

The Effect of Intrinsic Motivation, Self-Efficacy, and Organizational Climate on Job Performance of Marketing Division Employees at PT.XYZ

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Abstract. This study aims to examine the effect of intrinsic motivation (IM), self-efficacy (SE), and organizational climate (OC) on job performance (JP) mediated by work engagement (WE) and job satisfaction (JS). The method used is quantitative with saturated sampling. Data were collected through questionnaires and analyzed using the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS) with 43 respondents. The results showed that intrinsic motivation, self-efficacy, and organizational climate had a positive effect on job performance. Additionally, intrinsic motivation and self-efficacy have a positive effect on work engagement. Organizational climate and work engagement have had a positive effect on job satisfaction. Both job satisfaction and work engagement had a positive effect on job performance. The strongest mediation path analysis occurs in the relationship between intrinsic motivation and job satisfaction through work engagement, and from intrinsic motivation to job performance through work engagement, which also shows a significant influence. The results of this study provide useful insights for organizations, where the main focus is directed at increasing self-efficacy and job satisfaction, while factors that have shown good performance such as intrinsic motivation, organizational climate, and work engagement must still be maintained to preserve optimal organizational performance.

Keywords: Intrinsic Motivation, Job Performance, Job Satisfaction, Organization Climate, Self Efficacy, Work Engagement.

INTRODUCTION

The fast-moving consumer goods (FMCG) industry in Indonesia continues to demonstrate consistent and promising growth trends. This expansion is primarily driven by increasing consumer purchasing power and shifting preferences toward everyday consumer products. Despite facing challenges such as inflationary pressures and intensifying competition, the FMCG sector maintains positive dynamics worthy of further examination. According to Kantar Worldpanel (2025), Indonesia's FMCG industry experienced 7% growth compared to the previous year, indicating an increase in household consumer spending. This growth was particularly influenced by the expansion of beauty product sectors, snack food categories, and dairy products. The beauty product sector maintained double-digit growth over recent years, exceeding total FMCG growth in 2024 at 16%, followed by snack foods at 13% and dairy at 9%.

The surge in FMCG industry growth, as demonstrated by increased consumer spending, represents a positive indicator for this sector. However, to ensure sustainable growth capable of addressing existing challenges, support from internal company aspects is essential, particularly through enhanced employee job performance. Optimal employee performance becomes a strategic element in maintaining efficiency, innovation, and company

competitiveness amid continuously evolving market dynamics. In facing steadily increasing and dynamic industry growth, companies are required not only to adapt to external changes such as consumer behavior and market conditions but also to strengthen internal factors that serve as primary pillars of business sustainability.

One key aspect that cannot be overlooked in this context is employee job performance, which directly supports operational effectiveness, service quality, and achievement of company targets amid increasingly competitive environments. Employee performance reflects how individuals execute tasks and achieve professional objectives. This encompasses how individuals perform work, collaborate with colleagues, resolve emerging problems, and meet targets established by the company. Visible job performance represents an accumulation of all operational processes in the workplace and is determined not only by technical capabilities but also influenced by psychological factors and organizational environment.

The improvement of employee job performance cannot be separated from the crucial role of various internal factors, particularly motivation and self-efficacy. Motivation constitutes a fundamental element that drives individuals to achieve work objectives optimally and contribute to organizational productivity enhancement. Employees with high motivation levels tend to demonstrate greater initiative, display positive attitudes toward tasks, and show more responsibility in executing their roles. Conversely, self-efficacy, or confidence in one's ability to complete tasks, also influences the extent to which employees can face work challenges confidently. Therefore, attention to and management of these internal factors become crucial in ensuring sustainable job performance improvement.

Work motivation can be strengthened through organizational support in the form of reward systems, incentives, and constructive feedback (Nugraha & Kharismasyah, 2024). Psychologically, motivation represents a process involving internal and external drives to direct, maintain, and enhance work effort in achieving organizational goals (Nur Azzizah Yupiter Gulo, 2023). Employees possessing high intrinsic motivation and self-efficacy tend to demonstrate better performance because psychological needs such as autonomy, competence, and relatedness have been fulfilled (Ryan & Deci, 2020). Self-efficacy functions as a psychological foundation that encourages individuals to face work challenges with high confidence and determination. The stronger one's self-confidence, the greater their effort in overcoming obstacles and achieving work targets (Nur & Frianto, 2022).

Beyond internal factors such as motivation and self-efficacy, external factors like organizational climate also play a significant role in driving optimal job performance achievement. Organizational climate reflects employees' perceptions and experiences of the internal work environment, directly influencing their attitudes, enthusiasm, and work behaviors. A conducive organizational environment—characterized by resource support, adequate facilities, and policies supporting employee development—can promote overall productivity and performance enhancement (Powell et al., 2021). Therefore, creating a positive organizational climate becomes an important strategy in human resource management to achieve company objectives.

In addition to motivation, self-efficacy, and organizational climate, two other variables with important influence on performance are work engagement and job satisfaction. Work engagement reflects the level of energy, dedication, and employee involvement in executing tasks. Employees with high engagement levels demonstrate strong enthusiasm and

commitment toward their work (Demerouti & Bakker, 2023). Conversely, job satisfaction reflects subjective evaluation of work experience, encompassing salary, environment, and interpersonal relationships. Both variables often serve as mediators bridging the relationship between internal-external factors and job performance. For example, positive organizational climate can enhance job satisfaction, ultimately impacting performance improvement (Rahmadani et al., 2022).

Although the FMCG industry generally demonstrates positive growth trends, field realities indicate that not all companies can optimize this momentum. Several companies experience gaps between market potential and internal effectiveness. This is also reflected at PT XYZ, a food and beverage company focusing on nutrition and health products. Despite having an extensive distribution network and integrated marketing strategy, data reveals performance fluctuations between Marketing Representative and Frontliner divisions throughout 2024, particularly in April and December. This phenomenon indicates the presence of internal and external factors affecting productivity. Therefore, further research is essential to identify causes of these performance gaps and formulate job performance improvement strategies to support PT XYZ's competitiveness and effectiveness sustainably.

Based on the preceding discussion, this research formulates eight main problems: whether Intrinsic Motivation, Self-Efficacy, and Organizational Climate positively influence Work Engagement, Job Satisfaction, and Job Performance. Aligned with this, the objective of this research is to identify and analyze positive relationships among these factors, both directly and through the mediating roles of Work Engagement and Job Satisfaction. This research is expected to provide theoretical and practical benefits for human resource management development at PT XYZ, particularly in the area marketing division. Theoretically, this research enriches human resource management studies by examining the interconnection of individual and contextual factors toward performance through psychological mechanisms, while strengthening models such as Social Cognitive Theory, Self-Determination Theory, and the Job Demands-Resources Model. Practically, research findings are expected to serve as references for management in designing performance improvement strategies through strengthening motivation, self-efficacy, and positive work climate, as well as assisting HR practitioners in developing training programs and psychologically-based policies capable of enhancing employee engagement and job satisfaction to promote optimal organizational performance.

MATERIALS AND METHOD

This study examined the influence of *intrinsic motivation*, *self-efficacy*, and *organizational climate* on job performance among employees in the area marketing division of PT XYZ. The independent variables were *intrinsic motivation*, *self-efficacy*, and *organizational climate*, while job performance served as the dependent variable. *Work engagement* and *job satisfaction* functioned as mediating variables. The study aimed to measure the direct effects of the independent variables on job performance and analyze their indirect effects through *work engagement* and *job satisfaction*.

The unit of analysis was individual employees—specifically, permanent staff members in the area marketing division of PT XYZ.

A quantitative design using a survey method was employed. Data were collected once

from February to March 2025 using structured questionnaires distributed via Google Forms to all 43 permanent employees with more than one year of tenure, ensuring respondents had sufficient experience with the organizational environment. Saturated sampling was applied, including the entire population due to its small size.

Data analysis utilized Partial Least Squares–Structural Equation Modeling (PLS-SEM) via SmartPLS version 4.1.1.2. The measurement model assessed indicator validity and reliability through factor loadings, Average Variance Extracted (AVE), the Fornell–Larcker criterion, Cronbach’s Alpha, and Composite Reliability. The structural model evaluated relationships among variables using R^2 , f^2 , Q^2 , and Variance Inflation Factor (VIF). Path coefficients determined effect sizes, and mediation analysis tested whether *work engagement* and *job satisfaction* significantly mediated the relationships between independent variables and job performance.

RESULTS AND DISCUSSION

The total number of respondents in this study was 43 individuals, representing the entire population of the area marketing division at PT XYZ. To obtain a comprehensive understanding of the participants involved, the respondent profile was analyzed based on several relevant demographic variables, including age, job position, education level, and length of employment. This profile provides contextual insight into the collected data and supports more accurate interpretation of the research findings.

Table 1. Respondent Demographic Profile

Demographic Variable	Category	Frequency (n)	Percentage (%)
Age	20-30 years	2	5%
	31-40 years	24	56%
	41-50 years	17	40%
Job Position	Marketing Representative	21	49%
	Frontliner	22	51%
Education Level	High School	36	84%
	Others	7	16%
Work Tenure	1-5 years	1	2%
	5-10 years	13	30%
	10-15 years	15	35%
	>15 years	14	33%

Based on age distribution, the majority of respondents were aged between 31–40 years, comprising 24 individuals (56%), followed by 17 respondents (40%) aged 41–50 years, and 2 respondents (5%) aged 20–30 years. Regarding job position, the respondents consisted entirely of permanent staff within the marketing division, with a relatively balanced distribution—21 respondents (49%) serving as marketing representatives and 22 respondents (51%) as frontliners. In terms of education level, most respondents held a high school diploma, accounting for 36 individuals (84%), indicating that the workforce in this division predominantly possesses secondary education qualifications.

Concerning work tenure, the majority of respondents had been employed for more than five years, reflecting a stable and experienced workforce. Specifically, 15 respondents (35%) had worked for 10–15 years, 13 respondents (30%) for 5–10 years, 14 respondents (33%) for

more than 15 years, and only 1 respondent (2%) for 1–5 years. These demographic characteristics indicate that the sample represents a mature, experienced, and relatively stable employee group, which provides a solid foundation for analyzing the relationships among intrinsic motivation, self-efficacy, organizational climate, work engagement, job satisfaction, and job performance within the company.

Hypothesis Testing

Hypothesis testing in the inner model aims to evaluate causal relationships among latent constructs, both directly and indirectly, to test whether hypothesized influences are statistically proven in the structural model. Direct effect testing measures the influence of one exogenous construct on an endogenous construct without passing through mediating constructs. The following presents the results of direct effect hypothesis testing:

Table 2. Direct Effect Hypothesis Testing Results

Hypothesis	Path Coefficient	Confidence Interval (CI)		Decision
		5.0%	95.0%	
H1: Intrinsic motivation positively affects Job performance	0.027	-0.217	0.237	Supported
H2: Self efficacy positively affects Job performance	0.310	0.046	0.563	Supported
H3: Organization climate positively affects Job satisfaction	0.405	0.186	0.713	Supported
H4: Intrinsic motivation positively affects work engagement	0.477	0.247	0.695	Supported
H5: Self efficacy positively affects work engagement	0.338	0.147	0.558	Supported
H6: Work engagement positively affects job satisfaction	0.465	0.122	0.708	Supported
H7: Job satisfaction positively affects job performance	0.260	-0.013	0.524	Supported
H8: Work engagement positively affects Job performance	0.342	0.087	0.609	Supported

Source: Data Processing Results (2025)

Based on Table 2, all hypotheses were declared "supported" with positive path coefficient values as generated through data processing using SmartPLS. The explanation for each hypothesis test in this research is presented as follows:

The Effect of Intrinsic Motivation on Job Performance

These results indicate that the effect of intrinsic motivation on job performance is "supported" with a path coefficient value of 0.027, meaning that intrinsic motivation positively affects job performance. Based on the path coefficient value in this hypothesis, it also indicates that the positive influence of motivation becomes stronger when other supporting factors exist, such as work engagement and job satisfaction, which can drive job performance to be more

optimal. Several studies have also found positive effects of intrinsic motivation on job performance (Kumari & Kumar, 2023; Ni et al., 2022).

The Effect of Self-Efficacy on Job Performance

The second hypothesis in this research examines the effect of self-efficacy on job performance. This hypothesis demonstrates that self-efficacy, or an individual's confidence in their own abilities, has a positive influence on job performance. The coefficient value of 0.310 indicates a positive relationship where increased individual confidence in their competence can impact work performance improvement. These findings align with social-cognitive motivation theory, which states that individuals with high self-efficacy tend to set higher goals and persist more in achieving them, as also found in previous research (Ibrahim & Aldawsari, 2023).

The Effect of Organization Climate on Job Satisfaction

The next hypothesis regarding the effect of organization climate on job satisfaction has a path coefficient value of 0.405, indicating that organizational climate has a fairly strong positive influence on job satisfaction. This means a conducive work environment, support from superiors, open communication, and healthy organizational values contribute significantly to increasing employee satisfaction with their work. This demonstrates the importance of creating a positive organizational culture to maintain and enhance job satisfaction. This finding is consistent with previous research showing that organization climate positively affects job performance (Jianchun, 2024; Liang et al., 2024; Lintanga & Rathakrishnan, 2024).

The Effect of Intrinsic Motivation on Work Engagement

The next hypothesis examines the influence between intrinsic motivation and work engagement. Research results show that intrinsic motivation positively affects work engagement. The high path coefficient value of 0.477 indicates that intrinsic motivation strongly drives work engagement. This means employees who possess intrinsic drives such as enthusiasm for work and high sense of responsibility will be more likely to demonstrate high work engagement, physically, cognitively, and emotionally. These results show that facilitating internal motivation sources represents an important strategy in enhancing workforce engagement. Several previous studies have also found similar results, namely that intrinsic motivation positively affects work engagement (Kohnen et al., 2024; Wan et al., 2022).

The Effect of Self-Efficacy on Work Engagement

The fifth hypothesis in this research examines the effect of self-efficacy on work engagement. With a coefficient value of 0.338, this hypothesis shows that self-efficacy also has a positive influence on work engagement. Individuals confident in their abilities tend to be more focused, persistent, and energetic in executing work tasks, thus demonstrating higher engagement levels. This reinforces the importance of competence development and self-confidence through training or coaching. This finding is also consistent with previous research stating that self-efficacy has a positive influence on work engagement (Aalto et al., 2024; Hassan et al., 2024; Meynhardt et al., 2024).

The Effect of Work Engagement on Job Satisfaction

The sixth hypothesis examines the effect of work engagement on job satisfaction, where

it was found that work engagement positively affects job satisfaction. This hypothesis shows that work engagement has a strong influence on job satisfaction with a path coefficient of 0.465. This means that the higher a person's level of involvement in work, the higher their job satisfaction level. Work engagement can create meaningful and positive work experiences that ultimately enhance satisfaction perceptions toward work. Several previous studies have also found similar findings, namely that work engagement positively affects job satisfaction (Ge et al., 2021; Grubert et al., 2023; Li et al., 2021).

The Effect of Job Satisfaction on Job Performance

The next hypothesis examines the effect of job satisfaction on job performance. Research results show a coefficient value of 0.260, indicating that job satisfaction has a positive influence on job performance. This means that even when employees feel satisfied with their work, this is not always followed by significant performance improvement. Other factors such as ability, available resources, or work pressure can also play important roles in determining actual performance (Jianchun, 2024; Eliyana et al., 2019).

The Effect of Work Engagement on Job Performance

The final hypothesis examines the effect of work engagement on job performance. The coefficient value of 0.342 indicates that work engagement has a positive influence on job performance. This means employees who actively engage in their work tend to have better work performance. This shows that engagement in work not only increases job satisfaction but also directly impacts achieving higher performance. Similar findings were also found in previous research showing that work engagement has a positive influence on job performance (Cheng et al., 2023; Liu et al., 2024; Molinaro et al., 2025).

Importance-Performance Map Analysis (IPMA)

Importance-Performance Map Analysis (IPMA) represents an advanced method in the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach used to evaluate strategic priorities of latent constructs based on two main dimensions: importance level and performance level. According to Hair et al. (2022), importance is measured through total effects, representing the overall influence of constructs on target variables, while performance is measured based on the average score value of those constructs. The purpose of IPMA is to provide additional insights for decision-making by identifying which constructs most need improvement to maximize influence on endogenous variables. This analysis is visualized in four quadrants:

- 1) Quadrant I (High Importance–High Performance) shows constructs that are important and have performed well, thus need to be maintained.
- 2) Quadrant II (High Importance–Low Performance) reflects important constructs but with low performance, which must become the main priority for improvement.
- 3) Quadrant III (Low Importance–Low Performance) displays constructs with low influence and low performance, which can be temporarily ignored.
- 4) Quadrant IV (Low Importance–High Performance) shows constructs with high performance but not very influential, so resources can be redirected to more strategic areas.

Thus, IPMA provides guidance that is not only theoretical but also practical in determining the most effective development focus in managerial or organizational contexts. In the IPMA analysis calculation process using SmartPLS version 4.1.1.2 in this research, the selected target construct is job performance (JP), and the selected IPMA result is all predecessors of the selected target construct.

Table 3. IPMA Results for Research Constructs

Variable	Importance	Performance
<i>Intrinsic Motivation</i>	0,248	61,414
<i>Job Satisfaction</i>	0,260	51,926
<i>Organization Climate</i>	0,105	64,508
<i>Self Efficacy</i>	0,467	46,659
<i>Work Engagement</i>	0,463	66,111
Mean	0,309	58,124

Source: Data Processing Results (2025)

Based on the displayed table, it is known that the average importance of each construct toward job performance in this research is 0.309, while the average performance reaches 58.124. These two values are used as references to determine which constructs have high or low importance levels and whether their performance has met established standards. Using this data, horizontal and vertical lines can be drawn on the IPMA map to illustrate the position and priority of each analyzed construct. The following figure presents the IPMA map visualization showing evaluation results for all constructs in this research.

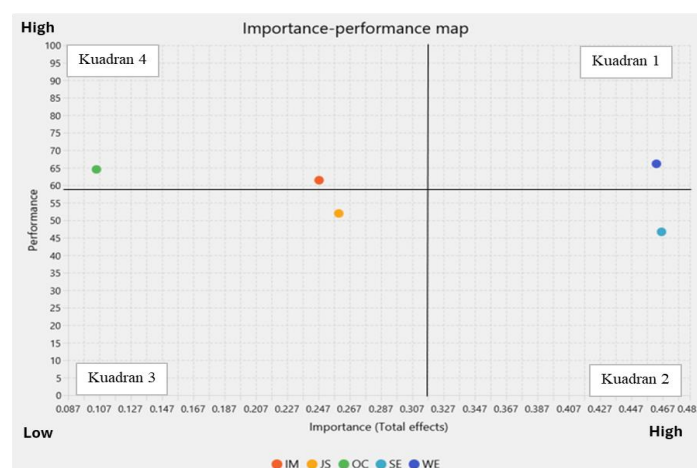


Figure 1. Importance-Performance Map Job Performance (JP) (constructs) – IPMA

Source: Data Processing Results (2025)

The Importance-Performance Map Analysis (IPMA) diagram above illustrates the position of five constructs (IM: Intrinsic Motivation, JS: Job Satisfaction, OC: Organizational Climate, SE: Self-Efficacy, WE: Work Engagement) based on two dimensions: importance (total effects) on the horizontal axis and performance on the vertical axis. Vertical and horizontal lines indicate average importance and performance values, functioning as dividers into four strategic analysis quadrants. The following are the results when interpreted into quadrants:

- 1) Quadrant I (High Importance – High Performance): Occupied by the Work Engagement (WE) construct, meaning WE represents a key factor in influencing the target construct and has been running very well, thus needs to be maintained

and further optimized.

- 2) Quadrant II (High Importance – Low Performance): Occupied by Self-Efficacy (SE), meaning SE has a large influence on the target construct but its performance is still below average, thus requiring prioritized improvement because its potential impact is substantial on Job Performance.
- 3) Quadrant III (Low Importance – Low Performance): Occupied by Job Satisfaction (JS), meaning JS has relatively low influence and performance, thus can be given low priority or its role in the model reviewed.
- 4) Quadrant IV (Low Importance – High Performance): Occupied by Organization Climate (OC) and Intrinsic Motivation (IM), meaning OC and IM have high performance but do not significantly influence the target construct, thus resources can be optimized for more impactful constructs.

This diagram shows that Work Engagement is the most strategic construct currently, while Self-Efficacy needs more attention for improvement because its potential is substantial but not yet optimal. After conducting IPMA analysis on constructs in this research, the next stage is evaluating IPMA results at the level of individual indicators involved.

Table 4. IPMA Results for Research Indicators

Variable	Indicator	Importance	Performance	IPMA quadrant
<i>Intrinsic Motivation</i>	IM1	0,060	67,442	4
	IM2	0,056	56,977	3
	IM3	0,068	72,093	4
	IM4	0,074	46,512	3
	IM5	0,066	66,279	4
<i>Job Satisfaction</i>	JS3	0,075	37,209	3
	JS4	0,059	67,442	4
	JS5	0,054	55,814	3
	JS6	0,075	63,953	4
	JS9	0,074	41,860	3
<i>Organization Climate</i>	OC1	0,025	73,256	4
	OC2	0,033	55,814	3
	OC5	0,032	51,163	3
	OC7	0,02	79,070	4
	OC8	0,024	72,093	4
<i>Self Efficacy</i>	SE1	0,125	23,256	2
	SE2	0,092	59,302	1
	SE3	0,103	37,209	2
	SE4	0,091	62,791	1
	SE5	0,106	59,302	1
	SE6	0,103	53,488	2
<i>Work Engagement</i>	WE1	0,173	70,930	1
	WE2	0,139	61,628	1
	WE4	0,131	65,116	1
	WE5	0,134	66,279	1
Mean		0,07968	58,651	

Source: Data Processing Results (2025)

Based on the displayed table, it is known that the average importance is 0.07968, while the average performance reaches 58.651. These two values are used as references to determine which constructs have high or low importance levels and whether their performance has met established standards. The following figure presents the IPMA map visualization showing

evaluation results for all indicators in this research:

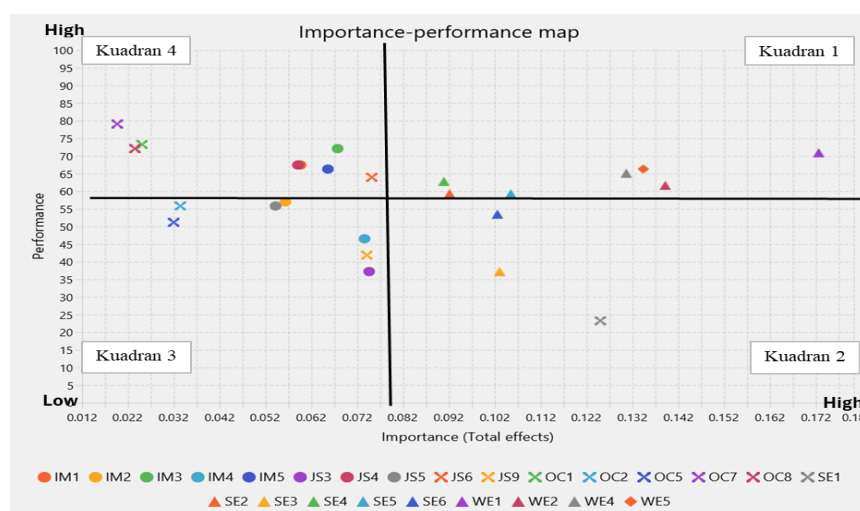


Figure 2. Importance-Performance Map Job Performance (JP) (indicators) – IPMA
Source: Data Processing Results (2025)

Based on Importance-Performance Matrix Analysis (IPMA) results, indicators from five main variables can be categorized into four strategic quadrants to support effective managerial decision-making. Quadrant I (High Importance–High Performance) includes constructs with high importance levels and optimal performance, such as indicators SE2, SE4, SE5, WE1, WE2, WE4, and WE5. However, it should be noted that Self-Efficacy (SE) indicators tend to approach the Quadrant II threshold, indicating the need for vigilance because several other SE indicators are already in Quadrant II, which is the priority area for improvement. Conversely, Work Engagement (WE) indicators are in the high-performing and significantly influential category, reflecting organizational success in managing these aspects and the importance of continued maintenance to ensure quality consistency.

Quadrant II (High Importance–Low Performance) displays strategic areas highly influential on job performance but not yet optimally implemented. Indicators in this category are SE1, SE3, and SE6, illustrating employee confidence levels in completing complex tasks. Therefore, organizations need to focus improvement efforts on self-efficacy aspects in complex situations because they have significant impact on job performance achievement. Meanwhile, Quadrant III (Low Importance–Low Performance) contains indicators such as IM2, IM4, JS3, JS5, JS9, OC2, and OC5. These indicators show low importance and performance levels, so interventions can be delayed or minimized for resource allocation efficiency. Quadrant IV (Low Importance–High Performance) includes indicators such as IM1, IM3, IM5, JS4, JS6, OC1, OC7, and OC8, showing high performance despite relatively low impact on main outcomes. Therefore, resource allocation for these indicators can be re-evaluated and considered for reallocation to more strategic areas, particularly indicators in Quadrant II. Overall, this analysis provides data-based guidance for PT. XYZ in determining appropriate intervention priorities to enhance overall and sustainable performance effectiveness.

Discussion

Based on direct hypothesis testing results shown through path coefficient values, all

independent variables provide positive influences on their respective dependent variables, although with varying contribution levels. The highest coefficient value is found in H4, namely the effect of intrinsic motivation on work engagement, with a value of 0.477, showing that intrinsic motivation represents a dominant factor in enhancing work engagement. Employees with strong internal drives and feeling involved in their work tend to demonstrate higher focus, dedication, and enthusiasm in executing tasks. This aligns with H6 results, namely the effect of work engagement on job satisfaction, which also has a high coefficient value of 0.465, indicating that higher work engagement leads to higher job satisfaction experienced by employees. This satisfaction ultimately provides positive impact on performance improvement (job performance).

Employees who are intrinsically motivated and engaged emotionally and cognitively in their work tend to experience greater meaning in working, feel satisfied with the organization (job satisfaction), and are driven to deliver their best performance. Conversely, the hypothesis with the lowest influence is H1, namely the effect of intrinsic motivation on job performance, with a coefficient value of 0.027. This indicates that intrinsic motivation does not provide significant direct impact on performance if not accompanied by increased engagement and job satisfaction. Therefore, intrinsic motivation influence should be optimized through indirect paths, namely by enhancing engagement (work engagement) and job satisfaction, to obtain maximum impact on employee performance (job performance).

Based on Importance Performance Map Analysis (IPMA) results on research constructs, important findings were obtained divided into four quadrants. In Quadrant I (High Importance – High Performance), Work Engagement (WE) represents a factor with substantial influence on the target construct and demonstrates high performance. This shows that WE has been running well and needs to be maintained and continuously optimized. Meanwhile, in Quadrant II (High Importance – Low Performance), Self-Efficacy (SE) has substantial influence on the target but its performance remains below average. Thus, SE becomes the main priority for improvement because its potential impact is very substantial on Job Performance.

Next, Quadrant III (Low Importance – Low Performance) is occupied by Job Satisfaction (JS), showing relatively low influence and performance, thus not becoming a priority focus and its role in the model can be reviewed. Finally, Quadrant IV (Low Importance – High Performance) shows that Organization Climate (OC) and Intrinsic Motivation (IM) have high performance but relatively low contribution to the target construct. Therefore, resources used for OC and IM can be re-optimized for allocation to constructs with greater impact, such as SE. These findings provide strategic direction in managerial decision-making for enhancing organizational performance effectiveness, particularly in prioritizing development of factors with significant but not yet optimal performance impact. IAContinueBased on research findings and referring to Social Cognitive Theory, it was found that strengthening employee self-efficacy becomes a key aspect in enhancing individual performance in PT. XYZ's work environment. This theory explains that human behavior is influenced by reciprocal interactions among personal factors, environment, and behavior itself. Therefore, it is important for organizations to build employee confidence in their abilities to face work tasks or challenges.

There are four main self-efficacy enhancing indicators that can be implemented managerially. First, through mastery experience, companies can provide tasks according to

competence and organize training based on real practice, not just theory. Second, vicarious experiences can be formed through providing role models, for example by implementing mentoring programs in project completion. Third, social persuasion can be realized by providing positive feedback, constructive verbal motivation, and avoiding personally demeaning criticism. Fourth, management of emotional and physiological states is conducted by providing mental welfare programs, facilitating counseling services, and building a balanced work culture (work-life balance). Implementation of these four elements will support significant self-efficacy enhancement, ultimately positively impacting job performance improvement at PT. XYZ.

CONCLUSION

The findings revealed that intrinsic motivation positively affected job performance, suggesting that personal drive and internal satisfaction enhance employee output when supported by engagement and satisfaction. Self-efficacy also showed a positive influence on job performance, indicating that employees with high confidence in their abilities are more persistent, resilient, and effective in achieving results. Moreover, organizational climate was found to positively impact job satisfaction, while intrinsic motivation and self-efficacy both contributed positively to work engagement. Furthermore, work engagement positively influenced both job satisfaction and job performance, and job satisfaction itself significantly improved job performance. These findings collectively demonstrate that employees' internal factors and perceptions of their work environment jointly enhance engagement, satisfaction, and overall job performance. Based on mediation analysis, work engagement emerged as the most dominant mediating variable linking intrinsic motivation, self-efficacy, and organizational climate with job performance. The Importance-Performance Map Analysis (IPMA) revealed that self-efficacy holds the highest strategic priority for improvement, followed by work engagement, job satisfaction, intrinsic motivation, and organizational climate. The managerial implications highlight the importance of fostering internal motivation, self-efficacy, and a positive organizational climate to sustain employee performance through continuous training, recognition programs, and open communication to build a supportive and empowering work culture. The theoretical implications reinforce several key frameworks including the Job Demands–Resources (JD-R) Theory, Bandura's Social Cognitive Theory, and Self-Determination Theory (Deci & Ryan), demonstrating that integrating job resources, individual cognitive strength, and psychological well-being is essential for optimizing employee engagement, satisfaction, and job performance. Future research should explore additional variables influencing job performance, expand to other divisions or industries, and employ mixed methods to capture deeper psychological and contextual factors, thereby providing a more comprehensive understanding of employee behavior and performance dynamics across different organizational contexts.

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