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Analysis of the Effect of the Planned Implementation of the Single Salary System and Self-Efficacy on Employee Performance through Job Satisfaction at BPS-Statistics of Langkat Regency

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A R T I C L E I N F O

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A B S T R A C T

This research seeks to examine the impact of the planned single salary system and self-efficacy on employee performance, with job satisfaction acting as an intervening variable, at the BPS-Statistics of Langkat Regency. Adopting a quantitative research design, the study involved all civil servants at the BPS-Statistics of Langkat Regency, totaling 39 respondents. Data collection was conducted through structured questionnaires and analyzed using Structural Equation Modeling via Partial Least Squares (SEM-PLS). The findings reveal that both the anticipated implementation of the single salary system and self-efficacy positively and significantly influence job satisfaction and employee performance. Additionally, job satisfaction itself significantly enhances employee performance and functions as a mediating variable that strengthens the relationship between self-efficacy and performance. Conversely, job satisfaction does not significantly mediate the relationship between the planned single salary system and employee performance. These results suggest that enhancing employee performance is not solely reliant on compensation policies, but is substantially shaped by individual psychological factors in conjunction with job satisfaction. The study provides practical insights for BPS management in developing more effective and sustainable human resource policies.

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INTRODUCTION

BPS-Statistics plays a strategic role in providing accurate, relevant, and timely statistical data as a foundation for evidence-based policymaking at both national and regional levels. The successful execution of this mandate is highly dependent on the quality and performance of human resources, particularly within regional offices that operate across wide geographical areas and face high levels of fieldwork complexity, such as the BPS-Statistics of Langkat Regency. Although overall organizational performance indicators generally show favorable outcomes, fluctuations in individual employee performance remain evident. Robbins and Judge (2020) It can be argued that employee performance emerges from the dynamic interplay between individual competencies, personal motivation, and the work opportunities made available by the organization. Similarly, Campbell and Wiernik (2022) emphasize that performance represents observable and measurable work behaviors that directly contribute to the achievement of organizational goals.

One of the key determinants of employee performance is job satisfaction. Smith and Stone (2023) report that employees with higher levels of job satisfaction tend to demonstrate superior performance, stronger organizational commitment, and higher productivity. These findings are supported by empirical studies conducted by Williams and Davis (2023), Susilowati et al. (2023), and Riyanto et al. (2021), Employee performance can be understood as the outcome of the continuous interaction among an individual's skills and abilities, their intrinsic motivation, and the opportunities for work and development provided by the organization.

Job satisfaction at the is particularly crucial given the nature of the work, which requires a high level of accuracy, strict adherence to deadlines, and intensive fieldwork activities. BPS employees are not only BPS-Statistics of Langkat Regency expected to possess strong technical competencies in statistics but also to demonstrate psychological readiness and high work motivation when dealing with performance pressures, limited resources, and diverse geographical conditions. Employees who experience satisfaction with critical job facets—such as the compensation system, workplace conditions, organizational support, and transparency in performance evaluation—tend to demonstrate positive work behaviors, heightened responsibility, and a strong orientation toward achieving results. Conversely, low levels of job satisfaction may lead to reduced motivation, weakened organizational commitment, and instability in employee performance. This condition may help explain the occurrence of performance fluctuations despite generally favorable organizational performance outcomes. The mixed results from prior empirical studies on the link between job satisfaction and performance indicate that this relationship is not uniformly direct and may be shaped by contextual organizational factors, including compensation structures, workload levels, and the nature of assigned tasks. In work environments like the BPS-Statistics of Langkat Regency, characterized by broad territorial coverage and high fieldwork intensity job satisfaction is likely to function as a mechanism that links individual and organizational factors to employee performance.

Employee job satisfaction is closely related to perceptions of the existing compensation system, particularly with regard to the planned implementation of the single salary system. A payroll system that is perceived as fair, transparent, and commensurate with workload and job-related risks especially for employees with high levels of fieldwork intensity, tends to enhance job satisfaction. Conversely, perceptions of unfairness in the implementation of the single salary system may lead to job dissatisfaction, reduced motivation, and a weakened drive to achieve optimal performance. Therefore, the planned implementation of the single salary system can be considered an organizational factor that influences employee performance through changes in job satisfaction. Robbins and Judge (2022) assert that compensation systems perceived as fair are capable of increasing employee job satisfaction and motivation, whereas perceptions of injustice in pay structures can reduce morale and performance. Studies by Bakotić (2021) and Kim et al. (2023) further demonstrate that perceptions of remuneration systems significantly affect job satisfaction and performance among public sector employees. From the perspective of equity theory, compensation systems serve not only as a means of fulfilling economic needs but also as symbols of recognition for employees' contributions and responsibilities. When compensation structures fail to adequately reflect differences in workload, task risk, and fieldwork intensity, perceptions of inequity may emerge, subsequently influencing employee attitudes and work behaviors. The implementation of the single salary system as an effort to simplify remuneration structures may elicit diverse responses among employees. For some, the system enhances transparency and income certainty. However, for employees with high frequencies of field assignments, the single salary system may be perceived as insufficient in accommodating operational costs and additional workloads previously supported by allowances or activity-based incentives. Such perceptions may reduce job satisfaction, as employees feel that their contributions are not fully acknowledged by the organization.

In addition to compensation-related factors, individual psychological traits, particularly self-efficacy, are critical determinants of employee performance. According to Bandura (2021), individuals with high levels of self-efficacy exhibit greater effort, persistence, and resilience in addressing work-related challenges. Empirical evidence from Rahmasari and Riski (2021), Surucu et al. (2022), and Khan et al. (2024) consistently demonstrates that self-efficacy positively and significantly influences employee performance. However, as noted by Prasetyo et al. (2023), the impact of self-efficacy on performance is not always direct and may be mediated by factors such as job satisfaction. The importance of self-efficacy is particularly pronounced in work environments that require high levels of accuracy, substantial responsibility for data quality, and intensive fieldwork. Employees with strong self-efficacy are more confident in decision-making, better able to manage workloads independently, and psychologically more prepared to adapt to changes in work systems and performance demands. These characteristics ultimately contribute to improved quality and consistency of performance. Although many empirical studies have documented a positive link between self-efficacy and employee performance, Prasetyo et al. (2023) indicate that this relationship may be indirect, operating through mediating factors such as job satisfaction.

This implies that high self-efficacy alone does not automatically translate into optimal performance if it is not accompanied by adequate job satisfaction. Confidence in one’s abilities must be supported by conducive working conditions, fair reward systems, and an organizational environment that provides support and recognition. Under such conditions, self-efficacy can enhance job satisfaction, which in turn encourages employees to perform more optimally and contribute more effectively to organizational objectives. Thus, self-efficacy not only functions as an individual determinant of employee performance but also serves as an important antecedent of job satisfaction. Job satisfaction functions as an intervening variable that amplifies the effect of self-efficacy on employee performance, especially in high-demand organizational settings like BPS-Statistics. Building on this rationale, the present study is carried out under the title “Analysis of The Effect of The Planned Implementation of The Single Salary System and Self-Efficacy on Employee Performance Through Job Satisfaction at The Bps-Statistics of Langkat Regency.”

LITERATUR REVIEW

Employee Performance

Employee performance is a fundamental concept in human resource management that reflects the outcomes achieved by individuals or groups within an organization, both qualitatively and quantitatively, in accordance with assigned duties, authority, and responsibilities. Marhawati (2022) defines performance as the quality of employees’ work outcomes during a specific period in alignment with organizational standards. This definition is consistent with the views of Pranta (2020), Aswin et al. (2019), and Asaloei et al. (2023), who emphasize that performance represents work results achieved in a lawful, moral, and ethical manner to support the attainment of organizational objectives. Furthermore, Hidayat et al. (2023) argue that employee performance is the result of individual effort shaped by personal capabilities as well as perceptions of roles and job responsibilities.

Job Satisfaction

Job satisfaction is a multidimensional construct that reflects an individual’s emotional state and attitudes toward their job. Permana et al. (2021) describe job satisfaction as a positive emotional response resulting from employees’ evaluations of their work and work experiences, influenced by both the work environment and individual psychological conditions. Similarly, Spector (2021) defines job satisfaction as a general attitude toward one’s job that represents feelings about various job aspects, such as working conditions, relationships with coworkers, and compensation. Locke (2023) emphasizes that job satisfaction involves both emotional and cognitive evaluations of the extent to which a job meets employees’ needs and expectations. Meanwhile, Judge and Klinger (2022) conceptualize job satisfaction as employees’ positive or negative feelings toward their jobs and work experiences, shaped by the work environment, interpersonal relationships, and rewards received.

Single Salary System

The remuneration system for civil servants represents a crucial instrument in bureaucratic reform aimed at improving employee welfare, motivation, and performance. The National Civil Service Agency of Indonesia (BKN, 2017) defines the single salary system as a compensation framework that integrates basic salary, performance allowances, and cost-of-living allowances into a unified income structure based on job value and performance through a grading mechanism. This system is designed to simplify remuneration structures, enhance transparency, and promote compensation equity in accordance with workload, responsibilities, and job-related risks.

Self-Efficacy

Self-efficacy is a core construct within social cognitive theory developed by Albert Bandura, which emphasizes individuals' beliefs in their capabilities to organize and execute the actions required to accomplish specific tasks. This theory is rooted in social learning principles, suggesting that individual behavior is shaped through observation, imitation, and the reciprocal interaction of personal factors, environmental influences, and behavioral processes. Bandura conceptualizes individuals as active agents capable of regulating and directing their actions, rather than as passive products of environmental determinism.

Conceptual Framework and Hypothesis

The Effect of the Planned Implementation of the Single Salary System on Job Satisfaction

The planned implementation of the single salary system for Civil Servants (ASN) represents an important policy initiative aimed at enhancing compensation fairness and promoting equitable welfare distribution. This policy is expected to create a more equitable payroll system, reduce income disparities across job positions, and improve the overall welfare of civil servants. Furthermore, linking the single salary system to a performance-based reward mechanism is believed to encourage employees to improve their performance in line with organizational targets. Job satisfaction among civil servants is strongly influenced by perceptions of the adequacy and fairness of the compensation received. Employees who perceive their compensation as commensurate with their contributions and job responsibilities tend to demonstrate positive work attitudes, higher organizational commitment, and better job satisfaction. Rivaldo and Ratnasari (2020) state that job satisfaction reflects an individual's level of satisfaction or dissatisfaction with their job, while Awwali et al. (2024) emphasize that job satisfaction is a key indicator in assessing organizational effectiveness, particularly in service-oriented institutions that rely heavily on the quality of human resources.

H1: *The planned implementation of the single salary system has a positive and significant effect on employee job satisfaction at the BPS-Statistics of Langkat Regency.*

The Effect of Self-Efficacy on Job Satisfaction

Self-efficacy refers to individuals' beliefs in their ability to face challenges, manage pressure, and complete tasks to achieve predetermined goals. Employees with high self-efficacy tend to exhibit stronger commitment, confidence, and resilience in fulfilling their work responsibilities (Supriyadi et al., 2020). Furthermore, organizational environments that foster employees' confidence enhance feelings of appreciation and contribute positively to job satisfaction (Hasan & Khaerana, 2020). Numerous studies confirm that self-efficacy is closely associated with individuals' capacity to complete tasks and overcome work-related problems (Ali & Wardoyo, 2021; Eka & Sugiarto, 2022; Andi & Ahmad, 2022; Yamasitha et al., 2022). Zhang and Li (2023) further demonstrate that job satisfaction not only affects performance directly but is also closely linked to psychological factors such as self-efficacy. Employees who experience higher job satisfaction tend to develop stronger self-efficacy, which ultimately supports optimal performance.

H2: Self-efficacy has a positive and significant effect on employee job satisfaction at the BPS-Statistics of Langkat Regency.

The Effect of the Planned Implementation of the Single Salary System on Employee Performance

The planned implementation of the single salary system is part of the remuneration reform for Civil Servants (ASN) aimed at creating a payroll system that is fair, transparent, and performance-based. Employees' perceptions of fairness, the alignment between salary and workload, and the transparency of the payroll system play a crucial role in shaping work attitudes and behaviors. Based on equity theory, a compensation system perceived as fair tends to enhance job satisfaction, motivation, and employee performance, whereas perceptions of injustice may lead to a decline in performance. Previous studies indicate that the implementation of a single salary system can improve transparency and compensation fairness, which in turn has a positive impact on job satisfaction and employee performance (Prawira, 2020; Yulianto, 2021). However, this policy may reduce job satisfaction and performance if it is not supported by an objective performance appraisal system and an equitable workload assessment (Wicaksono & Nurhayati, 2022). Other studies emphasize that job satisfaction functions as a mediating variable between compensation and performance (Permana et al., 2021; Rivaldo & Ratnasari, 2020; Awwali et al., 2024). Therefore, a fair, transparent, and performance-based implementation of the single salary system has the potential to enhance civil servants' job satisfaction and encourage more optimal employee performance.

H3: *The planned implementation of the single salary system has a positive and significant effect on employee performance at the BPS-Statistics of Langkat Regency.*

The Effect of Self-Efficacy on Employee Performance

Self-efficacy reflects individuals' beliefs in their ability to perform tasks and achieve work-related goals. Employees with high self-efficacy generally demonstrate stronger confidence, persistence, and resilience when facing job demands and complexity, enabling them to achieve superior performance. According to Bandura's social cognitive theory, self-efficacy influences individuals' levels of effort, persistence, and behavioral choices in task completion.

Employees who believe in their capabilities are more likely to take initiative and remain consistent despite obstacles, whereas low self-efficacy may hinder performance quality. Empirical studies by Rahmasari and Riski (2021), Surucu et al. (2022), and Khan et al. (2024) confirm that self-efficacy positively affects employee performance, although this relationship may be strengthened through mediating factors such as job satisfaction and motivation (Prasetyo et al., 2023). Consequently, self-efficacy constitutes a critical individual factor in enhancing employee performance, and strengthening self-efficacy is a strategic approach to achieving sustainable performance improvement.

H4: Self-efficacy has a positive and significant effect on employee performance at the BPS-Statistics of Langkat Regency.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction represents employees' positive attitudes toward their work, shaped by evaluations of compensation, work environment, interpersonal relationships, and career development opportunities. The level of job satisfaction influences employees' attitudes and behaviors in performing their duties and responsibilities. Organizational behavior theory suggests that employees with high job satisfaction tend to demonstrate stronger motivation, commitment, and work engagement, leading to superior performance outcomes. Conversely, low job satisfaction may weaken morale, commitment, and performance quality.

Numerous empirical studies (Riyanto et al., 2021; Susilowati et al., 2023; Smith & Stone, 2023; Williams & Davis, 2023) reveal that job satisfaction has a positive and significant effect on employee performance, although the magnitude of this relationship may vary depending on organizational context (Brown & James, 2023). Thus, job satisfaction constitutes a crucial psychological factor that directly contributes to improved employee performance, particularly in public sector organizations with high service and performance demands.

H5: Job satisfaction has a positive and significant effect on employee performance at the BPS-Statistics of Langkat Regency.

The Effect of the Planned Implementation of the Single Salary System on Employee Performance Through Job Satisfaction

Law Number 5 of 2014 on the State Civil Apparatus (ASN) marks a paradigm shift in the civil servant payroll system toward a more equitable and performance-based remuneration scheme. Article 79 paragraph (2) stipulates that salaries are determined based on workload, responsibilities, and job-related risks, while Article 80 regulates performance allowances based on work achievements and cost-of-living allowances adjusted to regional price indices. This policy aims to enhance professionalism, motivation, and performance of civil servants through a rational and fair compensation system.

Compensation plays a strategic role in improving the welfare and performance of civil servants, as the level of remuneration reflects employees' work achievements (Samsudin, 2006). Income received by civil servants influences job satisfaction, which in turn determines the level of employee performance. High job satisfaction is expected to encourage civil servants to work more optimally in achieving organizational goals.

Employee performance refers to the outcomes of individual efforts in completing assigned tasks and responsibilities (Suryawan & Salsabilla, 2022) and reflects the extent to which job implementation objectives are achieved (Sutrisno et al., 2022). Therefore, a fair and performance-based payroll system is a crucial factor in sustainably enhancing job satisfaction and employee performance.

H6: *The planned implementation of the single salary system has a positive and significant effect on employee performance through job satisfaction at the BPS-Statistics of Langkat Regency.*

The Effect of Self-Efficacy on Employee Performance through Job Satisfaction

Employee performance is influenced by various factors, including work environment, task clarity, organizational culture, leadership style, communication systems, training, and incentive mechanisms. Among these factors, self-efficacy represents a key individual determinant of performance.Self-efficacy refers to individuals' beliefs in their ability to complete tasks and achieve work objectives. Bandura (1977) asserts that self-efficacy shapes individuals' thinking patterns, motivation, and behavior. Employees with high self-efficacy tend to be more confident, persistent, and capable of managing work-related pressures, resulting in superior performance outcomes. Moreover, self-efficacy is closely associated with job satisfaction, as individuals who believe in their capabilities are better equipped to cope with work challenges and consequently experience higher satisfaction. This satisfaction further enhances motivation and performance. Empirical evidence from Rahman and Aulia (2023) supports this relationship, demonstrating that self-efficacy significantly affects both job satisfaction and employee performance.

H7: Self-efficacy has a positive and significant effect on employee performance through job satisfaction at the Statistics Indonesia Office of Langkat Regency.

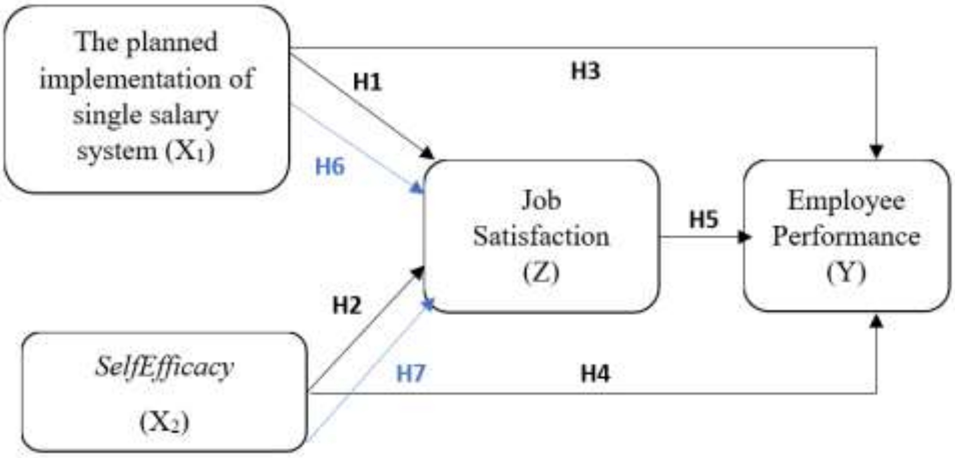

Figure 1. Conceptual Framework

METHODOLOGY

Population and Sampling Technique

The population for this study includes all civil servants working at the Statistics Indonesia (BPS) Office in Langkat Regency, comprising a total of 39 employees. A population refers to a generalized area comprising objects or subjects with specific characteristics determined by the researcher for examination and conclusion drawing (Sugiyono, 2017). Given the relatively small number of civil servants at the BPS Langkat Regency Office and the feasibility of involving all members, this study applies a census approach, also known as total sampling. According to Sugiyono (2017), Total sampling is a sampling method in which every member of the population is included in the sample, making the sample size identical to the population size. Accordingly, the sample in this study includes all 39 civil servants at the BPS Langkat Regency Office, resulting in an identical population and sample size.

Data Collection Techniques

This study utilizes multiple data collection methods to ensure the comprehensiveness and reliability of the information gathered. First, structured questionnaires were administered, providing respondents with a set of written questions or statements to obtain data related to the research variables. Second, interviews were conducted as a qualitative approach, allowing the researcher to ask selected individuals oral questions to gain in-depth insights pertinent to the study. Third, a documentation study was performed, involving the collection of secondary data from sources such as scholarly articles, academic journals, magazines, online resources, and books relevant to the research topic. These sources served as references and supplementary materials supporting the study's analysis.

RESEARCH RESULT

According to Hair et al. (2022), path models are diagrams used to visually represent research hypotheses and the relationships among variables examined in the application of Structural Equation Modeling (SEM). To facilitate the analysis, each variable in this study is coded as follows: the independent variables are the planned implementation of the Single Salary system (ISS) and Self-Efficacy (SE), the intervening variable is Job Satisfaction (JS), and the dependent variable is Employee Performance (EP). The first-order model is analyzed based on the conceptual framework presented in the following figure.

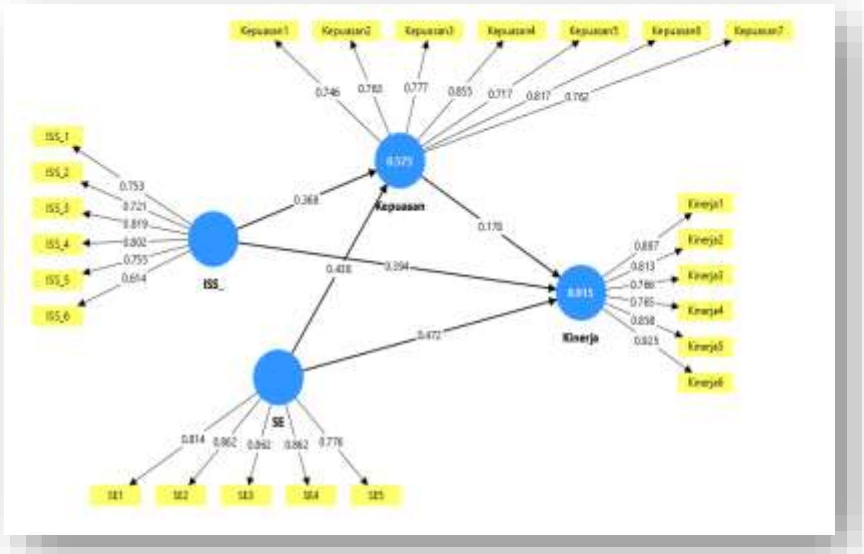

Figure 2 Loading Factor Value

Measurement Model Evaluation (Outer Model)

1. Convergent Validity Test

In reflective constructs, convergent validity is assessed by examining the factor loadings of each indicator on its respective construct. Indicator reliability is evaluated based on the magnitude of the loading values. Factor loadings exceeding 0.70 indicate strong convergent validity, while values ranging between 0.50 and 0.60 are considered acceptable or moderate. Conversely, indicators with loadings below 0.50 are deemed inadequate and should be removed from the model to ensure measurement quality.

Table 1. Factor Loading Values

Variable		ISS	SE	Satisfaction	Performance	Description
The planned implementation of single salary system Isu Single Salary (X1)	ISS_1	0.753				Valid
	ISS_2	0.721				Valid
	ISS_3	0.819				Valid
	ISS_4	0.802				Valid
	ISS_5	0.755				Valid
	ISS_6	0.614				Valid
Self Efficacy (X2)	SE1		0.814			Valid
	SE2		0.862			Valid
	SE3		0.862			Valid
	SE4		0.862			Valid
	SE5		0776			Valid
Job Satisfaction (Z)	Satisfaction1			0.746		Valid
	Satisfaction2			0.763		Valid
	Satisfaction3			0.777		Valid
	Satisfaction4			0.855		Valid
	Satisfaction5			0.717		Valid
	Satisfaction6			0.817		Valid
	Satisfaction7			0.762		Valid
	Performance1				0.897	Valid
	Performance2				0.813	Valid

Employee Performance (Y)	Performance3				0.766	Valid
	Performance4				0.765	Valid
	Performance5				0.858	Valid
	Performance6				0.925	Valid

Source: Primary data (processed, 2025)

Based on Table 1, all indicators for each variable in this study exhibit outer loading values greater than 0.50, indicating a moderate level of convergent validity. These results suggest that the indicators are sufficiently reliable and meet the minimum criteria for convergent validity. Therefore, all measurement indicators are considered acceptable and valid for further analysis.

Table 2. Factor Loading Values

	Average Variance Extracted (AVE)	**Remark**
The planned implementation of single salary system (X1)	0,558	Good
Self-Efficacy (X2)	0,698	Good
Job Satisfaction (Z)	0,605	Good
Employee Performance (Y)	0,705	Good

Source: Primary data (processed, 2025)

Table 2 indicates that the Average Variance Extracted (AVE) values for all constructs in the final model exceed the recommended threshold of 0.50. Therefore, the proposed structural equation model satisfies the requirements for convergent validity.

2. *Uji Validitas Discriminant*

Tabel 3. *Heterotrair-montrait Ratio* (HTMT)

	ISS	**Satisfaction**	**Performance**	**SE**
ISS				
Satisfaction	0.752			
Performance	0.878	0.715		
SE	0.633	0.694	0.835	

Source: Primary data (processed, 2025)

Based on Table 3 above, it is known that all Heterotrait Montrait Ratio (HTMT) values are < 0.90, so that all constructs are declared discriminantly valid.

3. *Uji Reliabilitas*

The reliability of constructs with reflective indicators can be assessed using two approaches, namely Composite Reliability and Cronbach's Alpha, which is also referred to as Dillon–Goldstein's rho. For confirmatory research, the Composite Reliability value should exceed 0.70.

Table 4 Composite Reliability Results

	Cronbach's alpha	***Composite reliability (rho_a)***	***Composite reliability (rho_c)***	***Average variance extracted (AVE)***
ISS	0.840	0.851	0.883	0.558

SE	0.889	0.891	0.916	0.698
Satisfaction	0.891	0.891	0.915	0.605
Performance	0.915	0.921	0.934	0.705

Source: Primary data (processed, 2025)

Based on Table 4, all research constructs exhibit Composite Reliability and Cronbach's Alpha values greater than 0.70. Therefore, the measurement model meets the established reliability criteria.

Structural Model Evaluation (Inner Model)

1. ***R-Square (R^2) Test***

The R^2 values of the endogenous variables obtained from the model estimation are presented in Table 5.

Table 5 R-Square Results

	R Square
Job satisfaction (Z)	0,575
Employee Performance (Y)	0,915

Source: Primary data (processed, 2025)

The R-square (R^2) value is used to assess the extent to which independent variables explain the variance of dependent variables in the structural model. Based on the results presented in Table 5, the R^2 values for each endogenous variable are as follows:

a) Job Satisfaction has an R^2 value of 0.575. This indicates that 57.5% of the variance in Job Satisfaction can be explained by the planned implementation of the Single Salary system and Self-Efficacy, while the remaining 42.5% is explained by other variables outside the model. Since the R^2 value falls within the range of $0.50 \leq R^2 < 0.75$, the coefficient of determination is classified as moderate. This implies that the research model has a reasonably good ability to explain variations in Job Satisfaction.

b) Employee Performance has an R^2 value of 0.915, meaning that 91.5% of the variance in Employee Performance can be explained by the independent and intervening variables, namely the planned implementation of the Single Salary system, Self-Efficacy, and Job Satisfaction. This value falls into the substantial category, indicating that the structural model demonstrates a very high predictive capability for Employee Performance.

2. *Predictive Relevance Test (Q^2)*

The Q^2 value is obtained using the blindfolding procedure. This statistic is used to evaluate the predictive relevance of the structural model by examining how well the observed values are reconstructed by the model and its parameter estimates. According to Hair et al. (2019), a Q^2 value greater than 0.35 indicates strong predictive relevance.

Table 6. Results of Q^2 Predictive Relevance

	SSO	**SSE**	**Q^2 (=1-SSE/SSO)**
ISS	234.000	234.000	

Satisfaction	234.000	86.455	0.631
Performance	273.000	185.828	0.319
SE	234.000	234.000	

Source: Primary data (processed, 2025)

Based on the table above, Q^2 values greater than zero indicate that the model possesses predictive relevance or adequate predictive capability. The Q^2 value for Job Satisfaction is 0.631, suggesting strong predictive relevance, as it exceeds the threshold of 0.35. Meanwhile, the Q^2 value for Employee Performance is 0.319, indicating moderate predictive relevance, since it falls within the range of $0.15 \leq Q^2 < 0.35$.

3. Evaluation of Path Coefficients

The significance of the path coefficients is assessed to examine the direct effects among variables within the structural model. This test aims to determine both the magnitude and statistical significance of the influence of each independent variable on the dependent variable, either directly or indirectly through the intervening variable.

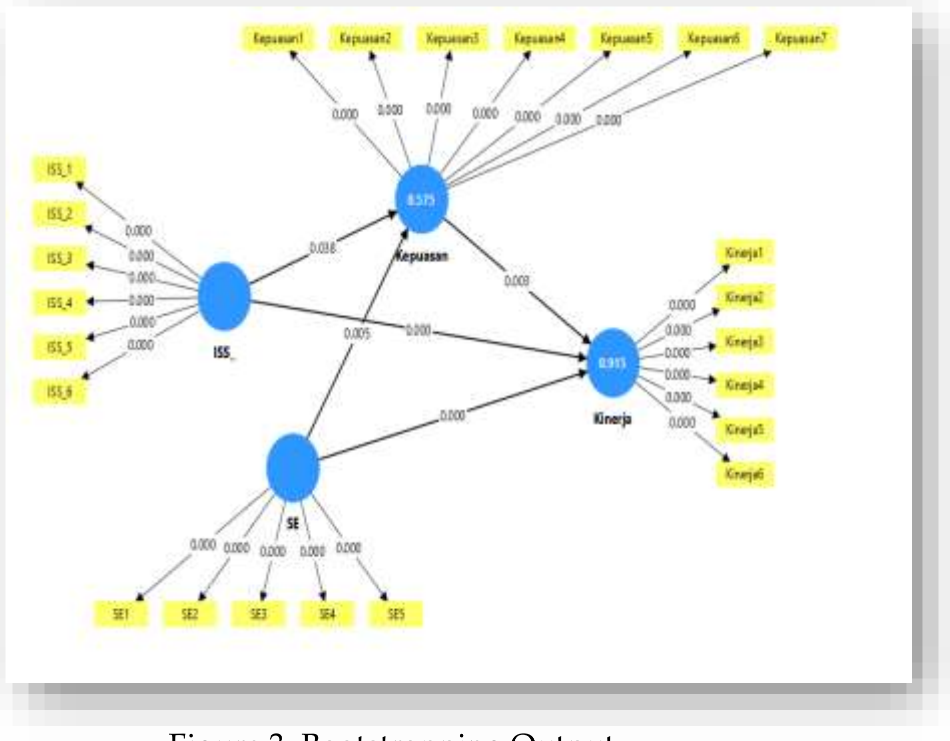

Figure 3. Bootstrapping Output

Table 7. Path Coefficient Results

Direct Effect	*Original sample (O)*	*Sample mean (M)*	*Standard deviation (STDEV)*	*T statistics (|O/STDEV|)*	*P values*
ISS -> Satisfaction	0.368	0.386	0.178	2.070	0.038
SE -> Satisfaction	0.438	0.432	0.157	2.790	0.005
ISS -> performance	0.459	0.467	0.083	5.517	0.000

Direct Effect	*Original sample (O)*	*Sample mean (M)*	*Standard deviation (STDEV)*	*T statistics (|O/STDEV|)*	*P values*
SE -> Performance	0.550	0.542	0.085	6.505	0.000
Satisfaction -> Performance	0.178	0.173	0.060	2.960	0.003
Indirect Effect					
ISS -> Satisfaction -> Performance	0.066	0.068	0.043	1.529	0.126
SE -> Satisfaction -> Performance	0.078	0.074	0.038	2.078	0.038

Source: Primary data (processed, 2025)

Based on the results presented in Table 4.14, the following findings are obtained:

a) The planned implementation of the Single Salary system (X1) has a positive effect on Job Satisfaction (Z), with a path coefficient of 0.368 and a significant p-value of 0.038 < 0.05.
b) Self-Efficacy (X2) has a positive and significant effect on Job Satisfaction (Z), with a path coefficient of 0.438 and a p-value of 0.005 < 0.05.
c) The planned implementation of the Single Salary system (X1) has a positive and significant effect on Employee Performance (Y), with a path coefficient of 0.459 and a p-value of 0.000 < 0.05.
d) Self-Efficacy (X2) has a positive and significant effect on Employee Performance (Y), with a path coefficient of 0.550 and a p-value of 0.000 < 0.05.
e) Job Satisfaction (Z) has a positive and significant effect on Employee Performance (Y), with a path coefficient of 0.178 and a p-value of 0.003 < 0.05.
f) The planned implementation of the Single Salary system (X1) has a positive but not significant indirect effect on Employee Performance (Y) through Job Satisfaction (Z), with a path coefficient of 0.066 and a p-value of 0.126 > 0.05. This indicates that although the planned implementation of the single salary system tends to improve employee performance through increased job satisfaction, the indirect effect is not statistically strong enough to be considered significant.
g) Self-Efficacy (X2) has a positive and statistically significant indirect effect on Employee Performance (Y) through Job Satisfaction (Z), with a path coefficient of 0.078 and a p-value of 0.038 (< 0.05). This result indicates that job satisfaction acts as a mediating variable that strengthens the relationship between self-efficacy and employee performance. Higher levels of self-efficacy enhance employee performance by increasing job satisfaction.

DISCUSSION

1. Hypothesis testing results indicate that the planned implementation of the Single Salary system (X1) positively and significantly influences Job Satisfaction (Z). This suggests that a well-executed, fair, and transparent Single Salary system is associated with higher levels of employee job satisfaction. The single salary system provides a sense of fairness and income

certainty for employees holding similar positions, thereby fostering a feeling of proportional recognition. Descriptive results show that the statement *"The single salary system creates fairness among employees with the same position"* obtained the highest mean score of 4.41 (very high category), while the statement regarding the suitability of salary with workload obtained a mean score of 3.51 (high category). These findings are consistent with Hasibuan (2020) and Rivai and Sagala (2021), who state that fairness and appropriateness of compensation are crucial factors in enhancing employee job satisfaction

2. Based on the hypothesis testing results, Self-Efficacy (X2) has a positive and significant effect on Job Satisfaction (Z). This means that the higher the confidence of employees at BPS Langkat Regency in their ability to complete tasks, the higher their perceived job satisfaction. Employees who are confident in facing challenges, adapting to changes, and completing tasks effectively tend to feel more satisfied with their jobs. Descriptive analysis shows that all self-efficacy indicators fall into the very high category (mean > 4.52), with the highest score on the ability to adapt to changes in the work system. This finding is in line with Bandura (1997), Luthans (2011), and Pratiwi and Utami (2020), who argue that self-efficacy plays an important role in shaping positive work attitudes, including job satisfaction, although some studies report different results due to environmental and workload factors.
3. Based on the hypothesis testing results, the planned implementation of the Single Salary system (X1) has a positive and significant effect on Employee Performance (Y). This indicates that a fair, transparent, and performance-based Single Salary system contributes to higher employee performance. The system encourages employees to work more professionally, responsibly, and results-oriented, as compensation is based on position and responsibility rather than differences in allowances. Descriptively, the average score of the planned implementation of Single Salary is categorized as high (3.56), while employee performance falls into the very high category (4.37). The highest performance scores reflect accuracy, data precision, and employee initiative in completing tasks, indicating that BPS employees' performance is already very good. These findings support Equity Theory (Adams, 1963), which suggests that perceived compensation fairness enhances motivation and performance. Previous studies (Putra & Lestari, 2021; Hidayat & Sari, 2022; Rahman, 2023) also confirm that fair and performance-based payroll systems improve discipline, motivation, and employee performance.
4. Based on the hypothesis testing results, Self-Efficacy (X2) has a positive and significant effect on Employee Performance (Y). The higher the employees' confidence in their ability to perform tasks and face work challenges, the higher their performance outcomes. This is supported by descriptive analysis showing an average Self-Efficacy score of 4.52 and an Employee Performance score of 4.37, both classified as very high. High self-efficacy reflects employees' confidence in working effectively, adapting to changes in work systems, and completing tasks according to standard operating procedures.

This is evident from the highest scores on the ability to adapt to changes in work systems (4.64) and to complete tasks according to SOPs (4.62). Employees with high self-efficacy tend to demonstrate strong initiative, responsibility, and accuracy, enabling them to maintain high performance quality. These findings are consistent with studies by Nelfita and Saputra (2022), Satria (2024), and Aryoko et al. (2023), which conclude that self-efficacy plays a significant role in improving employee performance, both directly and through enhanced motivation and job satisfaction.

5. Based on the hypothesis testing results, Job Satisfaction (Z) has a positive and significant effect on Employee Performance (Y). This indicates that higher levels of job satisfaction lead to higher employee performance. Job satisfaction is therefore a key factor in improving employee performance at BPS Langkat Regency. Descriptive analysis shows that Job Satisfaction has an average score of 4.10 (high category), while Employee Performance scores 4.37 (very high category). High job satisfaction reflects positive employee perceptions of job aspects such as work challenges, compensation, promotion opportunities, supervisory support, and work relationships, which encourage employees to work optimally, meet deadlines, and maintain work quality. Satisfied employees tend to demonstrate positive attitudes, high intrinsic motivation, adaptability, and initiative in problem-solving. This is reflected in the highest scores on work accuracy and independent problem-solving initiative (mean 4.51). These findings align with Robbins and Judge (2021), Hasibuan (2022), as well as studies by Sulastri and Hidayat (2023) and Rizky and Nurlela (2022), which conclude that job satisfaction has a positive and significant effect on employee performance, particularly in the public sector.
6. Based on the research findings, the planned implementation of the Single Salary system (X1) has a positive but not significant indirect effect on Employee Performance (Y) through Job Satisfaction (Z). This indicates that while the Single Salary system can encourage employee performance, its impact is not yet optimal without a corresponding increase in job satisfaction. Although the system promotes perceptions of fairness and transparency, job satisfaction has not been fully achieved due to weaknesses in clarity and transparency of salary components. Other factors such as workload, recognition, supervisory relationships, and career development opportunities also influence job satisfaction. Descriptively, the planned implementation of Single Salary obtained an average score of 3.56 (high category). Employees perceive the system as fair for equivalent positions (score 4.41), but clarity of salary components (3.21) and transparency of information (3.33) still require improvement. Job Satisfaction recorded an average score of 4.10 (high category), while Employee Performance reached 4.37 (very high category), reflecting accurate, timely, and adaptive employee performance. These results are consistent with Lestari and Wibowo (2022), Gibson et al. (2021), and Purnama and Raharjo (2023), who emphasize that fair compensation systems have a stronger impact on performance when they effectively enhance job satisfaction. Job satisfaction serves as a crucial

mediating factor in strengthening the effect of the Single Salary system on employee performance.

7. Based on the research results, Self-Efficacy (X2) has a positive and significant effect on Employee Performance through Job Satisfaction. This indicates that Job Satisfaction acts as a mediating variable that strengthens the influence of self-efficacy on performance. Employees with high self-confidence tend to experience higher job satisfaction, which subsequently enhances performance. Descriptive analysis shows that Self-Efficacy has an average score of 4.52 (very high category), reflecting strong employee confidence in carrying out tasks and adapting to changes in work systems. The highest scores were found in the ability to adapt to changes in work systems (4.64) and to complete tasks according to SOPs (4.62). High self-efficacy fosters perseverance, adaptability, and responsibility in work behavior. These findings align with Bandura (1997) and Luthans (2021), who emphasize that self-efficacy plays a vital role in shaping motivation, job satisfaction, and individual performance. Studies by Yoon and Kim (2022) and Hasibuan and Sari (2023) also confirm that self-efficacy positively influences performance through job satisfaction, particularly in the public sector. Furthermore, Job Satisfaction recorded an average score of 4.10 (high category), with the highest score on work that provides challenging opportunities for skill development (4.37). This condition indicates that employees with high self-efficacy tend to perceive their work as manageable challenges, thereby increasing job satisfaction and contributing to improved performance. These findings support Robbins and Judge (2022) and Putri and Rahmawati (2023), who state that self-efficacy enhances job satisfaction and performance through positive and adaptive work attitudes.

CONCLUSIONS

Based on the results of the study, it can be concluded that:

1. The planned implementation of the Single Salary system positively and significantly influences the job satisfaction of employees at the Statistics Indonesia (BPS) Office in Langkat Regency.
2. Employees' self-efficacy has a positive and significant impact on their job satisfaction at the BPS Office of Langkat Regency.
3. The planned implementation of the Single Salary system positively and significantly affects employee performance at the BPS Office of Langkat Regency.
4. Self-efficacy exerts a positive and significant effect on employee performance at the BPS Office of Langkat Regency.
5. Job satisfaction positively and significantly contributes to employee performance at the BPS Office of Langkat Regency.
6. The planned implementation of the Single Salary system has a positive but statistically insignificant indirect effect on employee performance through job satisfaction at the BPS Office of Langkat Regency.

7. Self-efficacy has a positive and significant indirect effect on employee performance through job satisfaction at the BPS Office of Langkat Regency.

RECOMMENDATIONS

Based on the research findings and conclusions, the following recommendations are proposed:

1. Implementation of the Planned Single Salary System at BPS Langkat Regency
   The management of BPS is advised to conduct comprehensive studies and transparent socialization prior to the implementation of the single salary policy. In addition, workload analysis and objective performance evaluations are necessary as the basis for developing a fair and proportional payroll system, ensuring that employees clearly understand the policy objectives and are well prepared for its implementation.
2. Enhancement of Employee Self-Efficacy
   It is recommended that BPS organize technical training relevant to its core tasks, implement mentoring and coaching programs, provide recognition for work achievements, and encourage the use of e-learning platforms to support competency development and strengthen employees' self-confidence.

ADVANCED RESEARCH

Future studies are suggested to incorporate additional variables such as work motivation, organizational commitment, leadership, organizational culture, or work environment, and to expand the research scope to different institutions or regions. This would enhance the generalizability of the findings and enrich the literature on public sector human resource management.

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