



The Influence of Transformational Leadership Style and Self-Efficacy on Performance with Job Satisfaction as a Mediating Variable among Employees of ATR/BPN Cilacap

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ABSTRACT

This study examines the influence of transformational leadership style and self-efficacy on employee performance with job satisfaction as a mediating variable at ATR/BPN Cilacap. A quantitative approach was applied with path analysis using SmartPLS 4. The results show that transformational leadership has a negative but insignificant effect on job satisfaction, yet a positive and significant effect on employee performance. Job satisfaction has a negative but insignificant effect on performance. Self-efficacy positively and significantly affects job satisfaction, but shows a negative and insignificant effect on performance. Furthermore, both transformational leadership and self-efficacy exert negative and insignificant effects on performance when mediated by job satisfaction. These findings highlight that leadership and self-efficacy influence performance more directly than through job satisfaction.

INTRODUCTION

Agrarian conflicts in Indonesia continue to increase every year. Ironically, a number of these conflicts are actually related to efforts to expand agricultural cultivation land. In 2023, there were 241 agrarian conflicts that seized 638,188 hectares of agricultural land, customary territories, capture areas, and settlements of 135,608 households. A total of 110 conflicts caused 608 land rights defenders to become victims due to repressive approaches in conflict areas. Indonesia ranked highest in Asia, accounting for 74% of total incidents, 94% of individual victims, and 84% of affected households when compared to five other countries (kpa.or.id). In 2024 it even set a record high, with 295 cases, up 21.9% from the previous year. In Central Java, Cilacap Regency is among the areas with the most agrarian conflicts, with a disputed land area of around 12 thousand hectares (Liputan6.com).

The National Land Agency (BPN) is an independent government agency that is not tied to a particular department that carries out government functions in the land sector nationally (according to Presidential Regulation No. 63 Article 1 paragraphs 1 and 2 of 2013). BPN Cilacap District has exerted various efforts in resolving agrarian conflicts and pursuing work targets, including through extra work. This has resulted in increased employee performance, both in terms of the volume of work and the complexity of cases handled. Employees are required to work quickly, accurately and adaptively to the social dynamics of the community, especially when dealing with people who are fighting for land rights. Under these conditions, the quality of human resources becomes a key factor in resolving agrarian conflicts. Therefore, capacity building and attention to employee welfare are important because employee performance plays a major role in supporting organizational success (Kuncoro, 2022).

One of the factors that influence employee performance is support from the work environment, especially the role of the leader. The right leadership style can encourage employees to remain enthusiastic, professional and able to work optimally. Transformational leadership is a leadership style that is able to inspire subordinates to prioritize common interests and has a strong influence. Robbins and Judge, (2008). Transformational leaders can encourage employees to exceed work targets and create positive changes in the organization. A number of previous studies have shown a positive and significant influence between transformational leadership and employee performance (Rahmanto, 2024; Mukmin & Prasetyo, 2021; Widyacahyani, 2020; Tri Biasti, 2023).

Apart from leadership, internal factors such as self efficacy are also important determinants in supporting performance. Self-efficacy is a person's belief in their ability to face various situations, take appropriate action, and complete certain tasks or problems so as to be able to overcome obstacles and achieve desired goals Ardiani (2018) states that employees who have high self efficacy tend to be able to meet targets and work under pressure. Conversely, Employees who lack confidence in their own abilities tend to view targets as a burden, so they are unable to achieve the expected level of performance. This can be seen in BPN Cilacap, where high work targets require employees to be confident and able to work under pressure. Previous research shows mixed

results, where according to Ali & Sodik (2023) and Darmawan & Anggelina (2022) stated that self efficacy has a positive effect on performance. Meanwhile, research (F. Ali & Wardoyo, 2021) and Kiftiyah & Al Banin (2023) state that Self efficacy has no positive and significant effect on employee performance.

Another factor that plays an important role is job satisfaction. Job satisfaction is a psychological state that gives rise to positive emotions in individuals status that comes from an employee's assessment of the work situation they experience (Kuncoro, 2022) . Job satisfaction reflects the extent to which employees feel comfortable, valued, and satisfied with their work conditions and work environment At BPN Cilacap, employees are required to meet high targets, such as accelerating PTSL, handling disputes, and improving public services. In this context, an inspiring leadership style and strong self-confidence can encourage increased job satisfaction, which in turn has a positive impact on performance. This is reinforced by several studies supporting that job satisfaction acts as a mediating variable that strengthens the relationship between transformational leadership and self efficacy on employee performance (Mukmin & Prasetyo, 2021; Asriani, 2020; Kiftiyah & Al Banin, 2023; Joko Wibowo, 2020).

This research is different from previous studies such as "*The Effect of Self Efficacy on Employee Performance with Job Satisfaction as an Intervening Variable*" (Study of PT. Ultrajaya Milk Industry, Tbk Surabaya Marketing Section). This study adds a transformational leadership style and is conducted in the government sector which has different characteristics from the private sector, thus making a new contribution to understanding aspects that impact employee performance in government bureaucracy.

LITERATURE REVIEW

Two Factor Theory by Frederick Herzberg

The Two Factor Theory proposed by Herzberg in Murtiningsih (2017) states, satisfaction and dissatisfaction in work are not two opposing things, but are divided into two different categories based on job aspects, namely 'hygiene' and 'motivator' factors. Hygiene factors are seen as extrinsic aspects of a job that, if not met, can lead to dissatisfaction, while motivators are intrinsic aspects that boost work enthusiasm. According to Herzberg, hygiene factors do not improve performance, but when they are present in poor conditions, such as low pay or a poor work environment, they can be a source of dissatisfaction (Cushway & Lodge, 1995). Meanwhile, motivational or intrinsic factors are elements that foster work enthusiasm and thus drive individuals to achieve optimal performance. Fulfilling higher-level needs, such as recognition, responsibility, achievement, the nature of the work itself, and opportunities for growth and advancement, increases a person's potential for high performance compared to simply fulfilling basic or hygienic needs (Leidecker & Hall in Timpe, 1999).

Effect of Transformational Leadership Style on Employee Performance

According to Robbins and Judge (2012) in Sri Handayani (2021) suggests that transformational leadership is a leader who is a motivator and directs

employees and provides direction to complete the assigned tasks in order to achieve organizational goals. Transformational leadership style plays an important influence on achieving the best employee performance, which is reflected in competence of knowledge, skills, attitudes, and behavior, as well as awareness to contribute to the progress of the organization (Mahmud, 2022) . Transformational leadership is closely related to employee performance which can be explained through Herzberg's two-factor theory. Transformational leadership style is included in Herzberg's motivator factors that are able to foster work enthusiasm through achievement, recognition, responsibility and self-development. When leaders are able to inspire and reward employees, job satisfaction in employees will increase and this will make a positive contribution to employee work results.

This statement is revealed by research that has been conducted by Regiasa, (2023) Mahmud, (2022) Rahmanto, (2024) Tri Biasti, (2023) indicates that transformational leadership style partially has a significant effect on employee performance.

H1: Transformational Leadership Style has a positive and significant effect on Employee Performance

The Effect of Self Efficacy on Employee Performance

According to Bandura & Walters (1977), Self-efficacy can be defined as a person's belief in their ability to plan and carry out the steps necessary to complete the task at hand. *Self-efficacy can be defined as an individual's perception of his or her own abilities* perception related to the potential he has in carrying out his work and responsibilities well (Nira, Nurul, Rio, 2020) . Belief in self-assessment contributes to shaping perceptions, mindsets, self-motivation and actions (Tri Lestari, 2023) . In Herzberg's two-factor theory, self efficacy is included in the motivator factor, because it is directly related to internal motivation such as achievement, responsibility and self-development. When someone has high self-efficacy, he tends to show great self-confidence and strong motivation and satisfied in their work, which in turn will encourage overall performance improvement.

Previous research results provide support for these findings according to Khaerana, (2020) Rori) shows that self-efficacy has a positive and significant effect on employee performance.

H2: *Self Efficacy* has a positive and significant effect on Employee Performance.

The Effect of Transformational Leadership Style on Job Satisfaction

According to Robbins and Judge (2012) transformational leadership is a leader who is a motivator and directs employees and provides direction to complete the assigned tasks in order to achieve organizational goals. Transformational leadership plays a significant role in encouraging increased employee job satisfaction and can encourage organizational productivity. Through the ability to build teamwork, be a role model and provide individual attention, leaders are able to build a conducive work atmosphere and support the development of their subordinates (I Made, 2023) . Transformational leadership

is included in the motivator factor in Herzberg's two-factor theory, because the transformational leadership style can foster job satisfaction from within employees. This includes aspects of achievement, recognition, responsibility and self-development. When leaders provide inspiration, personal attention and encouragement to develop, This condition has the potential to increase job satisfaction among employees.

These findings are reinforced by research from Ratnaningrum, (2022) Regiasa Kuncoro (Rahmanto et al., 2024) also states The relationship between transformational leadership and job satisfaction shows a positive and significant direction.

H3: Transformational leadership style has a positive and significant effect on job satisfaction.

The Effect of Self Efficacy on Job Satisfaction

According to James L. Gibson (1997), Self-efficacy is an internal drive that motivates an employee and directs their actions. Individuals with high levels of self-efficacy usually show a greater level of confidence in facing tasks and challenges with this can increase their sense of achievement and happiness in their work (Widodo & Tandiyono, 2024) . This is in line with Herzbeg's two-factor theory, where high self-efficacy can encourage motivational factors such as achievement, recognition, and responsibility to emerge. These three things are important elements in creating job satisfaction according to Herzberg's theory, thus it can be concluded that high self-efficacy can increase employee job satisfaction through Herzberg's motivational factors.

This statement is in line with research from Kiftiyah & Al Banin, (2023) F (Mansur, 2023) (Lukmantyo, 2022) The research results show that self-efficacy has a positive influence on employee job satisfaction.

H4: Self Efficacy has a positive and significant effect on job satisfaction.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction is an employee's emotional reaction to their work, influenced by working conditions, reward systems, and the fulfillment of individual needs. This aspect is important because each employee feels a different level of satisfaction and high satisfaction has been shown to improve achievement and performance (Saragih, 2020; I Made, 2023; Jannah et al., 2023). According to Herzberg's two-factor theory asserts that motivational factors, such as achievement, appreciation, responsibility, and development opportunities, can boost work enthusiasm. Meanwhile, hygiene factors, such as pay, the work environment, and relationships with colleagues, play a greater role in preventing dissatisfaction. When motivational factors are met, employees will feel more valued, which ultimately positively impacts productivity and supports the achievement of organizational goals.

This study is in accordance with what has been done by from Siamita, (2021) , Kiftiyah & Al Banin, (2023) , Kuncoro, (2022) and Lukmantyo, (2022) indicates that high job satisfaction affects employee performance.

H5: Job Satisfaction has a positive and significant effect on Employee Performance

The Effect of Transformational Leadership Style on Employee Performance with Job Satisfaction as a Mediating Variable

Transformational leadership is a charismatic leadership style and has a strategic role in directing an organization towards achieving its goals (Djuraidi & Laily, 2020). When this leadership style is combined with job satisfaction, it can have a positive and significant impact on employee performance (Ratnaningrum, 2022). Transformational leaders who are able to maximize job satisfaction will encourage employees to be more motivated, productive, and committed to their work (Mukmin & Prasetyo, 2021). This aligns with Herzberg's two-factor theory, where transformational leadership fosters motivating factors such as achievement, recognition, and responsibility, while supporting hygiene factors through good working conditions and development opportunities. By fulfilling these factors, employees feel valued, which increases their satisfaction and performance.

This is in accordance with what is revealed by Efendi & Fiton (2022), Zainul Eka (2023), Djuraidi & Laily (2020) and Taufik Wibisono (2022) states that there is a relationship between transformational leadership style and employee performance significantly mediated by the level of job satisfaction.

H6: Transformational leadership style has a positive effect on employee performance with job satisfaction as a mediating variable.

The Effect of Self Efficacy on Employee Performance with Job Satisfaction as a Mediating Variable

Self-efficacy is a person's belief in their ability to complete a task which positively impacts performance (Bandura, 1999). Research shows that job satisfaction can be a significant mediator in the relationship between self-efficacy and performance, where high self-efficacy boosts self-confidence and work effectiveness, thereby increasing satisfaction and productivity (Kiftiyah & Al Banin, 2023; Winarto, 2022). Strengthening self-efficacy along with improving performance also contributes to long-term satisfaction and productivity (Widodo & Tandiyono, 2024). When employees successfully complete their tasks, they will feel a sense of achievement and recognition, which are motivating factors according to Herzberg. Therefore, self-efficacy not only plays a role in improving performance but also creates job satisfaction that supports the sustainability of organizational performance.

This statement gets support from studies revealed by Lukmantyo (2022), Prayekti (2021), Jannah (2023) and Khafidz & Sulhan (2023) show that job satisfaction as a mediator of the relationship between self efficacy and employee performance has a positive and significant effect.

H7: *Self Efficacy* affects Employee Performance with Job Satisfaction as a Mediating Variable

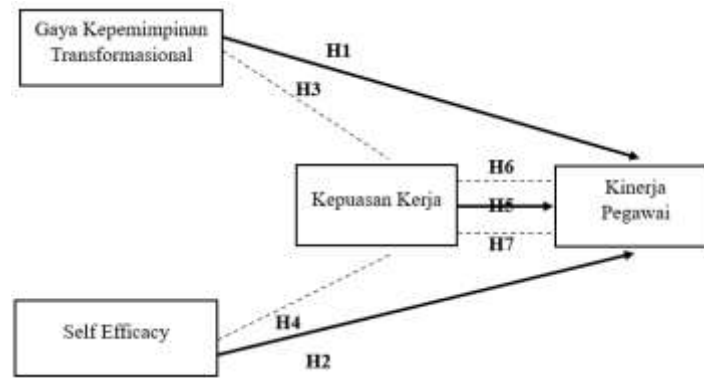


Figure 1. Conceptual Framework

METHODOLOGY

In this study, a quantitative approach is applied to examine data systematically and gain understanding from the available information. According to Sugiyono (2016) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative or statistical with the aim of testing predetermined hypotheses. The data collected was obtained through distributing questionnaires to employees of the ATR / BPN Office of Cilacap Regency, Central Java. Respondents in this study totaled 103 people, based on length of work, namely <1 year, with a minimum of SMA / SMK last education. This research applies the purposive sampling method, which indicates that employees in the population are sampled. This means that only employees participated in the research, the supervisor of ATR / BPN Cilacap was not included. This research activity was conducted in July 2025. The analysis in this study was conducted using a quantitative approach with the support of the SmartPLS 4.0.2.2 program.

RESEARCH RESULT

Respondent Characteristics

Table 1. Characteristics of Respondents

Characteristics	Description	Number	Percentage
Gender	Female	31	6,03%
	Male	72	14,01%
Age	20-30 years old	62	12,06%
	31-40 years old	26	5,06%
	41-50 Years	8	1,56%
	> 50 Years	7	1,36%
Status	Married	87	16,93%
	Unmarried	16	3,11%
	Divorced	0	0,00%
Period of Employment	< 1 year	2	0,39%
	1-10 Years	74	14,40%

	11-20 Years	21	4,09%
	21-30 Years	3	0,58%
	> 31 Years	3	0,58%
Last Education	HIGH SCHOOL/VOCATIONAL SCHOOL	36	7,00%
	D3	11	2,14%
	S1 / D4	52	10,12%
	S2	3	0,58%
	S3	0	0,00%
Section	PHPT (Rights Registration)	19	18,63%
	Administration	27	26,47%
	Mapping Survey	15	14,71%
	ASK	1	0,98%
	P2	1	0,98%
	Outsourcing	6	5,88%
	Server Admin	3	2,94%
	SKP	1	0,98%
	Security guard	5	4,90%
	Measurement	7	6,86%
	Finance TU	1	0,98%
	Dispute Section	1	0,98%
	Land Acquisition	4	3,92%
	Landscaping &		
	Empowerment	7	6,86%
	PPS	4	3,92%

Based on Table 1, of the 103 ATR/BPN Cilacap employee respondents, the majority were male (72 people) (14.01%), compared to female (31 people) (6.03%). In terms of age, the majority were in the 20–30 years range (62 people) (12.06%), followed by 31–40 years old (26 people) (5.06%), 41–50 years old (8 people) (1.56%), and over 50 years old (7 people) (1.36%). The majority of respondents had a work period of 1–10 years, namely 74 people (14.40%), with the highest level of education being S1/D4 (52 people) (10.12%).

Convergent Validity Test

Validity is determined by looking at the Loading Factor (LF) value. According to Hair (2017) the Average Validity Extract (AVE) value must match the value > 0.7.

Table 2. Outer Loading Convergent Validity Test

	Gy. Transformational Leadership	Job Satisfaction	Performance	Self Efficacy	Description
X1_2	0.786				Valid
X1_3	0.829				Valid
X1_4	0.791				Valid
X1_5	0.808				Valid
X1_6	0.803				Valid
X2_4				0.713	Valid
X2_6				0.819	Valid
X2_7				0.747	Valid
X2_8				0.880	Valid
X2_9				0.889	Valid
X2_10				0.896	Valid
Y_3			0.810		Valid
Y_4			0.823		Valid
Y_5			0.803		Valid
Y_6			0.782		Valid
M_5		0.719			Valid
M_7		0.790			Valid
M_8		0.838			Valid
M_9		0.781			Valid
M_10		0.823			Valid

There are several indicators removed such as X1_1, X1_7, X1_8, X1_9, X1_10, X2_1, X2_2, X2_3, X2_5, Y_1, Y_2, M_1, M_2, M_3, M_4, and M_6 because they show the outer loading value <0.7 , then the indicator is invalid, and can be eliminated to meet the convergent requirements of the LF value ≥ 0.7 (Hair et al., 2017). The table shows valid results.

Average Variance Extracted (AVE)

Table 3. AVE Result Convergent Validity Test

	Average variance extracted (AVE)	Description
Gy.		
Transformational leadership	0.646	Valid
Job Satisfaction	0.626	Valid
Performance	0.647	Valid
Self Efficacy	0.684	Valid

Each variable has a different AVE value, namely the transformational leadership variable recorded 0.646, for job satisfaction 0.626, for employee performance 0.647 and for self efficacy 0.684. According to Hair (2017) the Average Validity Extract (AVE) value must match the value > 0.5 . Thus, it can be interpreted that the four variables can be categorized as valid.

Discriminant Validity Test

Table 4. Fornell-Lacker Discriminant Validity Test Result

	Gy. Transformational Leadership	Job Satisfaction	Performance	Self Efficacy	Description
Gy. Transformational Leadership	0.803				Valid
Job Satisfaction	0.495	0.791			Valid
Performance	0.276	0.000	0.805		Valid
Self Efficacy	0.456	0.718	0.112	0.827	Valid

Based on the data displayed, it can be seen:

According to Hair (2017) the Average Validity Extract (AVE) value must match the value > 0.5 . ✓ From Table 4. it can be seen that the AVE value of the transformational leadership style variable, job satisfaction, employee performance and self efficacy has a value > 0.05 , which means that the four variables have a lower value so that they are said to be valid.

Reliability Test

Table 5. Cronbach's Alpha Value

	Cronbach's alpha	Description
Gy. Transformational leadership	0.863	Reliable
Job Satisfaction	0.851	Reliable
Performance	0.820	Reliable
Self Efficacy	0.906	Reliable

Table 5 shows that the Cronbach's Alpha values for all research variables were above 0.7. Thus, all variables were declared to have met the composite reliability requirements and had strong reliability (Hair, 2017).

Table 6. Composite Reliability Value

	Composite reliability (rho_c)	Description
Gy. Transformational leadership	0.901	Reliable
Job Satisfaction	0.893	Reliable
Performance	0.880	Reliable
Self Efficacy	0.928	Reliable

The results of this analysis show that the *Composite Reliability* value of all research variables has a value > 0.7 . This means that each variable has met the

composite reliability, so it can be concluded that all variables have a high level of reliability (Hair, 2017).

Model Fit Validity Test

Table 7. Model Fit Test Result

Parameter	Rule of Thumb	Parameter Value	Description
SRMR	Smaller than 0.10	0.087	Fit
NFI	Close to the value of 1	0.731	Fit

Based on the analysis using SmartPLS, the criteria for Model Fit are SRMR value <0.10 and NFI value >0.09 (Hair, 2017). Based on Table 5. The SRMR value is $0.087 < 0.10$ and the NFI value is $0.73 > 0.09$, which means that the model does not fully meet all Model Fit criteria. However, based on the SRMR value of 0.087 which is below the 0.10 limit, the model can be declared to have a good level of fit.

R Square

Table 8. R-Square Test (R^2)

	R-square	R-square adjusted
Job Satisfaction	0.551	0.542
Performance	0.112	0.085

The coefficient of determination is used to measure the amount of influence of exogenous variables on endogenous variables. The R-Square value is 0.67 (Strong), 0.33 (Moderate) and 0.19 (Weak). Table 8 shows that the R-Square value of Job Satisfaction is 0.551, has a moderate effect. And, Employee Performance is 0.112, meaning the effect is weak.

Hypothesis Test

Table 9. Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	Tstatistics (O/STDEV)	P values	Type.
Gy. Transformational Leadership -> Job Satisfaction	0.211	0.199	0.134	1.579	0.114	Hypothesis 1 rejected
Gy. Transformational Leadership -> Performance	0.343	0.348	0.149	2.300	0.022	Hypothesis 2 accepted
Job Satisfaction -> Performance	-0.284	-0.268	0.234	1.211	0.226	Hypothesis 3 rejected
Self Efficacy -> Job Satisfaction	0.622	0.612	0.156	3.993	0.000	Hypothesis 4 accepted

Self Efficacy -> Employee Performance	0.159	0.194	0.230	0.694	0.488	Hypothesis 5 rejected
Gy. Transformational Leadership -> Job Satisfaction - > Performance	-0.060	-0.063	0.071	0.844	0.399	Hypothesis 6 rejected
Self Efficacy -> Job Satisfaction - > Performance	-0.176	-0.169	0.155	1.136	0.256	Hypothesis 7 is rejected

Based on Table 9. results can be obtained, namely **H1** is rejected with a path coefficient of 0.211, a statistical value of 1.579 and a p value of 0.114 which is greater than 0.05. **H2** is acceptable with a path coefficient of 0.343, a t-statistic of 2.300, and a p value of 0.022 which is smaller than 0.05. **H3** is rejected with a path coefficient of -0.284, with a t-statistic of 1.211 and a p value of 0.226 greater than 0.05. **H4** is acceptable with a path coefficient of 0.622, a t-statistic of 3.993 and a p value of 0.000 smaller than 0.05. **H5** is rejected with a path coefficient of 0.159, a t-statistic with a value of 0.694 and a p value of 0.488 greater than 0.05. **H6** is rejected with a path coefficient showing -0.060, a t-statistic of 0.844 and a p-value of 0.399 greater than 0.05. **H7** is rejected with a path coefficient of -0.176, with a statistical value of 1.136 and a p value of 0.256 greater than 0.05.

DISCUSSION

The Effect of Transformational Leadership Style on Job Satisfaction of Cilacap ATR/BPN Office Employees

The results of the study indicate that transformational leadership does not significantly influence job satisfaction. Its implementation at ATR/BPN Cilacap has not fully addressed key motivational aspects, such as recognition of achievement, rewards, and opportunities for development. According to Herzberg's two-factor theory, job satisfaction is influenced by motivational factors such as achievement, responsibility, recognition, and self-development. Because these factors have not been adequately addressed, employee job satisfaction has not increased even though the transformational leadership style is considered positive. Therefore, the effectiveness of leadership in increasing job satisfaction depends heavily on the leader's ability to meet these motivational factors.

This finding is supported by previous research that has been conducted by Andriyani, (2024) Hendriawan & Nurjanah, (2024) Puspitaria & Hendarsjah, (2022) Dhillon, (2023) indicates that Transformational Leadership Style has no effect on Employee Satisfaction.

The Effect of Transformational Leadership Style on Employee Performance of the Cilacap ATR/BPN Office

The findings of this study indicate that the hypothesis of the influence of transformational leadership style on employee performance is positive and significant, so the hypothesis can be accepted. From these findings, if

transformational leadership is implemented optimally in the ATR/BPN Cilacap Office, employee performance will also increase. This is supported by Herzberg's two-factor theory, this leadership style tends to act as a motivating factor (such as achievement, recognition, and responsibility) that can increase job satisfaction. However, if hygiene factors (such as organizational policies, working conditions, and relationships with superiors) in the ATR/BPN Cilacap work environment have not been met, employee job satisfaction will still not be optimal and will result in less than optimal employee performance.

The results of this study are similar to the findings of previous studies, according to Sri Handayani, (2021) Mahmud, (2022) (Selviani & Adnyana, 2023) (Akhilbulha, 2021) indicates that transformational leadership style has a positive and significant effect on employee performance.

The Effect of Self Efficacy on Job Satisfaction of Cilacap ATR / BPN Office Employees

A high level of self-confidence leads to greater job satisfaction for employees. For BPN Cilacap employees, strong self-efficacy not only helps them complete complex agrarian tasks but also provides personal satisfaction with their work. From Herzberg's perspective, this reflects motivating factors such as achievement and recognition. Therefore, increasing self-efficacy can be used as a managerial strategy to improve employee job satisfaction.

The results of this study are similar to research by Kiftiyah & Al Banin, (2023) F Nor Lailla, (2022) and Mansur (2023) which shows that self efficacy has a positive and significant effect on increasing employee job satisfaction.

The Effect of Self Efficacy on Employee Performance of the Cilacap ATR / BPN Office

Self-efficacy has been shown to have no significant effect on employee performance. This indicates that employee self-confidence has not yet fully translated into improved performance. At ATR/BPN Cilacap, complex work procedures are suspected of hindering employees from optimizing their abilities. This condition reflects the unmet hygiene factors such as policies, working conditions, supervision, and relationships between colleagues. Without these basic factors, internal motivation such as self-efficacy cannot have a maximum impact on performance. Therefore, management needs to not only increase employee motivation but also create a supportive work environment so that employee potential can be optimally channeled.

This finding is similar to previous research according to Nor Lailla, (2022) Putri, (2025) Iman Saro, (2024) Awba & Putri, (2021) which suggests the results that show self efficacy has no effect on employee performance.

The Effect of Job Satisfaction on Employee Performance of the Cilacap ATR / BPN Office

The level of job satisfaction is proven not to have a significant impact on employee performance. The findings in this study are interesting because according to Herzberg, the motivational factors underlying job satisfaction

should be able to encourage employees intrinsically. In ATR/BPN Cilacap, it can be assumed that although some employees are dissatisfied in their jobs, they still try to improve their performance. This condition is influenced by other factors, such as high workload and tight supervision system. These factors are included in Herzberg's hygiene category, which, although they cannot increase satisfaction, can prevent a decline in performance. This means that employee performance does not only depend on job satisfaction, but is also influenced by other external factors.

This finding is in line with previous research according to Wahyuningtyas & Kirana, (2022) Isrokdin, (2022) Nor Lailla, (2022) and Pawerangi & Amang (2023) states that job satisfaction on job performance shows an insignificant relationship.

The Effect of Job Satisfaction in Mediating Transformational Leadership Style and Self Efficacy on Employee Performance

The results of the study indicate that job satisfaction does not act as a significant mediator in the relationship between transformational leadership style and self-efficacy with employee performance. This means that although leadership and self-efficacy are important, job satisfaction has not been able to strengthen their influence on performance. This is in line with Herzberg's two-factor theory, which emphasizes that job satisfaction will impact performance if supported by motivational factors such as achievement, recognition, responsibility, and opportunities for development. Therefore, for job satisfaction to function effectively as a mediator, ATR/BPN Cilacap needs to create a conducive work environment. A balanced strategy between motivational factors and dissatisfaction prevention is key to creating a work environment that not only improves performance but also maintains the stability of work results in the long term.

This is in line with previous studies, Rahman, (2023) and Isrokdin, (2022) I Yusuf, (2021) shows that transformational leadership style has no indirect effect on employee performance mediated by job satisfaction. Also, regarding the contribution of job satisfaction as mediation related to self efficacy and employee performance, there are findings that are in line with previous studies, according to Ramadhan & Budiono, Nor Lailla, (2022) reveals that job satisfaction does not mediate the influence between self efficacy on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of data analysis conducted in this study, it can be concluded that, *First*, transformational leadership style has no significant effect on employee job satisfaction. This shows that even though the leader applies a transformational leadership style, it is not enough to increase the level of employee job satisfaction. It is recommended that BPN Cilacap leaders continue to apply the transformational leadership style, because it is proven to be able to improve employee performance directly, even though it does not have a significant impact on job satisfaction. *Second*, transformational leadership style has a positive and significant effect on employee performance. This means that

this leadership style is able to encourage employees to work more optimally and achieve organizational targets. Efforts to increase self-efficacy in BPN Cilacap employees still need to be made, especially through training, mentoring, and providing work challenges that match capacity, because it is proven to increase employee job satisfaction. *Third*, job satisfaction has no significant effect on employee performance. This indicates that the level of job satisfaction felt by employees does not directly affect how well employees carry out their duties and responsibilities. The supervisor of BPN Cilacap needs to evaluate other factors that can directly affect performance, such as the reward system, workload balance, supporting facilities, and fair and clear work policies, because job satisfaction does not necessarily have a significant impact on improving performance. *Fourth*, Self efficacy has a positive and significant effect on job satisfaction. In other words, the higher the employee's confidence in his ability, the higher the level of job satisfaction felt. *Fifth*, self-efficacy has no significant effect on employee performance. This finding shows that high self-confidence does not necessarily result in improved performance if it is not supported by other factors such as the work environment or adequate facilities. The self-efficacy of BPN employees needs to be continuously improved through training, mental strengthening, coaching, and providing challenges that are in accordance with employee abilities, because it is proven to increase job satisfaction. *Sixth*, job satisfaction does not significantly mediate the effect of transformational leadership style on employee performance, even the direction of the effect is negative. This indicates that job satisfaction is not an effective intermediary variable in the relationship. *Seventh*, self-efficacy does not have a significant impact on employee performance through job satisfaction as a mediating variable, with the direction of the relationship tending to be negative. This means that increasing self efficacy will not have a major impact on performance if only through increasing job satisfaction alone.

ADVANCED RESEARCH

This study has several limitations, one of which is the relatively small number of respondents and limited to one organization, so the results cannot be widely generalized. In addition, this study only considers one mediating variable, namely job satisfaction, without considering the possibility of the existence of additional variables that may mediate the interaction between transformational leadership, self-efficacy, and employee performance. Thus, further research is recommended to expand the scope of the study respondents from various organizations, and consider other mediating variables in order to obtain a more comprehensive understanding. In addition, future researchers are also advised to examine the influence of other leadership styles, such as servant leadership, which focuses on service to subordinates and can be an alternative approach in improving employee performance.

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