

Unravelling the Drivers of Employee Performance on Artificial Eyelash Industry: The Intervening Effect of Job Satisfaction

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Abstract. This research investigates the factors driving employee performance in the artificial eyelash industry, focusing on the mediating role of job satisfaction. The study sampled 104 production unit employees from PT. Royal Korindah, a prominent artificial eyelash producer in Purbalingga Regency. Data were collected via questionnaires and analysed using the Partial Least Square (PLS) method through Smart-PLS software. Results show that self-efficacy, organizational culture, and work motivation significantly and positively affect employee performance. Notably, job satisfaction mediates the effects of organizational culture and work motivation on performance but does not mediate the effect of self-efficacy. These findings suggest that enhancing organizational culture and work motivation can improve employee performance, underscoring the importance of job satisfaction. The study's implications highlight the need for management strategies that create a positive work environment to boost performance in the artificial eyelash sector.

Keywords: Self-efficacy, Organizational Culture, Work Motivation, Job Satisfaction.

1 Introduction

The artificial eyelash industry has emerged as a significant player in Indonesia's industrial landscape, contributing notably to the nation's economic growth and export performance. Over the past decade, Indonesia has positioned itself as a leading exporter of artificial eyelashes, tapping into the burgeoning global demand for beauty and cosmetic products. Indonesian artificial eyelashes stand out from competitors due to their production process, which integrates artisanal craftsmanship with advanced machine technology. The cities of Sidoarjo and Purbalingga have established themselves as key hubs for artificial eyelashes manufacturing in Indonesia. These cities have successfully attracted significant foreign investment.

According to data from Biro Pusat Statistik (BPS) in 2021, Indonesia ranked as the second-largest exporter of wigs and artificial eyelashes globally, following China. The export value was USD 421.3 million, capturing a market share of 8.47 percent worldwide. The primary export

markets include the United States, Europe, and East Asia, where the demand for beauty enhancements continues to rise.

The success of Indonesia's artificial eyelash industry can be attributed to the high quality of its products and the efficiency of its workforce. Skilled labor, particularly in regions with a rich tradition of craftsmanship, has been pivotal in maintaining the industry's competitive advantage [1]. However, employee performance within this industry is influenced by several factors, including self-efficacy, organizational culture, and work motivation. These elements are crucial in determining job satisfaction and overall productivity.

Self-efficacy, the belief in one's capability to execute tasks successfully, has a direct and profound impact on employee performance. High self-efficacy enhances employees' confidence in their abilities, leading to increased motivation and persistence when facing challenges [2]. This confidence enables employees to set higher goals, approach tasks with a proactive attitude, and utilize problem-solving skills effectively [3]. As a result, employees with high self-efficacy are more likely to perform better, exhibit greater job satisfaction, and contribute positively to organizational outcomes [4]. Therefore, fostering self-efficacy within the workforce is essential for enhancing overall employee performance. Some research found that self-efficacy is positive and significantly affects employee performance [3], [5], [6], while others found that self-efficacy has no significant effect on employee performance [7], [8].

Organizational culture, defined by a company's shared values, beliefs, and practices, is critical in shaping employee performance [9]. A positive organizational culture fosters a supportive and motivating work environment, which enhances employee morale and engagement [10]. When employees feel valued and aligned with the organization's goals and values, they are more likely to exhibit commitment, collaboration, and productivity. A strong organizational culture also promotes clear communication and consistent expectations, reducing misunderstandings and enhancing efficiency [11]. Consequently, a positive organizational culture directly contributes to improved employee performance and overall organizational success. Some literature gaps find that organizational culture has a positive and significant influence on employee performance [12],[13], [14], [15], while some research finds that organizational culture does not have a significant influence on employee performance [16].

Work motivation, the intrinsic and extrinsic drive that compels individuals to perform their tasks, is a key determinant of employee performance [17]. Motivated employees tend to be more engaged, focused, and committed to their work, leading to higher productivity and quality of output. High work motivation encourages employees to set challenging goals, persist through difficulties, and continuously seek improvement [18]. Furthermore, motivated employees are more likely to exhibit proactive behaviors, contribute innovative ideas, and maintain a positive attitude toward their responsibilities [19]. Thus, fostering work motivation within an organization is crucial for enhancing employee performance and achieving organizational objectives. Differences in research results produce a literature gap that finds results that work motivation has a positive and significant effect on employee performance [20], [21], [22], while other research results find that work motivation has no significant effect on employee performance [23].

The indirect effect of self-efficacy, organizational culture, and work motivation on employee performance is significantly mediated by job satisfaction. High self-efficacy boosts employees' confidence and satisfaction with their roles, creating a positive feedback loop that enhances

performance [4]. Similarly, a strong organizational culture fosters a supportive and engaging work environment, increasing job satisfaction and, consequently, employee performance [24]. Work motivation drives employees to meet and exceed expectations, leading to greater job satisfaction, which in turn amplifies their performance [25]. In essence, job satisfaction acts as a crucial intermediary, transforming the positive influences of self-efficacy, organizational culture, and work motivation into improved employee performance. Thus, it could be concluded that job satisfaction can be an intervening variable in explaining the effect of self-efficacy, organizational culture, and work motivation on employee performance.

This study aims to investigate how these factors—self-efficacy, organizational culture, and work motivation—interact to influence employee performance in Indonesia's industrial sector. Furthermore, it examines the mediating role of job satisfaction in this relationship. By analyzing these dynamics, the research seeks to provide valuable insights into how strategic human resource development can drive sustainable economic growth in Indonesia's industrial sector, especially in the artificial eyelashes industry which significantly contributes to Indonesian GDP.

2 Literature Review

2.1 Social Cognitive Theory

Developed by Albert Bandura, Social Cognitive Theory emphasizes the role of observational learning, social experiences, and reciprocal determinism in the development of self-efficacy [27]. According to this theory, employees' belief in their abilities (self-efficacy) influences their motivation and performance. In the context of the artificial eyelashes industry, employees with high self-efficacy are more likely to perform better, driven by their confidence and resilience in mastering complex tasks.

2.2 Organizational Culture Theory

Edgar Schein's Organizational Culture Theory explains how the culture within an organization—comprising shared beliefs, values, and practices—shapes employee behavior and performance [28]. A strong, positive organizational culture fosters employees' sense of belonging and motivation, leading to improved job satisfaction and performance. This theory is relevant for understanding how a supportive culture in the artificial eyelash industry can enhance employee performance.

2.3 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, posits that two separate sets of factors influence job satisfaction and dissatisfaction. Motivators (recognition, responsibility, and achievement) lead to job satisfaction, while hygiene factors (such as salary, company policies, and working conditions) prevent dissatisfaction [29]. In this industry, enhancing motivators can lead to higher job satisfaction and thus better employee performance.

2.4 Employee Performance (Y)

Employee performance encompasses the overall outcomes achieved by employees in fulfilling their roles within a specified timeframe, aligning with the company's objectives in terms of quality, quantity, and time management [30]. It represents the work results in terms of quality and quantity attained by an employee, serving as a basis for evaluating the adequacy of an individual's performance [31]. This research measures employee performance using the following indicators: (1) Work Quality; (2) Work Quantity; (3) Timeliness; (4) Effectiveness; and (5) Independence [32].

2.5 Self-efficacy (X1)

Self-efficacy refers to an individual's belief in their capability to solve problems or perform tasks, encompassing confidence in achieving goals, managing thoughts, and demonstrating patience [26]. It is associated with the degree to which an individual recognizes their ability and potential to handle future situations [33]. The indicators for measuring self-efficacy in this research were: [1] Level; [2] Strength; and [3] Generality [34].

2.6 Organizational Culture (X2)

Organizational culture comprises beliefs and prosocial values that shape members' decisions regarding innovation, tradition, and assisting others, ultimately influencing adaptation and performance within the organization [35]. This culture enhances employee performance by fostering a high level of motivation and encouraging employees to maximize the opportunities provided by their organization [36]. The indicators for assessing organizational culture in this research were: [1] Results Orientation; [2] People Orientation; [3] Team Orientation; [4] Aggressiveness; and [5] Stability [37].

2.7 Work Motivation (X3)

Work motivation is the condition that compels individuals to enhance, direct, and maintain their behavior within the workplace [38]. Elevated motivation encourages employees to continually develop their skills and pursue career objectives, subsequently impacting their performance [39]. This research assesses work motivation using the following indicators: [1] Physiological Needs; [2] Security Needs; and [3] Self-Actualization Needs [40].

2.8 Job Satisfaction (Z)

Job satisfaction refers to the positive or negative sentiments an employee holds toward their job, reflecting their joy or dissatisfaction based on how well the job fulfills their needs and expectations [41]. When employees are satisfied with their jobs, they typically exhibit a strong intrinsic motivation to perform well. They are driven to achieve their goals, maximize their abilities, and strive for success, which, in turn, enhances overall employee performance [42].

This research measures job satisfaction using the following indicators: [1] Salary Match; [2] Career Advancement Opportunities; [3] Supervision; [4] Job Compatibility with Desire; and [5] Perceived Rewards [43].

3 Hypothesis

- H1 : Self-efficacy has a positive and significant effect on Employee Performance.
- H2 : Organizational culture has a positive and significant effect on employee performance.
- H3 : Work Motivation has a positive and significant effect on Employee Performance.
- H4 : Job Satisfaction is able to mediate the effect of Self-efficacy on Employee Performance.
- H5 : Job Satisfaction is able to mediate the effect of Organisational Culture on Employee Performance.
- H6 : Job Satisfaction is able to mediate the effect of Work Motivation on Employee Performance.

From those hypotheses, we could infer the research framework is:

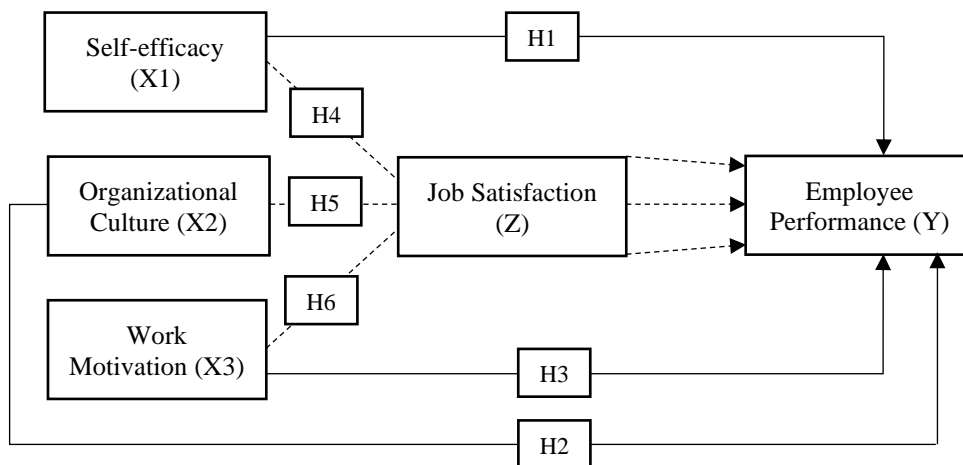


Fig. 1. Schematic of the Research Thinking Framework.

4 Research Method

The primary data is collected by distributing questionnaires. Data distribution is carried out to determine the response of respondents to the variables of self-efficacy, organizational culture, work motivation, job satisfaction, and employee performance.

4.1 Population and Sample

The population of this research is employees of PT. Royal Korindah, is one of the biggest artificial eyelash producers in Purbalingga Regency. The sample of this research is the production unit employee of PT. Royal Korindah Purbalingga, with a total of 104 respondents.

4.2 Variable Measurement

Employee performance was measured by using indicators: (1) Work Quality; (2) Work Quantity; (3) Timeliness; (4) Effectiveness; and (5) Independence [32]. Self-efficacy was measured by using indicators: (1) Level; (2) Strength; and (3) Generality [34]. Organizational culture was measured by using indicators: (1) Results Orientation; (2) People Orientation; (3) Team Orientation; (4) Aggressiveness; and (5) Stability [37]. Work motivation was measured by using indicators: (1) Physiological Needs; (2) Security Needs; and (3) Self-Actualization Needs [40]. While Job satisfaction was measured by using indicators: (1) Salary Match; (2) Career Advancement Opportunities; (3) Supervision; (4) Job Compatibility with Desire; and (5) Perceived Rewards [43].

4.3 Analysis Method

The data analysis in this study employs the Partial Least Square (PLS) approach, facilitated by Smart-PLS software. PLS is a structural equation modeling (SEM) technique that utilizes a component- or variance-based approach. Unlike covariance-based SEM, which primarily tests causality or theory, PLS adopts a variance-based strategy, making it more suited for predictive modeling.

5 Result

Partial Least Square Analysis Result

5.1 Outer Model: Convergent Validity Test

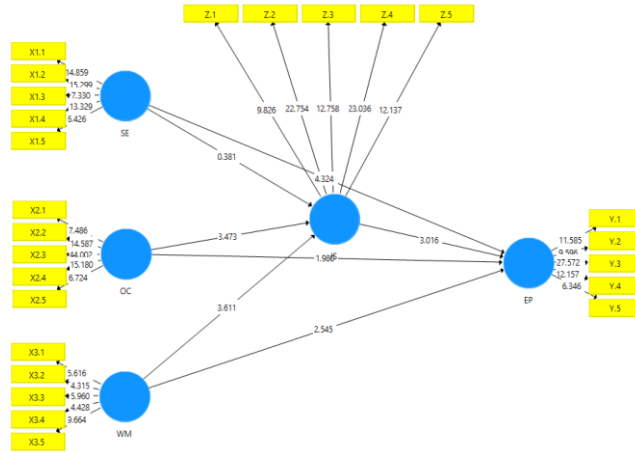


Fig. 2. Results of Full SEM Model Analysis.

Table 1. Convergent Validity

Self-Efficacy (SE)		Organizational Culture (OC)		Work Motivation (WM)		Job Satisfaction (JZ)		Employee Performance (EP)	
X1.1	0.756	X2.1	0.698	X3.1	0.661	Z.1	0.725	Y.1	0.829
X1.2	0.808	X2.2	0.835	X3.2	0.553	Z.2	0.880	Y.2	0.743
X1.3	0.712	X2.3	0.900	X3.3	0.724	Z.3	0.781	Y.3	0.905
X1.4	0.817	X2.4	0.845	X3.4	0.523	Z.4	0.865	Y.4	0.840
X1.5	0.718	X2.5	0.668	X3.5	0.724	Z.5	0.786	Y.5	0.747

In the convergent validity test, indicators with a correlation value below 0.500 are deemed unreliable and insignificant, necessitating their removal from the model. Subsequently, the model is re-estimated [44]. The findings from this study indicate that all indicators for the variables have correlation values exceeding 0.500, thereby validating their use as measurement tools [44].

5.2 Outer Model: Composite Reliability, Cronbach's Alpha & Average Variance Extracted (AVE)

Table 2. Composite Reliability, Cronbach's Alpha & Average Variance Extracted (AVE) value

Variable	Composite Reliability	Cronbach's Alpha	Average Variance Extracted (AVE)
SE	0.874	0.821	0.583
OC	0.894	0.850	0.631
WM	0.776	0.652	0.413
JS	0.904	0.867	0.655
EP	0.908	0.872	0.665

The result on the table shows that Cronbach's Alpha value is > 0.6 , which is considered acceptable [45]. The composite reliability values > 0.7 are also considered acceptable [44]. Average Variance Extracted (AVE) is generally accepted if its value is > 0.5 , but > 0.4 is still accepted if its composite reliability is > 0.6 [46]. Based on the results presented in the table, all variables are reliable. These findings are further supported by the AVE values, which indicate that all indicators for each variable are valid.

5.3 Outer Model: Discriminant Validity Test

Table 3. Discriminant Validity

	EP	JS	OC	SE	Average Variance Extracted (AVE)
EP	0.815				0.665
JS	0.531	0.809			0.655
OC	0.485	0.513	0.794		0.631
SE	0.506	0.194	0.234	0.763	0.583
WM	0.501	0.469	0.426	0.252	0.413

Discriminant validity is evaluated by comparing the square root of the average variance extracted (AVE) for each variable with the correlation coefficients of other variables [44]. A model is deemed to possess sufficient discriminant validity when the square root of the AVE for each variable exceeds the correlation coefficients between that variable and all other variables. Based on the table above, all the roots of the AVE (Fornell-Larcker Criterion) for each construct are greater than the correlation with other variables.

5.4 Inner Model: Structural Model Analysis

Table 4. Structural Model Analysis

	R Square
Employee Performance (Y)	0.515
Job Satisfaction (Z)	0.341

The R-Square value in Table 4 demonstrates that the model, which includes Self-efficacy (X1), Organizational Culture (X2), and Work Motivation (X3) as predictors, accounts for 51.5% of the variance in Employee Performance (Y). This indicates that these independent variables explain 51.5% of the changes in Employee Performance, with the remaining 48.5% attributable to other factors not included in this research.

Similarly, the model examining the effects of Self-efficacy (X1), Organizational Culture (X2), and Work Motivation (X3) on Job Satisfaction (Z) yields an R-squared value of 0.341. This means that 34.1% of the variance in Job Satisfaction is explained by these independent variables, while the remaining 65.9% is due to factors outside the scope of this research.

5.5 Inner Model: Botstrapping Test

Direct Effect & Specific Indirect Effect

Table 5. Direct Effect Bootstrapping Test Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
SE > EP	0.360	0.379	0.077	4.659	0.000
OC > EP	0.170	0.164	0.081	2.094	0.018
WM > EP	0.208	0.217	0.081	2.581	0.005
JS > EP	0.276	0.268	0.092	3.006	0.001
SE > JS	0.029	0.030	0.073	0.405	0.343
OC > JS	0.378	0.358	0.106	3.551	0.000
WM > JS	0.301	0.326	0.080	3.758	0.000

Table 6. Specific Indirect Effect Bootstrapping Test Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
SE -> JS -> EP	0.008	0.009	0.021	0.387	0.349
OC -> JS -> EP	0.104	0.095	0.041	2.544	0.006
WM -> JS -> EP	0.083	0.088	0.039	2.143	0.016

5.6 Hypotheses Test

First Hypothesis Testing:

Through the Direct Effect Bootstrapping Test analysis, Table 5 shows an original sample coefficient interval of 0.360, a T-Statistic value of 4.659, which is greater than the T-table value of 1.6599, and a P-value of 0.000, which is less than the significance level of 0.05. Therefore, H_a is accepted. Consequently, it can be concluded that Self-efficacy has a positive and significant effect on Employee Performance.

Second Hypothesis Testing:

The value in Table 5 shows an original sample coefficient interval of 0.170, a T-Statistic value of 2.094, which is greater than the T-table value of 1.6599, and a P-value of 0.018, which is less than the significance level of 0.05. Therefore, H_a is accepted. Consequently, it can be concluded that Organizational Culture has a positive and significant effect on Employee Performance.

Third Hypothesis Testing:

The value in Table 5 shows an original sample coefficient interval of 0.208, a T-Statistic value of 2.581, which is greater than the T-table value of 1.6599, whose P-value is at the threshold of 0.05. Therefore, H_a is accepted. Consequently, it can be concluded that Work Motivation has a positive and significant effect on Employee Performance.

Fourth Hypothesis Testing:

Through the Specific Indirect Effect Bootstrapping Test analysis, Table 6 shows an original sample coefficient interval of 0.008, a T-Statistic value of 0.387, which is less than the T-table value of 1.6599, and a P-value of 0.349, which is greater than the significance level of 0.05. Therefore, H₀ is accepted. Consequently, it can be concluded that Job Satisfaction cannot mediate the effect of Self-efficacy on Employee Performance.

Fifth Hypothesis Testing:

The value in Table 6 shows an original sample coefficient interval of 0.104, a T-Statistic value of 2.544, which is greater than the T-table value of 1.6599, and a P-value of 0.006, which is less than the significance level of 0.05. Therefore, H_a is accepted. Consequently, it can be concluded that Job Satisfaction could mediate the effect of Organizational Culture on Employee Performance.

Sixth Hypothesis Testing:

The value in Table 6 shows an original sample coefficient interval of 0.083, a T-Statistic value of 2.143, which is greater than the T-table value of 1.6599, and a P-value of 0.016, which is less than the significance level of 0.05. Therefore, H_a is accepted. Consequently, it can be concluded that Job Satisfaction could mediate the effect of Work Motivation on Employee Performance.

6 Discussion

Self-efficacy has a positive and significant effect on Employee Performance. Self-efficacy, central to Bandura's Social Cognitive Theory, significantly enhances employee performance in the artificial eyelash industry by fostering resilience, motivation, and goal orientation. Employees with high self-efficacy confidently tackle challenges, strive for excellence, and persist despite obstacles, crucial for maintaining high-quality production standards [3]. Their strong belief in their capabilities drives continuous improvement and innovation, positively influencing their peers through social modeling and fostering a culture of excellence within the organization. This dynamic ultimately boosts overall productivity and performance in the industry. This result is in line with the research of [3], [5], [6].

Organizational culture significantly impacts employee performance in the artificial eyelash industry by instilling shared values and practices that guide behavior, as Edgar Schein's Organizational Culture Theory emphasizes. Schein's model highlights that a strong organizational culture, characterized by core values such as quality and teamwork, enhances employee motivation and alignment with company goals [12]. In this industry, a culture that emphasizes meticulous craftsmanship and customer satisfaction leads to greater attention to detail and commitment among employees. Observable artifacts, such as recognition programs and clear communication, further reinforce this culture, promoting higher job satisfaction and overall performance. These results are consistent with the research of [12], [13], [14], and [15].

Work motivation positively and significantly impacts employee performance in the artificial eyelash industry, aligning with Herzberg's Two-Factor Theory, which divides motivational factors into hygiene factors and motivators. In this industry, hygiene factors such as fair wages, job security, and safe working conditions are essential to prevent employee dissatisfaction [47]. However, true motivation and enhanced performance arise from motivators, such as recognition, opportunities for personal growth, and job enrichment. When employees feel valued and see clear paths for career advancement, their intrinsic motivation increases [48], leading to higher productivity, improved quality of work, and greater commitment to the company's goals. These results are consistent with the research of [20], [21], and [22].

Job Satisfaction cannot mediate the effect of Self-efficacy on Employee Performance. In the artificial eyelash industry, job satisfaction may not mediate the effect of self-efficacy on employee performance, as explained by Bandura's Social Cognitive Theory. This theory emphasizes that self-efficacy, or the belief in one's capabilities, directly influences performance by fostering greater confidence, resilience, and effort. Employees with high self-efficacy are more likely to set challenging goals, persist in the face of obstacles, and ultimately achieve higher performance levels [3]. Because these employees are already motivated and driven by their self-belief, the role of job satisfaction becomes less significant in enhancing their performance. Therefore, the direct impact of self-efficacy on performance diminishes the mediating effect of job satisfaction, highlighting the crucial role of self-efficacy as a primary driver of employee performance. It is in line with the research result of [49].

Job satisfaction can mediate the effect of organizational culture on employee performance in the artificial eyelash industry, as explained by Edgar Schein's Organizational Culture Theory. Schein's theory posits that organizational culture comprises shared assumptions, values, and beliefs that shape employee behavior and attitudes. In a positive organizational culture, employees feel valued, supported, and aligned with the company's goals, leading to higher job satisfaction [12]. When employees are satisfied with their jobs, they are more motivated, engaged, and committed to their work. This increased job satisfaction can, in turn, enhance employee performance, as satisfied employees are more likely to exhibit higher productivity, better quality of work, and greater adherence to company standards [50]. Thus, the positive organizational culture creates an environment where job satisfaction thrives, which then translates into improved employee performance, demonstrating a mediating effect. The result is consistent with [24].

Job satisfaction can mediate the effect of work motivation on employee performance in the artificial eyelash industry, as explained by Herzberg's Two Factor Theory. According to Herzberg, job satisfaction and dissatisfaction are influenced by two distinct sets of factors: motivators and hygiene factors. Motivators, such as achievement, recognition, and the work itself, are intrinsic factors that lead to higher job satisfaction and motivation [47]. When employees in the artificial eyelash industry are motivated by these factors, they experience increased job satisfaction. This job satisfaction, in turn, enhances employee performance. Satisfied employees are more likely to be engaged, committed, and productive, leading to better performance outcomes [48]. They are also more likely to go above and beyond in their roles, contributing to higher quality and efficiency in their work. Therefore, the presence of strong work motivation, driven by motivators, leads to greater job satisfaction, which subsequently mediates and positively influences employee performance in the artificial eyelash industry. The result is consistent with [25].

7 Conclusion

The conclusion that can be drawn from this study is that Self-efficacy, Organizational Culture, and Work Motivation have a positive and significant effect on Employee Performance. In addition, it can also be concluded that Job Satisfaction could be used as a mediating variable that affects the relationship of Organizational Culture to Employee Performance, and also affects the relationship of Work Motivation to Employee Performance. However, the results of this study cannot prove the mediating effect of Job Satisfaction in influencing the relationship between Self-efficacy on Employee Performance.

This research has some limitations. This research sample is limited to employees in the artificial eyelash industry in the production sector only. Meanwhile, when looking at the results of the structural model analysis, it was found that Self-efficacy, Organizational Culture & Work Motivation explain 51.5% of the changes in Employee Performance, with the remaining 48.5% attributable to other factors not included in this research. Further research should add other variables that can affect Employee Performance.

Meanwhile, the results of this study also found that Self-efficacy, Organizational Culture & Work Motivation can affect Job Satisfaction by 34.1%, while the remaining 65.9% is due to factors outside the scope of this research.

This research's implication suggests that the company should prioritize training and development programs aimed at enhancing employees' self-efficacy, including workshops, mentorship opportunities, and skill development initiatives. Cultivating a strong organizational culture that emphasizes quality, teamwork, and customer satisfaction is equally crucial. This can be achieved through clear communication of core values, implementation of recognition programs, and team-building activities. Additionally, addressing both hygiene factors (e.g., fair wages, job security) and motivators (e.g., recognition, and opportunities for personal growth) is essential for enhancing employee motivation and performance. To leverage the mediating effect of job satisfaction, organizations should create a positive work environment that addresses both intrinsic and extrinsic factors influencing job satisfaction.

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