

EMPLOYEE PERFORMANCE AS VIEWED THROUGH THE LENS OF PERCEIVED ORGANIZATIONAL SUPPORT, JOB SATISFACTION, AND SELF-EFFICACY

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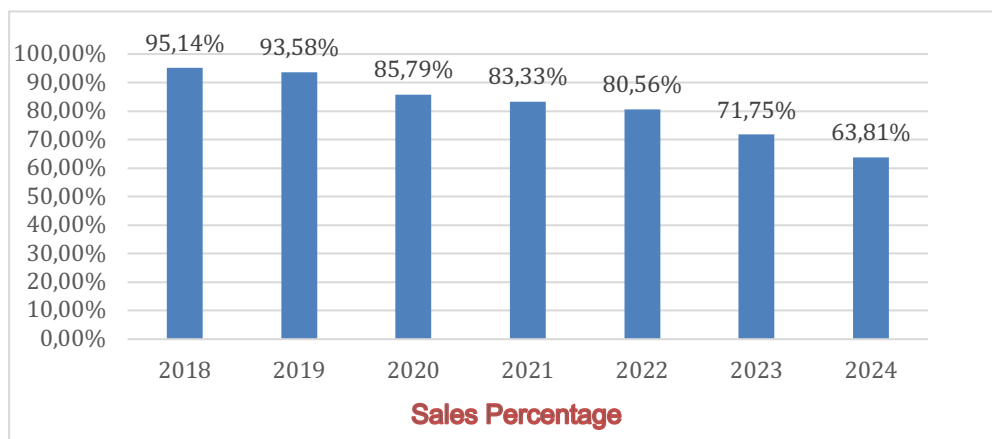
Abstract

Employee performance evaluation is fundamental to strategic career planning and promotion decisions. This study examines the influence of Perceived Organizational Support (POS), job satisfaction, and self-efficacy on employee performance at CV Intan Sanggraha Int'l in Denpasar. Using a total/saturation sampling approach (N=35), the data were analyzed using multiple linear regression. The findings of this study confirm that perceived organizational support, job satisfaction, and self-efficacy have a positive and significant effect on employee performance. Specifically, perceived organizational support ($\beta=0.322$; $t=3.459$; $p=0.002$) and job satisfaction ($\beta=0.243$; $t=2.703$; $p=0.011$) consistently enhanced performance, which supports H₁ and H₂, respectively. Meanwhile, self-efficacy recorded the most dominant contribution ($\beta=0.828$; $t=6.074$; $p=0.000$), thus supporting H₃. These results confirm that strengthening organizational factors, individual satisfaction, and self-efficacy collectively serve as the primary drivers of improved employee performance.

Keywords: Perceived Organizational Support (POS), Job Satisfaction, Self-Efficacy, Employee Performance

INTRODUCTION

Indonesia's service sector is facing increasingly fierce competition due to the growing number of market participants (Maysaroh *et al.*, 2025). This trend aligns with rapid growth and demand in the transportation and logistics services sector (Neysyah *et al.*, 2023). Ultimately, while technological capabilities, financial resources, and infrastructure are crucial, human resources remain the key factor in achieving an organization's goals (Agustin *et al.*, 2021). Human resources are a critical strategic asset in organizational operations and are essential for achieving the company's goals (Sulistiyani & Nugroho, 2024). Because an organization's success depends more on its people than on its technological or financial resources (Hoiri *et al.*, 2024), optimizing employee performance is essential to achieving sustainable goals. Measured by work quality and output volume, optimal employee performance is central to driving organizational success and competitive advantage (Wokas *et al.*, 2022). Improving performance requires an integrated strategy that combines professional development, tailored incentives, fair compensation, and a supportive culture. As a result, performance evaluations go beyond routine human resources administration; they serve as an empirical basis for promotions, compensation, and institutional planning. By aligning individual and team workflows with strategic objectives (Kasmir, 2019). This organization optimizes productivity and generates sustainable value for its key stakeholders. Over the past year, the branch under review has been operating below its 90% target, achieving only 70–80% operational efficiency (revenue-to-cost ratio). Initial interviews indicate that part of this shortfall stems from employee frustration with limited career development opportunities. This study examines CV. Intan Sanggraha Int'l is a service company based in East Denpasar that serves multinational clients (e.g., from Japan, Australia, India, and Europe). Although optimization efforts continue, a 10-year trend of unmet sales targets underscores unresolved issues with employee performance. The following are the sales percentage figures for 2018–2024.



Graph 1. Percentage of Sales by CV. Intan Sanggraha Int'l.

Empirical observations indicate that this performance gap stems from critical organizational and individual factors, particularly perceived organizational support (POS), job satisfaction, and self-efficacy (Eisenberger & Stinglhamber, 2020; Hoiri et al., 2024; Febrian et al., 2025). Employee performance remains a key determinant of organizational effectiveness and sustainable competitive advantage. In organizational psychology and human resource management, Perceived Organizational Support (POS) is widely recognized as a key driver of workplace performance. Rooted in Organizational Support Theory (OST), POS reflects employees' general belief that the organization values their contributions, cares about their well-being, and meets their social-emotional needs (Eisenberger & Stinglhamber, 2020; Murti et al., 2024; Robbins, 2019). Many studies show that Perceived Organizational Support (POS) significantly improves employee performance (Hutauruk & Harmen, 2025; Jelita et al., 2024; Putuwijayanti & Sutarno, 2024). The empirical evidence is still inconclusive. Conflicting findings indicate that POS may have a negligible or insignificant effect on performance (Diana & Frianto, 2021; Ratnasari et al., 2023), suggesting that organizational-level support alone may not consistently optimize workplace performance. This highlights the ongoing academic debate surrounding this relationship. Consequently, high POS fosters reciprocal behavior among employees, which in turn enhances organizational loyalty, work engagement, and overall performance. To reconcile these inconsistent empirical findings, this study introduces job satisfaction as a mediating mechanism in the relationship between POS and employee performance.

In addition to organizational factors, individual psychological attributes beyond organizational level support and individual affective states, such as job satisfaction, play a crucial role in optimizing employee performance and serve as an important psychological foundation for sustained individual contributions, as dissatisfaction often disrupts task focus and limits the development of individual potential; conversely, high satisfaction characterized by alignment between employee effort, workplace recognition, and results (Hoiri et al., 2024). Preliminary survey data in the context under study highlight significant dissatisfaction with these core dimensions: specifically, 71.4% of respondents expressed dissatisfaction with their current compensation, while 85.7% felt their career development opportunities were limited. These figures highlight systemic issues regarding key satisfaction indicators, including the nature of the work, salary, promotion prospects, supervision, and relationships with coworkers. In general, job satisfaction is conceptualized as positive affective attitudes and behaviors (Adawiah & Asmini, 2025). Job satisfaction reflects employees' assessment of the alignment between their efforts, recognition of the value of their work, and the results they achieve (Hoiri et al., 2024). Although evidence shows that job satisfaction significantly improves employee performance (Kurniawan, 2022; Ramadhani & Rinaldi, 2023; Tabuni et al., 2023), an empirical consensus remains elusive. Findings that contradict Fitri & Endratno (2021) and Pratama & Pasaribu (2020) indicate that job satisfaction has an insignificant or even negative impact on performance, underscoring unresolved empirical discrepancies. On the other hand, self-efficacy, defined as an individual's belief in their ability to perform tasks, overcome obstacles, and achieve their goals, serves as an essential personal resource (Febrian et al., 2025; Sembiring, 2021; Warganegara & Kartini, 2023). Although many researchers have stated that self-efficacy significantly improves performance (Battu & Susanto, 2022; Warganegara & Kartini, 2023), and that self-efficacy does not directly influence performance (Ali & Wardoyo, 2021).

Based on observation results and a preliminary survey of 7 employees, the data in Table 1 below present the CV responses of Intan Sanggraha Int'l employees regarding Perceived Organizational Support.

**Table 1. Pre-survey results regarding perceived organizational support
Employees of CV. Intan Sanggraha Int'l, Denpasar**

No	Statement	Agree	Disagree	Total
1	I feel that company management pays attention to me.	28,6%	71,4%	100%
2.	The company pays attention to my overall job performance.	28,6%	71,4%	100%
3.	The company provides me with positive support.	42,9%	57,1%	100%
4.	Company management cares about my well-being as an employee.	42,9%	57,1%	100%
5.	The company takes pride in my work achievements.	28,6%	71,4%	100%

Source: Primary data from CV. Intan Sanggraha Int'l

Based on the percentages, perceptions of organizational support still show issues with survey distribution, with 42.9% agreeing and 57.1% disagreeing. The problems that arise are low employee satisfaction with their well-being and a lack of positive support from the company toward its employees. This indicates that, according to some employees, the support provided by CV. Intan Sanggraha Int'l is still inadequate and does not meet their expectations. The indicators used to assess perceived organizational support are fairness, supervisor support, organizational rewards, and working conditions.

Research conducted by Jelita *et al.* (2024) shows that Perceived Organizational Support has a positive and significant effect on employee performance. Research conducted by Putuwijayanti & Sutarno (2024) shows that Perceived Organizational Support has a positive and significant effect on employee performance. Research conducted by Hutauruk & Harmen (2025) shows that Perceived Organizational Support has a positive and significant effect on employee performance. However, this contrasts with research by Ratnasari *et al.* (2023), which finds that Perceived Organizational Support does not significantly affect employee performance. Research by Diana & Frianto (2021) found that Perceived Organizational Support did not significantly affect employee performance.

The company must also pay attention to employee job satisfaction because when employees are dissatisfied, they tend to be unable to realize their full potential, preventing them from focusing fully on their work. According to Hoiri *et al.* (2024), job satisfaction is a positive attitude based on an evaluation of what one expects to gain from the effort put into performing a job, compared with the results or rewards received. Tabuni *et al.* (2023) state that satisfaction is a positive attitude among employees that encompasses both emotional and behavioral aspects toward work, in which work is viewed as recognition for achieving important values in the workplace. Based on the results of observations and a preliminary survey conducted among 7 employees, the data in Table 2 below present the CV responses. Intan Sanggraha Int'l employees regarding job satisfaction.

**Table 2. Results of the pre-survey on job satisfaction
Employees of CV. Intan Sanggraha Int'l, Denpasar**

No	Statement	Agree	Disagree	Total
1	The workplace is comfortable and enjoyable for employees	71,4%	28,6%	100%
2.	Employees are satisfied with the salaries the company provides	28,6%	71,4%	100%
3.	Employees have the opportunity to advance their careers within the company	14,3%	85,7%	100%
4.	Superiors provide support to all employees to help them further improve their work performance	57,1%	42,9%	100%
5.	My relationships with other employees are going well	57,1%	42,9%	100%

Source: Primary data from CV. Intan Sanggraha Int'l, Denpasar

Based on the percentages, the survey results align with the second statement, "Employees are satisfied with the salaries provided by the Company, which received a 28.6% "agree" rating and a 71.4% "disagree" rating. Thus, it can be concluded that employees are currently unsatisfied with the salaries provided by the Company. Additionally, regarding the third statement, "Employees have opportunities to advance their careers within the company," 14.3% agreed, and 85.7% disagreed, indicating uncertainty about future career progression. The key indicators of job satisfaction issues include work duties, salary, promotions, supervisors, and coworkers.

Research conducted by Kurniawan (2022), Tabuni et al. (2023), and Ramadhani & Rinaldi (2023) indicates that job satisfaction has a positive and significant effect on employee performance (Budi et al., 2025). However, this contrasts with Fitri & Endratno (2021), who found that job satisfaction has a negative but insignificant effect on employee performance. Pratama & Pasaribu (2020) found that job satisfaction does not significantly affect employee performance.

Another factor that can influence employee performance is self-efficacy. Warganegara & Kartini (2023) define self-efficacy as an individual's belief in their ability to perform the tasks or actions necessary to achieve a specific outcome. According to Sembiring (2021), self-efficacy is an individual's belief in their ability or competence to carry out an assigned task to achieve a goal or overcome obstacles. According to Febrian et al. (2025), self-efficacy is the confidence individuals have in their ability to perform well and achieve their desired goals.

Based on observations and a preliminary survey conducted among 9 employees, the data in Table 3 below present the responses. CV. Intan Sanggraha Int'l employees regarding self-efficacy. In terms of percentages, the survey results are most evident in the second statement, "I can complete my work effectively," with 33.3% agreeing and 66.7% disagreeing. This indicates that employees do not yet feel capable of completing their work effectively; therefore, the company must address this issue immediately to improve employee performance, thereby directly benefiting the company.

The effect of self-efficacy on employee performance is consistent with studies conducted by Warganegara & Kartini (2023) and Battu & Susanto (2022), which showed that self-efficacy has a positive and significant effect on performance. However, in contrast to Ali & Wardoyo (2021), these studies found that self-efficacy does not affect employee performance.

**Table 3. Results of the pre-survey on self-efficacy
Employees of CV. Intan Sanggraha Int'l, Denpasar**

No	Statement	Agree	Disagree	Total
1	I feel that I have a lot of experience in my job	66,7%	33,3%	100%
2.	I can complete my work effectively	33,3%	66,7%	100%
3.	I can find solutions when I encounter obstacles at work	66,7%	33,3%	100%

Source: Primary data from CV. Intan Sanggraha Int'l, Denpasar

By integrating organizational-level support with individual psychological states and self-perception, this study aims to: 1). Clarify the nuanced direct and indirect pathways through which organizational support translates into sustained individual performance outcomes, provide a deeper understanding of how organizational support impacts individual performance outcomes via employees' psychological well-being, resolve inconsistencies in the prior literature, and offer a more comprehensive explanation of the boundary conditions governing employee performance. 2) How can we resolve these persistent empirical contradictions? This study positions job satisfaction not merely as a direct prerequisite, but as a critical mediating bridge that translates organizational support and personal psychological resources into optimal performance. 3) To reconcile these persistent empirical inconsistencies, given that the empirical literature on job satisfaction and self-efficacy shows striking differences, this study introduces job satisfaction and self-efficacy as mediating mechanisms in the relationship between perceived organizational support (POS) and employee performance.

LITERATURE REVIEW

Employee performance is a crucial element in determining an organization's success. This study bases its main argument on Goal-Setting Theory (Locke, 1968), which explains how goal setting triggers motivational mechanisms by creating a gap between actual performance and target achievement. Within this framework, employee performance is positioned as the primary goal, while perceived organizational support (POS), job satisfaction, and self-efficacy serve as driving factors (determinants). POS, through fair compensation, career opportunities, and involvement in decision-making, helps create a conducive work climate. Alongside this, job satisfaction and self-efficacy reinforce individuals' drive to adapt, interact effectively, and achieve established performance targets.

METHOD

This quantitative study evaluates the influence of POS, job satisfaction, and self-efficacy on employee performance at CV Intan Sanggraha Int'l, Denpasar. Given the limited population, this study employed a census sampling technique, involving all 35 employees as respondents. Data were collected through questionnaires,

observations, interviews, and documentation, using qualitative research (Creswell, 2019, p. 171). Hypothesis testing and relationships between variables were analyzed using multiple linear regression, multiple correlation, the coefficient of determination (Adjusted R-squared), and the t-test, preceded by instrument validation and tests of classical assumptions.

OPERATIONAL DEFINITIONS OF VARIABLES

Employee performance (Y) is defined as an individual's work output in achieving organizational goals in accordance with legal and ethical standards and job responsibilities. According to Mathis & Jackson (2019), this variable is measured through five key indicators: quantity (Y_1), quality (Y_2), timeliness (Y_3), attendance (Y_4), and teamwork (Y_5).

Perceived Organizational Support (POS) (X_1) reflects employees' perceptions of the extent to which the organization appreciates their contributions and cares about their socio-emotional well-being. According to Rahmayani & Wikaningrum (2022), POS is measured across four dimensions: procedural justice ($X_{1.1}$), supervisor support ($X_{1.2}$), organizational rewards ($X_{1.3}$), and working conditions ($X_{1.4}$).

Job satisfaction (X_2) describes employees' affective evaluation of their work experience. This variable encompasses five aspects identified by Giawa & Tinambunan (2022), namely the characteristics of the job itself ($X_{2.1}$), salary adequacy ($X_{2.2}$), promotion opportunities ($X_{2.3}$), quality of supervision ($X_{2.4}$), and relationships among coworkers ($X_{2.5}$).

Self-efficacy (X_3) refers to an individual's belief in their ability to organize and execute actions to achieve expected performance, according to Febrian et al. (2025). Self-efficacy is measured through three main dimensions: task difficulty (level, $X_{3.1}$), task scope (generality, $X_{3.2}$), and level of self-confidence (strength, $X_{3.3}$).

RESULTS AND DISCUSSION

The results of the validity and reliability tests were obtained from the research instrument. The results of the instrument testing are as follows:

Research Instrument Testing

- A tool is considered valid if the Pearson correlation coefficient (r) with the total score is greater than 0.30 (Sugiyono, 2020). If the correlation between an item's score and the total score is less than 0.30, then that item in the tool is considered invalid.

Table 4. Validity Test Results

No	Variable	Statement	Pearson Correlation	Notes
1	Perceived organizational support (X_1)	$X_{1.1}$	0,865	Valid
		$X_{1.2}$	0,967	Valid
		$X_{1.3}$	0,917	Valid
		$X_{1.4}$	0,924	Valid
2	Job satisfaction(X_2)	$X_{2.1}$	0,651	Valid
		$X_{2.2}$	0,796	Valid
		$X_{2.3}$	0,739	Valid
		$X_{2.4}$	0,863	Valid
		$X_{2.5}$	0,828	Valid
3	Self-efficacy (X_3)	$X_{3.1}$	0,905	Valid
		$X_{3.2}$	0,871	Valid
		$X_{3.3}$	0,813	Valid
4	Employee Performance(Y)	Y_1	0,771	Valid
		Y_2	0,761	Valid
		Y_3	0,756	Valid
		Y_4	0,797	Valid
		Y_5	0,759	Valid

The validity test results in Table 4 show that the variables perceived organizational support, job satisfaction, self-efficacy, and employee performance have Pearson correlation coefficients greater than 0.30. This means that all items within the variables perceived organizational support, job satisfaction, self-efficacy, and employee performance are valid, so the data obtained can be used in this study.

- b. The reliability of this research instrument was tested using Cronbach's alpha. The results of the reliability test are shown in Table 5 below.

Table 5. Reliability Test Results

No	Variable	Item	Cronbach's Alpha	Notes
1	Perceived organizational support (X_1)	4	0,935	Reliable
2	Job satisfaction(X_2)	5	0,833	Reliable
3	Self-efficacy (X_3)	3	0,829	Reliable
4	Employee Performance(Y)	5	0,822	Reliable

Source: data processed in 2026

The reliability test results in Table 5 show that the variables perceived organizational support, job satisfaction, self-efficacy, and employee performance have Cronbach's Alpha values greater than 0.60. This means that all instruments, including those used to measure the variables under study, are reliable.

The data analysis techniques used in this study are as follows:

Test of Classical Assumptions

- a. The normality of the sample data distribution was tested using the Kolmogorov-Smirnov test. The sample data are considered normally distributed if the Asymp. Sig. (2-tailed) coefficient is greater than $\alpha = 5\%$. The results of the normality test are shown in Table 6 below:

Table 6. Results of the Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	1,87578455
Most Extreme Differences	Absolute	0,079
	Positive	0,079
	Negative	-0,079
Test Statistic		0,079
Asymp. Sig. (2-tailed)		0,200 ^{c,d}

a, Test distribution is Normal,

b, Calculated from data,

c, Lilliefors Significance Correction,

d, this is a lower bound of the true significance,

Source: data processed in 2026

Based on the results of the normality test using the nonparametric Kolmogorov-Smirnov (K-S) method in Table 6, the Asymp. Sig. (2-tailed) value is 0.200. This value is greater than 0.05, indicating that the regression model in this study is normally distributed.

- b. Multicollinearity can be detected by examining the tolerance and Variance Inflation Factor (VIF) values. If the VIF value is < 10 and the tolerance is > 0.1 , then there is no multicollinearity. This can be seen in Table 7 below:

Table 7. Results of the Multicollinearity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0,979	2,153		0,455	0,652		
	Perceived organizational support	0,322	0,093	0,357	3,459	0,002	0,835	1,197
	Job satisfaction	0,243	0,090	0,256	2,703	0,011	0,989	1,011
	Self-efficacy	0,828	0,136	0,623	6,074	0,000	0,844	1,186

a. Dependent Variable: Employee performance, as of 2026

Source: data processed in 2026

The multicollinearity test results in Table 7 show that the tolerance values for perceived organizational support, job satisfaction, and self-efficacy are greater than 0.10, and the VIF values for these variables are less than 10. Therefore, there is no multicollinearity in the regression model.

c. Heteroscedasticity Test

To detect heteroscedasticity, the Glejser test is used. This method involves regressing the absolute values of the residuals (ABS_RES) against the independent variables. The significance level used is 5%. If any of the independent variables has a significant effect on the absolute residuals, then there is no heteroscedasticity.

Table 8. Results of the Heteroscedasticity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,079	1,213		1,714	0,096
	Perceived organizational support	-0,017	0,052	-0,064	-0,327	0,746
	Job satisfaction	-0,034	0,051	-0,121	-0,673	0,506
	Self-efficacy	0,022	0,077	0,054	0,280	0,781

a. Dependent Variable: ABS_RES

Source: data processed in 2026

Table 8 shows that the significance values for the variables perceived organizational support, job satisfaction, and self-efficacy in relation to the absolute residual value (ABS_RES) are greater than 0.05. This means there is no evidence of heteroscedasticity in the regression model.

Multiple Linear Regression Analysis

To determine the effects of perceived organizational support, job satisfaction, and self-efficacy on employee performance. The summary of the results of the multiple linear regression analysis using SPSS version 25 for Windows is as follows:

Table 9. Results of Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,979	2,153		,455	0,652
	Perceived organizational support	0,322	0,093	0,357	3,459	0,002
	Job satisfaction	0,243	0,090	0,256	2,703	0,011
	Self-efficacy	0,828	0,136	0,623	6,074	0,000

a. Dependent Variable: Employee Performance

Source: Data processed in 2026

Based on the values in Table 9, the multiple linear regression equation is:

$$Y = 0.979 + 0.322 X_1 + 0.243 X_2 + 0.828 X_3 + e$$

Based on the multiple linear regression equation above, the regression line equation is obtained, which indicates that:

1. The coefficient value for the perceived organizational support variable (β_1) is 0.322, meaning that as perceived organizational support within the company improves, employee performance will increase, assuming that job satisfaction and self-efficacy are held constant or remain unchanged
2. The coefficient for the job satisfaction variable (β_2) is 0.243, meaning that as employees' perceived job satisfaction increases, employee performance will also increase, assuming that perceived organizational support and self-efficacy are held constant or remain unchanged
3. The coefficient for the self-efficacy variable (β_3) is 0.828, meaning that as employees' self-efficacy increases, their performance will also increase, assuming that perceived organizational support and job satisfaction are held constant.

Results of Multiple Correlation Analysis

Used to determine the extent of the influence of independent variables on the dependent variable. It helps determine whether the influence of independent variables on the dependent variable is strong or weak.

Table 10. Results of the Multiple Correlation Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,851 ^a	0,725	0,698	1,964

a. Predictors: (Constant), Self-efficacy, Perceived organizational support, Job satisfaction

b. Dependent Variable: Employee performance

Source: data processed in 2026

Using multiple correlation analysis, the R value was 0.851, which falls within the 0.800–1.000 range and indicates a very strong correlation. This indicates that perceived organizational support, job satisfaction, and self-efficacy are very strongly correlated with employee performance.

Coefficient of Determination (R²)

The results of the regression analysis in Table 10 show an adjusted R-squared value of 0.698. This value indicates that the variables explain 69.8% of the variance in employee performance, perceived organizational support, job satisfaction, and self-efficacy. Meanwhile, the remaining 30.2% is influenced by other factors outside the scope of this study.

t-Test (Hypothesis Testing)

Used to test whether the partial effects of perceived organizational support, job satisfaction, and self-efficacy on employee performance are significant or merely coincidental. The results of the hypothesis testing are presented in Table 11 as follows:

Table 11. Results of the t-Test (Hypothesis Testing)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,979	2,153		,455	0,652
	Perceived organizational support	0,322	0,093	0,357	3,459	0,002
	Job satisfaction	0,243	0,090	0,256	2,703	0,011
	Self-efficacy	0,828	0,136	0,623	6,074	0,000

a. Dependent Variable: Employee Performance

Source: Data processed in 2026

The analysis results in Table 11 show that all three independent variables have a positive and significant effect on employee performance:

1. Perceived Organizational Support: Shows a significant positive effect with a regression coefficient of 0.322 ($t=3.459$; $p=0.002$), so H1 is accepted.
2. Job Satisfaction: Has a significant positive effect with a regression coefficient of 0.243 ($t=2.703$; $p=0.011$), so H2 is accepted.
3. Self-Efficacy: Exerts the strongest significant positive influence with a regression coefficient of 0.828 ($t=6.074$; $p=0.000$), thus H3 is accepted.

These results confirm that strengthening organizational factors, individual satisfaction, and self-efficacy collectively serve as the primary drivers of improved employee performance.

Influence of Perceived Organizational Support on Employee Performance at CV Intan Sanggraha Int'l, Denpasar

The test of the first hypothesis confirmed that perceived organizational support (POS) has a positive and significant effect on employee performance ($\beta = 0.322$; $p = 0.002$), thus accepting H1. This finding indicates that strengthening organizational support is directly proportional to increased employee work effectiveness at CV Intan Sanggraha Int'l in Denpasar. Conceptually, POS, manifested through fair compensation, career development

opportunities, and involvement in decision-making, successfully fosters a conducive work environment and cultivates a sense of appreciation among employees.

Through the lens of Goal-Setting Theory (Locke, 1968), organizational support provides crucial resources, such as facilities, training, and time allocation, that bolster employees' belief in their ability to pursue challenging goals. Without such support, commitment to achieving work goals tends to weaken due to limited resources. These results reinforce previous studies (Jelita *et al.*, 2024; Putuwijayanti & Sutarno, 2024; Hutauruk & Harmen, 2025) that identify organizational support as a key antecedent to optimizing individual performance.

The Effect of Job Satisfaction on Employee Performance at CV Intan Sanggraha Int'l in Denpasar

The test of the second hypothesis demonstrated that job satisfaction has a positive and significant effect on employee performance ($\beta = 0.243$; $p = 0.011$), thus H2 is accepted. This finding indicates that increased job satisfaction is directly proportional to individual performance effectiveness at CV Intan Sanggraha Int'l Denpasar. Empirically, employee satisfaction in this study was primarily driven by a supervisory style that provided role clarity and constructive guidance. These conditions fostered a safe and supportive work environment, which in turn encouraged discipline, a sense of responsibility, and a commitment to quality of work.

Within the framework of Goal-Setting Theory (Locke, 1968), the achievement of challenging work goals is reciprocally related to personal satisfaction. Success in achieving work goals fosters a sense of pride and role fulfillment, which, in turn, reinforces the psychological drive to maintain high performance. Conversely, obstacles in achieving goals risk triggering frustration and job dissatisfaction. The results of this study reinforce previous findings (Kurniawan, 2022; Tabuni *et al.*, 2023; Ramadhani & Rinaldi, 2023) that position job satisfaction as a fundamental driver of optimal employee performance.

Influence of Self-Efficacy on Employee Performance at CV Intan Sanggraha Int'l Denpasar

The results of the third hypothesis test confirmed that self-efficacy has a positive and significant effect on employee performance at CV Intan Sanggraha Int'l Denpasar ($\beta=0.828$; $p=0.000$), thus accepting H3. This finding indicates that an increase in an individual's belief in their competence is directly proportional to improvements in organizational performance. Employees with high self-efficacy tend to work more independently, with greater precision and responsibility, without relying on others to complete tasks or overcome work-related obstacles.

Theoretically, these findings support Goal-Setting Theory (Locke, 1968), which posits that self-efficacy motivates individuals to set more challenging work goals and maintain their commitment to achieving them. These findings are also consistent with previous studies by Warganegara & Kartini (2023) and Battu & Susanto (2022), which emphasize the vital role of self-efficacy in optimizing performance.

CONCLUSION

Perceived organizational support, job satisfaction, and self-efficacy each have a positive and significant effect on employee performance at CV Intan Sanggraha Int'l in Denpasar. This indicates that an increase in all three factors simultaneously improves employee performance, whereas a decrease in all three factors results in a decline in performance.

This study is limited to three predictor variables of employee performance: perceived organizational support, job satisfaction, and self-efficacy. The coefficient of determination of 69.8% indicates that most of the variance in employee performance can be explained by these three variables. Meanwhile, the remaining 30.2% is influenced by external factors not examined in this study, such as workload, compensation, motivation, competence, work environment, work-related stress, and leadership style. These areas are suggested for future research.

Based on these findings, the management of CV Intan Sanggraha Int'l Denpasar is advised to: 1) Improve Communication Structures: Establish structured and consistent internal communication channels through orientation sessions, coordination meetings, or formal channels to clarify policies and performance targets to minimize operational errors. 2) Ensure Transparency in Career Development: Implement an objective and transparent performance-based promotion system to boost employee motivation and commitment. 3) Strengthen the Reward System: Provide formal and material recognition for employee achievements to enhance engagement and sustain work efficiency.

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