

Perceived Organizational Support and Self Efficacy on Employee Performance: The Mediating Role of Job Satisfaction at PDAM Tirta Hidayah Bengkulu City

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ABSTRACT

In human resource development, strong employee performance is crucial for attaining organizational success. However, many businesses struggle with low staff productivity brought on by inefficient HR procedures, which hinder the achievement of corporate goals. This study aims to identify the impact of The support perceived from the organization and self-efficacy on employee performance, with job satisfaction as a mediating variable in employees at PDAM Tirta Hidayah Bengkulu City. Employing a quantitative methodology, data was gathered through questionnaires. The study population encompasses all 361 employees of PDAM Tirta Hidayah in Bengkulu City, with 183 individuals chosen via random sampling for analysis. Statistical evaluation was conducted using SmartPLS 3.0 software. The key outcomes of this investigation yield the following insights 1) The support perceived from the organization has a strong and positive impact on their performance. (2) Self-efficacy also has a strong and positive impact on their work performance. (3) The support perceived from the organization has a strong and positive impact of job satisfaction. (4) The self-efficacy has a strong and positive impact of job satisfaction. (5) Job satisfaction has a strong and positive impact on employee performance. (6) The support perceived from the organization has a strong and positive impact on employee performance through the factor of job satisfaction acting as a mediator. (7) Self-efficacy has a strong and positive impact on employee performance through job satisfaction as a mediator. This study is anticipated to offer remedies for issues confronting PDAM Tirta Hidayah in Bengkulu City, particularly concerning perceived organizational support, self-efficacy, and the role of job satisfaction in boosting employee performance

INTRODUCTION

Employee performance is a key factor in human resource development to ensure organizational success. However, many organizations experience a decline in employee productivity due to inadequate human resource management implementation. This obstacle possesses a direct negative effect upon the attainment of the company's key objectives. Therefore, companies need to improve and optimize their human resource management systems in order to significantly improve employee performance. Organizational success depends on management systems that enable employees to recognize their capabilities and deliver outputs that meet both quantitative and qualitative organizational requirements (Na-Nan & Sanamthong, 2020). According to (Tjimuku & Atiku (2024), employee performance refers to the actions and results that workers produce when executing their responsibilities in alignment with organizational procedures, quality standards, and predetermined goals. High-performing employees will undoubtedly contribute significantly to the success of the firm or organization in which they are employed (Meria & Tamzil, 2021). Employee performance management can therefore become a barrier to accomplishing the organization's or company's previously established strategic goals if it is not implemented correctly and in a systematic way.

Employee performance cannot be separated from the aspects that influence it. The sense of support from the organization is one factor that affects employee performance. Employees tend to perform better when they believe the company is supporting them, according to research (Agustyna & Prasetyo, 2020). When organizations strive to develop employee capabilities through various resources and mechanisms, employees begin to believe that their contributions are valued and their well-being is taken care of (Astuty & Udin, 2020). The perception of being appreciated by the company where they work, coupled with the fact that the appreciation is given voluntarily, further strengthens employee trust and loyalty. At this point, employees demonstrate optimal performance by carrying out tasks or work for the organization where they work (Kara et al., 2021). Employee performance and perceived organizational support are correlated, meaning that employees will perform better if they perceive more organizational support.

In addition to being influenced by perceived organizational support, but also by their level of self-efficacy. Self-efficacy, which encompasses an individual's confidence in their ability to execute tasks or reach specific objectives, can play a significant role in influencing personal performance. A high level of self-efficacy can contribute positively to a person's performance in various conditions, including in the work environment (Yener et al., 2021). Siregar (2021) states that self-efficacy or self-confidence plays an important role in influencing employee performance in organizations because high self-confidence can increase motivation, perseverance, and a person's ability to achieve set goals. When individuals have high self-efficacy, they will perform very well, driven by high enthusiasm and clear goals (Kusumaningrum et al., 2020). Therefore, if an employee has strong confidence in their abilities, their self-efficacy will be high, which will have an impact on their performance.

Another aspect that can affect employee performance is job satisfaction (Berliana et al., 2018). Job satisfaction plays a crucial role in increasing employee performance in an organization, because the level of employee job satisfaction can have a direct impact on the level of

performance achieved by employees (Badrianto & Ekhsan, 2020). Then, according to Chandra (2016), the greater the job satisfaction, the higher the employee's performance will be. Employees who work in a place where they feel satisfied in their work will be motivated to improve their performance (Mangundjaya, 2012).

The Regional Water Company of Bengkulu city is a state-owned enterprise responsible for providing clean water services to the community and also functions as a source of regional income, the profits of which are used for infrastructure development and maintenance. Based on preliminary research through interviews on Wednesday, February 19, 2025, it was revealed that even though the organization has provided various forms of support such as training, work facilities, and communication from superiors, support from leaders is still considered inadequate. The directions given are often not specific enough, causing confusion in decision-making, while employee complaints and input take a long time to process. Employee motivation, performance, and loyalty to the organization have also decreased as a result of the lack of a defined reward system. However, not every employee has a high degree of self-efficacy, particularly when confronted with pressure or new tasks. Some employees admit that they often doubt their abilities, tend to be passive, and are afraid to take initiative for fear of setting the wrong targets or making the wrong decisions, which ultimately leads to a decline in self-confidence and overall work performance.

This research is highly relevant because there are differences in the outcome of similar research carried out by several previous authors. For example, in a study conducted by Caesens et al. (2016), it was stated that perceived organizational support has a positive and significant effect on employee performance. Employees tend to be proactive when they believe that their roles are important and that the company is concerned about their well-being. On the other hand, a study conducted by Soeprijadi & Sudibjo (2021) indicated that perceptions of organizational encouragement did not have a positive impact on employee performance. Meanwhile, Sihombing et al (2018) stated that self-efficacy has a positive and significant influence on employee performance, contrary to the findings of Aryoko et al (2022), who stated that self-efficacy does not have a significant impact on employee performance.

Regarding job satisfaction as a mediator for employees at PDAM Tirta Hidayah in Bengkulu City, this study attempts to manage the discrepancies in previous study on the relationship between perceived organizational support and self-efficacy and employee performance, given the variations in the findings of the studies previously described. The role of mediating variables that add to the study's freshness is suggested by this research. The relationship between self-efficacy in employee performance and perceived organizational support might be clarified in this context by using work satisfaction as an intermediary measure.

Performance is an assessment given by a direct supervisor on the work results achieved by an employee within a specific period, which is in line with their respective rights and responsibilities (Hendri, 2019). Based on Qadoos et al. (2015) in (Hassan et al., 2020) employee performance is defined as a person's ability to do the work assigned by the company by meeting predetermined standards and utilizing resources effectively in a dynamic environment. This performance is closely related to how employees carry out activities and tasks efficiently and is

a measure of how much they contribute to the organization. Among the factors that reflect employee contribution are the quantity of work output, attendance rate, and accommodative attitude (Abualoush et al., 2018). The Each person's performance is undoubtedly impacted by their roles and duties as well as their attempts to meet organizational objectives.

Perceived organizational support is the extent to which employees feel that their superiors care about their career well-being and personal interests (Li et al., 2022). This support is actually something that every employee expects. When employees feel supported by the organization, they tend to exhibit supportive behavior and accelerate the achievement of organizational goals (Mayes et al., 2017). Additionally, employees' psychological well-being is significantly impacted by their perceptions of corporate support. This can increase employees' sense of obligation to care about the company's success while raising their expectations that their performance will be appreciated (Mayes et al., 2017). Psychological conditions will motivate employees to increase their sense of responsibility, work comfort, and psychological security, which will ultimately support their performance.

Self-efficacy, according to Chen (2020), is an individual's belief in their own ability to successfully complete a task in order to achieve the expected results. Self-efficacy refers to an individual's confidence in their ability to achieve success by reflecting on and evaluating past experiences (Na-Nan & Sanamthong, 2020). Belief in one's own abilities can improve performance through resilience, perseverance, and the willingness to complete difficult tasks. Self-efficacy is an individual's assessment of their ability to complete difficult tasks (Dheviests & Riyanto, 2020). High self-efficacy can motivate employees to take initiative, face greater challenges, and persevere through difficulties, while low self-efficacy can lead to reluctance to commit to more ambitious goals (Lestari et al., 2024).

According to Nabawi (2019), job satisfaction can be defined as an individual's feelings and assessment of their work, which includes the work environment and the extent to which the job is able to fulfill their desires, needs, and expectations. Job satisfaction is essentially a positive emotion that arises in relation to work. This feeling is generated from an assessment of various job characteristics, which in turn gives individuals a sense of pleasure after they evaluate the tasks or work they do (Arifin et al., 2021). Generally speaking, most definitions take into account the emotional responses that workers have to their jobs. This can be in relation to their work as a whole or how they view specific aspects of their work, such as coworkers, compensation, or working conditions (Agbozo et al., 2017). Thus, it is crucial for companies to foster a flexible work environment. Employees will feel more satisfied if their compensation is commensurate with the work they do (Paparang et al., 2021)

Employees often form a general view of how much the organization values their role and cares about their well-being. Employees will be motivated and committed to their work and the organization if they are treated fairly and equally (Ratnasari et al., 2023). This situation then plays a role in strengthening loyalty and supporting employee performance within the organization (Astuty & Udin, 2020). A study conducted by (Lestari et al., 2024) states that perceptions of organizational support have a positive and significant influence on employee performance. As stated by (Maan et al., 2020), perceptions of organizational support can help improve human resource performance. These opinions may be seen as an expression of the business's commitment to its workers, which directly affects how well they perform.

Furthermore, according to (Du et al., 2018), there is a significant positive relationship between Perceived Organizational Support and performance. It is possible to improve employee performance and optimized by the organization's assistance, which can lessen the detrimental effects of several circumstances that could impair performance.

H1: The Relationship Between Perceived Organizational Support on Employee Performance. According to Erawati & Wahyono (2019), self-efficacy is an individual's belief in their ability to perform tasks and achieve desired goals. Employee success is directly correlated with a person's level of self-efficacy (Saleem et al., 2022). A study conducted by (Osman, 2020) revealed that self-efficacy has a positive and significant effect on employee performance. This finding is also supported by a study by (Lestari et al., 2024), which shows that employees with high self-efficacy tend to experience an increase in performance. In addition, self-efficacy influences the way employees think, feel, motivate themselves, and act in following rules, which in turn can increase their commitment to the organization and their performance (Yokoyama, 2019).

H2: The Relationship Between Self-Efficacy on Employee Performance. Maan et al. (2020) stated that job satisfaction among employees is significantly correlated with perceived organizational support (POS) and employee job satisfaction. An essential component of achieving the highest level of job satisfaction is perceived organizational support, so it should be a primary concern for every organization. Perceived organizational support contributes to job satisfaction by conveying to employees that help and support are always available (Bernarto et al., 2020). In line with this, a previous study by (Hidayanti et al., 2020) also revealed that perceptions of organizational encouragement have a positive impact on job satisfaction. This proves that when employees feel appreciated and cared for in terms of their contributions and well-being, these positive perceptions can increase their level of satisfaction with their work (Zumrah & Boyle, 2015). Furthermore, these findings are reinforced by a study conducted by Ayuningtias et al. (2019), which confirms the positive influence between perceptions of organizational support and job satisfaction.

H3: The Relationship Between Perceived Organizational Support on Job Satisfaction. Self-efficacy has a strong relationship with job satisfaction. Every employee needs self-efficacy, which means they are better able to complete the tasks assigned to them so that the company runs well and employees are more satisfied with their jobs (Roni et al., 2024). A study by Muis et al. (2018) shows that a high level of self- efficacy can lead to high job satisfaction. Employees with high levels of self-efficacy tend to be able to perform the tasks assigned by the company well, because they feel responsible and enthusiastic in carrying out their work (Salangka & Dotulong, 2015). Mokoena & Dhurup (2019) state that self-efficacy has a positive and significant effect on job satisfaction. A study conducted by Burić & Moè (2020) also revealed a positive correlation between self-efficacy and job satisfaction. Therefore, self-efficacy is a crucial element in ensuring that workers can work efficiently and enjoy their jobs.

H4: The Relationship Between Self-Efficacy on Job Satisfaction. Perceived organizational support is crucial to reaching the best possible level of job satisfaction, relief, and pride that arise in relation to their work environment. A study by Du et al. (2018) states that job

satisfaction has a significant influence on employee performance. Colquitt et al. (2015) added that the correlation between job satisfaction and employee performance is very close, so it is necessary for organizations to pay attention to the interaction between these two aspects. In line with this thinking, Laškarin Ažić (2017) emphasized that job satisfaction has a direct impact on employee performance. In addition, job satisfaction can also be a motivator, which in turn contributes positively to employee performance in the company (Maan et al., 2020). Research Ratnasari et al. (2023) also shows that there is a positive and significant influence between job satisfaction and employee performance.

H5: The Relationship Between Job Satisfaction on Employee Performance. Perceived Organizational Support is the perception of employees' belief in the level of appreciation given by the organization for the roles they play (Priskila et al., 2021). The mediating role strengthens the influence of perceived organizational support on employee performance, where perceived organizational support can increase job satisfaction, which ultimately encourages employees to perform optimally (Raj Sharma & Biswakarma, 2020; Sungu et al., 2019). Research conducted by Putri et al. (2018) states that views on organizational encouragement have a positive influence on employee performance, which is influenced by the level of job satisfaction. On the other hand, a study by Karaalioğlu & Karabulut (2019) states that organizational support for employees can help them develop, which indirectly reflects the organization's awareness of its employees, thereby increasing job satisfaction.

H6: The Indirect Relationship Between the Influence of Perceived Organizational Support on Employee Performance Through Job Satisfaction. Job satisfaction, which mediates self-efficacy, significantly impacts business performance. A study conducted by Wibowo & Hidajat (2020) reinforces this finding, showing that job satisfaction contributes to the correlation between self-efficacy and employee performance. High self-efficacy individuals usually experience greater job satisfaction because they are more confident in their ability to do it. This feeling of satisfaction then helps improve individual performance. In line with these findings, research by Ayundasari et al. (2017) also states that job satisfaction functions as a positive and significant mediating variable between self-efficacy and employee performance. This suggests that the relationship between performance and self-efficacy can be strengthened by job happiness. The mediating role of job satisfaction is proven to be significant in strengthening the influence of self-efficacy on employee performance, where a high level of self-confidence will further encourage optimal performance when accompanied by perceived job satisfaction (Eka et al., n.d.; Roni et al., 2024). Furthermore, a study by supports these findings by demonstrating that job satisfaction acts as a mediator between self-efficacy and performance.

H7: The Indirect Relationship Between the Influence of Self Efficacy on Employee Performance Through Job Satisfaction. Figure 1 shows the conceptual framework for this investigation, which is in line with the theoretical elements discussed above and earlier research. The seven hypotheses put out in this study are also depicted in this picture, ranging from hypothesis one (H1) to hypothesis seven (H7), and they are explained as follows:

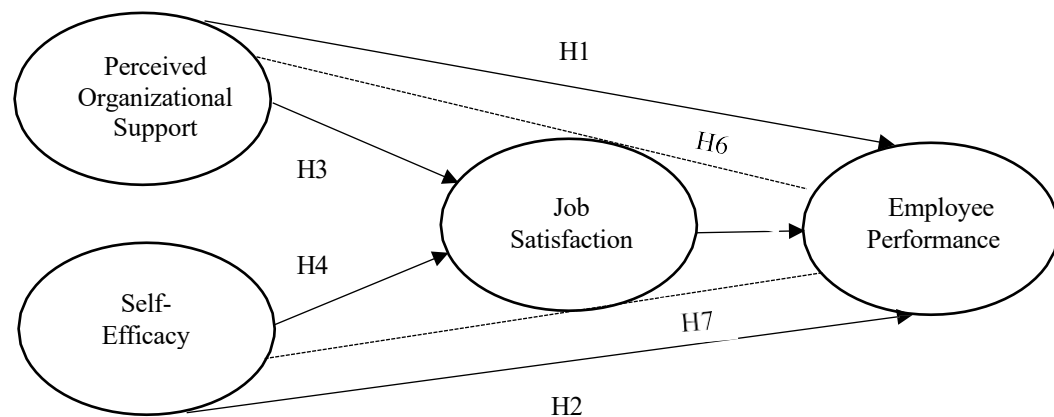


Figure 1. Conceptual Framework Model

Source: (Du et al., 2018; Lestari et al., 2024)

RESEARCH METHODS

This study uses a quantitative approach, which requires primary data. A digital questionnaire (Google Form) was distributed in order to collect data containing structured statements. The study's population consisted of 361 PDAM Kota Bengkulu employees. The minimum sample size for the study was determined using the sample calculation formula proposed by Hair et al. (2019), which states that the sample size can be calculated by multiplying the number of indicators by a factor of 5 or 10. Given that this study comprised 26 measurement items, the preliminary sample size estimate ranged from 130 to 260 respondents. However, this theoretical estimate was further refined by considering the actual population size of 361 employees, It led to an ultimate sample size of 183 people. The samples were obtained through the application of simple random sampling techniques, ensuring equal probability of selection for all members of the population and enhancing the representativeness of the study findings.

This study used a questionnaire that had been adapted from scientific articles based on previous studies. The Employee Performance variable was measured using 6 items stated by Dea et al. (2020), one of which was "The results of my work are in accordance with work standards." The Perceived Organizational Support variable was measured using 8 statement items proposed by Pelealu (2022), one of which was "The organization appreciates my contribution to its welfare." The Self-Efficacy variable was tested using 6 statements proposed by De Clercq et al. (2018), one of which is "I feel confident in analyzing long-term problems to find solutions." The Job Satisfaction variable was tested using 5 statement items proposed by Ramli (2019), one of which was "I am satisfied with my current job and this job suits me." This research employed a Likert-scale questionnaire to measure the degree of participant agreement or disagreement with given statements. Data analysis in this research employed Structural Equation Modeling (SEM) via the Partial Least Squares (PLS) method, make use of SmartPLS 3.0 software to evaluate the hypotheses for each variable.

RESULTS & DISCUSSION

Table 1. Respondent Demographic Table

Characteristics	Category	Frequency	Percentage
Gender	Male	134	73.2 %
	Female	49	26.8 %
Age	20-25	11	6 %
	26-30	27	14.8 %
	31-40	27	14.8 %
	>40	118	64.5 %
Education Level	SMA	127	69.4 %
	Sarjana	50	27.3 %
	Diploma	6	3.3 %
Length of Work	< 1	23	12.6 %
	1-10	89	48.6 %
	11-20	29	15.8 %
	>20	42	23%

Source: Processed Data (2025)

The respondents demographic profile is shown in Table 1, revealing that male employees constitute the predominant gender at PDAM Bengkulu City with 73.2%, compared to 26.8% for female employees. Regarding age distribution, the workforce is primarily composed of individuals aged above 40 years. Educational qualifications show that most staff members possess high school/vocational diplomas as their terminal degree. Additionally, the majority of employees have been with the organization for a tenure ranging from 1 to 10 years.

Table 2. Validity Test

Variable	Indicator	Outer Loading
Perceived Organizational Support	Fair treatment in accessing avenues for enhancing competencies.	0.842
	Fair treatment in pursuing paths for professional growth.	0.815
	Managers provide clear instructions on job-related matters.	0.896
	The firm recognizes my presence and value.	0.834
	Managers are prompt in addressing subordinates' concerns and suggestions.	0.888
	The organization's commitment to employee welfare.	0.834
	The organization's dedication to employee contentment in their roles.	0.856
Self-Efficacy	The organization's care for a pleasant working atmosphere for its staff.	0.873
	I feel assured in evaluating prolonged issues to formulate answers.	0.879
	I feel assured in speaking on behalf of my section in executive gatherings.	0.870
	I feel assured in adding to dialogues about the company's strategic vision.	0.863
	I feel assured in participating in goal-setting for my department.	0.863

Variable	Indicator	Outer Loading
	I feel assured in collaborating on objective-setting in my area.	0.883
	I feel assured in communicating facts to a team of fellow employees.	0.876
Job Satisfacion	I have prospects for growth in my role.	0.735
	I have the chance to take charge of planning and organizing my tasks.	0.848
	I am content with the company's policies and how they are implemented for employees.	0.804
	My compensation aligns with my responsibilities.	0.806
	My job stability is assured.	0.792
	I can maintain productivity consistently.	0.719
Employee Performance	I have prospects for growth in my role.	0.719
	My work adheres to established standards.	0.789
	The outcomes of my tasks align with the intended plans.	0.784
	I can collaborate effectively with colleagues.	0.757
	I can function well within a team.	0.759
	I fulfill the duties and obligations assigned to the team.	0.735

Source: Processed Data (2025)

Table 2 presents the values associated with each factor loading item. According to Hair et al. (2019), an indicator is deemed valid if its factor loading exceeds 0.7. As a result, every statement within the instrument is confirmed as valid, drawing from the convergent validity outcomes of this investigation.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE))
Perceived Organizational Support	0.947	0.956	0.731
Self-Efficacy	0.937	0.950	0.761
Employee Performance	0.851	0.890	0.573
Job Satisfaction	0.875	0.906	0.617

Source: Processed Data (2025)

Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) metrics were used to assess the constructs' validity and reliability, which are shown in Table 3.. The result show that all constructs demonstrate reliability, as their Cronbach's Alpha coefficients surpass the 0.70 benchmark. Composite Reliability scores fall within the 0.890 to 0.906 range, well above the 0.70 minimum requirement, confirming robust construct reliability. Additionally, AVE values across the four constructs span from 0.731 to 0.761, thereby satisfying the convergent validity standard ($AVE > 0.50$).

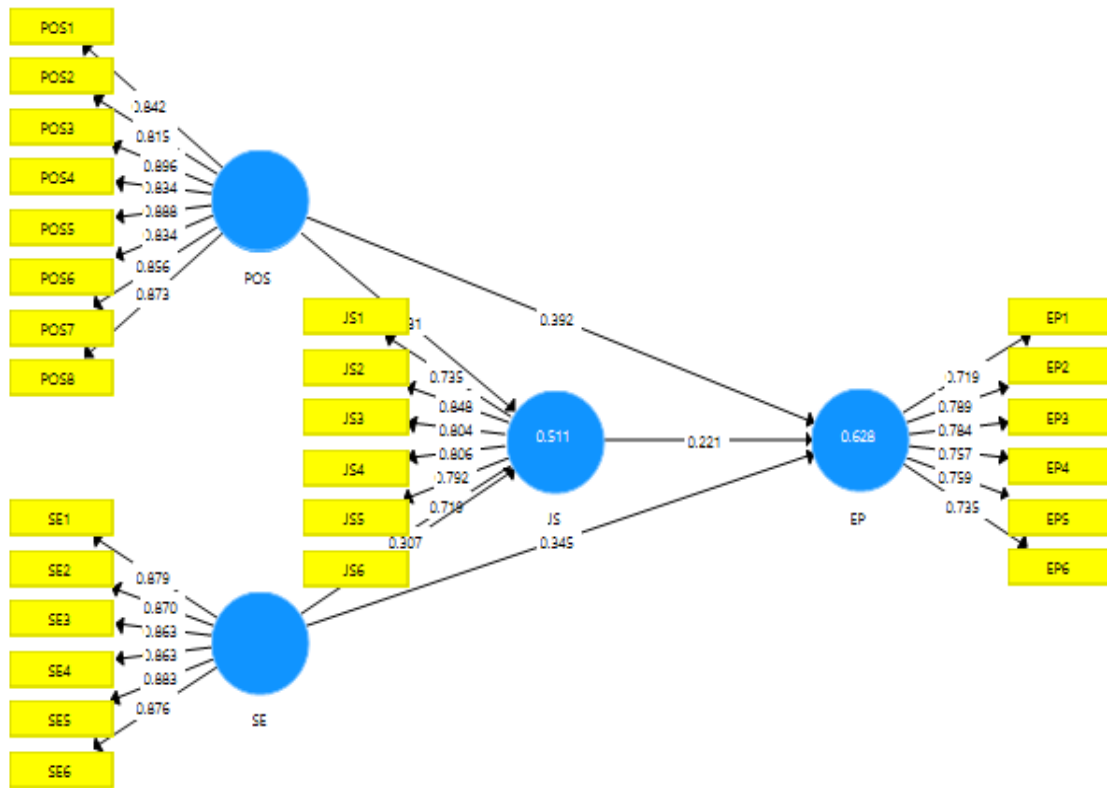


Figure 2. Structural Model Analysis

Source: Processed Data (2025)

Figure 2 displays the study's conceptual framework following structural equation modeling (SEM) analysis. In this framework, job satisfaction functions as a mediator, illustrating the connections between perceived organizational support, self-efficacy, and employee performance.

Table 4. Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Perceived Organizational Support > Employee Performance	0.392	0.395	0.053	7.418	0.000
Self-Efficacy > Employee Performance	0.345	0.344	0.047	7.298	0.000
Perceived Organizational Support > Job Satisfaction	0.531	0.529	0.054	9.780	0.000
Self-Efficacy > Job Satisfaction	0.307	0.300	0.060	5.078	0.000
Job Satisfaction > Employee Performance	0.221	0.220	0.057	3.855	0.000
Perceived Organizational Support > Job Satisfaction > Employee Performance	0.117	0.116	0.033	3.586	0.000
Self-Efficacy > Job Satisfaction > Employee Performance	0.068	0.066	0.024	2.890	0.000

Source: Processed Data (2025)

The Influence of Perceived Organizational Support on Employee Performance.

The results of this research indicate that the perceive of support from the organization positively and significantly influences employee satisfaction at work. Table 6 demonstrates that the T-statistic of $9.780 > 1.96$, and the p-value of $0.000 < 0.05$. Thus, H1 can be accepted. These results are in line with the studies by (Du et al., 2018) and (Maan et al., 2020), which show that the perception of organizational support has a positive and significant impact on employee performance. This perception can be seen as a sign of the organization's commitment to its employees, which directly affects how well they perform. PDAM Tirta Hidayah Kota Bengkulu has experienced an improvement in employee efficiency due to the introduction of strong organizational support. Employees are typically far more involved in carrying out their responsibilities and activities when they believe that the company values and supports them. This form of attention creates a strong emotional connection, which facilitates the development of long-term loyalty to the company. Employees are therefore motivated to give their best effort, even in challenging operational situations such as handling incidents of disruption and system maintenance activities.

The Influence of Self-Efficacy on Employee Performance. Employee performance is positively and strongly impacted by self-efficacy, according to the study's findings. As presented in Table 6, the T-statistic of $7.298 > 1.96$, and the p-value of $0.000 < 0.05$. Therefore, H2 can be accepted. The results of this study are in line with studies conducted by (Lestari et al., 2024) and (Yokoyama, 2019). Individuals with strong self-efficacy often see improvements in their output. Moreover, self-efficacy shapes how employees think, feel, motivate themselves, and adhere to guidelines, ultimately boosting their performance. In the context of the PDAM Tirta Hidayah Bengkulu City, Employees with strong self-belief regarding their competencies demonstrate increased motivation and dedication in carrying out their responsibilities. When employees feel confident in their capacity to address challenges and accomplish set targets, they tend to invest greater effort and demonstrate more proactive behaviors in their roles. As such, increasing employee self-efficacy will significantly raise the overall performance levels of the company.

The Influence of Perceived Organizational Support on Job Satisfaction. The findings of this study indicate that the way employees view organizational support has a strong and positive effect on their job satisfaction. Table 6 illustrates that the p-value of $0.000 < 0.05$, but the T-statistic of $9.780 > 1.96$. Consequently, Hypothesis 3 is supported. The results of this study are in line with studies conducted by (Hidayanti et al., 2020) and (Zumrah & Boyle, 2015), which state that perceived organizational support has a positive and significant impact on employee job satisfaction. When workers sense that their efforts and welfare are valued and nurtured, such favorable views can boost their contentment with their roles. In addition, these findings are reinforced by a study conducted by (Ayuningtias et al., 2019), which confirms the positive influence between perceptions of organizational support and job satisfaction. It has been demonstrated that perceived organizational support significantly contributes to employee job satisfaction at PDAM Tirta Hidayah in Bengkulu City. Employees who experience care and

backing from the organization typically exhibit greater dedication and allegiance to the company. As a result, contented and appreciated employees are more inclined to deliver their utmost effort in executing key responsibilities. This becomes essential when confronting diverse operational hurdles and maintaining the company's service continuity.

The Influence of Self-Efficacy on Job Satisfaction. The results of this study indicate that job satisfaction is positively and significantly effect by self-efficacy. Table 6 indicates that the p-score of $0.000 < 0.05$, and the Tstatistic value of $5.078 > 1.96$. Therefore, H4 can be accepted. The results of this study are in line with studies conducted by (Muis et al., 2018) and (Burić & Moè, 2020), which show that a high level of self-efficacy can support high job satisfaction. Because they feel accountable and excited about their work, Higher self-efficacy among employees increases the likelihood that they able to complete the duties given to them by the organization effectively. It has been demonstrated that PDAM Tirta Hidayah employees' perceived effectiveness is a significant predictor of their job satisfaction levels in Bengkulu City. Workers that are very confident in their abilities show more commitment and drive when performing their jobs across departments. With strong self-confidence, they are able to face technical and operational challenges with a more proactive approach and identify innovative solutions. Therefore, increasing the self-efficacy of PDAM Tirta Hidayah employees is a key strategy for improving job satisfaction and organizational operational effectiveness.

The Influence of Job Satisfaction on Employee Performance. The results of this study demonstrate that employee performance is strong impact and positive impacted by job satisfaction. As shown in Table 6, the T-statistic of $3.855 > 1.96$, and the p-value of $0.000 < 0.05$. Thus, Hypothesis 5 is confirmed. This aligns with the work of Du et al. (2018), which highlights that job satisfaction positively and significantly affects employee performance. Job happiness and performance are strongly related, which emphasizes how crucial it is for firms to take these factors into account. Similary, Laškarin Ažić (2017) tresses that job satisfaction directly influences employee performance. Within the framework of PDAM Tirta Hidayah in Bengkulu City, job satisfaction has proven essential in enhancing employee performance. Workers who perceive themselves as appreciated and content with their work environment tend to show increased commitment and output. This contentment motivates them to approach their tasks with more drive and energy, particularly when dealing with demanding and time-sensitive operational issues. Consequently, organizations should prioritize efforts to boost employee job satisfaction to foster ongoing advancements in performance and operational effectiveness.

The Influence of Perceived Organizational Support on Employee Performance Mediated by Job Satisfaction. The results of this study show that how employees feel about the support from their organization positively affects their job performance, and job satisfaction plays a role in this relationship. As shown in Table 6, the T statistic value of $3.855 > 1.96$ and the p value of $0.000 < 0.05$. Consequently, Hypothesis 6 is supported. The results of this study are also supported by (Karaalioglu & Karabulut, 2019; Priskila et al., 2021; Putri et al., 2018), which affirm that organizational support perceptions positively and significantly affect employee performance through the mediating role of job satisfaction. Such support enables employees to

advance professionally, demonstrating the organization's attentiveness to its workforce and thereby enhancing their job satisfaction. In the specific setting of PDAM Tirta Hidayah in Bengkulu City, perceived organizational support has proven instrumental in elevating employee performance via job satisfaction as an intermediary factor. Workers who sense that the organization prioritizes their needs, well-being, and career growth exhibit greater job satisfaction. This satisfaction encourages them to work with greater initiative and enthusiasm, especially when facing complex and urgent operational challenges. Therefore, organizations need to focus on improving employee job satisfaction to drive continuous improvement in performance and operational effectiveness.

The Influence of Self-Efficacy on Employee Performance Mediated by Job Satisfaction.

The results of this study show that, job satisfaction acts as a mediating factor between self-efficacy and employee performance, which is strong impact and positive by the former. Table 6 shows that the p-value of $0.00 < 0.05$, while the T-statistic value of $2.890 > 1.96$ threshold. Therefore, H7 is accepted. The results of this study are supported by studies conducted by (Ali & Wardoyo, 2021; Ayundasari et al., 2017; Wibowo & Hidajat, 2020), whose research results state that self-efficacy has a positive and significant effect on employee performance mediated by job satisfaction. Research at PDAM Tirta Hidayah has confirmed the impact of perceived self-efficacy on worker performance, demonstrating that job satisfaction acts as a mediating factor in this process. Employees who have high confidence in their abilities experience increased job satisfaction, which then encourages them to perform optimally in serving customers and running company operations. Job satisfaction created from strong self-efficacy makes employees more motivated and committed in facing PDAM operational challenges, such as handling power outages, maintaining pipe networks, and repairing water distribution systems. Thus, developing the self-efficacy of PDAM Tirta Hidayah employees can contribute significantly to improving work performance and the quality of clean water services to the people of Bengkulu City.

CONCLUSION & SUGGESTION

Based on previous research, job satisfaction serves as an intermediary factor, indicating a significant positive relationship between how employees perceive organizational support and their self-efficacy, which in turn affects work outcomes in a professional environment. This study indicates that perceived organizational support can directly improve employee performance while increasing their level of job satisfaction. Job satisfaction serves as a bridge connecting employee performance and the level of support they feel from the organization. The basic principle is that when an organization provides support to employees, it encourages their development and demonstrates the company's commitment to its workforce, thereby increasing job satisfaction. In addition, the results of this study show that self-efficacy plays a significant and beneficial role in improving employee performance and job satisfaction. Individuals with high self-efficacy tend to have greater confidence in carrying out their responsibilities, which

contributes to an increase in overall job satisfaction. Furthermore, as a connecting element, job satisfaction has been proven to significantly strengthen the effects of perceived organizational support and self-efficacy on employee performance.

This research intends to provide important information for PDAM Bengkulu City regarding how the support that workers feel they obtain from the company and self-efficacy impact employee performance, using job satisfaction as a key factor in the process. When workers see that their company is supporting them—whether via generosity, acknowledgment, or workplace facilities—they generally experience increased job satisfaction, which leads to better performance results. Similarly, higher levels of self-efficacy boost Workers' confidence in their capacity to finish jobs, which, when combined with adequate job satisfaction, leads to improved performance. Therefore, this research may act as a foundation for help PDAM Bengkulu City refine its human resource management approaches, particularly in creating strong support systems and fostering employee self-efficacy to achieve sustainable improvements in performance.

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