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Original Article

The Influence of Job Autonomy, Self-Efficacy, and Compensation on Employee Performance with Job Satisfaction as a Mediating Variable

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Abstract

The rapid transformation of the banking industry in the digital era, accompanied by increasing technological demands and a decline in employee numbers at Bank XYZ, has heightened the urgency to understand the determinants of employee performance. Rising turnover rates and fluctuating productivity further underscore the importance of examining organizational and personal factors that shape employee outcomes. This study investigates the impact of job autonomy, self-efficacy, and compensation on employee performance, with job satisfaction as an intervening variable. Using a quantitative survey approach, data were collected from 208 employees at Bank XYZ through questionnaires measuring five key variables. Statistical testing was carried out using multiple regression and mediation analysis. The findings reveal that the three independent variables have a direct positive and significant effect on employee performance. All three also positively and significantly affect job satisfaction. However, the direct effect of job satisfaction on performance was not significant. Mediation analysis further shows that job satisfaction does not mediate the relationships between job autonomy, self-efficacy, and compensation on employee performance. Theoretically, these results challenge established models that position job satisfaction as a critical mediator, suggesting its role may be contingent on industry context. Practically, this indicates that in digitally transforming banks like XYZ, managers should prioritize enhancing direct drivers including autonomy, self-efficacy, and compensation to improve performance, rather than relying on satisfaction as a pathway. The study is limited by its single-bank sample and short observation period, suggesting the need for broader future research.

Keywords: Compensation, Employee Performance, Job Autonomy, Job Satisfaction, Mediation, Self-Efficacy.

1. Introduction

The transformation of the banking industry in the digital era encourages organizations to adjust their structure and human resource management strategies. Bank XYZ as a company that provides various banking and financial services, including corporate financing, international trade, and investment services, with a focus on developing long-term business relationships and supporting economic growth in Indonesia through innovative banking products and digitally integrated financial solutions. In its development, employee performance has become an important focus priority in organizational success, which is influenced by various personal and work-related factors. According to Armstrong (2022), Job Autonomy, Self-efficacy, and compensation are among the factors that have been widely recognized as significant predictors of how effectively employees carry out their roles. The

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pressure of operational efficiency and high acceleration of technology adoption is followed by a decrease in the quantity of employees at Bank XYZ during the period 2022 to 2024.

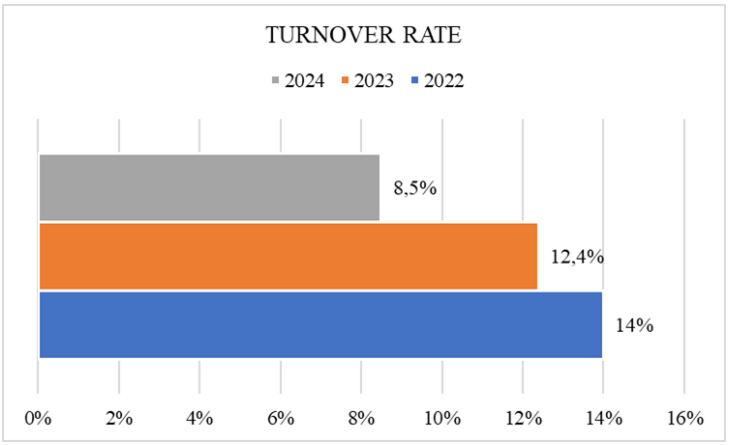

Figure 1. Turnover Rate 2022-2-24
Source: Indonesia Stock Exchange (2024)

Based on data from the Indonesia Stock Exchange (2024), the turnover rate that occurs for employees leaving an organization each year shows a not too significant decrease with the highest turnover rate occurring in 2022 at 14% which was then followed by 2023 and 2024 which were 12.4% and 8.5% respectively. This turnover rate is due to resignations and termination of employment, as one of the main factors for an employee leaving a company. This phenomenon reflects Bank XYZ's condition regarding employee performance which has experienced downsizing efficiency due to Bank XYZ's growth. Employee reduction and company performance can be assessed through turnover rate and company policies that are closely related to turnover (Trevor & Nyberg, 2008).

Based on IDX (2024) data, Bank XYZ showed a significant decline in employee productivity in 2023. Net profit per employee decreased from Rp 520,591,509 in 2022 to Rp 404,232,068 in 2023, which is in line with the decrease in the number of employees recorded in that year range from initially 6,972 employees to 6,636 employees. Although the reduction in 2023 is in line with the decrease in productivity per individual that occurred in that year, the decrease in the number of employees continued to occur consistently between the years 2022-2024. On the other hand, the reduction that occurred in 2024 was actually accompanied by a significant increase in productivity. This shows that Bank XYZ conducted internal restructuring and human resource optimization with employee reduction.

Employee capability in completing work can be referred to as self-efficacy (Kurniawan & Saragih, 2024). Self-Efficacy, or an employee's belief in their abilities, has been proven to have a direct impact on job satisfaction and performance outcomes (Biçer, 2023; Ghaleh et al., 2024). Along with the implementation of the work from home program, companies need to pay attention to important aspects that can make employees feel valued by the company despite the hybrid work system. Bank XYZ in its hybrid working model program, provides remuneration to support employee work wherever they are in the form of allowances for internet and cellular data. Remuneration is included in compensation which plays an important role not only in financial rewards, but also in maintaining retention and forming employee job satisfaction (Katabalo & Mwita, 2024; Lastriani et al., 2024). Job satisfaction often acts as a mediating factor that translates job autonomy, self-efficacy, and compensation as elements that influence employee performance improvement (Robbins & Judge, 2017; Zhou

et al., 2025). Job autonomy has been proven to increase job satisfaction for employees (Nasution et al., 2021).

According to Rahayu (2024), self-efficacy has a positive correlation with job satisfaction by increasing worker confidence, so they are able to contribute at the highest level of their work. Further, according to Zhou et al. (2025), self-efficacy and job satisfaction are able to increase work engagement which is directly related to work performance. Compensation has a significant and positive role on job satisfaction (Katabalo & Mwita, 2024). Job autonomy has a significant influence on working performance (Dewi & Kurniawan, 2023; Imam et al., 2020). Furthermore, other research shows that job autonomy has a positive influence on employee performance. Conversely, research by Saragih (2011) shows no significant relationship between job autonomy and work performance. Research by Awoitau et al. (2024), shows compensation has a significant influence on employee performance. Findings from other studies support the statement that compensation has a significant influence on employee performance (Savira et al., 2024). Conversely, research by Sari & Tukirin (2023), states compensation does not have a significant impact on employee performance. Hence, to clarify these relationships in the specific context of Bank XYZ's restructuring, this study aims to analyze the direct and indirect influence of job autonomy, self-efficacy, and compensation on employee performance, with job satisfaction as a mediating variable.

2. Literature Review

2.1. Expectancy Theory

Expectancy Theory first proposed by Michael H. Vroom (1964) is used as the foundation of grand theory to explain the influence of an individual's expectation of an incentive (reward) drives that individual's performance to work as well as possible to meet their needs. In the dynamics of contemporary workspace, this theory becomes relevant along with the transformation of work structures that emphasize flexibility, individual competence, and performance-based reward systems. According to Yongfang (2024), this Expectancy Theory is updated by showing that each individual has goals or objectives in working, and these goals are shaped by a person's expectations of the results they want to achieve from their performance. The Expectancy Theory helps in comprehending how an individual's actions are influenced by the anticipation of outcomes and personal motivations (Putri et al., 2019).

According to Vroom (1964) in expectancy theory, valence (reward value) is a motivational factor that determines the level of a person being motivated to achieve goals, because a person will be motivated only if the outcome has positive and meaningful valence for them. Valence plays a role in the motivational decision-making process, where individual perceptions of the importance of outcomes will influence their behavior (Vroom, 1964). Instrumentality describes an individual's belief that certain efforts will produce the expected output or reward. That is, how much an individual believes that when performing certain performance, they will get compensation results according to expectations. Instrumentality is understood as a cause-and-effect relationship between performance and results obtained, where clarity and trust in that relationship affects motivation.

2.2. Theory of Planned Behavior (TPB)

Perceived Behavioral Control in TPB refers to individual perceptions of the extent to which they have freedom (autonomy) and ability (self-efficacy) to carry out a work behavior. In this research, Job Autonomy (freedom to determine work methods, time, and procedures) and Self-Efficacy (self-confidence that they are able to complete tasks well) are each

operationalized as PBC indicators. Subjective norm describes the perception of social pressure felt by individuals from important parties in their work environment (superiors, colleagues, or organization). In this research, compensation (salary level, incentives, bonuses) is chosen as a proxy for subjective norm because compensation reflects organizational expectations and social assessment that high-performing employees will receive fair rewards. If employees believe that the organization values performance through compensation, they feel positive pressure to improve their performance.

The Theory of Planned Behavior plays a role in explaining why there is no significant connection between Job Satisfaction and Employee Performance, as evidenced by Dudasova et al. (2023) which indicates that Job Satisfaction is often measured by a company through surveys or questionnaires that may not measure the actual level of employee satisfaction due to several factors such as feeling pressured or forced to indicate their satisfaction with the work they do in order not to receive sanctions. This indicates that Job Satisfaction is often difficult to be directly proportional to Employee Performance, and may not have a fully positive relationship.

2.3. Employee Performance

According to Armstrong (2020), Employee Performance as a performance result achieved by an individual that is aligned with agreed organizational standards and expectations. Performance not only includes quantity and quality of productivity, but also timeliness, accuracy, and effectiveness of task completion. According to Dessler (2020), performance is defined as the actual execution of tasks and the extent to which an employee achieves work targets.

2.4. Job Autonomy

According to Imam et. al (2020), Job autonomy refers to the level of independence and freedom that workers possess in organizing and executing their job duties, as well as in making decisions regarding their work obligations. It involves how much leeway an employee has in deciding the approach, schedule, and procedure for accomplishing their tasks without relying on guidance from supervisors.

2.5. Self-Efficacy

According to Zhou et al (2025), Self-Efficacy is a person's belief in their ability to face challenges to achieve their goals. According to Biçer (2023), self-efficacy has an impact on a person's performance in their professional career, an employee with a high level of self-efficacy has a high level of self-confidence so it can support that employee's performance even in high-pressure situations.

2.6. Compensation

As stated by Lastriani et al. (2024), the term "compensation" is defined as any form of reward given to employees in return for their contribution to where they work. According to Seto et al. (2023), employers provide compensation to employees as a form of recognition for their efforts in executing tasks and fulfilling responsibilities assigned to them in order to meet company objectives.

2.7. Job Autonomy and Employee Performance

Fatkhuri et al. (2020) shows that job autonomy has a significant impact on employee performance. Similarly, Dewi & Kurniawan (2023) reveal that work autonomy not only contributes to higher job satisfaction but also leads to better work performance, especially in high-risk bureaucratic environments, which is supported by Khoshnaw & Alavi (2020) who

establish a relationship between job autonomy in the context of freedom of work methods in working on complex tasks. These findings highlight the importance of giving employees greater control over their tasks as a strategic approach to improving individual performance.
H1: Job Autonomy has a positive and significant effect on Employee Performance

2.8. Self-Efficacy and Employee Performance

Self-efficacy is commonly acknowledged as a crucial psychological element that impacts how individuals tackle tasks and conquer obstacles at the job. Similarly, Kurniawan & Saragih (2024) argue that self-efficacy provides a significant influence on performance outcomes. Supporting these findings, Rasid et al. (2024) found that self-efficacy has a positive and significant effect on employee performance.
H2: Self-Efficacy has a positive and significant effect on Employee Performance

2.9. Compensation and Employee Performance

Compensation plays a crucial role in enticing, retaining, and boosting employee morale, which consequently impacts their overall productivity. Research conducted by Syahyunan & Sugiarto (2025) shows a positive and significant correlation between compensation and employee performance.
H3: Compensation has a positive and significant effect on Employee Performance

2.10. Job Autonomy and Job Satisfaction

Job Autonomy is considered an important element in shaping employee attitudes toward their work environment, particularly in fostering a sense of ownership and personal fulfillment (Imam et. al, 2020). Research conducted by Nasution et al. (2021) confirms that Job Autonomy has a significant impact on job satisfaction. This conclusion is further strengthened by research conducted by Cho & Jung (2025), which also shows a positive correlation between Job Autonomy and Job Satisfaction.
H4: Job Autonomy has a positive and significant effect on Job Satisfaction

2.11. Self-Efficacy and Job Satisfaction

Self-efficacy plays an important role in shaping how employees view their own abilities, which will influence their emotional responses to the work environment. Research conducted by Biçer (2023) and Zhou et. al. (2025) shows that self-efficacy influences job satisfaction, indicating that individuals who believe in their ability to perform well tend to feel more satisfied and content with their work.
H5: Self-efficacy has a positive and significant effect on Job Satisfaction

2.12. Compensation and Employee Satisfaction

Compensation is not only a means of financial reward but also a reflection of organizational recognition and value toward its employees, which significantly affects their satisfaction in the workplace. Research conducted by Katabalo & Kelvin (2024), Darma & Supriyanto (2017), and Amiruddin & Rodzalan (2024), shows that compensation influences job satisfaction, indicating that monetary and non-monetary rewards contribute to how employees view their work experience.
H6: Compensation has a positive and significant effect on Job Satisfaction

2.13. Job Satisfaction and Employee Performance

Job Satisfaction has long been considered an important psychological factor that can influence various work-related outcomes, including individual performance. In addition, findings by Aggasi et al. (2025) and Berliana et al. (2018) show a positive correlation between

job satisfaction and performance. However, results reported by Ardianto et al. (2024) show an inverse relationship, indicating that job satisfaction does not have a significant impact on performance. The various outcomes suggest that there is a intricate connection between satisfaction and performance, hinting that external factors like the structure of the organization, culture, or the nature of the job could influence the intensity of this connection.
H7: Job Satisfaction has a positive and significant effect on Employee Performance.

2.14. Job Satisfaction as a mediating variable between Job Autonomy and Employee Performance

Giving employees freedom to manage their tasks, which not only fosters a sense of control but can also enhance psychological outcomes such as job satisfaction potentially resulting in improved performance. Research conducted by Prasetyo (2022) states that Job autonomy has a direct impact on the performance of employees, with job satisfaction serving as a mediator that further enhances this relationship. It is not enough to just increase autonomy in the workplace; promoting job satisfaction is crucial in order to fully maximize the performance benefits of an autonomous work setting.
H8: Job Satisfaction mediates the relationship between Job Autonomy and Employee Performance.

2.15. Job Satisfaction as a mediating variable between Self-Efficacy and Employee Performance

Self-efficacy reflects an individual's belief in their ability to successfully complete specific tasks, which can influence how they approach work and the results they achieve. Research conducted by Syifa & Maharani (2022) states that at the Public Works Department of Tegal Regency, self-belief plays a crucial role in enhancing performance and job satisfaction. The confidence in oneself leads to better outcomes and fulfillment at work. Additionally, satisfaction in one's job positively impacts performance, creating a cycle of success that is influenced by self-efficacy. These findings emphasize the important role of job satisfaction in strengthening the impact of self-efficacy on employee performance, suggesting that strengthening employee confidence should be accompanied by efforts to foster satisfaction in the workplace to achieve optimal performance results.
H9: Job Satisfaction mediates the relationship between Self-Efficacy and Employee Performance.

2.16. Job Satisfaction as a mediating variable between Compensation and Employee Performance

Compensation functions as a primary organizational tool to motivate employees and influence their overall work outcomes. Research by Salsabila et al. (2024) states that employee performance is influenced by compensation in an indirect manner. It is crucial to provide competitive pay and ensure that it leads to increased job satisfaction, ultimately improving employee performance.
H10: Job Satisfaction mediates the relationship between Compensation and Employee Performance.

Based on the hypotheses developed above, the relationships between the variables are illustrated in the theoretical framework as shown in Figure 2.

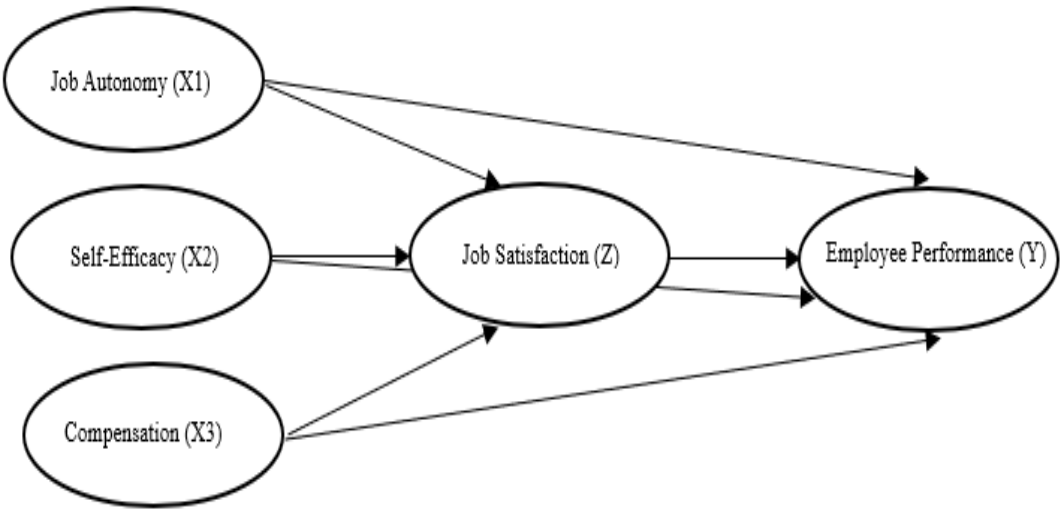

Figure 2. Theoretical Framework

3. Methods

3.1. Research Design

This study employs a quantitative research methodology with a causal-comparative design, which is suitable for examining the direct and indirect effects of job autonomy, self-efficacy, and compensation on employee performance, mediated by job satisfaction. This design allows for the systematic identification and measurement of relationships among variables and provides a robust framework for hypothesis testing. By using this approach, the research can objectively analyze the influence of multiple independent variables on the dependent variable, while also exploring the mediating role of job satisfaction.

3.2. Data Collection Techniques

Primary data were collected through online questionnaires distributed via the Google Forms platform, which enabled efficient access to employees across various departments and allowed participants to respond conveniently. The questionnaire comprised 45 items, all assessed using a five-point Likert scale ranging from “Strongly Disagree (1)” to “Strongly Agree (5)”. Prior to the main data collection, the questionnaire was pilot-tested on a group of respondents whose characteristics matched those of the target population. The pilot test results indicated that most respondents understood the statements well, suggesting that the instrument could be applied in the main study without significant modifications. During the primary data collection, the survey was distributed to potential participants, and 208 responses from employees of Bank XYZ were successfully collected and included in the analysis.

3.3. Research Variables

The study focuses on five key variables, each measured through the questionnaire. Job autonomy refers to the level of freedom and discretion employees have in performing their tasks. Self-efficacy reflects employees’ confidence in their ability to successfully execute tasks. Compensation encompasses both financial and non-financial rewards provided to employees. Job satisfaction acts as a mediating variable and indicates employees’ level of contentment with their work. Finally, employee performance serves as the dependent variable, representing measurable outcomes of work behavior and productivity. By examining these variables, the

study aims to uncover how workplace factors influence performance both directly and indirectly.

3.4. Population and Sample

The population of this study includes employees working at Bank XYZ. A purposive sampling technique was employed to select respondents who met predefined criteria, ensuring that participants possessed sufficient experience and understanding of their job roles. From the initial distribution, 208 employees successfully completed the questionnaire, and their responses were included in the analysis. This sample size was considered adequate for conducting causal-comparative analysis and for testing the study's hypotheses.

3.5. Instrument Validity and Reliability

The questionnaire was evaluated for both validity and reliability using SPSS (Statistical Package for the Social Sciences) software. Validity testing ensured that each item accurately measured the intended construct, with items considered valid if the correlation coefficient (r) exceeded the critical value at $p < 0.05$. Reliability testing assessed the consistency of responses across items using Cronbach's Alpha, with a threshold of $\alpha \geq 0.70$ indicating acceptable reliability. These procedures confirmed that the questionnaire was a dependable instrument for measuring all research variables.

3.6. Data Analysis

Collected data were analyzed using SPSS, following a series of statistical procedures. Descriptive statistics were first employed to summarize respondents' demographic characteristics and response distributions. Subsequently, inferential statistical analyses, including correlation and regression analysis, were conducted to examine the strength and direction of relationships among variables, as well as the direct and indirect effects of independent variables on employee performance. In addition, mediation analysis was performed using either Baron and Kenny's approach or the PROCESS macro to evaluate the mediating role of job satisfaction in the relationships between independent and dependent variables.

4. Results and Discussion

4.1. Final Questionnaire

There were 45 questions asked in this research. All question items were assessed using a Likert scale. Before being distributed in the main study, the questionnaire was first tested on a group of respondents whose characteristics were aligned with the participating population. The test results showed that most respondents understood the statements well, so the tool could be used in the main phase without significant changes. During the main data collection, the survey was distributed online to 228 potential participants. Based on that number, 208 respondents were successfully collected and could be analyzed further.

4.2. Descriptive Statistics

The descriptive statistics presented in the socio-demographic characteristics table 1, Overall, the respondent profile shows that the majority are productive young employees, well-educated, sufficiently experienced, and have stable employment status. Based on these characteristics, respondents are considered to be able to provide a representative picture of working conditions in the company.

Table 1. Socio-demographic characteristics

Variable (n=208)	Frequency	%
Gender		
Male	109	52%
Female	99	48%
Age		
20-25 years old	23	11%
26-30 years old	156	75%
31-40 years old	15	7%
>40 years old	14	7%
Education		
High School/Vocational Equivalent	20	10%
Diploma (D3)	57	27%
Bachelor (S1)	117	56%
Master (S2)	14	7%
Employee Status		
Permanent	125	60%
Contract	83	40%
Work Period		
1-3 years	46	22%
4-6 years	147	71%
7-9 years	13	6%
>10 years	2	1%
Domicile		
Central Jakarta	29	14%
East Jakarta	37	18%
West Jakarta	17	8%
South Jakarta	125	60%

Source: processed data, 2025

Table 1 describes the socio-demographic profile of 208 respondents, with an almost equal distribution of gender, namely 52% male and 48% female. The majority of respondents were in the 26–30 age range (75%), while other age groups were relatively small. In terms of education, most had a bachelor's degree (56%), followed by a diploma (27%), high school/equivalent (10%), and master's degree (7%). A total of 60% were permanent employees and 40% were contract employees, with the majority having worked for 4–6 years (71%). Based on domicile, the largest concentration was in South Jakarta (60%), followed by East Jakarta (18%), Central Jakarta (14%), and West Jakarta (8%). This profile shows that the majority of research respondents were permanent employees, of productive age, with a bachelor's degree, and residing in the South Jakarta area.

4.3. Construct Reliability and Correlation Test

The results of construct reliability and correlation test are shown in the table 2 below.

Table 2. Construct Reliability and Validity Test Results

Latent Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Autonomy	0.930	0.934	0.942	0.643
Self-Efficacy	0.930	0.933	0.942	0.643
Compensation	0.943	0.943	0.952	0.686
Job Satisfaction	0.943	0.945	0.952	0.688
Employee Performance	0.934	0.935	0.945	0.656

Source: processed data, 2025

This research implements a reliability test that is used to conduct on the measurement tools used in the research using the Cronbach's Alpha and Composite Reliability methods analyzed using Smart PLS Software, with the accepted threshold value being above 0.7 in PLS-SEM (Hair et al., 2019). Based on the analysis results, all five variables have Cronbach's alpha values > 0.7, meaning the variables have very good internal consistency. The Composite reliability (rho_a) and Composite reliability (rho_c) values for all five related variables have values > 0.7 indicating that the involved variables have very good reliability levels. Meanwhile, AVE values > 0.5 indicate that convergence has been met to determine the variance of related indicators, so overall the research instruments used are suitable for further analysis.

4.4. Measurement Model

In this study, a measurement model was used to evaluate the extent to which the indicators used were able to represent the latent constructs under study. This model included the exogenous variables of Job Autonomy, Self-Efficacy, and Compensation, the mediating variable of Job Satisfaction, and the endogenous variable of Employee Performance.

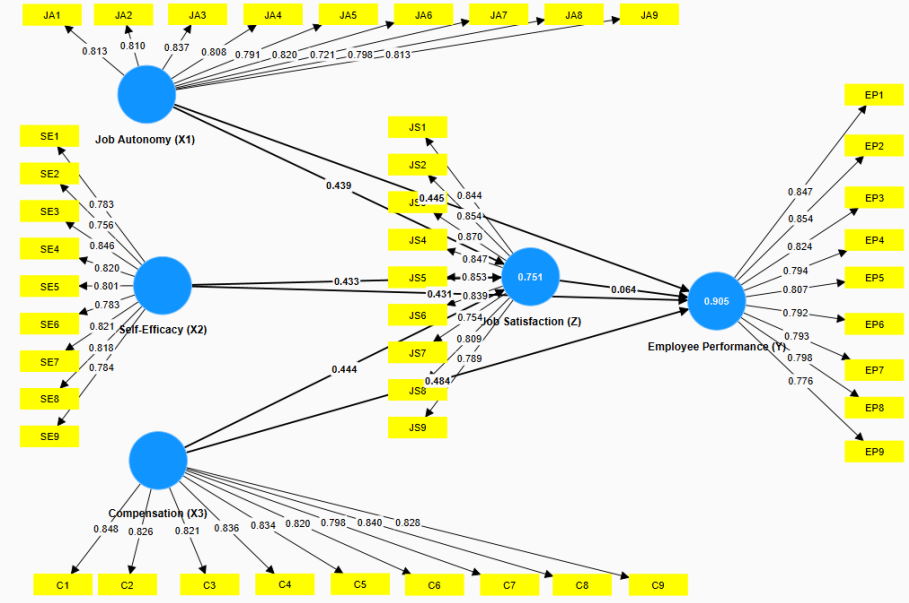

Figure 3. Measurement Model Structure
Source: processed data, 2025

Based on Figure 3 (Measurement Model Structure), all constructs show relatively high factor loading values and are above the recommended minimum limit. The indicators in the Job Autonomy (X1), Self-Efficacy (X2), and Compensation (X3) constructs have a good ability to reflect their respective latent variables. Similarly, the indicators in the Job Satisfaction (Z) and Employee Performance (Y) constructs show a strong contribution to the formation of their constructs. This indicates that the measurement model has met the criteria for adequate validity and reliability, so it can be concluded that all indicators are suitable for further analysis in the structural model.

4.4.1. Convergent Validity

This research was conducted by applying analysis using PLS-based Structural Equation Modeling which was conducted with the aim of directly testing the relationship, strength and significance between all variables involved in this research which are collected within the scope of dependent variables, independent variables and also mediating variables so that the

picture of the relationship between each variable can be statistically analyzed based on indicators that are considered valid if the loading factor value > 0.7 (Hair et al., 2019).

Table 3. Convergent Validity Results

Variable	Indicator	Loading Factor
Job Autonomy	JA1	0.813
	JA2	0.810
	JA3	0.837
	JA4	0.808
	JA5	0.791
	JA6	0.820
	JA7	0.721
	JA8	0.798
	JA9	0.813
Self-Efficacy	SE1	0.783
	SE2	0.756
	SE3	0.846
	SE4	0.820
	SE5	0.801
	SE6	0.783
	SE7	0.821
	SE8	0.818
	SE9	0.784
Compensation	C1	0.848
	C2	0.826
	C3	0.821
	C4	0.836
	C5	0.834
	C6	0.820
	C7	0.798
	C8	0.840
	C9	0.828
Job Satisfaction	JS1	0.844
	JS2	0.854
	JS3	0.870
	JS4	0.847
	JS5	0.853
	JS6	0.839
	JS7	0.754
	JS8	0.809
	JS9	0.789
Employee Performance	EP1	0.847
	EP2	0.854
	EP3	0.824
	EP4	0.794
	EP5	0.807
	EP6	0.792
	EP7	0.793
	EP8	0.798
	EP9	0.776

Source: processed data, 2025

Based on the analysis shown in Table 3, an analysis is obtained stating that all five variables have loading factor values > 0.7 indicating that these five variables are valid and meet convergent validity requirements so that each indicator is able to reflect the construct being measured well and has a strong relationship with other latent constructs involved in this

research, so from the analysis conducted it can be known that the research instruments studied have a good level of validity so they are able to adequately describe the phenomenon.

4.4.2. Discriminant Validity

Table 4. Heterotrait-monotrait ratio of correlations (HTMT)

	Job Autonomy	Self-Efficacy	Compensation	Job Satisfaction	Employee Performance
Job Autonomy			0.102		0.625
Self-Efficacy	0.172		0.216	0.635	0.687
Compensation					
Job Satisfaction	0.576		0.599		0.893
Employee Performance			0.683		

Source: processed data, 2025

Discriminant validity testing using HTMT aims to ensure that each construct in the research model has a clear difference from one another. The HTMT value reference is generally < 0.85 (Ghozali & Kusumadewi, 2023) or < 0.90 (Franke & Sarstedt, 2019). Based on the table 4 above, all HTMT correlation values between constructs have a range between 0.102 to 0.893. From these results, most values are below 0.85 - 0.90 indicating that most constructs have met discriminant validity criteria.

4.4.3. Coefficient of Determination Test (R-Square)

The results of Coefficient of Determination Test (R-Square) are shown in table 5.

Table 5. Coefficient of Determination Test (R-Square) Results

	R-Square	R-Square Adjusted
Employee Performance	0,905	0,903
Job Satisfaction	0,751	0,747

Source: processed data, 2025

Based on these data, the EP variable produces an R-square percentage result of 90.5% indicating that there is 10% outside of variable X that affects the Employee performance variable. Similarly, the JS variable produces an R-square percentage result of 75% indicating that there is 25% outside of variable X that affects the Job Satisfaction variable.

4.5. Discussion

Table 6 presents the results of the statistical tests conducted to examine the relationships among the study variables.

Table 6. Statistical test results

Latent Variable	Original Sample (O)	T Statistics (/O/STDEV/)	P Values
Job Autonomy→ Job Satisfaction	0.439	11.356	0.000
Job Autonomy→ Employee Performance	0.445	12.137	0.000
Self-Efficacy→ Job Satisfaction	0.433	10.059	0.000
Self-Efficacy→ Employee Performance	0.431	11.325	0.000
Compensation→ Job Satisfaction	0.444	12.069	0.000
Compensation→ Employee Performance	0.484	12.825	0.000
Job Satisfaction → Employee Performance	0.064	1.431	0.152
Job Autonomy→ Job Satisfaction → Employee Performance	0.028	1.419	0.156

Latent Variable	Original Sample (O)	T Statistics (/O/STDEV/)	P Values
Self-Efficacy→ Job Satisfaction → Employee Performance	0.027	1.403	0.161
Compensation→ Job Satisfaction → Employee Performance	0.028	1.399	0.162

The statistical analysis indicates that Job Autonomy, Self-efficacy, and Compensation exert a significant positive direct effect on Employee Performance. Furthermore, these three variables also demonstrate a significant positive influence on Job Satisfaction. This suggests a positive relationship: higher levels of autonomy, self-efficacy, and compensation are associated with increased levels of both employee performance and job satisfaction.

The connection between job satisfaction and employee performance is not substantial, indicating that job satisfaction does not serve as a significant intermediary between the independent variables and employee performance. Mediation analysis results show a uniform pattern. Indirect paths through Job Satisfaction both in the relationship of Job Autonomy, Self-Efficacy, and Compensation to Employee Performance, all are not proven significant ($p > 0.05$). These findings confirm that job satisfaction does not have an important role as an intermediary variable in improving employee performance.

Referring back to the two theories used in the Literature Review (ET and TPB), these hypothesis test results have relevance to TPB and ET. However, these hypothesis tests support TPB's claim that Job Satisfaction often does not have a relevant role on employee performance (Dudasova et. al, 2023). These findings are also consistent with Expectancy Theory which states that when an employee believes (expectancy) that their efforts (Job Autonomy, Self-Efficacy) will produce good performance, and that performance will be instrumentalized into attractive rewards (instrumentality = compensation), they will show high performance (Vroom, 1964; Yongfang, 2025). However, Expectancy Theory is less accurate when using Job Satisfaction as a mediating variable because it is found that the role of Job Satisfaction does not adequately support Employee Performance.

These hypothesis results are supported by a study conducted by Dudasova et. al., (2023) which states that often employee performance results are often based on the subjective perception of the employee. If someone feels that their work performance is good based on their own perception or manipulation of perception from co-workers or unit leaders, they will feel satisfaction with their work. So often manipulation from external parties influences a person's subjective perception of good or bad work they do. Therefore, the Job Satisfaction variable does not support as a significant mediator between the three independent variables (Job Autonomy, Self-Efficacy, and Compensation) on Employee Performance.

5. Conclusion

The primary conclusion of this research is threefold. First, Hypotheses H1-H6 are substantiated, confirming the significant positive effects of Job Autonomy, Self-efficacy, and Compensation on both Job Satisfaction and Employee Performance. Second, contrary to Hypothesis H7, Job Satisfaction does not exhibit a significant positive relationship with Employee Performance. Third, as a result of this finding, the indirect mediating pathways proposed in Hypotheses H8, H9, and H10 wherein Employee Performance was posited to mediate the effects of the independent variables are not empirically supported.

These findings offer two significant theoretical contributions. First, they challenge conventional mediation models that position job satisfaction as a central motivational

pathway to performance, suggesting its role is highly context-dependent. Second, this context necessitates an integrated theoretical framework that more effectively captures performance drivers in digitally transforming industries. A proposed alternative framework would position Job Autonomy, Self-Efficacy, and Compensation as direct antecedents to performance, moderated by factors specific to the digital era such as technology adoption readiness and hybrid work adaptability. Within this model, Job Satisfaction is reconceptualized not as a mediator but as a parallel outcome which influenced by the same background yet maintaining a more limited or situational relationship with performance itself.

Based on the implications and problems found in the research, there are suggestions that can be developed, namely expanding the research time period which will help the research to understand related phenomena over a longer period, so that employee performance over time can be analyzed in detail. Then adding variation in data sources not only sourced from one company, so that the analysis of data obtained can be better, in addition, in the future analysis can also be conducted not only in the banking sector, but also in other sectors, so that a broader picture regarding job satisfaction and employee performance can be obtained.

6. References

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