

INDIVIDUAL AND ORGANIZATION LEVEL FACTORS AS PREDICTS OF JOB SATISFACTION LEADING TO JOB PERFORMANCE

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INDIVIDUAL AND ORGANIZATION LEVEL FACTORS AS PREDICTS OF JOB SATISFACTION LEADING TO JOB PERFORMANCE: MODERATING ROLE OF PROMOTIONAL OPPORTUNITIES

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ABSTRACT: Individual performance and job satisfaction have a significant role in determining organizational output. In contrast, as the globalized era evolves swiftly and the degree of competition increases, firms seek committed staff. In light of these considerations, the present study focused primarily on individual and organizational level predictors of employee performance and job satisfaction. In addition, the current research has established the moderating effect of promotion prospects on the relationship between job satisfaction and employee performance. Using a survey approach, questions based on well-established scales were prepared and sent to personnel in the manufacturing sector, one of the main industries in Indonesia. Using SmartPLS v.4.0 Software, the data set containing 593 employees were evaluated further. The findings demonstrated that employees' self-efficacy, supervisor support, and job security significantly impact their job happiness, leading to improved performance. However, there were discernible variations between organizational and individual-level predictors of employee job performance. In addition, the results revealed a substantial contingent effect of promotion chances on the relationship between job satisfaction and the implementation of employees in Indonesian manufacturing businesses. This study contributes to the literature by merging self-efficacy theory with organizational support theory to provide practitioners, academics, policymakers, and human resource managers with significant insights.

Keywords: Employee Self Efficacy; Supervisors Support; Job Security; Organizational Support Theory; Job Performance

1. Introduction

In the current era of globalization, businesses face numerous obstacles that directly or indirectly impact their personnel's lives, performances, and overall organizational productivity (Latifi, Nikou, & Bouwman, 2021). In conjunction with workplace support, employees with unique skills and competencies can efficiently and effectively convert these obstacles into opportunities (Astuti & Efendi, 2022). Simultaneously, personnel tries to boost organizational productivity by performing to the best of their abilities (Setiawan, 2022). To produce such quantitative and qualitative outcomes, they must exert significant effort. In addition, they expect organizations to provide them with leverage in the form of security and pleasant working conditions (Suwaldiyana, 2021). Simultaneously, human resource management is of the utmost importance in an organization to keep employees content by allowing them to grow and perform (Yadav & Dhar, 2021).

Moreover, the attitude and emotions of employees at work are quite essential since they indicate the amount of job satisfaction of an employee (Abbas, Tabasam, & Imran, 2022). Job satisfaction has been defined as a favorable or pleasurable emotional state resulting from job experiences or evaluations (Nguyen & Stinglhamer, 2021). However, Spector (1997) defined job satisfaction

as the extent to which workers enjoy their tasks and are willing to continue doing them with energy. According to the most recent research, Aloisio, Coughlin, and Squires (2021) assert that employee job satisfaction results from various factors, including skills, productivity, creativity, workplace support, etc.

Scholars have also described the concept of employees' collective emotions related to job satisfaction aspects, such as satisfaction with co-workers (Haitao, 2022), level of salary and remuneration (Purwanto, 2020), workplace, and the task itself (Waltz et al., 2020). As predictors of job satisfaction, the current study focused on individual (self-efficacy) and organizational (job security and supervisor support) level characteristics. Moreover, this level of satisfaction is associated with the employee's well-being (Clair et al., 2021), productivity (Sapta, Muafi, & Setini, 2021), and career advancement (Clair et al., 2021; Yoopetch, Nimsai, & Kongarchapatara, 2021). It has also been regarded as a predictor of minimizing bad job outcomes such as absenteeism, turnover intentions, alcohol use disorders, emotional weariness, etc.

In addition, the current study examined job satisfaction as a mediator to transfer the positive effects of self-efficacy, job security, and supervisor support on employee job performance. Individual level (Kumar et al., 2021; Park

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& Kim, 2021) or organizational level (Boke & Nalla, 2009; Erlangga et al., 2021; Smokrović et al., 2019) elements' influence on employees' job satisfaction or performance have been explored by previous researchers. However, the current study has included individual and organizational level characteristics to highlight their predicted differences in boosting employees' job performance through the underlying mechanism of job satisfaction.

Moreover, the current study is the first to evaluate the contingent rule of promotional possibilities in increasing the relationship between job happiness and job performance. The promotion chances indicate an organization's policy to motivate employees by enhancing their academic or professional standing (Abbas et al., 2022). Several studies have established a link between promotion prospects and employee job satisfaction (Pangaribuan, Arifin, & Ritonga, 2022). However, the moderating effect of promotional chances on positive human and organizational outcomes has received the least attention. To address this gap in the research, the current study examined the interaction effect of promotional possibilities on job happiness to highlight the importance of job satisfaction in inspiring individuals to perform to their full potential.

In addition, the current study depended on the industrial sector of Indonesia, a developing nation. In Indonesia, the industrial sector has been identified as one of the main predictors of its economic development, making it the fourth vital sector out of five other essential sectors that serve as the foundation of its economic growth (Prastiyono & Hardiyastuti, 2020). Therefore, the performance of employees in various industries is a benchmark for the economic growth of the entire nation (Nurlaela et al., 2019). Consequently, it is of the utmost importance to study the elements contributing to employee satisfaction and optimal performance (Limaho, Pramono, & Christiawan, 2022; Mukhlis, Bernadette, & Dirta Pratama, 2021). Consequently, by constructing two distinct theories in the field of management, namely self-efficacy theory and organization support theory, the purpose of this work is to:

- examine the influence of employee self-efficacy, supervisor support, and job security on job satisfaction and performance.
- analyze the impact of employee's job satisfaction on their job performance
- investigate the underlying mechanism of job satisfaction in transmitting the influence of employee self-efficacy, supervisor support, and job security in enhancing the job performance
- investigate the contention troll of promotional opportunities between the association of job

satisfaction and job performance

2. Theoretical Foundation And Hypothesis Development

This study combined two theories, namely the self-efficacy theory and the organization support theory. According to self-efficacy theory, employees are self-motivated based on their experience, physiological arousal, self-encouragement, and beliefs in performance-oriented outcomes (Shorey & Lopez, 2021). These self-reliant workers value their occupations and are content depending on their capacity to complete all allocated responsibilities (Alavi & Ahuja, 2021). When organizations provide support to their employees in the form of supervisors who guide the employees through each step of their job and enable them to perform their duties without exerting undue pressure or undue influence, the employees are more satisfied with their working conditions and perform their tasks more efficiently and effectively (Malik, Baig, & Manzoor, 2020; Suriyanon & Sutheerawatthana, 2022).

Similarly, when firms provide employees with job security regardless of their performance or comparison to other employees, they feel more secure, associate themselves with their organizations with sincerity, and are more content with their jobs (Nemteanu, Dinu, & Dabija, 2021). This high satisfaction encourages people to execute to the best of their abilities, thereby increasing the organization's output (Phuong & Vinh, 2021; Suartha, Martha, & Hermanto, 2022; Suhendi & Asmadi, 2022). Considering the assumptions of organizational support theory (Eisenberger et al., 2001), the current study also implies that employees are more pleased with their jobs when they have abundant possibilities for career advancement. This satisfaction, combined with promotional opportunities, further motivates employees to complete assigned duties to the best of their abilities (Abbas et al., 2022; Soto Ferrari et al., 2021).

2.1 Self-Efficacy, Job Security, Supervisor Support, Job Satisfaction, and Job Performance

The employees' self-efficacy is their belief in their ability to execute particular tasks to accomplish specific performance levels (Hamdan et al., 2021). In other words, it demonstrates a person's assurance in their ability to perform particular tasks flawlessly, with strong control over social surrounding behavior and motivation (Ibrahim, Suan, & Karatepe, 2019). Researchers have previously identified self-efficacy as a predictor of favorable individual outcomes such as job engagement, greater learning, well-being, and increased productivity (Choi & Lee, 2020; Hamdan et al., 2021; Newman et al., 2019; Siregar et al., 2022). Since self-efficacy is a predictor of perceived social

1 and environmental support, individuals with a high level of self-efficacy see social qualities and tasks as challenging to achieve the best possible results (Shorey & Lopez, 2021; Simić et al., 2021). These difficulties contribute significantly to the improvement of their positive behaviors and attitudes at work, resulting in favorable job outcomes such as job satisfaction and high performance (Alhadabi & Karpinski, 2020; Ali & Ghani, 2022; Allam et al., 2023; Ghebregiorgis & Negusse, 2022; Han & Jung, 2022; Kumar & Kang, 2021; Mustafa et al., 2022; Sabbir, 2022).

The extent to which supervisors regard employees' contributions and care about their well-being indicates their greater support (Ibrahim et al., 2019). Scholars underlined the significance of supervisor support in preventing workplace conflicts and reducing the likelihood of employee turnover (Malik et al., 2020; Sibuea et al., 2022). Simultaneously, Zeeshan et al. (2021) found a substantial correlation between supervisor support and employee work satisfaction in their Pakistani banking industry study. In addition, the current research examines the impact of several individual and organizational level characteristics as predictors of job satisfaction among Indonesian industrial employees. In addition, the present study considers that supervisor support is an important predictor of organizational productivity (Malik et al., 2020) in light of prior research findings regarding the role of supervisor support on organizational productivity.

Job security ensures that employees will keep their jobs or have a reduced likelihood of losing them (Boke & Nalla, 2009). In today's globalized world, employees encounter many obstacles related to job insecurity. For instance, the technology invasion, recession, layoffs, outsourcing, and globalization have impacted the industrial sector, resulting in intense staff competitiveness (Nemteanu et al., 2021). This competition creates survival difficulties for the employees, particularly the poor performers (Hur, 2022; Ishii, 2022; Javed, Saeed, & Ali, 2022; Kalimashi, Ahmeti, & Aliu, 2022; Kobayashi & Takahata, 2022; Le Tan, Quan, & Tung, 2021; Tanveer, Kazmi, & Rahman, 2022). Therefore, when people have the assurance that they will not lose their job regardless of the conditions, they are more confident in their actions and content with their work. Historically, job stability has been associated with employee satisfaction, lower turnover rates, and technology uptake (Falatah et al., 2021; Guberina & Wang, 2021; ShuPeng & Saibon, 2022). Additionally, the study found that job stability impacts employee satisfaction and performance across industries (Hur, 2022; Nemteanu et al., 2021). Nonetheless, this study extends the prior literature in the industrial sector, particularly in a developing nation, to demonstrate the significance of job security in boosting

workers' performance based on the company's support.

H1: There is a positive association between employees' a) self-efficacy, b) supervisor support, and c) job security and job satisfaction.

H2: There is a positive association of employees' a) self-efficacy, b) supervisor support, and c) job security with their job performance.

2.2 Job Satisfaction and Job Performance

Multiple studies in the academic literature demonstrate the importance of job satisfaction in increasing employees' job performance in various industries and national situations (Saefullah, 2021; Sunardi & Putra; Valiyeva & Thomas, 2022). For instance, Phuong and Vinh (2021) emphasized the importance of job satisfaction and boosting the job performance of police personnel carrying out their responsibilities. Similarly, Suriagiri, Akrim, and Norhapizah (2022) asserted that instructors' job happiness is correlated with their great performance in lecture delivery and research. These performance requirements are additionally linked to the student learning outcomes. In a separate study conducted in a developing nation, AlHamad et al. (2022) found that when electricity company employees are content with their jobs due to various circumstances, their performance improves. Based on these past investigations and organizational support theory assumptions, it is therefore hypothesized that;

H3: job satisfaction is positively associated with the job performance of employees.

2.3 Job Satisfaction as a Mediator

Literature on job satisfaction indicates that when employees are comfortable with their supervisors, they are also content with their occupations, leading to job satisfaction (Abbas et al., 2022). This level of contentment contributes to their exceptional performance (Ali & Anwar, 2021). Scholars have examined the role of job satisfaction as a mediator between workplace commitment (Vieira et al., 2021), reduced job stresses (Kumar et al., 2021), communication skills (Sharma et al., 2022; Shibli et al., 2021; Specchia et al., 2021), and employment environment (Yang et al., 2021) and employee job performance. The current study extends earlier findings by reporting the mediating effect of job satisfaction between individual and organizational level characteristics and job performance. Moreover, adopting the tenets of self-efficacy theory, it can be claimed that when individuals are confident in their ability to complete work efficiently, they have a positive outlook on the circumstances of their employment, resulting in job satisfaction.

Consequently, their performance is improved. Moreover,

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taking into account the significance of organizational support theory, when individuals are supplied with enough job security and their supervisors are cooperative regarding their functioning, they feel more content with their job, leading to greater performance. Consequently, based on empirical evidence and academic support, the current study postulated that;

H4: Job satisfaction mediates the association of employees' a) self-efficacy, b) supervisor support, and c) job security with their job performance.

2.4 Promotional opportunities as a Moderator

Everyone strives for a better future and avails themselves of the best opportunities. The promotional chances provided or perceived by employees are a significant source of their pleasure and contentment with their work (Ingsih, Wuryani, & Suhana, 2021). Historically, most studies focused on the predictive nature of promotion opportunities. For example, Deri, Zaazie, and Bazaanah (2021) found a substantial negative correlation between employee turnover intentions and promotional opportunities. It also demonstrates that employees are less likely to switch employment if they believe they have significant prospects for career advancement. Most turnover intentions are observed in the banking industry, as people leave their job for better opportunities at other institutions (Bhardwaj, Mishra, & Jain, 2021). For instance, Akinyemi, George, and Ogundele (2022) found that firms that provide the fewest opportunity for their people to thrive and grow had high turnover intentions.

Nemteanu et al. (2021) have highlighted, on the other hand, the value of promoting possibilities in boosting employee job satisfaction. In addition, research has demonstrated the importance of promotional chances in bolstering employees' organizational loyalty (Khan, 2022). Furthermore, universities with organized research departments have more happy employees based on the availability of advancement chances than institutions with the least established research unit (Abun et al., 2021). In addition to this prior research, the current study focuses on the contingent rule of promotional opportunities. It asserts that when these promotional chances interact with the job happiness of their employees, they have an assortment of effects on the employees' job performance. In addition, organizational support theory asserts that when organizations provide significant opportunities for their employees to grow and excel in their careers, and when these employees are already satisfied with their organizations based on variable facilities, the impact of both factors is multiplied, resulting in increased job performance. Consequently, based on the theoretical

foundation, this study hypothesizes that;

H5: Organizational opportunities moderate the association of job satisfaction with the job performance of the employee such that in the case of high values of promotional opportunities, the relationship could be stronger.

2.5 The theoretical framework of the study

Based on the assumptions of self-efficacy theory and organizational support theory, Figure 1 depicts the current study's theoretical framework for examining the research objectives in a developing nation environment.

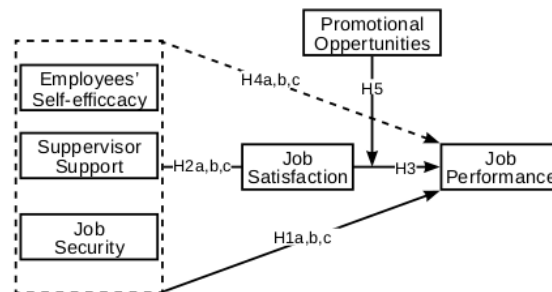


Figure 1: Theoretical Framework of the Study

3. Research Methodology

3.1 Data collection Procedures and Sampling

The current study used a survey approach and constructed a questionnaire comprising modified scales for all the study constructs with well-established reliabilities from the previous studies. The population of the research was the industrial sector of the Indonesian metropolis of Jakarta. Specifically, the authors contacted the manufacturing industries (e.g., apparel, footwear, food goods, beauty and grooming products, and electronics) to engage with employees at various levels and their supervisors. The authors approached 26 manufacturing facilities in the industries mentioned above and obtained permission from administrative departments to communicate with employees and supervisors. After receiving approval from the administrative authorities to conduct the research, the participants were informed of the reason for data collection. In addition, they were informed of their comments' anonymity and intended use. The entire data collection procedure began in January 2022, and by the end of September 2022, 630 replies had been collected. They were further examined for completeness and authenticity. The examination findings indicated 37 questionnaires with unresponsive customers or missing values; hence, they were omitted from the analysis phase, yielding a final data set of 593 usable responses.

68% of respondents were male, while 32% were female, as indicated by their demographic characteristics. 56% of

1 the respondents were married, and 44% were unmarried. 57% of respondents were college graduates, while 14% were postgraduates. In terms of experience, 27% of respondents had an experience of less than one year, 22% had an experience of less than one to five years, 39% had more than five years of experience, and the remaining had an experience of more than 15 years with the same organization.

3.2 Measures of the Study

The current study's survey questionnaire comprised 35 items evaluating all study constructs. To assess employees' self-efficacy, we altered four items from Wright and Kim (2004). We utilized four items adapted from Ibrahim et al. (2019), to measure supervisor support. In addition, nine questions from Kraimer et al. (2005) were used to assess job security. We utilized three items adapted from K. Nalla and Nam (2021). Concurrently, nine items derived from Rodwell, Kienzle, and Shadur (1998) were used to evaluate work performance. Abbas et al. (2022) finally measured promotional opportunities using six factors.

4. Data Analysis And Results

SmartPLS version 4.0 was utilized for analysis. Before hypothesis testing and confirmatory factor analysis, an independent test addressing the issue of nonresponse bias was done according to the instructions of Armstrong and Overton (1977). To this end, the probability of significant variations (if any) between the means received at different times by respondents was computed. The results indicated that the average of the responses received at different times did not differ significantly; thus, there were no difficulties with nonresponse biases. Next, a simulation analysis was undertaken to determine the effect of responder characteristics on employees' job performance. The results indicated that experience substantially affected the performance of respondents. Consequently, it was controlled throughout the regression study.

To analyze the validity and reliability of the measures, we evaluated the values of "Cronbach's α (CA)" and "composite reliability (CR)" at the same time (Henseler, Ringle, & Sinkovics, 2009; Noor, Mansoor, & Shamim, 2022). As shown in Table 1, all the CR and CA values fell within the threshold ranges established by the researchers, i.e., above 0.70. These results substantiated the dependability of the study variables. To report the convergent validity of the study variables, we also examined the loading values and "Average Variance Extracted" (AVE). In addition, Figure 2 demonstrates that all factor loadings of the research variables are greater than 0.70, with AVEs over 0.50. Consequently, it explains the "convergent validity" of the study variables (Hair et al. 2010).

Table 1: Factor Loadings, Reliability, and Validity

Constructs	Factor Loadings						AVE	CR	CA
	1	2	3	4	5	6			
Employees' Self Efficacy							0.584	0.848	0.890
SE1	0.825								
SE2	0.788								
SE3	0.729								
SE4	0.709								
Supervisor Support								0.815	
SS1		0.760					0.611	0.863	0.802
SS2		0.766							
SS3		0.798							
SS4		0.803							
Job Security							0.579	0.932	0.878
JS1			0.725						
JS2			0.787						
JS3			0.705						
JS4			0.783						
JS5			0.774						
JS6			0.737						
JS7			0.763						
JS8			0.774						
JS9			0.795						
Job Satisfaction							0.566	0.797	0.831
JSAT1				0.776					
JSAT2				0.740					
JSAT3				0.741					
Job Performance							0.588	0.936	0.809
JP1					0.814				
JP2					0.749				
JP3					0.792				
JP4					0.780				
JP5					0.718				
JP6					0.789				
JP7					0.747				
JP8					0.766				
JP9					0.742				
Promotional Opportunities							0.552	0.881	0.845
PO1						0.763			
PO2						0.712			
PO3						0.708			
PO4						0.702			
PO5						0.777			
PO6						0.791			

"Note: CR, composite reliability; AVE, average variance extracted; CA= Cronbach's α ."

Consideration was given to the recommendations of Henseler, Ringle, and Sarstedt (2015) about the discriminant validity of the study variables based on the Heterotrait-Monotrait (HTMT) ratio. Table 2 displays that all HTMT ratio values are less than 0.9. This further demonstrates that all research variables are unique and that there are no multicollinearity concerns (Mansoor, Awan, & Paracha, 2021; Sarstedt, Ringle, & Hair, 2017)2021; Sarstedt, Ringle, & Hair, 2017.

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Table 2: Heterotrait-Monotrait Ratio

Constructs	Mean	STD	1	2	3	4	5	6
Employees' Self Efficacy	3.80	1.10	0.764					
Supervisor Support	3.99	1.03	0.666	0.781				
Job Security	3.95	0.98	0.743	0.702	0.760			
Job satisfaction	4.15	0.89	0.455	0.645	0.681	0.752		
Job Performance	4.00	0.90	0.530	0.591	0.555	0.611	0.766	
Promotional Opportunities	4.09	0.94	0.497	0.631	0.545	0.599	0.533	0.742

"Note: The square roots of AVEs of the constructs are shown in bold in diagonal."

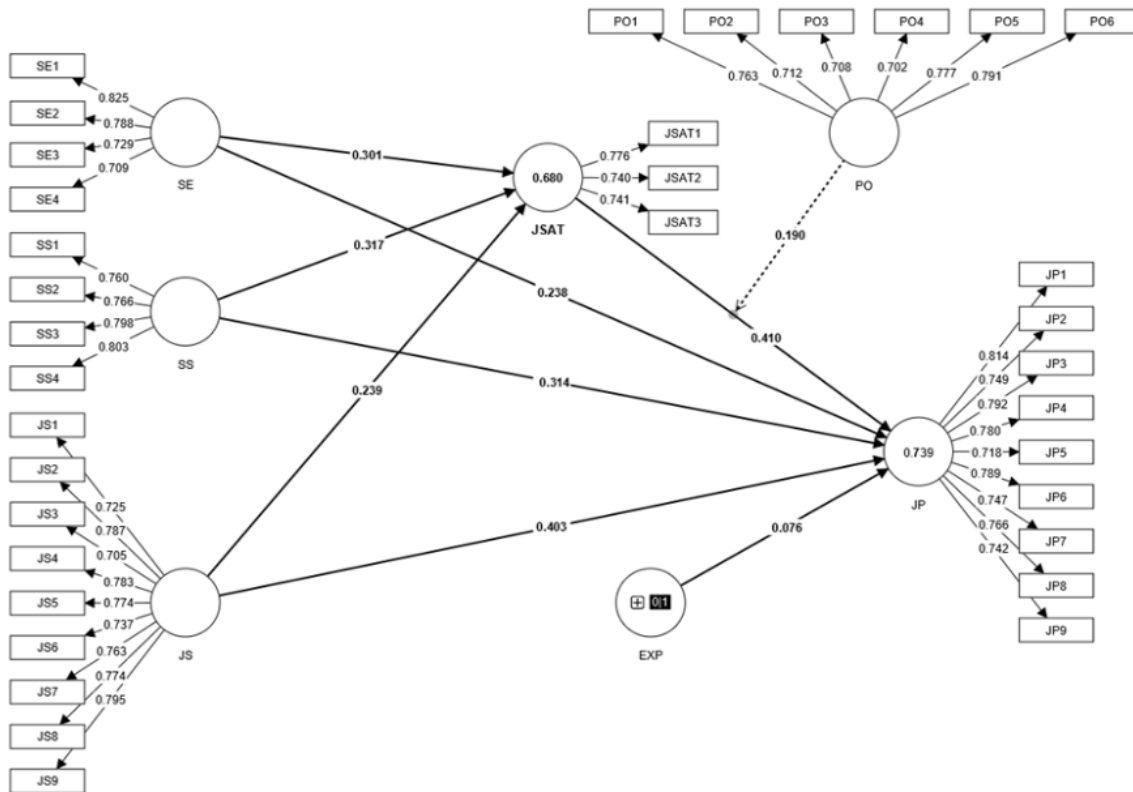


Figure 5: Full Measurement Model

4.1 Hypothesis Testing

To test the overall fitness of the model, the "Coefficient of Determination (R²)" was assessed. The resultant values of R² (0.680) for job satisfaction and (0.739) for job performance of the employees reflect a variance of 68% and 73.9% in both constructs simultaneously due to the influence of all the predictive variables.

Direct hypotheses

Results as shown in Figure 2 present that employees' self-efficacy (β=.238**, t=4.138), supervisor support (β=.314***, t=6.144), and job security (β=.403***, t=7.790), has a significant positive relationship with job performance.

Likewise, employees' self-efficacy (β=.301***, t=5.981), supervisor support (β=.317***, t=6.302), and job security (β=.239**, t=4.151) have a significant positive relationship with job satisfaction. Job satisfaction was also positively linked with job performance (β=.410***, t=8.003). Therefore, all direct hypotheses, i.e., H1a, b, and c; H2a, b, c, and H3, found analytical support.

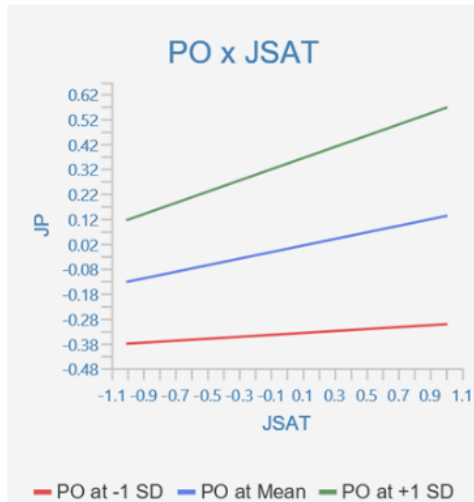
Mediating Hypotheses

In addition to the direct hypothesis, employees' self-efficacy (β=.276**, t=4.897), supervisor support (β=.291***, t=5.040), and job security (β=.329***, t=6.527), were found to be positively linked with their job performance

1 via an underlying mechanism of job satisfaction. These results indicate the acceptance of mediation hypotheses H4a, b, and c.

Moderating Hypotheses

For calculating the contingent influence of promotional opportunities in enhancing the effect of employees' job satisfaction on their performance, an interaction term was developed by applying a product indicator approach in SmartPLS v. 4.0 (Mansoor, 2021). Results signified the moderating role of promotional opportunities. The results showed that PO*JSAT significantly interact with each other to augment the employees' job performance ($\beta = .190^{**}$, $t\text{-value}=3.201$, $p < .01$). Additionally, The R^2 for the main influence of employees' job satisfaction on their performance was 0.621. In contrast, after adding the interaction term PO*JSAT the R^2 value reached 0.739. This change in R^2 value reflects an enhanced explanatory power of job performance by 11.8%.



Figures 6 a and b: Interaction plots for moderating effects of promotional opportunities

As depicted in Figure 3, the line labelled for the availability of higher promotional opportunities with a steeper gradient than the lower promotional opportunities to the industrial sector employees for the link of job satisfaction with job performance. Thus, the regression analysis results also support hypothesis 5 of the study.

5. Discussion

5.1 Study Findings

The current study focuses on the individual and organizational predictors of job happiness leading to a performance in light of the importance of employee job performance and job satisfaction in boosting organizational productivity worldwide. In addition, the primary focus of

the present study is the developing nation, where the industrial sector is one of the top five sectors determining economic progress.

A survey of industrial sector employees indicated that self-efficacy is a key predictor of job happiness and performance. It also demonstrates that when employees are confident in their working competence and individual abilities, they are more confident in their potential to survive in a particular job based on task performance. As a result, individuals feel greater satisfaction and exhibit remarkable performance. Additionally, it can be claimed that when individuals perceive that they have duties, they are inspired to stand out and accomplish their tasks uniquely, motivating them to remain with their organization for a longer period (Shorey & Lopez, 2021). The data also support the claim that teachers' self-efficacy improves student learning outcomes (Choi & Lee, 2020; Teig, Scherer, & Nilsen, 2019). Similarly, linking employees' self-efficacy with their organizational commitment and a high degree of satisfaction.

Results also indicated the importance of supervisor support and giving employees a sense of accomplishment. As a result, they are content and perform to their maximum potential. This further demonstrates that employees have tight relationships with their superiors and that their words and praise significantly impact how well they perform. Significant indicators of inferred absenteeism and high turnover intentions are believed to be abusive supervisors (Deri et al., 2021). In contrast, the findings of this study indicate that supervisors who are extremely supportive of their employees can elicit the greatest performance from their employees and serve as a motivating factor to enhance their organizational commitments and communication skills (Ibrahim et al., 2019). These findings are consistent with earlier research illustrating the supervisors' support of their employees' greater innovative abilities for the benefit of their firms (Malik et al., 2020).

The current study's findings also indicate that job security is a substantial and greater predictor of job satisfaction and performance. It can also be attributed to the fact that employees with more job security conduct their duties without stress or comparison, increasing their job satisfaction and their performance level. Previously, researchers have observed that various job-related stressors diminish individuals' performance (Kumar et al., 2021). Specifically, job loss anxiety decreases employees' well-being, causes health problems, and lowers their performance levels (Guberina & Wang, 2021; Nemteanu et al., 2021). Therefore, job security is essential for enhancing individuals' performance based on their

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high level of job satisfaction.

Furthermore, the results demonstrate the significance of job satisfaction as a mediator between self-efficacy, supervisor support, job security, and job performance. Individuals are more content with their work when they view themselves as highly efficient, have support from their supervisors in performing their duties, and have job security provided by their businesses. Consequently, they are free of tension and perform remarkably well. These findings correspond to earlier research undertaken in numerous sectors, such as banking, public administration, law enforcement in the country, etc., in presenting job satisfaction as a mediator to transfer the influence of various positive aspects on job performance (Antoniades, Mohr, & Koukkides-Procopiou, 2022; Boke & Nalla, 2009; Nguyen & Stinglhamber, 2021).

In illustrating the interactive influence of promotional possibilities and job satisfaction on employee performance in an industrial sector of a developing nation, the current study represents a significant contribution to the existing literature. It also implies that employees should always seek out possible promotional opportunities for their and their families' benefit (Abbas et al., 2022). As a result, when the organizations in which they spend nearly eight hours of their day give them advancement chances on a fair and transparent basis, their level of satisfaction increases, resulting in a great performance (Saefullah, 2021; Tasman, Siregar, & Nasution, 2021).

5.2 Theoretical Implications

The new work has various theoretical and practical consequences. The current study merged two distinct theories, namely the self-efficacy and organizational support theories, to show the significance of organizational and individual-level elements in influencing job satisfaction and high performance. Previously, academics had either concentrated on self-efficacy to represent the significance of individual-level factors in boosting employees' job satisfaction or on organizational issues (Newman et al., 2019; Shorey & Lopez, 2021). Or the primary emphasis of the study remained on the organizational elements influencing job performance (Abbas et al., 2022; Ingsih et al., 2021; Phuong & Vinh, 2021). However, the current study combines individual and organizational level characteristics. It reflects their predictive differences by demonstrating that supervisor support and job security have a greater impact on job satisfaction and performance than self-efficacy. This indicates that employees are more driven to perform well when helpful organizational elements are present. In addition, the current study has investigated for the first time the effect of promotion prospects on the relevance of job satisfaction leading to

greater performance. The setting of developing nations, particularly as it relates to the industrial sector, is an additional significant theoretical contribution of this work. Based on the increasing importance of industries to a nation's economic prosperity, the current study provides a valuable starting point for future researchers to think along the same lines and present different models to enhance employees' productivity, resulting in higher organizational productivity.

5.3 Practical Implications

To improve employee performance, human resource managers, practitioners, and politicians can focus on providing job stability. Organizations must establish a culture of mutual understanding and stronger interaction between supervisors and employees to increase employee productivity. Also, the high predictive level of job security recommends that there should be clear language addressing job security in employees' appointment letters to increase their satisfaction level. In addition, training programs and other opportunities to improve their deficiencies and boost their productivity must be made available to them to reduce the number of low-performing personnel. Similarly, people should not be threatened with job loss due to poor performance if their mental health is negatively affected by their employment. Concurrently, firms should take steps to improve the capabilities of their employees by encouraging them to focus on their strengths and prioritize the organization's productivity. In this manner, their self-efficacy can be increased, boosting their confidence and performance in the workplace. Lastly, firms should view it as their responsibility to offer career advancement possibilities to their employees so that they are financially and professionally unburdened that they may concentrate on their performance rather than wasting time searching for better prospects. Not only will this promote employee satisfaction and performance, but it will also increase the organization's production and profitability.

5.4 Limitations And Future Research Directions

In addition to several positives in terms of its theoretical framework, contextual circumstances, and methods, the current study contains several drawbacks that future researchers should consider. Self-efficacy was the only individual-level factor included in the current study to predict employee job satisfaction and performance, as opposed to three organizational-level characteristics. To predict employees' job performance and degree of job satisfaction, future studies can consider additional individual-level variables, such as workplace commitment, intelligence, personality traits, balancing abilities, etc. Second, the current study's population consists of the

¹ industrial sector, notably the manufacturing industry. In contrast, future studies may explore other significant industries in Indonesia, such as fisheries, forestry, and agriculture, to conduct a comparative analysis to determine the differences in employee preferences regarding job satisfaction and performance that can be predicted. In conclusion, the current study has solely investigated the contingent role of accessible promotion chances in enhancing employee happiness and performance. In contrast, characteristics such as role responsibility, workplace spirituality, and self-determination can be viewed as moderators due to their contingent role in affecting people's performance at work.

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