West Science Interdisciplinary Studies
Vol. 4, No. 09, September 2026: pp. 1417-1425

The Effect of Competency And Self-Efficacy on Employee Performance Through Job Satisfaction at The Ambon Marine Cultivation Center

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ABSTRACT

This study aims to analyze the influence of competence and self-efficacy on employee performance and examine the role of job satisfaction as a mediating variable at the Marine Aquaculture Center in Ambon City. The study used a quantitative approach with a sample of 63 employees determined using the Slovin formula and proportionate stratified random sampling. Data were collected through questionnaires and analyzed using Partial Least Square-Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4. The results showed that competence had a positive and significant effect on employee performance and job satisfaction. Self-efficacy also had a positive and significant effect on employee performance and job satisfaction. Furthermore, job satisfaction had a positive and significant effect on employee performance. Job satisfaction was proven to positively and significantly mediate the influence of competence and self-efficacy on employee performance. These findings indicate that improving employee performance can be done through strengthening competence and self-efficacy supported by increasing job satisfaction.

Keywords: *Competence, Self-Efficacy, Job Satisfaction, Employee Performance*

1. INTRODUCTION

Human resources are a crucial factor in achieving organizational goals. An organization's success is determined not only by the availability of resources, but also by the employee's ability to perform their duties, their confidence in their abilities, and their level of job satisfaction. Employees who possess skills that meet job demands, are confident in their abilities, and have a high level of job satisfaction are expected to demonstrate optimal performance. Therefore, employee performance is a crucial aspect that requires attention in human resource management.

Employee performance is related to the ability to complete work in accordance with the responsibilities given, both in terms of quality, quantity, timeliness, and responsibility for the work. At the Marine Aquaculture Center in Ambon City, the implementation of employee duties is related to the provision of services and technical activities in the field of marine aquaculture, including the implementation of production, application of cultivation technology, management of facilities and infrastructure, technical services, and other administrative and supporting activities. The implementation of these duties requires employees who are able to work effectively, have skills appropriate to the field of work, are able to complete tasks on time, and are responsible for the results of their work. In the implementation, there is a possibility of differences in employee abilities in completing work, the timeliness of task implementation, the quality of work results, and consistency in fulfilling given responsibilities. This condition indicates that employee performance needs attention and needs to be assessed based on factors that can influence it.

One factor suspected of being related to employee performance is competence. Competence reflects the knowledge, skills, abilities, and characteristics required by employees to perform their jobs. At the Marine Aquaculture Center in Ambon City, competence is crucial because employees are faced with work that requires mastery of technical knowledge and skills in the field of marine

aquaculture, the ability to implement work procedures, manage activities and supporting facilities, utilize technology, and adapt to technological developments and job demands. Differences in the level of task mastery, knowledge, and skills among employees can lead to differences in their ability to complete work. This situation demonstrates the importance of competence in supporting task implementation and employee performance achievement. Several studies have shown that competence can improve employee performance, although other studies have shown different results when competence is linked to job satisfaction as an intermediary variable [1]–[4].

In addition to competence, self-efficacy is also an important factor that can support employee performance. Self-efficacy relates to a person's belief in their ability to complete tasks, face difficulties, and achieve predetermined goals. At the Marine Aquaculture Center in Ambon City, employee self-efficacy levels can be related to how employees deal with technical and administrative tasks, complete work with a certain level of difficulty, overcome obstacles in carrying out activities, and adapt to technological changes and job demands. Employees who have confidence in their abilities tend to be more confident and persistent in completing tasks, while employees with lower levels of self-efficacy may experience doubt when facing challenging work. This condition makes self-efficacy an important aspect to study in relation to employee performance. Previous research shows that self-efficacy is related to job satisfaction and performance, but the direct influence and influence through job satisfaction still show mixed results [2], [5]–[7]

Another factor related to performance is job satisfaction. Job satisfaction describes an employee's positive feelings about their work, including satisfaction with the work itself, their leadership, relationships with coworkers, rewards, and working conditions. At the Marine Aquaculture Center in Ambon City, job satisfaction can be related to how employees perceive their work, relationships with leaders and coworkers, work environment conditions, opportunities for competency development, rewards received, and the suitability of the work to employee expectations. Differences in employee perceptions and experiences regarding various aspects of the job can lead to different levels of job satisfaction. This level of satisfaction can then influence employee attitudes, motivation, and enthusiasm in carrying out their work and contribute to performance achievement. Previous research has shown that job satisfaction can improve employee performance and, under certain conditions, can act as a mediating variable between individual and job factors and performance [8]–[10].

Based on this phenomenon, it can be understood that employee performance at the Marine Aquaculture Center in Ambon City is not only related to employee ability in carrying out work, but also to employee confidence in their abilities and the satisfaction they feel in carrying out their work. Adequate competence can help employees understand procedures and complete tasks effectively, while self-efficacy can encourage employee confidence, perseverance, and ability in facing various job demands. Furthermore, job satisfaction can be a factor that strengthens the relationship between competence and self-efficacy with the resulting performance. Empirically, previous research still shows different results regarding the relationship between these variables. [2] found that competence and self-efficacy influence performance and job satisfaction, but job satisfaction does not mediate the effect of competence on performance and does mediate the effect of self-efficacy on performance. Meanwhile, research by [3] shows that competence influences job satisfaction and performance and has an indirect effect through job satisfaction. These different results indicate that the relationship between competence, self-efficacy, job satisfaction, and performance still needs to be tested in different contexts and research location characteristics. Recent research also shows that

the relationship between self-efficacy, competence, job satisfaction, and performance remains a concern in human resource research [10], [11].

This research is expected to contribute to expanding the study of factors influencing employee performance, particularly by positioning job satisfaction as a mediating variable in the relationship between competence and self-efficacy with performance. In addition to providing academic contributions, the research results are expected to provide useful information for the Marine Aquaculture Center in Ambon City in developing employee competence, strengthening self-efficacy, increasing job satisfaction, and ultimately driving improved employee performance.

2. LITERATURE REVIEW

2.1 Competence on Employee Performance

Employee performance is the level of employee success in carrying out duties and responsibilities according to established standards. Performance is reflected in the quality and quantity of work, punctuality, and responsibility in completing tasks. Competence is an employee's ability, encompassing the knowledge, skills, abilities, and attitudes required to perform the job. Competence that aligns with job demands can help employees understand and complete tasks effectively, thus supporting the achievement of optimal performance [1], [2]. Based on this description, the following hypothesis is formulated:

H1: Competence has a positive and significant influence on employee performance.

2.2 Self-Efficacy on Employee Performance

Self-efficacy is an individual's belief in their ability to complete tasks and overcome various work obstacles. Employees with high self-efficacy tend to be more confident, persistent, and able to overcome difficulties in completing work. This belief in their abilities can motivate employees to put in greater effort in achieving work goals [2], [5]. Based on this description, the following hypothesis is formulated:

H2: Self-Efficacy Has a Positive and Significant Influence on Employee Performance.

2.3 Competence towards Job Satisfaction

Good competency helps employees understand and complete their work according to task requirements. Employees who possess the knowledge, skills, and abilities appropriate to their jobs will find it easier to carry out their duties, creating a positive work experience and increasing job satisfaction. Research by [3] shows that competency has a positive effect on job satisfaction. Based on this description, the following hypothesis is formulated:

H3: Competence has a positive and significant influence on job satisfaction.

2.4 Self-Efficacy on Job Satisfaction

Self-efficacy relates to an employee's belief in their ability to face and complete work. Employees with high self-efficacy tend to be more confident in facing job demands, able to overcome obstacles, and have more positive work experiences. This condition can increase employee satisfaction with their jobs. Research by [2], [5] shows a relationship between self-efficacy and job satisfaction. Based on this description, the following hypothesis is formulated:

H4: Self-efficacy has a positive and significant influence on job satisfaction.

2.5 Job Satisfaction towards Employee Performance

Job satisfaction is an employee's positive feelings about their job and various aspects related to it, such as the job itself, leadership, coworkers, rewards, and working conditions. Employees with high job satisfaction tend to exhibit a positive attitude in carrying out their duties, which can support better performance [8], [9]. Based on this description, the following hypothesis is formulated:

H5: Job Satisfaction Has a Positive and Significant Influence on Employee Performance.

2.5.1 Job Satisfaction Mediates the Effect of Competence on Employee Performance

Good competencies can help employees understand their jobs, possess the appropriate skills, and complete tasks effectively. This can increase employee satisfaction with their jobs. Furthermore, satisfied employees tend to exhibit a positive attitude and put in more effort in carrying out their tasks, which can improve performance.

Thus, competence not only directly influences employee performance but also indirectly through job satisfaction. Previous research has shown inconsistent results. [2] found that job satisfaction did not mediate the effect of competence on performance, while [3] showed an indirect effect of competence on performance through job satisfaction. These differences in findings indicate that the role of job satisfaction as a mediating variable still needs to be tested in different organizational contexts and employee characteristics. Based on this description, the following hypothesis is formulated:

H6: Job Satisfaction Mediates the Effect of Competence on Employee Performance.

2.5.2 Job Satisfaction Mediates the Effect of Self-Efficacy on Employee Performance

High self-efficacy makes employees more confident in facing job demands and completing tasks. This confidence can create a more positive work experience and increase job satisfaction. Furthermore, job satisfaction can motivate employees to perform their tasks better, thereby improving their performance. Thus, self-efficacy not only directly influences performance but also indirectly through job satisfaction. Research by [2], [5] shows that job satisfaction plays a role in the relationship between self-efficacy and employee performance. Based on this description, the following hypothesis is formulated

H7: Job Satisfaction Mediates the Effect of Self-Efficacy on Employee Performance.

3. METHODS

This study uses a quantitative approach to analyze the influence of competence and self-efficacy on employee performance through job satisfaction as a mediating variable. The study was conducted at the Marine Aquaculture Center in Ambon City.

The population in this study was 80 employees consisting of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). Considering the relatively limited population size and the researcher could reach all members of the population, data collection was conducted using a total sampling technique, namely all members of the population were targeted in data collection. Research questionnaires were distributed to all 80 employees. Of the 80

questionnaires distributed, 63 questionnaires were returned complete and met the eligibility criteria for analysis, while 17 questionnaires were not returned by the data collection deadline. Thus, the data used in the research analysis amounted to 63 respondents with a response rate of 78.75%.

Table 1. Population and Data Collection Results

Information	Amount	Percentage
Employee population	80	100%
The questionnaire was distributed	80	100%
Questionnaire returned and completed	63	78.75%
Questionnaire not returned	17	21.25%
Data analyzed	63	78.75%

Source: Processed Primary Data, 2026.

Data from the 63 respondents were then checked for completeness and appropriateness before being used in testing the research model. Data analysis was conducted using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach with the help of the SmartPLS application.

The research variables consist of competence (X1), self-efficacy (X2), job satisfaction (Z), and employee performance (Y). Each variable is measured using 6 question items. Competence is measured through three indicators, namely knowledge, skills, and abilities in carrying out work. Self-efficacy is measured through three indicators, namely confidence in completing tasks, confidence in facing difficulties, and confidence in resolving various work situations. Job satisfaction is measured through three indicators, namely the work itself, superiors or leaders, and coworkers. Meanwhile, employee performance is measured through three indicators, namely work quality, timeliness, and responsibility in carrying out tasks.

4. RESULTS AND DISCUSSION

4.1 Measurement Model Test Results

The measurement model (outer model) was tested to ensure that the indicators used were able to measure the research constructs validly and reliably. The test included outer loading values, discriminant validity, and construct reliability using Cronbach's Alpha and Composite Reliability.

Table 2. Outer Loading Results of Convergent Validity Test

Variables	Item	Outer Loading	Information
Competence	KOM1	0.867	Valid
	KOM2	0.854	Valid
	KOM3	0.836	Valid
	KOM4	0.902	Valid
	KOM5	0.886	Valid
	KOM6	0.858	Valid
Self-Efficacy	KK1	0.901	Valid
	KK2	0.870	Valid
	KK3	0.854	Valid
	KK4	0.867	Valid
	KK5	0.881	Valid
	KK6	0.920	Valid
Job satisfaction	KK1	0.841	Valid
	KK2	0.898	Valid
	KK3	0.825	Valid
	KK4	0.875	Valid
	KK5	0.830	Valid
	KK6	0.874	Valid

Employee Performance	KP1	0.846	Valid
	KP2	0.873	Valid
	KP3	0.909	Valid
	KP4	0.844	Valid
	KP5	0.894	Valid
	KP6	0.913	Valid

Source: Processed Primary Data, 2026

Table 3. Results of Discriminant Validity Test

Variables	Job satisfaction	Employee Performance	Competence	Self-Efficacy
Job satisfaction	0.858	0.762	0.668	0.354
Employee Performance	0.762	0.881	0.650	0.465
Competence	0.668	0.650	0.867	0.060
Self-Efficacy	0.354	0.465	0.060	0.882

Source: Processed Data, 2026

Table 4. Composite Reliability (CR)

Variables	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
Job satisfaction	0.928	0.931	0.943	0.735
Employee Performance	0.942	0.942	0.954	0.775
Competence	0.934	0.939	0.948	0.752
Self-Efficacy	0.943	0.966	0.955	0.779

Source: Processed Data, 2026

Based on the results of the measurement model testing, all indicators in the Competence, Self-Efficacy, Job Satisfaction, and Employee Performance variables have outer loading values above 0.70, thus meeting the convergent validity criteria. The AVE values for all constructs are also above 0.50, while the discriminant validity results indicate that each construct has good discriminant validity. Furthermore, the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70, so the research instrument is declared reliable. Thus, all constructs have met the validity and reliability criteria and are suitable for use in testing the structural model (inner model).

4.2 Structural Model Test Results

4.2.1 Coefficient of Determination (R-Square)

The results of the R-Square and Adjusted R-Square tests are presented in Table 5 below.

Table 5. R-Square Test Results

Endogenous Variables	R-Square	R-Square Adjusted
Job satisfaction	0.545	0.530
Employee Performance	0.687	0.671

Source: Processed Data, 2026

The R-Square value shows that Competence and Self-Efficacy are able to explain 54.5% of the variation in Job Satisfaction, while 45.5% is explained by other factors outside the model. Furthermore, Competence, Self-Efficacy, and Job Satisfaction are able to explain 68.7% of the variation in Employee Performance, while 31.3% is explained by other factors. Both values are in the moderate category.

4.2.2 Effect Size (f-Square)

Table 6. Effect Size (f-Square)

Connection	f-Square	Category
Competence on Job Satisfaction	0.922	Big
Self-Efficacy on Job Satisfaction	0.218	Currently
Job Satisfaction with Employee Performance	0.262	Currently
Competence on Employee Performance	0.201	Currently
Self-Efficacy on Employee Performance	0.226	Currently

Source: Processed Data, 2026

The f-Square value shows that Competence has a large effect on Job Satisfaction, while other relationships are in the moderate effect category.

4.3 Hypothesis Testing

Hypothesis testing was carried out using the bootstrapping method in SmartPLS 4. The hypothesis was declared accepted if the T-Statistics value > 1.96 and P-Value < 0.05.

Table 7. Hypothesis Testing Results

Hypothesis	Relationship between variables	Coefficient	T-Statistic	P-Value	Decision
H1	Competence towards Employee Performance	0.348	3,203	0.001	Accepted
H2	Self-Efficacy on Employee Performance	0.294	3,322	0.001	Accepted
H3	Competence towards Job Satisfaction	0.649	10,986	0,000	Accepted
H4	Self-Efficacy on Job Satisfaction	0.316	4,006	0,000	Accepted
H5	Job Satisfaction towards Employee Performance	0.425	3,846	0,000	Accepted
H6	Competence through Job Satisfaction on Employee Performance	0.276	3,550	0,000	Accepted
H7	Self-Efficacy through Job Satisfaction on Employee Performance	0.134	2,666	0.008	Accepted

Source: Processed Data, 2026

Based on Table 7, all research hypotheses were accepted. Competence and Self-Efficacy had a positive and significant effect on Employee Performance and Job Satisfaction. Job Satisfaction also had a positive and significant effect on Employee Performance. Furthermore, Job Satisfaction was shown to mediate the influence of Competence and Self-Efficacy on Employee Performance.

Discussion

H1: Competence Has a Positive and Significant Influence on Employee Performance.

Competence has been shown to have a positive and significant impact on employee performance. This finding supports the view that competence, in the form of knowledge, skills, and abilities, is a crucial foundation for job performance. Employees who possess competencies aligned with job demands are more capable of completing tasks effectively. These results align with research by [1], [2], which showed that competence has a positive and significant impact on employee performance.

H2: Self-Efficacy Has a Positive and Significant Influence on Employee Performance.

Self-efficacy has been shown to have a positive and significant impact on employee performance. This finding supports self-efficacy theory, which explains that an individual's belief in their abilities can drive effort and persistence in completing tasks. These results align with [2], [9], who found that self-efficacy positively influences employee performance.

H3: Competence Has a Positive and Significant Influence on Job Satisfaction.

Competence has a positive and significant impact on job satisfaction. Employees who possess knowledge, skills, and abilities that align with job demands will more easily complete tasks, thereby increasing job satisfaction. This finding aligns with [3], who demonstrated that competence has a positive impact on job satisfaction.

H4: Self-Efficacy Has a Positive and Significant Influence on Job Satisfaction.

Self-efficacy has a positive and significant effect on job satisfaction. Confidence in one's abilities helps employees better cope with job demands and challenges, thereby increasing job satisfaction. This finding supports research by [2], [5], which found that self-efficacy has a positive and significant effect on job satisfaction.

H5: Job Satisfaction Has a Positive and Significant Influence on Employee Performance.

Job satisfaction has been shown to have a positive and significant impact on employee performance. Employees who are satisfied with their jobs, leaders, and coworkers tend to demonstrate better work attitudes and effort. This finding aligns with [2], [9], which demonstrated that job satisfaction positively impacts employee performance.

H6: Job Satisfaction Mediates the Effect of Competence on Employee Performance.

Job satisfaction has been shown to positively and significantly mediate the effect of competence on employee performance. This means that good competence can increase job satisfaction, which in turn drives improved employee performance. This finding aligns with [3] [12] but differs from [2], who found no mediating role for job satisfaction. This difference suggests that job satisfaction's role as a mediator can be influenced by organizational and employee characteristics.

H7: Job Satisfaction mediates the influence of Self-Efficacy on Employee Performance.

Job satisfaction has been shown to mediate the influence of self-efficacy on employee performance. This finding suggests that employee confidence in their abilities can increase job satisfaction, which in turn contributes to improved performance. These results align with [2], [5], who found a mediating role for job satisfaction in the relationship between self-efficacy and performance.

CONCLUSION

Based on the research results, it can be concluded that Competence and Self-Efficacy have a positive and significant effect on Employee Performance at the Marine Aquaculture Center in Ambon City. In addition, Competence and Self-Efficacy also have a positive and significant effect on Job Satisfaction, while Job Satisfaction has a positive and significant effect on Employee Performance. Job Satisfaction has been proven to act as a mediating variable in the relationship between Competence and Self-Efficacy on Employee Performance. This indicates that increasing employee competence and confidence in their abilities can not only improve performance directly, but also through increasing job satisfaction. Thus, improving employee performance can be done through strengthening competence, increasing self-efficacy, and creating working conditions that can increase employee satisfaction.

SUGGESTION

Based on the research results, the Marine Aquaculture Center in Ambon City is advised to improve employee competency through training and skills development tailored to job

requirements. Furthermore, employee self-efficacy needs to be strengthened through trust, leadership support, and opportunities to complete tasks independently. These efforts need to be supported by increasing job satisfaction through the creation of good working relationships and supportive working conditions, which can encourage improved employee performance.

Further research is recommended to develop the research model by adding other relevant variables, such as work motivation, leadership, work environment, or organizational commitment, as well as using different research objects to obtain broader findings.

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