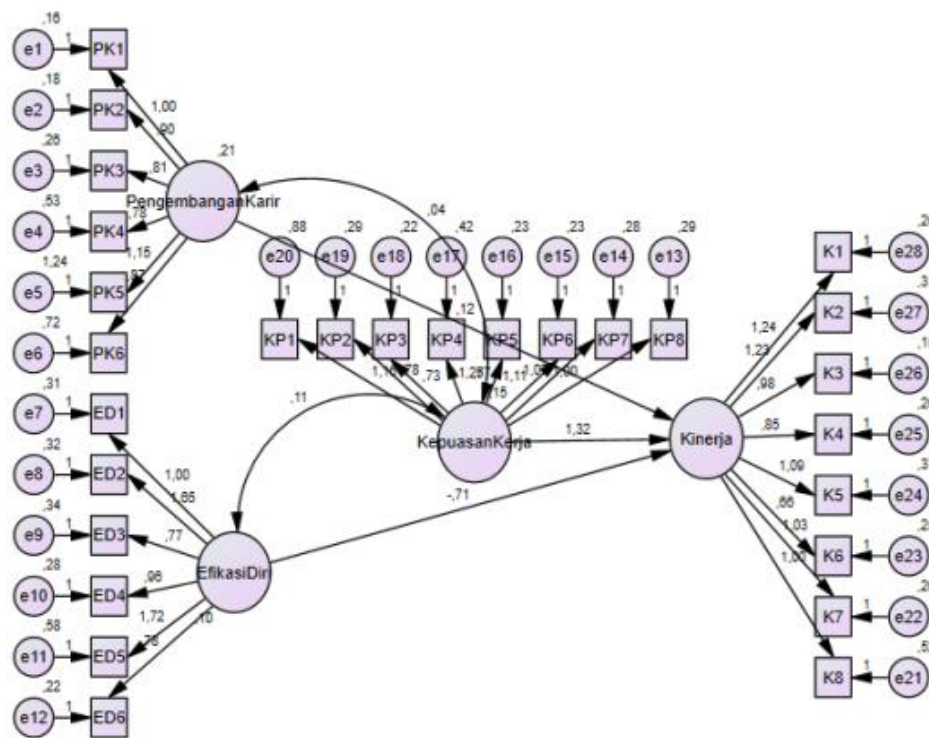


Figure 1. Standardized Solution (Overall Model)

Source: Primary Data (2024)

The results of hypothesis testing in this research used Structural Equation Modeling (SEM) processed through the AMOS application with hypothesis test results as follows:

Based on Figure 1, it shows two results on direct and indirect hypothesis testing of a positive relationship and significant relationship between variables are described in the table below:

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Table 3. Results of Direct Hypothesis Testing

No	Hypothesis	Estimate	p-value	Description
1	Career Development has a positive and significant effect on Employee Performance	2.168	0.003	H1 Supported
2	Self-Efficacy has a positive and significant effect on Employee Performance	1.986	0.001	H2 Supported
3	Job Satisfaction has a positive and significant effect on Employee Performance	2.757	0.004	H3 Supported
4	Job Satisfaction mediates the effect of Career Development on Employee Performance	5.486	0.000	H4 Accepted
5	Job Satisfaction mediates the effect of Self-Efficacy on Employee Performance	6.773	0.000	H5 Accepted

Source: Primary Data (2024)

Based on Table 3 above, the results of hypothesis analysis are as follows:

Direct:

- **Career Development and Employee Performance:** The positive relationship between career development and employee performance (H1) highlights that employees are more motivated and productive when they see clear growth opportunities within the organization. This is supported by a significant estimate of 2.168 with a p-value of 0.003, indicating a strong effect.
- **Self-Efficacy and Employee Performance:** The significant effect of self-efficacy (H2) on employee performance, with an estimate of 1.986 and a p-value of 0.001, suggests that employees who believe in their abilities are more likely to perform well in their roles.
- **Job Satisfaction and Employee Performance:** Job satisfaction (H3) plays a critical role in enhancing employee performance, as shown by an estimate of 2.757 and a p-value of 0.004. This indicates that when employees are satisfied with their work environment, they are more engaged and productive.
- **Job Satisfaction as a Mediator (Career Development):** The mediation of job satisfaction (H4) between career development and employee performance, with a high estimate of 5.486 and a p-value of 0.000, reinforces the idea that satisfied employees are more likely to benefit from career development initiatives in terms of performance.
- **Job Satisfaction as a Mediator (Self-Efficacy):** Job satisfaction also mediates the effect of self-efficacy on performance (H5), with a score of 6.773 and a p-value of 0.000. This emphasizes that employees who are both confident in their abilities and satisfied with their job are more likely to translate this into high performance.

DISCUSSION

Career Development Positively Affects Employee Performance: Multiple studies confirm that career development is a significant driver of employee performance. For instance, a study by Raziq & Maulabakhsh (2019) highlighted that employees with clear career growth opportunities tend to show better performance due to increased motivation and commitment. This is further supported by Weng and McElroy (2022), who found that employees who perceive their career development as progressing are more engaged and perform better in their roles.

Self-Efficacy Positively Affects Employee Performance: The link between self-efficacy and performance has been well-established. According to Bandura (2020), self-efficacy is a crucial determinant of task performance. When employees believe in their abilities to succeed in specific tasks, they are more likely to take on challenges and complete their work efficiently. Similarly, a study by Amar & Udin (2021) reinforced that self-confident employees tend to outperform their colleagues because they exhibit higher motivation and resilience.

Job Satisfaction Positively Affects Employee Performance: Job satisfaction has long been associated with improved performance. Research by Crites (2019) confirmed that employees who are satisfied with their roles are more likely to be productive and committed to their organization. Job satisfaction enhances intrinsic motivation, which directly contributes to better job performance. A meta-analysis by Judge et al. (2020) also found a positive relationship between job satisfaction and employee performance across various industries.

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Job Satisfaction Mediates Career Development's Impact on Employee Performance: A study by Hadi and Rizal (2021) found that career development influences employee performance through job satisfaction. Employees who receive adequate career development opportunities tend to feel more valued, which increases their job satisfaction and subsequently boosts their performance. This mediating effect has been observed in both private and public sector employees, with career development initiatives fostering a positive work environment that enhances performance.

Job Satisfaction Mediates the Relationship between Self-Efficacy and Employee Performance: Research by Darnell & Guzman (2020) confirmed that job satisfaction acts as a mediator in the relationship between self-efficacy and employee performance. Their findings suggest that while self-efficacy directly impacts performance, employees' satisfaction with their work environment strengthens this effect. This means that confident employees who also feel satisfied with their jobs are more likely to deliver high-quality work and achieve organizational goals.

IV. CONCLUSIONS AND MANAGERIAL IMPLICATIONS

CONCLUSIONS

The findings of the investigation, drawn from linear regression analysis, support the following statements:

- Career Development has a positive and significant effect on employee performance. This means that a good career development program can significantly improve employee performance within the company. With opportunities for growth, employees are more motivated and able to work more effectively.
- Self-efficacy has a positive and significant effect on employee performance. This means that employees' belief in their own abilities directly contributes to improved performance. When employees believe they can accomplish tasks well, they tend to achieve better results and increase productivity.
- Job satisfaction has a positive and significant effect on employee performance. This means that when employees are satisfied with their work, they are more likely to demonstrate high performance. High job satisfaction can enhance motivation and productivity, making employees more committed to their tasks.
- Job satisfaction mediates the effect of career development on employee performance. This means that effective career development not only improves performance directly but also through increased job satisfaction. With clear career development, employees feel valued and more satisfied, which motivates them to perform better.
- Job satisfaction mediates the relationship between self-efficacy and employee performance. This means that employees' belief in their abilities can improve their performance both directly and through increased job satisfaction. Employees who feel confident and satisfied with their work are more motivated to show optimal performance.

MANAGERIAL IMPLICATIONS

Based on the research results showing the positive impact of career development on employee performance, companies should prioritize effective career development programs to enhance employee performance. HR managers are advised to design clear career paths, offer training opportunities, and provide necessary support to ensure employees feel they have room to grow. Well-designed development programs will not only improve employees' skills but also increase their motivation and commitment to the company, leading to overall performance improvement.

Moreover, the findings on self-efficacy's impact on performance indicate that companies should focus on boosting employees' self-confidence. Managers can implement programs that promote empowerment and recognize individual achievements, such as offering constructive feedback and celebrating successes. Employees who feel valued and confident in their abilities are more motivated to work harder and more productively. By strengthening employees' self-confidence, companies can create a high-performance environment and improve outcomes.

The role of job satisfaction as a mediator between career development, self-efficacy, and employee performance emphasizes the importance of creating a positive and supportive work environment. Companies need to ensure that employees feel valued, maintain a healthy work-life balance, and enjoy their jobs to enhance job satisfaction. High job satisfaction directly impacts motivation and performance, and strengthens the link between career development, self-efficacy, and performance. Therefore, managers should focus not only on skill development but also on fostering a positive work culture that supports employee well-being.

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