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Determination Employee Performance and Job Satisfaction: Study Literature Review

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Abstract: The purpose of this literature research is expected to build hypotheses regarding the influence between variables which can later be used for further research in the scope of human resource management. The literature review research article determining employee performance and job satisfaction is a scientific literature article within the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or review relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and comes from academic online media such as Thomson Reuters Journals, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journals, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Delegation Leadership affects Job Satisfaction; 2) Remuneration affects Job Satisfaction; 3) Self-efficacy affects Job Satisfaction; 4) Delegated Leadership affects Employee Performance; 5) Remuneration affects Employee Performance; 6) Self-efficacy affects Employee Performance; 7) Job Satisfaction affects Employee Performance.

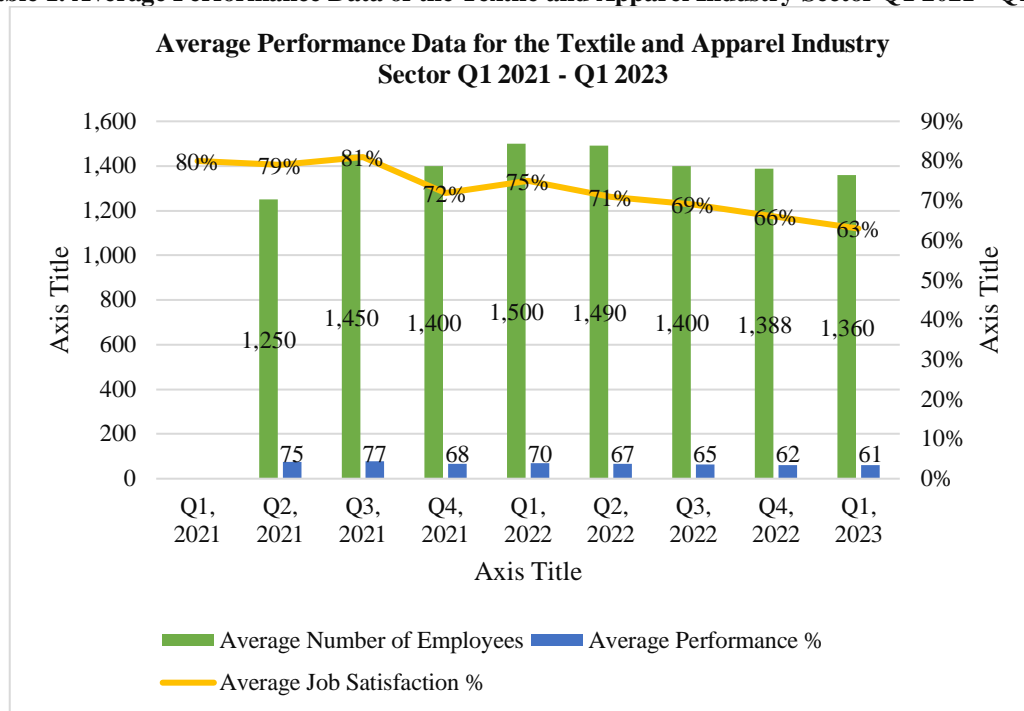
Keyword: Employee Performance, Job Satisfaction, Delegated Leadership, Remuneration, Self-Efficacy.

INTRODUCTION

Employee performance today is often juxtaposed with the performance of artificial intelligence, which is considered faster in doing every job. In recent years, the development of information and communication technology has brought significant changes to the world of work, especially with the emergence of artificial intelligence (AI). In Indonesia, this

phenomenon is becoming increasingly relevant as more companies begin to adopt advanced technologies to improve operational efficiency. However, behind the benefits, there are serious challenges for employees, including a potential decline in performance and job satisfaction. This raises deep concerns about the future of work in an era of evolving technology.

Table 1. Average Performance Data of the Textile and Apparel Industry Sector Q1 2021 - Q1 2023



Source: Badan Pusat Statistik, (2023)

Based on table 1 above, it is known that employee performance in the textile and apparel industry sector has decreased. In the 2nd quarter period of 2022, the average number of employees decreased from the previous 1,500 to 1,490 average employees. Directly proportional also to the percentage of employee job satisfaction in the textile and apparel industry. Where in the first quarter period of 2022 the percentage of employee satisfaction was 75%, then in the second quarter it decreased to 71%, until in the third quarter of 2023, the percentage of job satisfaction was 63%. This shows a decrease in employee performance and job satisfaction which has an impact on company performance, especially in the textile and apparel sector. The decline can be caused by massive imported clothing, to the application of artificial intelligence in the textile and apparel industry.

One of the key questions is how AI can affect employee performance. Research by the Saputra et al., (2023) suggests that 50% of jobs in Indonesia could be automated in the near future, potentially reducing the need for human labour. This will not only affect the number of jobs available, but also the quality of existing jobs. Employees who feel threatened by automation are likely to experience reduced motivation and productivity, which in turn affects the overall performance of the organization (Nureani et al., 2024).

Job satisfaction is also an aspect that is affected by the presence of AI. Research by Susanto et al., (2023) shows that employees who feel threatened by new technologies are more likely to experience job dissatisfaction. This can lead to high turnover rates, with employees choosing to leave their jobs in search of a more stable and supportive work environment. In this context, companies need to be more proactive in creating an inclusive

and empowering work environment where employees feel valued and have the opportunity to contribute despite technological change.

A concrete example is the manufacturing industry in Indonesia, where the use of robots and AI in the production process has increased rapidly. While these technologies improve efficiency and reduce operating costs, many workers feel they are losing control over their jobs. Shows that while technology can bring benefits, the psychological impact on employees cannot be ignored.

Faced with this challenge, it is important for companies to understand that employee performance and job satisfaction are intertwined. Investment in training and skills development is key to helping employees adapt to the changes brought about by technology. According to a report by the Susanto, Sawitri, Suroso, et al., (2023), companies that focus on developing the skills of their employees see an increase in performance of up to 30%. Having the right strategy in place to manage the transition to the digital age is therefore crucial to ensuring that employees remain motivated and satisfied with their jobs, despite the drastic changes in their working environment.

Formulation of Problem

Based on the background of the problem above, the problem formulation is obtained to be used as a hypothesis for further research, among others: 1) Does Delegation Leadership affect Job Satisfaction?; 2) Does Remuneration affect Job Satisfaction?; 3) Does Self-Efficacy affect Job Satisfaction?; 4) Does Delegated Leadership affect Employee Performance?; 5) Does Remuneration affect Employee Performance?; 6) Does Self-Efficacy affect Employee Performance?; and 7) Does Delegated Leadership affect Employee Performance? Does Job Satisfaction affect Employee Performance?.

METHOD

This research uses a descriptive qualitative approach. This method was chosen because it allows researchers to thoroughly investigate and understand the phenomenon of job satisfaction and employee performance. Descriptive qualitative data collection and analysis allows researchers to tailor their approach to the needs of the research and the characteristics of the subject under study. (Susanto, Yuntina, Saribanon, et al., 2024)

The data used in this study comes from previous research on the topic of job satisfaction and employee performance. Researchers will analyze existing literature to identify patterns and trends in delegation leadership, remuneration, self-efficacy, job satisfaction and employee performance. By using previous research, researchers can develop stronger, evidence-based arguments and contribute to a broader understanding of the factors that influence job satisfaction and employee performance. (Susanto, Arini, Yuntina, & Panatap, 2024).

Data was collected through a literature review. The literature review is an important step in this research as it allows the researcher to identify and analyze various sources relevant to the topic being discussed. The researcher will collect data from journal articles, books, and other relevant documents to gain insight into job satisfaction and employee performance. The literature review also informs researchers about the latest developments in the field and identifies research gaps that need to be filled.

This research utilized data from various reputable academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of job satisfaction and employee performance from multiple

perspectives.

Delegation leadership, remuneration and self-efficacy will be examined as independent variables in this study. Meanwhile, job satisfaction and employee performance are the dependent variables. By analyzing the relationship between these variables, the researcher hopes to identify the key factors that influence job satisfaction and employee performance. This research is expected to provide practical recommendations for companies to improve job satisfaction as well as employee performance, which can have a positive impact on overall organizational performance.

RESULT AND DISCUSSION

Results

The following are the research findings by considering the context and problem formulation:

Employee Performance

Employee performance is defined as the result of work or achievement demonstrated by an individual in the fulfillment of their duties and responsibilities within the context of their professional role. Performance is evaluated according to standards established by the company, which may include criteria such as quality, quantity, timeliness, and efficient resource utilisation. The performance of employees is of great consequence, as it affects the productivity of the organisation and the realisation of its objectives. Optimal performance enables employees to make a greater contribution to the growth and success of the company(Soesanto et al., 2023a);(Susanto, Sawitri, Ali, & Ronny, 2024).

Indicators that include Employee Performance variables include:1) Work Quality: This indicator gauges the extent to which employees adhere to standards of thoroughness, accuracy, and quality in their work. The higher the quality of work, the greater the employee's contribution to the organisation; 2) Productivity: It denotes the quantity of outcomes attained within a specified timeframe. Productive employees are able to accomplish a greater quantity of work in a shorter amount of time; 3) Timeliness: It is an indicator of an employee's capacity to complete tasks in accordance with established deadlines. Punctuality is a crucial factor in maintaining operational efficiency; and 4) Initiative and creativity are also key attributes. This indicator gauges an employee's capacity to proactively propose novel concepts and independently address challenges or enhance operational procedures(Siagian et al., 2023).

Employee performance variables are relevant to previous research that has been researched by:(Soesanto et al., 2023b), (F. Saputra et al., 2023), (Susanto, Hidayat, Widyastuti, et al., 2023), (Susanto, Sawitri, Ali, & Rony, 2024).

Job Satisfaction

Job satisfaction can be defined as a positive emotional state experienced by employees in relation to their work. It encompasses a range of factors, including the work environment, remuneration, relationships with colleagues and opportunities for career progression. Job satisfaction plays an instrumental role in enhancing employee motivation and loyalty, while concurrently reducing turnover rates. When employees are satisfied, they tend to exhibit greater productivity, dedication, and the delivery of superior results for the company(F. Saputra et al., 2024);(Soehaditama et al., 2024).

Indicators covering the Job Satisfaction variable include:1) Satisfaction with Salary and Compensation: This indicator gauges the extent to which employees perceive the remuneration, benefits and compensation they receive as fair. This satisfaction is crucial for maintaining employee motivation and preventing them from seeking opportunities elsewhere; 2) Relationship with Coworkers and Superiors: This assesses the quality of interaction and

collaboration experienced by employees within the work environment. The presence of positive relationships fosters a sense of comfort and loyalty among employees; 3) Career Development Opportunities: This aspect of the questionnaire assesses whether employees perceive opportunities for upskilling and career advancement. It has been demonstrated that employees who perceive opportunities for growth are more satisfied and motivated; and 4) Work Environment: This domain encompasses the physical aspects, work culture, and psychological conditions as perceived by employees. A supportive work environment has been demonstrated to be a significant predictor of overall job satisfaction (Widodo, 2023b).

The Job Satisfaction variable is relevant to previous research that has been researched by: (Silitonga & Widodo, 2019), (F. Saputra & Mahaputra, 2022), (Widodo, 2023a), (Susanto, Sawitri, & Susita, 2023).

Delegation Leadership

Delegation leadership is a style of leadership in which a leader entrusts specific tasks to subordinates or team members, thereby fostering autonomy and accountability. In this leadership model, the leader provides guidance and support, while allowing the employee autonomy in determining the means of achieving the set goals. The delegation leadership style facilitates the development of employees' skills and autonomy, while simultaneously fostering a culture of trust and shared responsibility within the team (Widodo, Silitonga, et al., 2019);

Indicators covering the Delegation Leadership variable include: 1) Trust in Team Members: This indicator gauges the extent to which leaders trust their team members to complete delegated tasks in an effective and reliable manner. Such trust fosters a sense of responsibility among team members; 2) Openness of Communication: This indicator gauges the degree to which leaders facilitate two-way communication channels to assist team members in the completion of delegated tasks; 3) Guidance and Support: This indicator demonstrates the extent to which the leader provides necessary direction and assistance without resorting to micromanagement. Such support is crucial for team members to feel confident in their ability to complete the tasks at hand; and 4) Clear Delegation: This indicator gauges the degree to which the leader delineates the tasks and responsibilities assigned to team members. A lack of clarity regarding the tasks to be performed can result in confusion and suboptimal outcomes (Rudianto et al., 2023).

Delegation Leadership variables are relevant to previous research that has been researched by: (Widodo, 2021), (Susanto, Setiawan, Yandi, & Putri, 2024), (Susanto & Sawitri, 2022).

Remuneration

Remuneration can be defined as the compensation that employees receive in return for their contributions to the company. Such compensation may be in the form of a base salary, incentives, bonuses, allowances, or other forms of reward. Remuneration is designed to meet the financial needs of employees and to provide motivation for the achievement of enhanced results. A fair and competitive remuneration system has the potential to attract and retain the most talented individuals within an organisation, as well as to enhance job satisfaction and employee loyalty (Febrian et al., 2023).

Indicators covering the Remuneration variable include: 1) Conformance to Industry Standards: This indicator gauges whether the remuneration offered is aligned with the standards set by the industry. This is crucial to ensure that employees feel valued and that the company maintains a competitive advantage; 2) Balance between Performance and Reward: An examination of the extent to which remuneration aligns with employee performance or achievement. This equilibrium is crucial for motivation and job satisfaction; 3) Compensation

Flexibility and Variety: It assesses the range of remuneration structures, including incentives, benefits and bonuses. Such variety allows employees to feel recognised in diverse ways; and 4) Fairness in Compensation: This assesses whether remuneration is based on fair judgement and free from discriminatory practices. It is crucial to ensure that fairness is maintained in order to preserve employee trust(Widodo, 2020).

Remuneration variables are relevant to previous research that has been researched by:(Nasution, 2019), (Putra et al., 2023), (Didit & Nikmah, 2020).

Self Efficacy

Self-efficacy can be defined as an individual's belief in their ability to complete tasks or overcome certain challenges. High self-efficacy has been linked to feelings of confidence, risk-taking and optimism in the face of various situations. In the context of work, employees who have strong self-efficacy have been found to be more productive, less inclined to give up easily and able to achieve the work targets set(Susanto, Setiawan, & Yandi, 2024).

Indicators covering the Self-Efficacy variable include:1) Self-efficacy in the Context of Challenge: This indicator demonstrates the extent to which employees believe they are capable of overcoming complex tasks or problems. This belief fosters resilience in the workplace; 2) Adaptability: Assesses an employee's capacity to adapt to changes or novel circumstances. Employees with high self-efficacy demonstrate enhanced flexibility and resilience; 3) Internal Motivation: Indicates the intrinsic drive that motivates employees to complete tasks without external coercion or close supervision; and 4) Resilience Under Pressure: Evaluates an employee's ability to maintain focus and positivity even when confronted with significant pressure or challenges in their work(D. Maharani et al., 2024).

The Self-Efficacy variable is relevant to previous research that has been researched by:(Pulungan & Rivai, 2021), (Pulungan & Rivai, 2021), (Muhammad Yusnan, 2021).

Previous Research

Based on the findings above and previous studies, the following research discussion is formulated:

Table 1. Results of Relevant Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Siregar, 2022)	Democratic, Delegative and Participative Leadership variables affect Kejra Satisfaction and Employee Performance at the Population and Civil Registration Office (Disdukcapil) of Karo Regency.	This article has in common that it examines the Delegative Leadership variable in the independent variable, and examines the Employee Performance and Job Satisfaction variables in the dependent variable.	The difference with previous research is that the object of research was conducted at Disdukcapil Karo Regency.
2	(Dewi, 2019)	Training, OCB and Remuneration variables affect employee performance through job satisfaction at PT Bank BTN Batam.	This article has in common that it examines the Remuneration variable in the independent variable, and examines the Job Satisfaction and Employee Performance variables in the dependent variable.	The difference with previous research is that the object of research was conducted at PT Bank BTN Batam.
3	(Roni, 2024)	Organizational Climate and Self-Efficacy variables	This article has in common that it examines the variable Self-	The difference with previous research is

affect Job Satisfaction and Employee Performance at Bank Aceh Syariah Bireuen Branch Office.	Efficacy in the independent variable, and examines the variables of Job Satisfaction and Employee Performance in the dependent variable.	that the object of research was conducted at Bank Aceh Syariah Bireuen Branch Office.
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Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

1. The Effect of Delegation Leadership on Job Satisfaction

Delegation leadership is one of the most important aspects of human resource management that can affect employee job satisfaction. In this context, trust in team members, open communication, guidance and support, and clear delegation are key factors that contribute to job satisfaction. According to research by F. Saputra & Mahaputra, (2022), effective leadership can increase employee motivation and create a positive work environment. Trust in team members gives them a sense of responsibility and autonomy, which in turn can increase job satisfaction.

Open communication also plays an important role in creating a positive work environment. When managers communicate openly with their teams, employees feel more valued and involved in the decision-making process. A study by F. Saputra, (2022) found that good communication between supervisors and subordinates can increase job satisfaction by 20%. In addition, guidance and support from leaders can help employees overcome the challenges they face, making them more satisfied with their jobs.

Clear delegation is also very important in the context of job satisfaction. When tasks and responsibilities are clearly delegated, employees understand the expectations and goals to be achieved. This contributes to a greater sense of accomplishment and satisfaction. According to research by Rudianto et al., (2023), effective delegation can increase job satisfaction by up to 15%. Thus, good and effective delegation leadership can create a work environment that supports employee satisfaction.

Job satisfaction is also strongly influenced by other factors such as compensation and salary, relationships with coworkers and supervisors, career development opportunities, and the work environment. Employees who feel valued through fair compensation tend to be more satisfied with their jobs. In addition, good relationships with co-workers and supervisors can create a pleasant work environment, which has a positive impact on job satisfaction. Opportunities for career development are also an important factor in job satisfaction, with employees who have a clear career path tending to be more satisfied (Widodo, 2022).

Overall, the impact of delegated leadership on job satisfaction is significant. By applying good leadership principles, organizations can increase employee job satisfaction, which in turn can have a positive impact on the overall performance of the organization. Further research is needed to further explore this relationship and how each factor can be optimized to improve employee job satisfaction in different industries.

2. Effect of Remuneration on Job Satisfaction

Remuneration is a significant determinant of employee job satisfaction. Compliance with industry standards, the balance between performance and reward, flexibility and variety of compensation, and fairness in compensation are key factors that contribute to job satisfaction. Research by Nasution, (2019) indicates that competitive compensation can

markedly enhance employee job satisfaction. Conformity to industry standards ensures that employees feel valued and rewarded for their contributions.

The equilibrium between performance and remuneration is also of great consequence. Employees who perceive that the rewards they receive are commensurate with their performance tend to exhibit greater satisfaction. Research conducted by Widodo & Silitonga, (2017) indicates that employees who believe they are treated equitably with regard to compensation tend to demonstrate elevated levels of job satisfaction. Moreover, flexibility in remuneration, such as bonuses and supplementary benefits, can provide supplementary incentives for employees to enhance their performance.

The issue of fairness in compensation is also a key factor in determining job satisfaction. When employees feel that they are treated fairly and that there is no discrimination in compensation, they will be more satisfied with their jobs. Studies by Widodo, Zainal, et al., (2019) demonstrate that distributive and procedural justice in compensation can significantly increase job satisfaction. Employees who feel that they are fairly rewarded will be more motivated to work hard and contribute more to the organization.

In addition to the aforementioned factors, satisfaction with compensation and salary is also influenced by relationships with colleagues and superiors, career development opportunities, and the work environment. Employees who feel valued by their colleagues and supervisors tend to be more satisfied with their jobs, regardless of the level of compensation they receive. Career development opportunities are also an important factor influencing job satisfaction, with employees who have a clear career path tending to feel more satisfied.

Overall, remuneration has a significant effect on job satisfaction. By ensuring that the remuneration system implemented in the organization is fair, competitive, and transparent, organizations can increase employee job satisfaction, which in turn can have a positive impact on overall performance. Further research is needed to explore this relationship in greater depth and to identify the optimal means of optimizing each factor to improve employee job satisfaction across different industry sectors.

3. The Effect of Self-Efficacy on Job Satisfaction

Self-efficacy can be defined as an individual's belief in their capacity to achieve desired outcomes and to overcome obstacles. In the context of job satisfaction, self-efficacy can influence how employees respond to situations at work and how they feel about their jobs. Factors such as challenge, adaptability, internal motivation, and resilience under pressure are important aspects of self-efficacy that can impact job satisfaction. According to Sjarifudin et al., (2023), individuals who have high self-efficacy tend to be more confident in completing tasks and facing challenges, which can increase their job satisfaction.

The challenges faced by employees can serve as a catalyst for enhancing performance and job satisfaction. When employees perceive their capabilities to exceed the demands of a challenge, they tend to experience greater satisfaction with their achievements. Research by Ali et al., (2022) indicates that challenges that align with individual abilities can boost motivation and job satisfaction. Additionally, adaptability plays a pivotal role in shaping job satisfaction. Employees who demonstrate the capacity to adapt to changes and novel situations tend to exhibit higher levels of job satisfaction.

Furthermore, internal motivation is a significant determinant of job satisfaction. Individuals who possess high internal motivation tend to exhibit greater job satisfaction, as they are driven not only by external rewards but also by a desire for personal achievement. Research conducted by Siagian et al., (2023) indicates that internal motivation can enhance job satisfaction and overall performance. Resilience in the face of pressure is also a crucial aspect of self-efficacy that can influence job satisfaction. Employees who are adept at coping with stress and pressure at work tend to report higher levels of job satisfaction.

Furthermore, job satisfaction is influenced by additional factors, including compensation and salary, relationships with colleagues and superiors, and career development opportunities. Employees who feel valued and have positive relationships with colleagues and superiors tend to be more satisfied with their jobs. Additionally, career development opportunities are a significant factor affecting job satisfaction, with employees who have a clear career path demonstrating greater satisfaction.

In conclusion, the impact of self-efficacy on job satisfaction is considerable. By enhancing employee self-efficacy through training and development, organizations can enhance employee job satisfaction, which in turn can have a beneficial effect on overall performance. Further research is required to investigate this relationship in greater depth and to identify the most effective ways of optimizing each factor to improve employee job satisfaction across different industry sectors.

4. The Effect of Delegation Leadership on Employee Performance

The manner in which leaders delegate tasks has a significant impact on the performance of their employees. In this context, factors such as trust in team members, open communication, guidance and support, and clear delegation can positively influence employee performance. According to research conducted by Susanto, Setiawan, Yandi, et al., (2024), effective leadership can motivate employees to achieve organizational goals and improve their performance. When employees trust their colleagues, they tend to feel a greater sense of responsibility, which can encourage them to work harder and more productively.

Furthermore, the openness of communication plays an instrumental role in enhancing employee performance. When leaders communicate transparently with their teams, employees feel more engaged and motivated to perform at their optimal level. Research by Saktisyahputra & Susanto, (2022) demonstrated that effective communication between superiors and subordinates can elevate employee performance by 25%. Additionally, guidance and support from leaders are crucial in assisting employees in overcoming the challenges they encounter, thereby enabling them to achieve superior performance.

The clarity of task delegation is also a significant factor in enhancing employee performance. When tasks and responsibilities are explicitly delineated, employees can comprehend the expectations and objectives to be achieved. This contributes to enhanced performance, as employees feel more assured in the completion of their tasks. According to research by Pamungkas et al., (2024), effective task delegation can elevate employee performance by up to 20%. Thus, effective delegation leadership can foster a work environment that supports employee performance.

Furthermore, employee performance is influenced by additional factors, including compensation and salary, relationships with colleagues and superiors, and career development opportunities. Employees who perceive their contributions to be fairly compensated are more likely to be motivated to enhance their performance. Additionally, positive relationships with colleagues and superiors can foster a constructive work environment, which in turn affects overall performance. Career development opportunities are also a crucial factor influencing employee performance. Employees who have a clear career path tend to be more motivated to strive for excellence in their roles.

In conclusion, the impact of delegate leadership on employee performance is considerable. By implementing effective leadership principles, organizations can enhance employee performance, which can subsequently have a beneficial effect on the overall performance of the organization. Further research is required to investigate this relationship in greater depth and to ascertain how each factor can be optimized to improve employee performance across diverse industry sectors.

5. Effect of Remuneration on Employee Performance

Remuneration is a significant factor influencing employee performance. Compliance with industry standards, the balance between performance and reward, flexibility and variety of compensation, and fairness in compensation are key aspects of remuneration affecting employee performance. Research by Putra et al., (2023) indicates that a competitive remuneration system can markedly enhance employee performance. Compliance with industry standards fosters a sense of value and motivation among employees to work harder.

The relationship between performance and reward is also a significant factor in enhancing employee performance. Employees who perceive a proportionality between the rewards they receive and their performance tend to exhibit greater motivation to improve their performance. Research by Putra et al., (2023) indicates that employees who perceive fairness in compensation tend to demonstrate superior performance. Additionally, flexibility in compensation, such as bonuses and supplementary benefits, can provide supplementary incentives for employees to achieve established goals.

The issue of fairness in compensation is also a significant factor in determining employee performance. When employees perceive that they are treated fairly and that there is no discrimination in compensation, they are more likely to be motivated to work hard. Studies by Colquitt (2001) indicate that distributive and procedural justice in compensation can have a substantial impact on employee performance. Employees who feel that they are fairly rewarded are more likely to be motivated to contribute more to the organization.

In addition to the aforementioned factors, employee performance is also influenced by relationships with colleagues and superiors, career development opportunities, and the work environment. Employees who feel valued by their colleagues and superiors tend to be more motivated to work hard, regardless of the level of compensation they receive. Career development opportunities are also an important factor influencing employee performance, where employees who have a clear career path tend to be more motivated to achieve set goals.

In conclusion, remuneration has a significant impact on employee performance. By implementing a fair, competitive, and transparent remuneration system, organizations can enhance employee performance, which can subsequently improve overall performance. Further research is required to elucidate this relationship and identify the optimal means of optimizing each factor to enhance employee performance across diverse industry sectors.

6. The Effect of Self-Efficacy on Employee Performance

The concept of self-efficacy has been identified as a significant factor influencing employee performance within organizational contexts. The term "self-efficacy" is defined as an individual's belief in their capacity to achieve desired outcomes and to confront challenges. In the context of employee performance, self-efficacy has been demonstrated to contribute to increased productivity and work quality. According to Fu'adah et al., (2023), individuals with high levels of self-efficacy tend to be better able to cope with challenges and stress that arise in the workplace. For example, a study by Wulandari & Afriyenti, (2022) showed that high self-efficacy was positively associated with performance in various occupational areas, including sales and project management.

The challenges that employees encounter in their daily work can serve as a motivating factor for the development of self-efficacy. When employees are confronted with challenging tasks, they have the chance to learn and develop their abilities. For instance, in the field of information technology, a programmer confronted with a complex project must develop new skills and adapt to technological changes. This not only enhances their technical abilities but also bolsters their confidence in their ability to complete difficult tasks. Research by

Masruroh & Prayekti, (2021) indicates that the experience of facing challenges can increase self-efficacy, which in turn can improve individual performance.

Furthermore, adaptability constitutes an essential element of self-efficacy. In a dynamic work environment, employees are required to adapt to changes in a timely manner, whether these changes pertain to work processes, technology, or organizational culture. Individuals who demonstrate effective adaptability are more likely to effectively navigate changes and challenges. Rizal et al., (2023) conducted a study that demonstrated a correlation between adaptability and performance in dynamic environments. For instance, during the global pandemic caused by the SARS-CoV-2 virus, many companies transitioned to remote work arrangements. Employees who were able to rapidly adapt to this novel work style demonstrated superior performance compared to those who struggled to adapt.

Furthermore, internal motivation is a significant factor influencing employee self-efficacy and performance. Individuals who possess high levels of intrinsic motivation tend to demonstrate greater commitment to their work and a proclivity for proactively identifying solutions to challenges. Siagian et al., (2023) posit that internal motivation can enhance employee engagement, which has a favorable impact on performance. To illustrate, a teacher who is internally motivated to teach effectively will endeavor to devise innovative learning methodologies, which ultimately enhances student learning outcomes. A. Maharani & Saputra, (2021) also demonstrate that employees who are internally motivated tend to exhibit superior performance compared to those who are solely driven by external factors.

Another crucial aspect of self-efficacy is resilience under pressure, which significantly impacts employee performance. Those who are able to maintain composure and concentration in challenging circumstances are more likely to complete tasks in a satisfactory manner. A study by Afandi, (2020) demonstrated that mental resilience can enhance individual performance, particularly in roles that necessitate rapid and precise decision-making. For instance, in the medical field, a physician who can maintain composure in high-pressure situations when tending to patients in an emergency will be more effective in providing the necessary care. Therefore, self-efficacy, which encompasses challenge, adaptability, internal motivation, and resilience under pressure, plays a pivotal role in improving employee performance across diverse sectors.

7. The Effect of Job Satisfaction on Employee Performance

Job satisfaction represents a significant factor influencing employee performance. Job satisfaction can be defined as the positive or negative feelings that employees experience with regard to their occupations. Research findings indicate that high job satisfaction is positively correlated with employee performance. According to Sujarwanta et al., (2023), job satisfaction can be influenced by a variety of factors, including compensation and pay, relationships with coworkers and superiors, career development opportunities, and the work environment. Each of these factors contributes to how employees feel about their jobs and how well they can perform their duties.

A significant element of job satisfaction is satisfaction with remuneration, including salary. It can be reasonably deduced that employees who perceive their remuneration to be commensurate with their contributions will exhibit greater job satisfaction. A study by Sudiantini & Saputra, (2022) revealed that satisfaction with remuneration has a considerable impact on overall job satisfaction. For instance, in the banking sector, employees who perceive their salaries to be competitive in comparison to their counterparts in other industries tend to exhibit heightened motivation to achieve predetermined performance targets. Conversely, employees who are discontented with their salary may experience a reduction in motivation and performance.

Furthermore, the quality of relationships with colleagues and superiors has a substantial impact on job satisfaction. It can be reasonably deduced that employees who have positive relationships with their colleagues tend to experience greater levels of happiness and motivation to work. The findings of F. Saputra et al., (2023) indicate that the presence of social support in the workplace can lead to an enhancement in job satisfaction and performance. For instance, in project teams, employees who engage in supportive and collaborative interactions tend to demonstrate superior outcomes in comparison to teams that exhibit less favorable relationships. Furthermore, the quality of relationships with supervisors is also a significant factor. Supervisors who provide constructive feedback and support the professional growth of their employees can contribute to an increase in job satisfaction.

Career development opportunities represent another factor that affects job satisfaction. It can be reasonably deduced that employees who feel that they have opportunities to learn and develop in their roles are more likely to be satisfied with their employment. This assertion is supported by the findings of Putri et al., (2023), who posited that effective career development can enhance employee motivation and performance. To illustrate, organisations that implement training and development programmes for their employees not only improve the skills of their workforce but also increase their job satisfaction. Furthermore, employees who perceive a clear career path and opportunities for advancement within the organisation tend to demonstrate greater engagement and productivity.

The work environment is also a significant determinant of job satisfaction. A positive work environment, which encompasses favorable facilities, a supportive atmosphere, and a conducive organizational culture, can enhance employee job satisfaction. Therefore, job satisfaction, which encompasses satisfaction with compensation and salary, relationships with colleagues and superiors, career development opportunities, and the work environment, exerts a considerable influence on employee performance. Employees who are satisfied with these aspects tend to exhibit greater motivation, productivity, and organizational commitment.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous studies that are relevant to the discussion of this literature research:

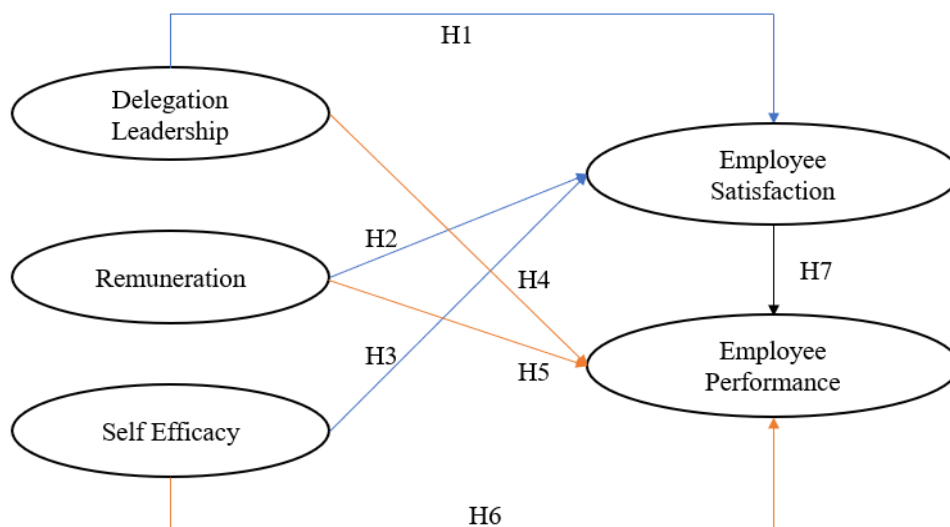


Figure 2. Conceptual Framework

Based on Figure 2 above, delegation leadership, remuneration, and self-efficacy affect employee performance through job satisfaction. However, in addition to the variables of delegation leadership, remuneration and self-efficacy that affect job satisfaction and employee performance, other variables influence, including:

- 1) Career Development: (F. Saputra et al., 2024), (Sawitri et al., 2023), (Susanto, Sawitri, & Susita, 2023).
- 2) Work Facilities:(Yani, Gustri, 2023), (Umar et al., 2021), (Afuan et al., 2020), (Murtani, 2019).
- 3) Work Life Balance:(Amir & Jafar, 2021), (Primadi Candra Susanto et al., 2023), (Yunita et al., 2023).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this study are:

1. Delegation leadership affects job satisfaction;
2. Remuneration affects Job Satisfaction;
3. Self-efficacy has an effect on Job Satisfaction;
4. Delegation Leadership affects Employee Performance;
5. Remuneration has an effect on Employee Performance;
6. Self-efficacy affects employee performance;
7. Job Satisfaction affects Employee Performance.

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