
The Effect of Empowerment, Self Efficacy, and Work Culture on Work Satisfaction and Its Impact on Employee Performance : Study in Aceh DPMPTSP

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Abstract

The purpose of this study is to test the effect of empowerment, self efficacy, and work culture on work satisfaction and its impact on performance. The research was conducted at the of Aceh Aceh One-stop Integrated Investment and Services Office (DPMPTSP). The sample was taken by cencus method, as much as 145 respondents. Data analysis tool used in this study was structural equation modeling (SEM) with the help of the Amos program. The result shows that empowerment affects work satisfaction, Self efficacy affects work satisfaction, work culture affects work satisfaction, work satisfaction affects the performance of employee, Empowerment affects the performance of employees, Self efficacy does not affect the performance of employees, Work culture does not effect the performance of employees, Work satisfaction mediates the effect of empowerment on employee performance, Work satisfaction mediates the effect of self efficacy on employee performance, and work satisfaction mediates the effect of work culture on employee performance. This contributes to be premises in the realm of science. The variables raised by other researchers in previous studies stimulated researchers to come up with something new, useful, and targeted, especially in the scope of the Aceh DPMPTSP. In terms of the theoretical backrest of the experts, researchers have presented a variety of the latest expert exposures and strongly support the creation of quality research and keep abreast of developments over time. This research also have limitation that lies in the scope of object. This research also can be a reference to practical leaders especially in Aceh DPMPTSP.

Keywords: Empowerment, Self Efficacy, Work Culture, Work Satisfaction, and Employee Performance.

1. Introduction

Aceh investment and one stop integrated service (DPMPTSP) was formed in 2016, where the agency was previously named the Aceh Investment and Promotion Agency (BIP). The organizational structure of the DPMPTSP Aceh starts from the leader positions, namely the head of service and the secretary. In the secretariat field, DPMPTSP Aceh has several central sections, namely the general sub-program, sub-program, and financial sub-division. In addition to these fields there are also fields of investment climate planning and development, investment promotion, investment control, investment data processing and investment information, licensing and non-licensing A services (Public Works, Environment and Animal Husbandry) - Fisheries),

in the field of licensing and non-licensing services B (Minerals and mining, Food and Labor Section), in the field of licensing and non-licensing C services (Health, Industry, Trade, Communication and Information and Community Empowerment), and in the complaints sector, policy and service reporting.

The success of an organization is influenced by the performance (job performance) of its employees. Employee performance or work performance is the result of work achieved by someone in carrying out tasks in accordance with the responsibilities given to him. (Mangkunegara, 2013) stated, the factors that influence performance are the ability and motivation factors. Each organization will strive to improve employee performance to achieve organizational goals that have been set so that various ways are taken to improve employee performance.

Performance appraisal at the One-Stop Integrated Investment and Services Office (DPMPTSP) in Aceh uses a work behavior assessment and work planning assessment or so-called Employee Work Target (SKP). From the results of the assessment, grades are grouped by predicate, namely: very good (≥ 91), good (76-90), sufficient (61-75), less (51-60) and bad (≤ 50).

Table 1. Employee Performance 2016-2018

No	Years	Number of Workers	Average Work Rating (%)	Note
1	2016	145	82,91	Good
2	2017	145	84,13	Good
3	2018	145	84,53	Good

Source : Aceh DPMPTSP, 2019

Based on the above table, it can be seen that the percentage of work quality assessment results are not in accordance with what is expected, namely getting a very good predicate (≥ 91). This means that the performance that employees provide to DPMPTSP Aceh is still not as expected so that there must be found a variety of ways for employee performance as expected by the organization including improving the quality of empowerment, enhancing self-efficacy, and work culture within the Investment Office and One Stop Integrated Services (DPMPTSP) Aceh.

The task of human resource management revolves around efforts to manage employees as a human element with the potential that can be obtained so that resources are satisfied (satisfied) and satisfactory for the organization, (Gibson, Ivancevic and Konopaske, 2012). For many people, especially those who are well educated and capable, one of the goals of work is to obtain work satisfaction. Conditions of work satisfaction will be achieved if the work can move a strong motivation to achieve better performance.

The organization always wants good employee performance, thus to increase employee contributions, the organization needs to implement an empowerment program. Some management experts, agreed, stated that empowerment would benefit the organization (Holosko, 2010). Empowerment is considered able to foster and enhance the creativity of employees. While creativity itself is the foundation for the growth of innovation.

Employees who have creativity will always look for new ways or methods that are cheap and appropriate in an effort to produce a quality product or in providing satisfying services to its customers. Creative employees also contribute greatly to the creation of an organization's product innovation. Therefore, empowerment is seen as an important part in ensuring the survival of the organization in a competitive environment.

Besides the empowerment program is important for improving performance, it also needs to pay attention to the self efficacy of the employees. Self efficacy is a belief about the probability that a person can carry out successfully some actions or future and achieve several results. According to (Diamond and Allcorn, 1984) in (Gardner and Pierce, 2011), self efficacy reflects an individual's belief when their ability to carry out a specific task at a specific level of performance.

Work satisfaction can also be formed through a work culture which will ultimately also improve employee performance (Kottler and Heskett, 2007). Organizations with a culture that are concerned with every major component of managerial and managerial leadership at all levels outperform organizations that do not have these characteristics with large differences. A strong culture helps business performance because it creates an extraordinary level of motivation in employees. Values and behaviors shared together make people feel comfortable working for an organization. A sense of commitment or loyalty makes people try harder.

Another thing that becomes the task of DPMPTSP Aceh for its employees is the work culture that still does not show discipline in terms of working hours. It was found that most employees were still not present on time. This is reinforced by the data on the average attendance of DPMPTSP Aceh employees when combined for one year from January to December 2018.

Table 2. Employee Arrives Late 2018

No	Mount	Number of Workers	late
1	January	40	16
2	February	40	17
3	March	40	15
4	April	40	10
5	May	40	15
6	June	40	11
7	July	40	13
8	August	40	18
9	September	40	14
10	October	40	12
11	November	40	15
12	December	40	17
Average			14

Source : Aceh DPMPTSP, 2019

Based on the table above, it appears that there are still employees who arrive not on time. This is clearly in direct contact with the work culture that results in the performance of Aceh DPMPTSP staffs. Often employees who do not show up on time show disobedience to the rules that have been set. This of course will have an impact on compliance with the organization and end in the non-optimal work culture provided to DPMPTSP Aceh.

To answer the various phenomena that occur in the Aceh DPMPTSP environment, the researcher is very interested in doing this research that involves the variables namely empowerment, self efficacy, work culture, work satisfaction and performance .

The Novelty of Research

The novelty of the research that can be reviewed includes choosing variables such as empowerment, self efficacy, work culture, work satisfaction, and employee performance. The empowerment implemented by the Aceh Investment and Integrated Services Office (DPMPTSP) is still not as high as the organization's goals and employee expectations. This has an effect on self-efficacy which is indicated by employees who have not shown self-confidence in their abilities, and directly influences work culture which is marked by the level of attendance of employees as determined by the organization.

The variables raised by other researchers in previous studies stimulated researchers to come up with something new, useful, and targeted, especially in the scope of the Aceh Investment and Integrated Services Office (DPMPTSP). In terms of the theoretical backrest of the experts, researchers have presented a variety of the latest expert exposures and strongly support the creation of quality research and keep abreast of developments over time.

2. Literature Review

Employee Performance

Employee performance refers to the level of achievement of the tasks that make up an employee's work. Performance reflects how well employees meet the requirements of a job. Often misinterpreted as an effort, which reflects the energy expended, performance is measured in terms of results. (Rivai and Sagala, 2014).

Employee performance in terms of good and bad is the extent to which employees are able to complete the tasks, authority and responsibilities delegated to him to achieve the goals of the organization. According to (Hasibuan, 2014) stated that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, and sincerity as well as time. Meanwhile According to (Rivai and Sagala, 2014) said that performance is a function of motivation and ability. According to (Rizqina, Adam and Chan, 2017) provided a view of employee performance that performance refers to the level of achievement of the tasks that make up an employee's work.

Work Satisfaction

Work satisfaction is a feeling that supports or does not support oneself related to his work or also on his own terms, (Mahdani, Hafasnuddin and Adam, 2017).

Work satisfaction depends on the suitability or balance between the expected and reality. (Priansa, 2014) described the work satisfaction is an employee's feelings about his work, happy /like or not happy/dislike the results of work with the work environment or as a mental attitude perception, also as a result of employee comparisons to his work. Employees' feelings about their work changing their attitudes and behavior at work.

Empowerment

Empowerment is giving autonomy, authority, trust, and encouraging individuals in the organization to develop regulations in order to complete the work. (Gefen, Karahanna and Straub, 2003) in (Rifai and Sudarusman, 2014).

Empowerment is the giving of responsibility and authority to workers to make decisions regarding all product development and decision making. Empowerment also means sharing information and knowledge among employees used to understand and support organizational performance, giving appreciation to organizational performance and giving autonomy in making decisions that affect the organization (Rifai and Sudarusman, 2014)

Empowerment is a way of building trust between employees and management. There are two characteristics in empowerment, that employees are encouraged to use their own initiatives, and employees are not only given authority but are also given resources to make decisions according to their creativity and innovation. The purpose of empowerment is not only to guarantee the effectiveness of decisions made by the right employee but also to provide mechanisms and responsibilities for individual or team decisions.

Self Efficacy

Self efficacy is an individual assessment of the ability or competence to do a task, achieve a goal, and produce something. (Baron and Byrne, 2012).

Self efficacy refers to the belief in the extent to which an individual estimates his ability to carry out a task or perform a task that is needed to achieve a certain result. Confidence in all of these abilities includes confidence, ability to adapt, cognitive capacity, intelligence and capacity to act in stressful situations. Self efficacy will develop gradually over and over with increasing capabilities and increasing related experiences (Bandura, 2018).

Work Culture

Work culture is a philosophy that is based on the view of life as values that become the nature, habits and driving forces, entrenched in the life of a community group or organization, then reflected from attitudes into behavior, beliefs, ideals, opinions and actions that manifest as work or work. (Triguno, 1997).

Individual or group someone will not be separated from the culture that exists in the organization. In general, they will be influenced by the diversity of various available resources as a stimulus so that someone in the organization has specific behavior when compared to the group of organizations or organizations. Work culture has two levels, namely at a deeper level and less visible, culture refers to the values shared by people in the group and tends to last all the time. This understanding covers what is important in life and varies greatly in different organizations.

At a more visible level, culture describes the pattern or style of behavior of an organization, so that new employees are automatically encouraged to follow the behavior of their peers. Actually work culture has long been known to humans, but it has not been realized that a work success is rooted in the values that are owned and behaviors that become habits. These values start from the customs, religions, norms and norms that become a belief in the work person or organization. The values that become a habit are called work culture (Triguno, 1997). Each function or work process must have differences in the way it works which results in differences in values taken in the organizational framework. This is like what values should be owned, how the behavior of each person will be able to influence their work, then the philosophy adopted.

Research Paradigm and Hypothesis

Based of the facts and literatures, authors formulate the research paradigm and hypothesis as follows.

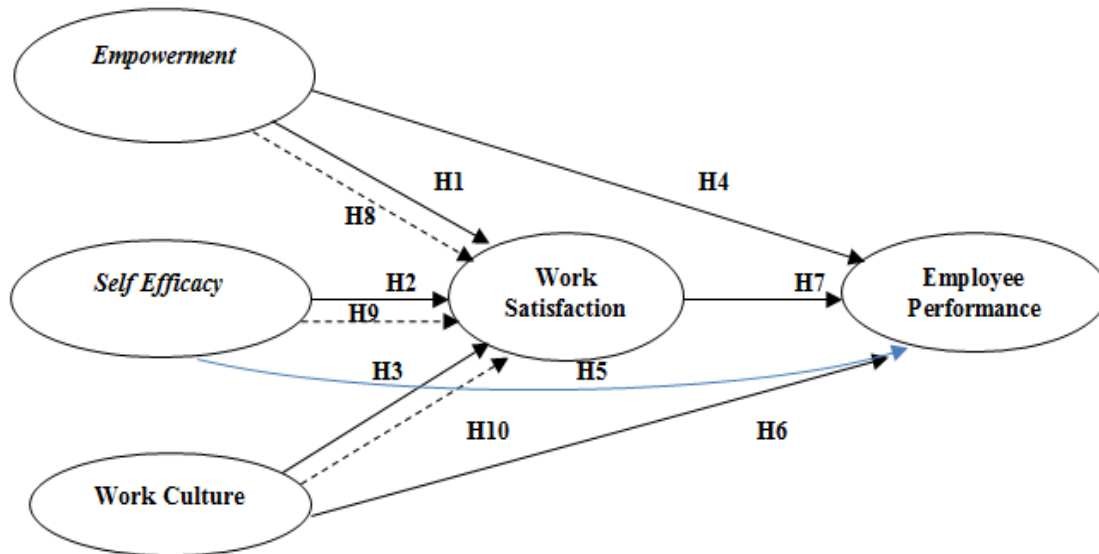


Figure 1. Research Paradigm

H1 : empowerment affects work satisfaction

H2 : Self efficacy affects work satisfaction

H3 : work culture affects work satisfaction

H4 : work satisfaction affects the employee performance

H5 : Empowerment affects the employee performance

H6 : Self efficacy does not affect employee performance

H7 : Work culture does not effect employee performance

H8 : Work satisfaction mediates the effect of empowerment on employee performance,

H9 : Work satisfaction mediates the effect of self efficacy on employee performance

H10 : work satisfaction mediates the effect of work culture on employee performance

3. Research Method

This research was carried out at the Aceh DPMPTSP. The variables used are the independent variable namely Empowerment (X1), Self Efficacy (X2), and Work Culture (X3) dependent variable (Z) namely Employee Performance and the one intervening variable, namely Work satisfaction (Y). The sampling technique used was the census technique, which takes the number of sample as same as population. So, the research sample taken was as much as 145 people.

The source of data in this study was the primary data, namely data collection using questionnaires or direct interviews with respondents (field research) as well as secondary data, which is a method for obtaining data and theories needed and with regard to the study of literature decisions, journals, the internet, the Central Statistics Agency, and other information media (library research).

Also, In this study the authors used a Summated Likert Scale through data collection in the form of a questionnaire or series of questions to respondents, where subjects chose five alternative responses for each question that were given numeric symbols of 1, 2, 3, 4, 5. Data

analysis tool used in this study was structural equation modeling (SEM) with the help of the Amos program. The SEM equation model is a collection of statistical techniques that allow the testing of a series of relatively complex relationships simultaneously (Ferdinand, 2014).

The Hypothesis testing was used to find out the truth of the provisional conjecture. The hypothesis is basically interpreted as a temporary answer to the formulation of research problems (Sugiyono, 2007).

The understanding is for the research hypothesis while the hypothesis is interpreted statistically as a statement about the state of the population (parameters) that will be tested for truth based on data obtained from the research sample (statistics) (Sugiyono, 2007). Therefore, the statistics tested are the null hypothesis.

Santoso, (2011) stated that every decision making that uses probability numbers (p) from AMOS output with a direct effect between H1 to H5 is if p is a number greater (>) than 0.1 so Ho can be accepted, if p is smaller (<) than 0.1 means that Ho is rejected.

4. Result And Discussion

Data Analysis

Confirmatory Faktor Analysis (CFA)

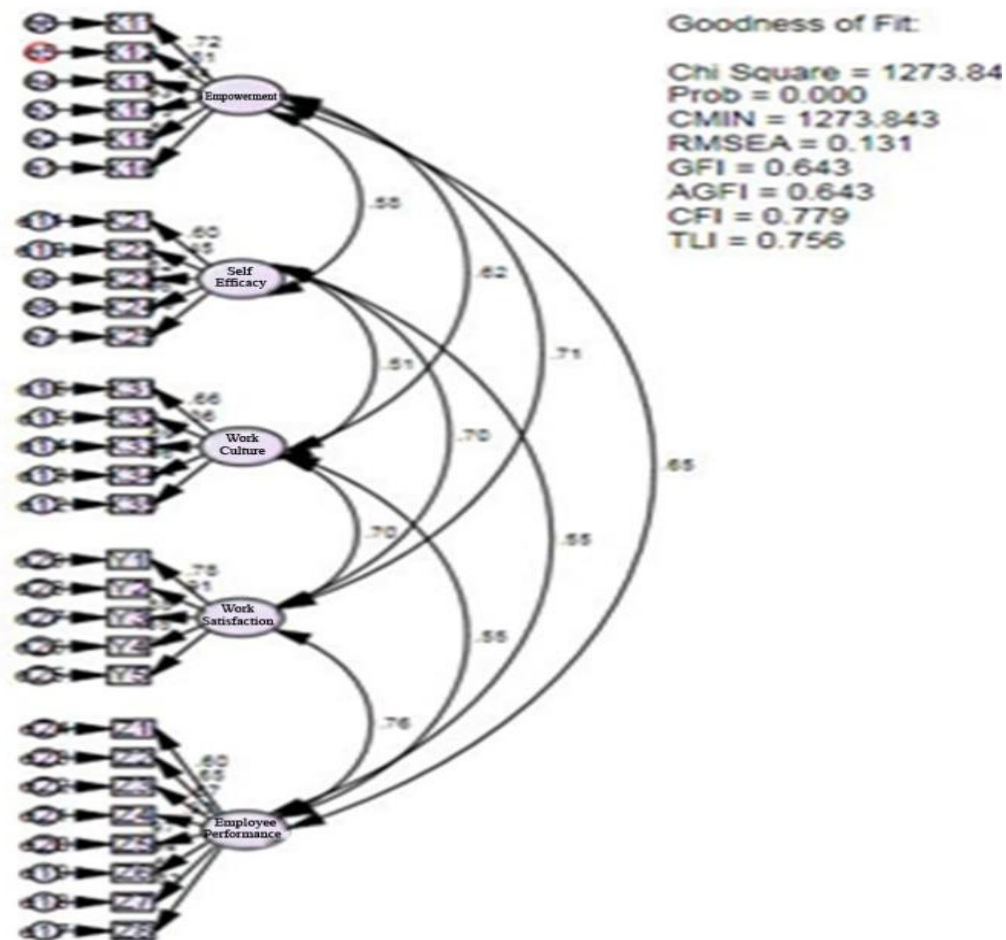


Figure 2. CFA Evaluation 1

The loading factor that represents the contribution of each indicator to the variable can be seen in the following table:

Table 3. Loading Factor of CFA Evaluation 1

			Estimate
X16	<—	Empowerment	.868
X15	<—	Empowerment	.727
X14	<—	Empowerment	.928
X13	<—	Empowerment	.841
X12	<—	Empowerment	.811
X11	<—	Empowerment	.716
X25	<—	<i>Self_Efficacy</i>	.954
X24	<—	<i>Self_Efficacy</i>	.956
X23	<—	<i>Self_Efficacy</i>	.618
X22	<—	<i>Self_Efficacy</i>	.451
X21	<—	<i>Self_Efficacy</i>	.598
X35	<—	Work Culture	.938
X34	<—	Work Culture	.965
X33	<—	Work Culture	.692
X32	<—	Work Culture	.358
X31	<—	Work Culture	.658
Z8	<—	Employee Performance	.827
Z7	<—	Employee Performance	.575
Z6	<—	Employee Performance	.944
Z5	<—	Employee Performance	.967
Z4	<—	Employee Performance	.927
Z3	<—	Employee Performance	.671
Z2	<—	Employee Performance	.649
Z1	<—	Employee Performance	.600
Y5	<—	Work Satisfaction	.467
Y4	<—	Work Satisfaction	.855
Y3	<—	Work Satisfaction	.882
Y2	<—	Work Satisfaction	.911
Y1	<—	Work Satisfaction	.775

Based on the results of the table above, it appears that indicators of Y5, X22, and X32 do not meet the requirements to be included in the subsequent data processing because all loading factors > 0.5 so that the disposal of the indicator is carried out.

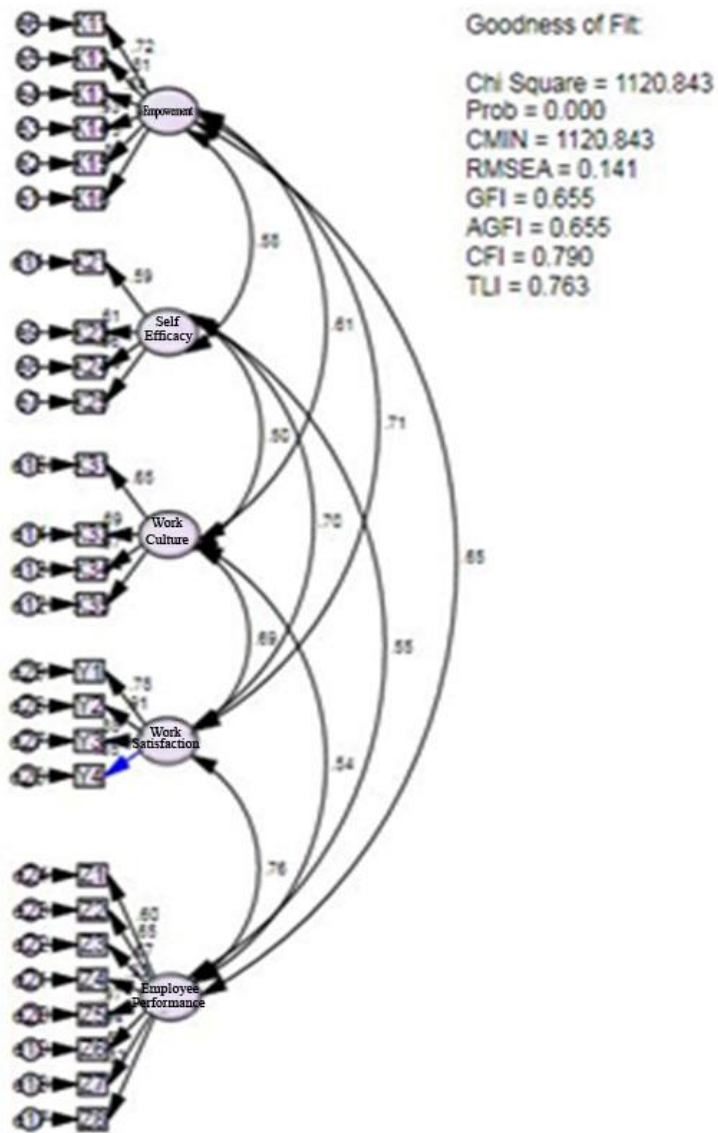


Figure 3. CFA Evaluation 2

The results of Loading Factor after removal of the indicator can be seen in the following table:

Table 4. Loading Factor of CFA Evaluation 2

			Estimate
X16	<---	Empowerment	.869
X15	<---	Empowerment	.727
X14	<---	Empowerment	.929
X13	<---	Empowerment	.840
X12	<---	Empowerment	.811
X11	<---	Empowerment	.715
X25	<---	<i>Self_Efficacy</i>	.958
X24	<---	<i>Self_Efficacy</i>	.956
X23	<---	<i>Self_Efficacy</i>	.606
X21	<---	<i>Self_Efficacy</i>	.593
X35	<---	Work Culture	.939
X34	<---	Work Culture	.968
X33	<---	Work Culture	.687
X31	<---	Work Culture	.652
Z8	<---	Employee Performance	.826
Z7	<---	Employee Performance	.575
Z6	<---	Employee Performance	.944
Z5	<---	Employee Performance	.968
Z4	<---	Employee Performance	.927
Z3	<---	Employee Performance	.671
Z2	<---	Employee Performance	.649
Z1	<---	Employee Performance	.600
Y4	<---	Work Satisfaction	.851
Y3	<---	Work Satisfaction	.884
Y2	<---	Work Satisfaction	.911
Y1	<---	Work Satisfaction	.777

Based on the results of the table above, it appears that all indicators have met the requirements to be included in the subsequent data processing because all the loading factors > 0.5.

From the results of the measurement model analysis, the chi-square value = 1120,843 on probability = 0,000 is classified as marginal fit. While $\chi^2 / df = 3.878$; RMSEA = 0.141; GFI = 0.655; TLI = 0.763; AGFI = 0.655; and CFI = 0.790 do not meet the criteria and the value indicates marginal fit. More clearly the results of the feasibility test are presented in the following table:

Table 5. Goodness of Fit Evaluation for CFA Evaluation 2

<i>Goodness of Fit Index</i>	<i>Cut off Value</i>	Result	Evaluation Model
Chi-Square	< 240,995	1120,843	Marginal
<i>Probability</i>	$\geq 0,05$	0,000	Marginal
RMSEA	$\leq 0,08$	0,141	Marginal
GFI	$\geq 0,90$	0,655	Marginal
AGFI	$\geq 0,90$	0,655	Marginal
CMIN/DF	$\leq 2,00$	3,878	Marginal
TLI	$\geq 0,90$	0,763	Marginal
CFI	$\geq 0,90$	0,790	Marginal

The existence of the results of the feasibility test still shows marginal fit, where the value of the factor load is entirely feasible, so a respecification analysis must be done by looking at Modification Indices (M.I.). Next, the final result of the respecification analysis are presented in the following figure:

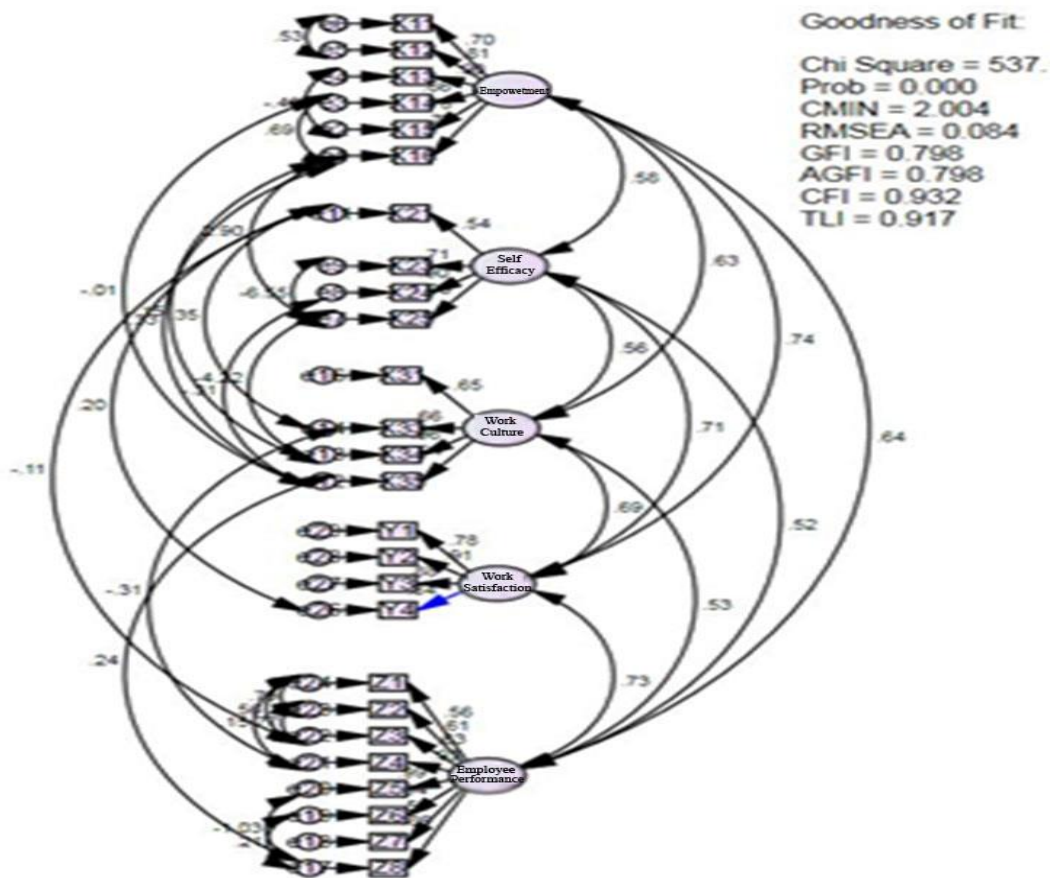


Figure 4. Respecification Analysis

From the results of the measurement model analysis, the value of chi-square = 537,138 on probability = 0,000 is classified as marginal. While $\chi^2 / df = 2.004$; RMSEA = 0.084; GFI =

0.798; TLI = 0.917; AGFI = 0.798; and CFI = 0.932 meet the criteria and the value indicates not fit. More clearly the results of the feasibility test are presented in the following table:

Table 6. Goodness of Fit Evaluation After Respesification Analysis

<i>Goodness of Fit Index</i>	<i>Cut off Value</i>	<i>Result</i>	<i>Evaluation Model</i>
Chi-Square	< 240,995	537,138	Marginal
<i>Probability</i>	$\geq 0,05$	0,000	Marginal
RMSEA	$\leq 0,08$	0,084	Marginal
GFI	$\geq 0,90$	0,798	Marginal
AGFI	$\geq 0,90$	0,798	Marginal
CMIN/DF	$\leq 2,00$	2,00	Good
TLI	$\geq 0,90$	0,932	Good
CFI	$\geq 0,90$	0,917	Good

Based on the above table, it can be seen in general, by using the goodness of fit test, it can be concluded that the measurement model has met the criteria accordingly, so that the output that comes out of this model can be made findings or research findings related to the relationship between indicators and their constructs -mind.

Structural Equation Modelling (SEM) Analysis

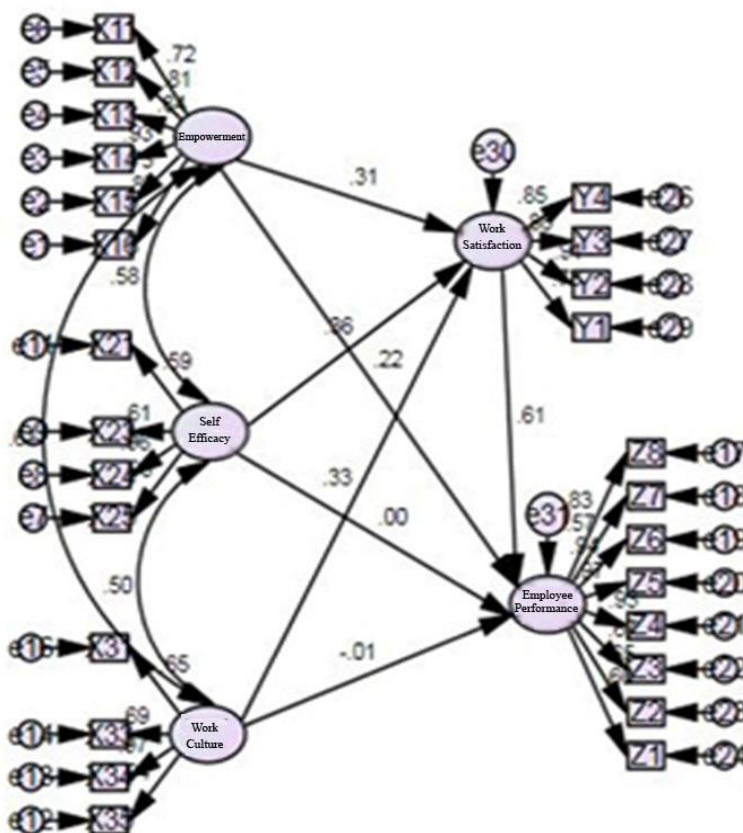


Figure 5. SEM Test Result

Based on the picture above, it can be explained the influence of each variable, namely empowerment, self-efficacy, work culture on work satisfaction and also the indirect effect on employee performance through work satisfaction.

Hypothesis Testing

Table 7. Regression Weight

			Estimate	S.E.	C.R.	P
Work Satisfaction	<--	Empowerment	0,309	0,069	3,868	0,000
Work Satisfaction	<--	<i>Self efficacy</i>	0,357	0,066	4,969	0,000
Work Satisfaction	<--	Work Culture	0,327	0,074	4,428	0,000
Employee Performance	<--	Empowerment	0,222	0,062	2,373	0,018
Employee Performance	<--	<i>Self efficacy</i>	-0,001	0,061	-0,007	0,994
Employee Performance	<--	Work Culture	-0,012	0,066	-0,140	0,888
Employee Performance	<--	Work Satisfaction	0,607	0,098	4,745	0,000

Based on the results of SEM analysis in the above table and statistical equations (1) and (2), the following results can be formulated:

$$\text{Work Satisfaction} = 0.309 \text{ Empowerment} + 0.357 \text{ Self efficacy} + 0.327 \text{ Work Culture}$$

$$\text{Employee Performance} =$$

$$0.222 \text{ Empowerment} - 0.001 \text{ Self efficacy} - 0.012 \text{ Work Culture} + 0.607 \text{ Work Satisfaction}$$

Direct and Indirect Effect Analysis

1. Direct Effect Analysis

Table 8. Conclusion of the Direct Effect Model

No	Hypothesis	CRCut off >1.96	P Value Cut off < 0,05	Result
1	Empowerment affects work satisfaction	3.868	0,000 (Sig, < 5%)	H ₁ Accepted
2	Self efficacy affects work satisfaction	4.969	0,000 (Sig, < 5%)	H ₂ Accepted
3.	Work culture affects work satisfaction	4.428	0,000 (Sig, < 5%)	H ₃ Accepted
4	Work satisfaction affects performance	4.745	0,000 (Sig, < 5%)	H ₄ Accepted
5	Empowerment affects employee performance	2.373	0,018 (Sig, < 5%)	H ₅ Accepted
6	Self efficacy affects employee performance	-0.007	0,994 (Sig, > 5%)	H ₆ Rejected
7	Work culture affects employee performance	-0.140	0,888 (Sig, > 5%)	H ₇ Rejected

a. The Effect of Empowerment on Work Satisfaction

The effect of empowerment on work satisfaction obtained CR values of 3.868 with a significance level of 0.000. Thus it concludes the empowerment affects the increase in work satisfaction. The magnitude of the effect of empowerment on work satisfaction is 0.309 or 30.9%. This indicates that the better the empowerment will have a positive and real effect on increasing work satisfaction.

b. The Effect of Self Efficacy on Work Satisfaction

The effect of self efficacy on work satisfaction obtained CR value of 4.969 with a significance level of 0,000. Thus it describes the self efficacy affects the increase in work satisfaction. The magnitude of the effect of self efficacy on work satisfaction is 0.357 or 35.7%. This indicates that the higher the level of self efficacy will further increase work satisfaction.

c. The Effect of Work Culture on Work Satisfaction

The influence of work culture on work satisfaction obtained a CR value of 4.428 with a significance level of 0.000. Thus it figures the work culture influences employee work satisfaction. The magnitude of the influence of work culture on work satisfaction is 0.327 or 32.7%. This indicates that the higher level of work culture will further increase work satisfaction.

d. The Effect of Work Satisfaction on Employee Performance

The effect of work satisfaction on employee performance obtained CR values of 4.745 with a significance level of 0,000. Thus it says the work satisfaction affects employee performance. The magnitude of the effect of work satisfaction on employee performance is 0.607 or 60.7%. This indicates that higher work satisfaction will directly influence employee performance improvement.

e. The Effect Empowerment To Employee Performance

The effect of empowerment on employee performance obtained a CR value of 2.373 with a significance level of 0.018. Thus it reveals that empowerment affects the performance of employees at. The magnitude of the effect of empowerment on employee performance was 0.222 or 22.2%. This indicates, the higher the empowerment will have a direct influence on improving employee performance.

f. The Effect of Self Efficacy To Employee Performance

The effect of self efficacy on employee performance obtained CR -0.007 with a significance level of 0.994. Thus it reveals, self efficacy does not affect employee performance improvement.

g. The Effect of Work Culture To Employee Performance

The influence of work culture on employee performance obtained a CR value of -0.140 with a significance level of 0.888. Thus it explains the work culture has no influence on employee performance.

2. Indirect Effect Analysis

a. The Effect of Empowerment on Employee Performance through Work Satisfaction

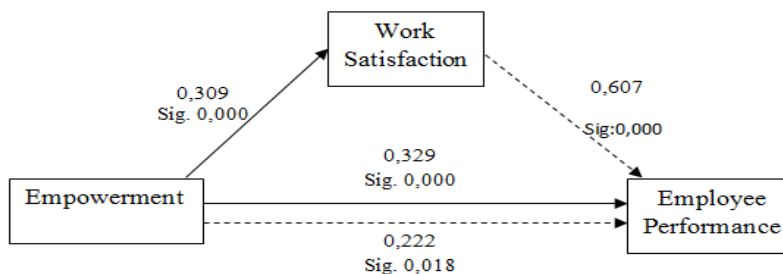


Figure 6. Indirect Effect Measurement 1

Based on the picture above, it was found that the path coefficient between empowerment and work satisfaction obtained a path coefficient value of 0.309, while the path coefficient of work satisfaction on employee performance was 0.607.

The path coefficient between empowerment and employee performance obtained a value of 0.222. Because the direct effect between empowerment and significant employee performance at 5%, the effect of empowerment on work satisfaction is significant at 5% and the effect of work satisfaction on employee performance is also significant at 5%, it figures that the work satisfaction variable acts as a variable mediating the relationship between empowerment employee performance. The mediating role played by work satisfaction is partially mediating.

b. The Effect of Self Efficacy on Employee Performance Through Work Satisfaction

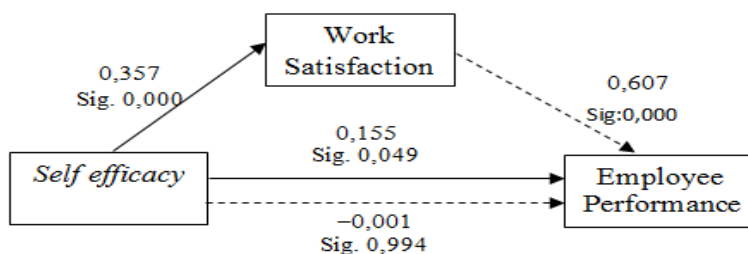


Figure 7. Indirect Effect Measurement 2

Based on the picture above, obtained the path coefficient between self efficacy and work satisfaction obtained a path coefficient value of 0.357, while the path coefficient of work satisfaction on employee performance is 0.607.

The path coefficient between self efficacy and employee performance obtained a value of -0.001. Because the direct effect between self efficacy and employee performance is not significant at 5%, the effect of self efficacy on work satisfaction is significant at 5%, and the effect of work satisfaction on employee performance is also significant at 5%, so it explains that

work satisfaction variable plays a role as a mediating relationship variable between self efficacy on employee performance. The mediating role played by work satisfaction is fully mediating.

c. The Effect of Work Culture on Employee Performance Through Work satisfaction

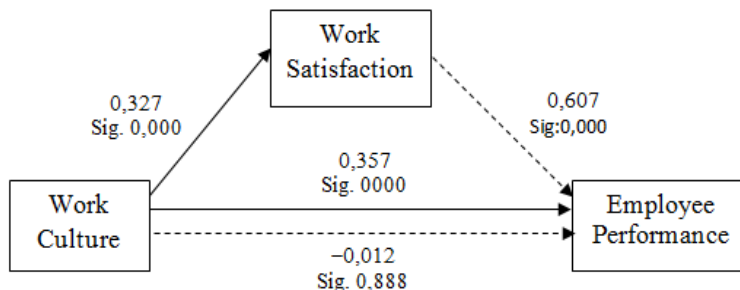


Figure 8. Indirect Effect Measurement 3

Based on the picture above, the path coefficient obtained between work culture and job satisfaction obtained a path coefficient value of 0.327, while the path coefficient of job satisfaction on employee performance of 0.607. The path coefficient between self efficacy and employee performance obtained a value of 0.357. Because the direct influence between work culture and employee performance is not significant at 5%, the influence of work culture on job satisfaction is significant at 5%, and the effect of job satisfaction on employee performance is also significant at 5%, so it describes that job satisfaction variable plays a role as a mediating variable relationship between work culture and employee performance. The mediating role played by job satisfaction is fully mediating.

5. Conclusion

Based on the result described, it reveals that empowerment affects work satisfaction, Self efficacy affects work satisfaction, work culture affects work satisfaction, work satisfaction affects the performance of employee, Empowerment affects the performance of employees, Self efficacy does not affect the performance of employees, Work culture does not effect the performance of employees, Work satisfaction mediates the effect of empowerment on employee performance, Work satisfaction mediates the effect of self efficacy on employee performance, and work satisfaction mediates the effect of work culture on employee performance. This contributes to be premises in the realm of science. The variables raised by other researchers in previous studies stimulated researchers to come up with something new, useful, and targeted, especially in the scope of the Aceh DPMPSTP. In terms of the theoretical backrest of the experts, researchers have presented a variety of the latest expert exposures and strongly support the creation of quality research and keep abreast of developments over time. This research also have limitation that lies in the scope of object. This research also can be a reference to practical leaders especially in Aceh DPMPSTP.

Some suggestions that can be given. In order to increase empowerment, the Aceh DPMPSTP should provide time for employees to obtain information and discuss issues openly. For improving the self-efficacy, it needs the leader attention for employees that they have to be able to solve problems in sharing situations. It is also better to set the work culture in the team that contains a tendency to prioritize team performance.

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