

Job Satisfaction as an Intervening Variable of Self-Efficacy and Employee Performance

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ABSTRACT

This study examined the effects of self-efficacy, empowerment and organizational culture on job satisfaction and employee performance employees, as well as test the mediating effect of variables Job Satisfaction. The sample in this study was 120 employees of PT. Surya Madistrindo Branch Lhokseumawe. The analytical tool used is path analysis by SEM method (Structural Equation Modeling) using AMOS. The results showed that each variable empowerment, self-efficacy and organizational culture positive and significant impact on the job satisfaction, employee performance and job satisfaction mediate third variable exogenous with endogenous variable partial mediation.

Keywords : Self efficacy, Empowerment, Organizational Culture, Job Satisfaction, and Employee Performance

Introduction

Demands of the times to be more advanced, science is growing, the tools become more sophisticated, the growth of the population increases, the need for food and clothing was growing, making man will think of new ways such as product innovation, excellent service whose main purpose is to produce products and services that have a selling value or beneficial to be able to meet consumer demand. Many factors can influence the success or failure in order to improve performance, such as leadership, good working environment and career development of employees and the policies and strategies adopted.

Another factor is the lack of understanding of the HR manager about strategies for the organization's activities, so that no significant relationship between the HR strategy with organizational strategy. HR strategic planning is not done with a good process has made no strategic HR function, so that the HR function can't provide a lot of added value for the organization.

In our model, the role of selected HRM is a model developed by Ulrich (1997), namely; 1). HRM's role as a strategic partner, 2). HRM's role as a change agent, 3). HR's role as an employee champion, and 4). HRM's role as an administrative expert to establish the role of HRM strategy used in accordance with government organizations.

The concept of human resource demands focus to build motivating to work together humanely. Wood, et.al. (2001: 91) define the employee's performance is a function of individual attributes, work effort, the support organization. Which can be formulated as follows:

Job performance = individuals attributes * Work effort * Support Organizations

This means that an employee's performance is f (attributes of individuals, work effort, support organizations). Human relations more emphasis on fun environment to work, in the sense that the creation of a work environment with good conditions, allowances, as well as sympathetic and motivating workers to work hard so as to affect the increase in Employee Performance, which will ultimately affect the Job Satisfaction (Strauss, G and Sayles., 1996).

According to Spreitzer (1995) defines empowerment as a concept motivational about self-fulfillment which is indicated by the increased motivation to work on in an individual in the form: meaning (over interpret his work), competence (increased competence), self-determination (determination of the attitude of self), and impact (influence in the work). As previous studies conducted Suryadewi et al. (2014) investigated the effect of Empowerment on Employee Performance employees at PT. Bali Segara Nusantara. The results of their research says that employees empowerment have positive and significant impact on Employee Performance employees. In a previous study and this study there are some variables in respect of similar but different objects, tools of analysis and research results there are direct and indirect relationships, significant, and there was not significant.

Research gap in this study can be seen that the variables regarding the same but the result is different. Previous researchers connect between variables Empowerment and Employee Performance which results reveal Empowerment variables significantly influence the Employee Performance pales Empowerment effectively implemented the Employee Performance increases. (Suryadewi, et al.2014).

Meanwhile, a phenomenon that occurs against employees at PT. Surya Madistrindo Lhokseumawe Branch is not the case, the employees of this company who have to take the test and pass an interview, directly assigned to work, there is assigned to the field as a seller of cigarettes, partly placed in administration, warehouses, and personnel. They were assigned to follow their seniors to obtain a briefing (on the job training).

Ironically, the employees who were recruited not necessarily have the experience of working according to the work, such as employee alumni of legal science or engineering majors working as a salesman, and others. Placement positions like this is not considered appropriate, for the placement of such a position is not in place meant not on expertise, thereby causing Employee Performance employees at PT. Surya Madistrindo unproductive.

Employees of the company are expected to have high confidence in the work, which is commonly known as self-efficacy. Self-efficacy is a belief about the probability of employees capable of performing the task properly. In the opinion of Feist & Feist (2002) states that when a person experiences a heightened fear, anxiety or acute stress levels are high, they usually have a low self-efficacy. While those with high self-efficacy that they feel capable and confident of success in overcoming challenges and considers the threat as a challenge that should not be avoided

Self-efficacy with Employee Performance has a relationship as indicated by Lee & Bobko (1994) that individuals with high self-efficacy, when determining the specific objectives will devote all attention to meet these demands. And when faced with obstacles and difficulties in achieving that goal he will make every effort possible to be able to last longer and successfully achieve the goals of the organization or Employee Performance is determined by the leadership.

The interrelationships between self-efficacy with Employee Performance as practiced by Prasetya (2013) mentions that self-efficacy has a significant influence on Employee Performance employees. Conversely, a phenomenon that occurs in the PT. Surya Madistrindo Lhokseumawe Branch is not the case, many employees at PT. Surya Madistrindo Lhokseumawe like salesman does not have a strong self-efficacy, they are not confident to perform the task should be to achieve a satisfactory work when they go to the field. As a result, they were not able to reach the sales targets set corporate leaders to Employee Performance them so that they are not productive, so they must withdraw (resign) from his job or fired because they are not able to perform the task as expected head of the company

Organizational Culture in essence a habit or ritual that is believed and practiced by all members of the organization. Culture reflects what to do and not what will apply (Uha, 2013). Organizational Culture characterize and identity to a company or organization and differentiate the organization with other organizations.

PT. Surya Madistrindo Lhokseumawe Branch Organizational Culture has its own one of them is the Monday Meeting, and the Working Meeting (Raker) Annual. Monday Meeting is an activity carried out regular meetings every Monday morning before employees start work. Annual working meeting is a meeting organized activities every year, usually in the form of Employee Gathering. There are also a couple of Organizational Culture in it is "Trust and Tolerance". Trust and Tolerance is a value (value) owned by PT. Surya Madistrindo Lhokseumawe. Emphasizing activities and an understanding of the value of the Trust and Tolerance done continuously at every opportunity with the aim to embed these values to each individual, so that all employees have a sense of trust and tolerance towards fellow coworkers.

The phenomenon that occurs in PT. Surya Madistrindo Lhokseumawe Branch contrary to Organizational Culture is not conducive and employee empowerment that is incompatible with the function of the organization resulted in poor employee performance can be seen from the results of the initial survey in PT. Surya Madistrindo Lhokseumawe Branch, as well as recognition of the employees of PT. Surya Madistrindo Lhokseumawe Branch stating that there is conflict among employees as cigarette salesman gave false reports to administrators. So the problems occurred lack of accurate sales report with proof of payment (sales invoice) received by employees of the administration submitted by Salesman, causing distrust of the administrative staff to Salesman, they suspected one-another, blaming each other and mutual suspicion.

Expert of experts in management science ever mentioned that there is a relationship between Organizational Culture with Employee Performance as proposed by Turner (1994) which states that the culture in an organization is essentially lead to behaviors that are considered appropriate, binding and motivating every individual in it and exert on the search for a settlement in ambiguous situations. This understanding gives the premise that each individual

involved in it will jointly seek to create ideal working conditions in order to create an atmosphere that is conducive to the achievement of the desired objectives.

Previous research that examines the Organizational Culture and its influence on employee performance ever undertaken by Edyatmo (2013). Research results mention that the Organizational Culture positive and significant impact on the performance of employees, meaning that if Organizational Culture is getting better, the performance of employees will increase. Unlike the experience that happened at PT. Surya Madistrindo Lhokseumawe, Organizational Culture in this company is not yet being implemented as intended.

The following may be explained research gap on previous research that theoretically Empowerment directly affects the performance of employees, the results are significant, (Rahayu & Sudibia, 2013). While other studies have revealed that the Empowerment indirect effect on the performance of employees, the results were not significant (Nongkeng, et al. 2012).

The essence of all of the above is no gap in the form of research, that need no further explanation why there is no difference. Differences results of this study are expected for the Empowerment of employees who demand to boost Employee Job Satisfaction Performance without.

Based on the above background, I am keen to hold back research, but in this study the object of research differs from previous research, which examines the performance of employees at PT.Surya Madistrindo Branch Lhokseumawe. So this research entitled "Effect of Empowerment, Self-efficacy, and Organizational Culture on Employee Performance Employees at PT. Surya Madistrindo Branch Lhokseumawe with Job Satisfaction as an intervening variable "

Research purposes:

1. Examine and determine the influence of self-efficacy, Empowerment, Organizational Culture on Employee Performance employees at PT. Surya Madistrindo Branch Lhokseumawe.
2. Examine and determine the influence of self-efficacy, Empowerment Organizational Culture on the Job Satisfaction of employees at PT. Surya Madistrindo Branch Lhokseumawe.
3. Test and find out the effect of Job Satisfaction on Employee Performance employees.
4. Test and Job Satisfaction knowing mediate between self-efficacy, Empowerment, Organizational Culture with Employee Performance employees at PT. Surya Madistrindo ranch Lhokseumawe?

LITERATURE REVIEW

Employee Performance

Employee Performance by, Bernardin and Russell (1998). Employee performance is a record of the work / specific activity achieved during a specific time period. Can be used to achieve the following sizes: Output Quality, Quantity Output, Decision Time, Effectiveness, Needs, Supervision, Interpersonal Influence. Lazer and Wikstrom (1977) assessment of the performance of the organization is the most common factor in the organization is the knowledge of pekijaannya, leadership, initiative, quality of work, teamwork, decision making,

creativity, reliable, planning, communications, intelligence (intelligence), problem solving, delegation, attitude, effort, motivation, and organization. As for the aspects - the aspects that can be grouped into three; 1). Technical capabilities, 2). Conceptual abilities, 3). Interpersonal skills, according to The (Stolovic and Keeps, 1992 in Casio 1992). A set of results achieved and refers to the act of accomplishment and execution of any work requested. Employee Performance refers to some indicators according Mangkunagara, (2006) and Mc. Donald & Lawton, (1977) in Ratminto & Winarsih (2010) are as follows: 1). Quality, 2). Quantity, 3). Timeliness, 4). Effectiveness, 5). Efficiency

Job Satisfaction

Job Satisfaction (Gibson, et al. 2000). An attitude of people about the work, it is produced from their perceptions of the work that is based on the work environment factors, such as the style of supervisors, policies and procedures, an affiliate of the working group, working conditions and benefits. Ashfaq Ahmad (2011) A study of work environment and employees performance The Job Satisfaction refer to some indicators according Luthans (2002) and Sugiyarti (2012) to get the job satisfaction among others as an indicator: 1). Payment satisfaction, 2). Satisfaction at Work Itself, 3). Satisfaction at Coworkers, 4). Satisfaction on Physical Condition, 5). Satisfaction on Job Promotion.

Self-efficacy

Bandura (1997) Self-efficacy is a person's belief on its capabilities in organizing and carrying out activities that require the achievement of progress certain level of Employee Performance. The ability of self confidence will affect the way people think, feel and motivate themselves in the act. Self-efficacy refers to some indicators according to Anita, et al. (2013) and Bandura (1998) in Sahertian (2010) In the progress of individuals, among others, are indicators: 1). capability in the face of an uncertain situation that contains elements of vagueness is unpredictable and stressful; 2). Confidence in the ability to move motivation, cognitive abilities, and take the necessary steps to achieve a result; 3) Confidence achieve set targets; 4). Confidence in the ability to cope with problems that arise; 5). The expectation of the result, the ability of self confidence that an action plan will work best when guided by a hope

Empowerment

Empowerment is the authority to make decisions in a particular area of operations without obtaining approval of others. Spreitzer (1995) defines empowerment as a concept motivational about self-fulfillment which is indicated by the increased motivation to work on in an individual in the form: meaning (over interpret his work), competence (increased competence), self-determination (determination of the attitude of self), and impact (influence in the work). Khan (1997: 4) can be used as benchmarks to measure employee empowerment with indicators, 1). Desire, 2) Trust, 3) Confident, 4) Credibility, 5) Accountability, 6) Communication. Tae-Yeol Kim and Minsoo Kim (2012) Psychological Empowerment employee. Zeeshan Ashraf (2013). Empowerment and training and development on employee performance with the mediating role of organizational citizenship behavior (OCB). Luthans, (1998). Empowerment refers to some indicators according Suryadewi, et al. (2014) are as follows: 1). Capability, 2). Trust, 3). Privileges, 4). Responsible.

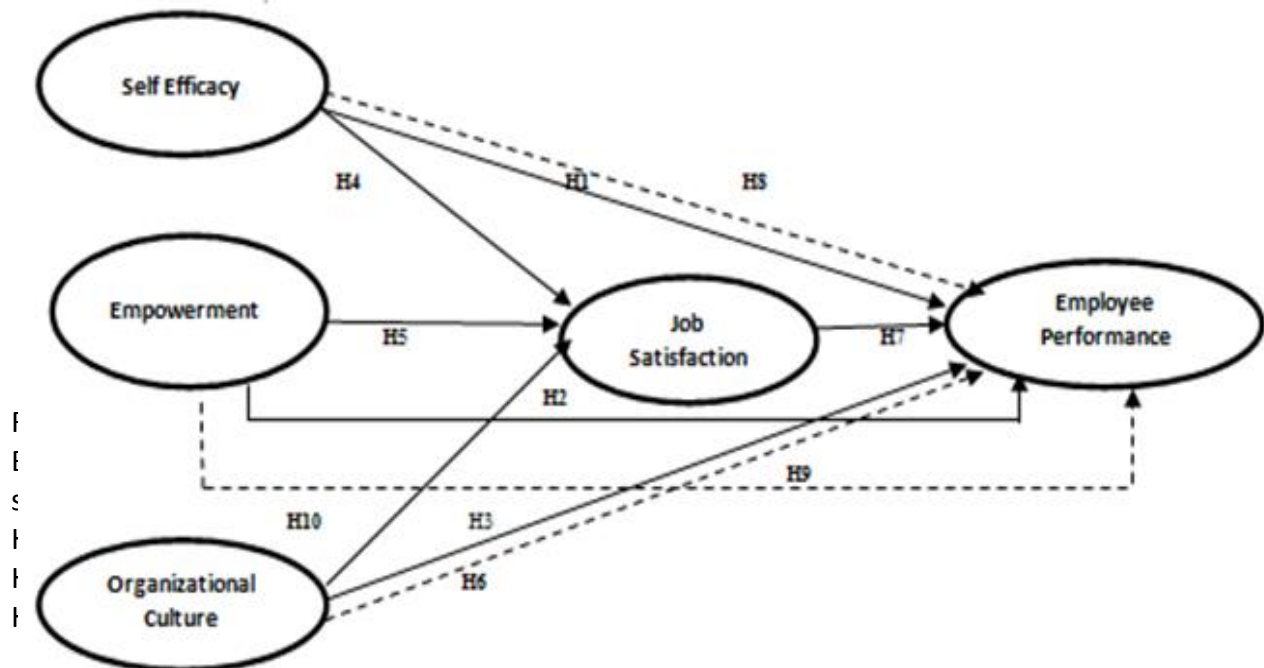
Organizational Culture

Organizational Culture is a pattern of basic assumptions jointly studied by the group when solving the problems of external adaptation and internal functioning well enough to be considered valid and to be taught to members of the new group as the correct way to receive something, think and feel in needs with these problems. Johanes (1997: 32) suggests culture is often defined as the cultivation and the cultivation of human power or both in the physical and non-physical is the result of human engineering in his life to achieve his goal. Furthermore Kreitner and Kinicki (2005: 83) the function of organizational culture is important in the life of the organization, which serves as a means to unite the activities of members of the organization there are four cultural functions consist of: 1) Provide the identity of the organization to its employees. 2) Facilitate collective commitment.. 3) Promote the stability of the social system. 4) Establish behavior by helping managers feel its existence. (Schein, 1991) Organizational Culture refers to some indicators according to Hofstede, Geert, Bond and Luke (1993) in Mas'ud, (2004) To achieve the organizational culture of the indicator as follows: 1) Professionalism, 2) Distance of Management, 3) Trust co-workers, 4) Regularity, 5). Integration.

Conceptual Framework

The conceptual framework is an explanation of the relationship or a relationship with the theory of the important factors that have been known for a particular reason. Framework conceptual in this study is built on the basis of the views of experts in theory and research results empirically relationship Job Satisfaction with Empowerment and the Employee Performance, the relationship between self-efficacy with Job Satisfaction and Employee Performance and the relationship between Organizational Culture with Job Satisfaction and Employee Performance ,

Based on the above, it can be in the picture of the frame as follows:



- H4: Self-efficacy and significant positive effect on Job Satisfaction.
- H5: Empowerment positive and significant impact on the Job Satisfaction.
- H6: Organizational Culture positive and significant impact on the Job Satisfaction
- H7: Job Satisfaction positive and significant impact on Employee Performance .
- H8: Job Satisfaction mediate between self-efficacy with Employee Performance employees at PT. Surya Madistrindo Lhokseumawe.
- H9: Job Satisfaction mediate between the Employee Performance Empowerment of employees at PT. Surya Madistrindo Lhokseumawe
- H10: Job Satisfaction mediate between Organizational Culture with Employee Performance PT. Surya Madistrindo Lhokseumawe

Research Methods

Baron and Kenny (1986) said that to determine whether a variable is said to be mediating variables and independent variables in this study is the Self-efficacy, Empowerment, and Organizational Culture. Job Satisfaction as an intermediary variable, while the dependent variable is the Employee Performance. This type of research is a statement by using a questionnaire as a tool to retrieve the data. The research instrument used Linkert scale that has been modified 1-5. The population in this study were all employees of PT. Surya Madistrindo Branch Lhokseumawe. Sampling the census method that is a total of 120 employees. Census sampling technique is a sampling technique when all members of the population used as a sample (Sugiyono, 2009). Mechanical analysis using Structural Equation Model (SEM) using SPSS 16.0 and Amos 21.0. Test the validity of the instrument using Confirmatory Factor Analysis (CFA) each model by looking at the Loading Factor value of each indicator and the result of each item statement has a value > 0.6. The reliability test by using the following formula:

$$\text{Construct Reliability} = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \sum e_i}$$

While extracts variants can be calculated with the following formula:

$$\text{Variance Extracted} = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \sum e_i^2}$$

Results and Discussion

The results of the analysis of the full model 1 (early models) using SEM analysis is shown in Figure 1. The result of the calculation is that the conformity index (goodness of fit index) shows that of the eight criteria evaluated was only two criteria which do not meet (fit) the GFI and AGFI ,

Figure 1 Full Model Before Modification

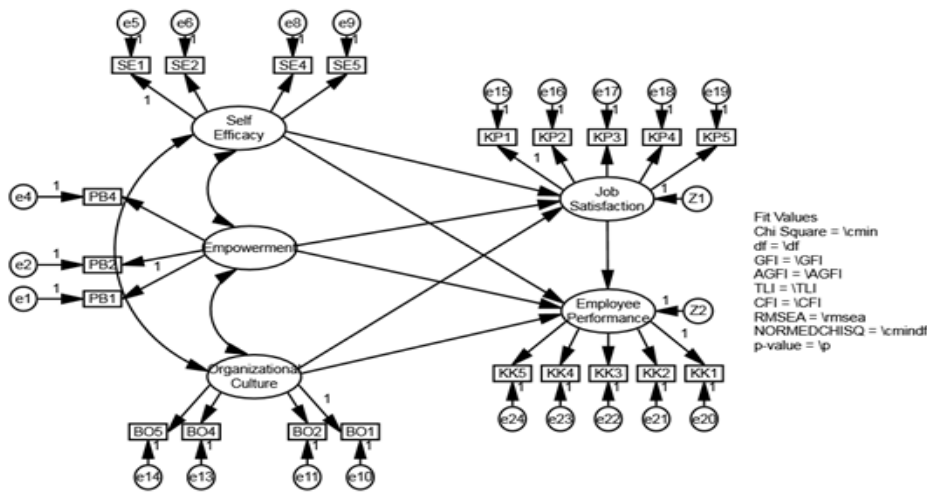
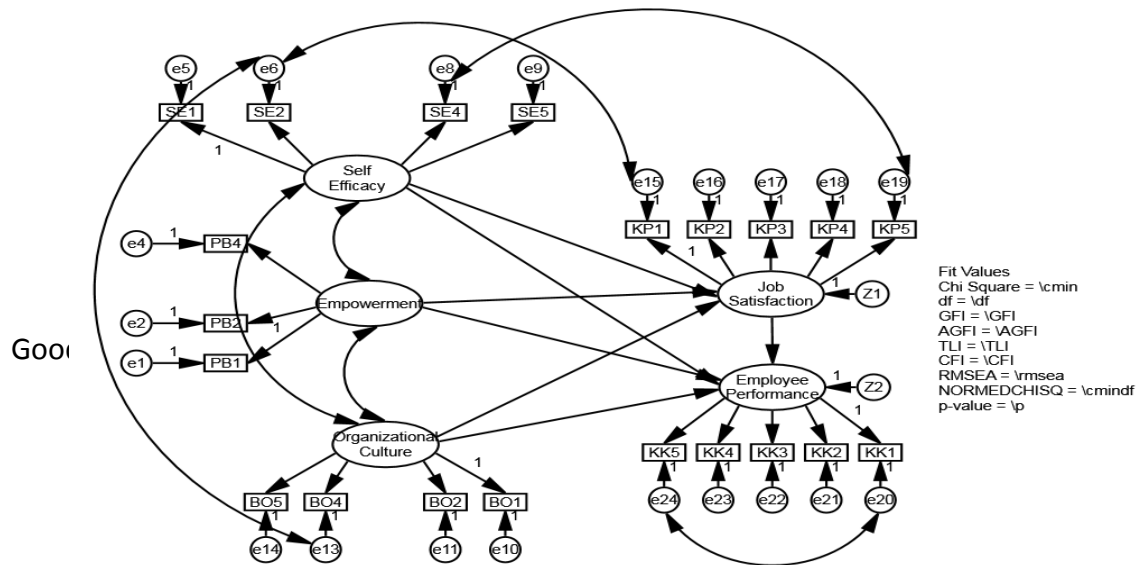


Table 1
Goodness of fit index for Full Model Before Modification

Goodness of fit Index	Cut-off Value	Results Analysis	Evaluation Model
χ^2 Chi-Square Statistic	Diharapkan Kecil	226.571	Good
Probability	$\geq 0,05$	0.009	Good
CMIN/DF	≤ 2.00	179	Good
GFI	≥ 0.90	0.865	Marginal
AGFI	≥ 0.90	0.814	Marginal
TLI	≥ 0.95	0.951	Good
CFI	≥ 0.95	0.958	Good
RMSEA	≤ 0.08	0,047	Good

Results of the analysis showed the overall goodness of fit model evaluation has met the criteria set, unless the value of GFI and AGFI marginalized. For the improvement of the value of goodness of fit needs to be modified in a way that suggested links between Amos error in the index modification (Ghozali, 2013). Figure 2 below is a picture full model modification research has been done and the full picture of the model as follows:

Figure 2 Full Model After Modification



χ^2 Chi-Square Statistik	Diharapkan Kecil	197.990	Good
Probability	$\geq 0,05$	0.112	Good
CMIN/DF	≤ 2.00	179	Good
GFI	≥ 0.90	0.872	Marginal
AGFI	≥ 0.90	0.831	Marginal
TLI	≥ 0.95	0.976	Good
CFI	≥ 0.95	0.980	Good
RMSEA	≤ 0.08	0,033	Good

Goodness of fit analysis results showed that after the modification to all the criteria set value better than the previous value, unless the value of GFI and AGFI marginalized. Overall, therefore, the model has been fit.

To see how big the influence of exogenous variables (Empowerment, self efficacy, Organizational Culture) on the intervening variables (Job Satisfaction) and endogenous variables (Employee Performance employees) shown in Table 3:

Table 3
Influence of the Exogenous Variables Endogenous Variables

	Employee performance	Empowerment	Self-Efficacy	Organizational Culture
Direct Effects				
Job Satisfaction	0,231	0,285	0,38	0,215
Employee Performance	-	0,385	0,279	0,184
Indirect Effects				
Job Satisfaction	-			
Employee Performance	-			
Total Effects				
Job Satisfaction	0,231	0,285	0,38	0,215
Employee Performance	-	0,451	0,367	0,234

Based on the analysis of data as shown in Table 3 can explain that to all of the exogenous variables (Empowerment, self-efficacy and Organizational Culture) has a significant direct effect on the Job Satisfaction and Employee Performance employees, and Job Satisfaction significant effect on Employee Performance

Mediation Effect Test

To see the effect the effect of mediation, must first see how much influence directly (direct effect), indirectly (indirect effect) and the overall effect (total effect). Based on tests performed by using Amos. 21.0 obtained results as shown in Table 4

Table 4
Standardized Direct, Indirect & Total Effects

Latent Variables			Estimate	SE	CR	P
Job Satisfaction	---	empowerment	0,239	0,109	2,205	0,027
Job Satisfaction	---	self efficacy	0,361	0,127	2,847	0,004
Job Satisfaction	---	Organizational Culture	0,187	0,083	2,254	0,024
Employee Performance	---	empowerment	0,299	0,097	3,091	0,002
Employee Performance	---	self efficacy	0,245	0,106	2,306	0,021
Employee Performance	---	Organizational Culture	0,149	0,069	2,147	0,032
Job Satisfaction	---	Employee Performance	0,213	0,103	2,069	0,039

Results of testing the effects of mediating (intervening) self efficacy variable relationship with the variable Employee Performance employees who mediated by variable Job Satisfaction and displayed in Figure 3:

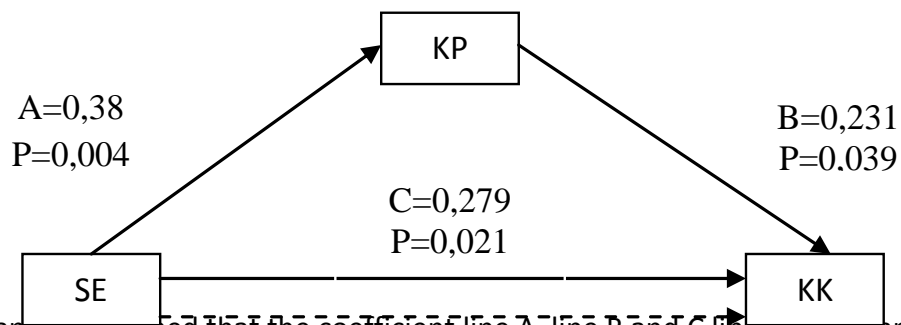


Figure 3 can be explained that the coefficient line A, line B and C lines, significant and significant value line C 'is not significant. Since the probability of line C 'is not significant, so we can conclude the mediation of a relationship full or in other words the variable Job Satisfaction mediate full mediation between Self-efficacy variables with Employee Performance employees at PT. Surya Madistrindo Branch Lhokseumawe.

Results of testing the effects of mediating (intervening) variable relationship with the variable Employee Performance Empowerment employee mediated by variable Job Satisfaction and displayed in Figure 4:

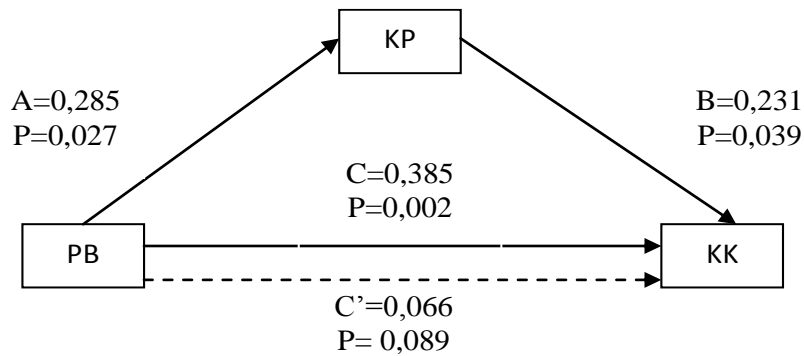


Figure 4 can be explained that the coefficient line A, line B and C lines, is significant and the significant value line C 'is not significant. Since the probability of line C 'is not significant, so we can conclude the mediation of a relationship full or in other words the variable Job Satisfaction mediate between the full mediation with Employee Performance Empowerment of employees at PT. Surya Madistrindo Branch Lhokseumawe.

Results of testing the effects of mediating (intervening) variable relations Organizational Culture with variable Employee Performance employees who mediated by variable Job Satisfaction and displayed in Figure 5:

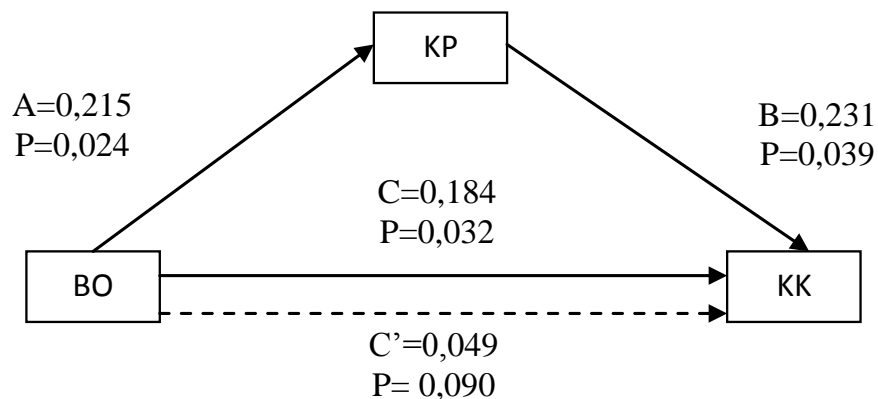


Figure 5 can be explained that the coefficient line A, line B and C lines, is significant and the significant value line C 'is not significant. Since the probability of line C 'is not significant, so we can conclude the mediation of a relationship full or in other words the variable Job Satisfaction mediate full mediation between Organizational Culture with Employee Performance employees at PT. Surya Madistrindo Branch Lhokseumawe.

Table 5
Hypothesis Test Results

Statement Hypothesis	Estimate	S.E.	CR	P	Conclusion
1. Self-efficacy positive and significant effect on the performance of employees at PT. Surya Madistrindo Branch Lhokseumawe.	0,245	0,106	2,306	0,021	Be accepted (Supporting Data Model)
2. Empowering positive and significant effect on the performance of employees at PT. Surya Madistrindo Branch Lhokseumawe.	0,299	0,097	3,091	0,002	Be accepted (Supporting Data Model)
3. Organizational Culture positive and significant effect on the performance of employees at PT. Surya Madistrindo Branch Lhokseumawe	0,149	0,069	2,147	0,032	Be accepted (Supporting Data Model)
4. Self-efficacy and significant positive effect on Job Satisfaction at PT. Surya Madistrindo Branch Lhokseumawe	0,361	0,127	2,847	0,004	Be accepted (Supporting Data Model)
5. Empowerment positive and significant effect on Job Satisfaction at PT. Surya Madistrindo Branch Lhokseumawe.	0,239	0,109	2,205	0,027	Be accepted (Supporting Data Model)
6. Organizational Culture positive and significant impact on the performance of employees at PT. Surya Madistrindo Branch Lhokseumawe	0,187	0,083	2,254	0,024	Be accepted (Supporting Data Model)
7. Job Satisfaction positive and significant effect on the performance of employees at PT. Surya Madistrindo Branch Lhokseumawe	0,213	0,103	2,069	0,039	Be accepted (Supporting Data Model)
8. Job Satisfaction mediate between Self Efficacy with employee performance	0,088	0,106	1,794	0,073	Rejected (Data Does Not Support Model)
9. Job Satisfaction mediate between	0,066	0,097	1,702	0,089	Rejected

empowerment with employee performance							(Data Does Not Support Model)
10. Job Satisfaction mediate between Organizational Culture with employee performance.	0,049	0,069	1,695	0,090			Rejected (Data Does Not Support Model)

Research Implications

Figure theoretical implications give an a comparison of the references used in this study. This comparison can be shown from the reference previous research with research findings that are currently analyzed. Theoretical implication was developed to strengthen or weaken over some previous research that became the reference in this study. To see the implications theoretically can be seen in Table 6 as follows:

Table 6
The Implications Theoretically

Earlier Research	Currently Research	Research Implications
Studies of Rahayu and Sudibya (2013) The role of job satisfaction in mediating the empowerment of the performance of the employee performance	The current study concluded a difference and undermine the justification of previous research The results of this study indicate that job satisfaction fully mediates between empowerment with employee performance	These studies refute the research of Rahayu and Sudibya (2013) which states that job satisfaction has in mediating the relationship between empowerment influence on employee performance
Studies of Chasanah (2008) Analysis of the influence Empowerment, Self-Efficacy, organizational culture on job satisfaction in improving employee performance	Current research states a difference and undermine the justification of previous research This study has shown that job satisfaction fully mediates between self-efficacy with employee performance	These studies refute the study from Chasanah (2008) which states that there is no direct influence of self-efficacy on the performance of employees through job satisfaction
Studies of Putra (2014) Influence of Organizational Culture compensation and career development to job satisfaction of nurses and their impact on the	Current research provides a justification weaken difference and previous research This study has shown that job	These studies refute the study of Men (2014) which stated that the presence of partially mediated organizational culture on performance of

performance of nurses	satisfaction mediates between organizational culture sera filled with employee performance	nurses with job satisfaction
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Based on the description in Table 6 above mentions that these results are not directly have advanced the theory in the sphere of management science of variable Empowerment, self-efficacy, Organizational Culture, and its role in influencing Job Satisfaction and Employee Performance employees so that it can be used as reference for research with the same variables.

Practical Implications

Self-efficacy variable seen that this aspect is more prominent than the other variables as the principal shaper of Job Satisfaction and Employee Performance employees at PT. Surya Madistrindo Branch Lhokseumawe. For that employee productivity PT. Surya Madistrindo Branch Lhokseumawe need to be increased by improving flaws here and there, and continue to create things that can give Job Satisfaction to employees and continuously Empowerment, Self-efficacy, Organizational Culture to all employees both on the front line to the employee Performance rearmost so productive employees.

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