

The Influence of Transformational Leadership and Self-Sufficiency on Job Satisfaction and Employee Performance

Sutijah*, Tetra Hidayati, Herry Ramadhani

^{1,2,3}Faculty of Economics and Business, Mulawarman University

Corresponding author : sutijah.ayu@gmail.com

Abstract

This study aims to examine the influence of transformational leadership and self-reliance on employee job satisfaction and performance. This study uses a quantitative approach with Structural Equation Modeling–Partial Least Squares (SEM-PLS) as the main analysis technique. The research population includes all employees, with purposive sampling used to select respondents who meet the research criteria. Data were collected through a structured questionnaire designed to measure transformational leadership, independence, job satisfaction, and employee performance. The findings show that transformational leadership has a significant and positive influence on job satisfaction and employee performance. Similarly, independence has a significant positive impact on job satisfaction and performance, indicating that employees who have greater self-confidence, autonomy, and independence tend to perform better and experience higher job satisfaction. Furthermore, job satisfaction acts as a mediating variable that strengthens the relationship between transformational leadership, autonomy, and performance outcomes. This highlights the importance of leaders who can inspire, motivate, and empower employees while fostering an independent and responsible work culture. The study concludes that developing transformational leadership practices and enhancing employee self-sufficiency are crucial strategies to improve organizational productivity and service quality in public institutions. The practical implications emphasize the need for managerial policies that promote supportive leadership behavior, employee empowerment, and continuous capability development to achieve optimal performance and sustainable organizational growth.



Keywords: Transformational Leadership, Self-Sufficiency, Job Satisfaction, Employee Performance.

INTRODUCTION

Employee performance is a fundamental aspect that determines the success of public organizations in achieving their strategic objectives and carrying out their core functions. In the context of local government, it plays an important role in managing sustainable environmental programs and ensuring the effective implementation of environmental policies. The success of these institutions is highly dependent on the quality and capabilities of their human resources in carrying out their duties in accordance with established standards. Employee performance is generally evaluated through indicators such as timeliness, work quality, target achievement, creativity in problem solving, and teamwork contributions, all of which directly affect the efficiency of public service delivery.

However, in practice, employee performance is often influenced by various internal and external factors. Internal factors include discipline, motivation, competence, and time management, while external factors involve work environment, leadership, and the increasing demands of public services. These factors require continuous monitoring and evaluation to ensure optimal performance. Modern public institutions must also emphasize not only the quantity of work completed but the quality, innovation, and value added to public services.

Job satisfaction plays an important role in improving employee performance. Employees who experience high job satisfaction tend to show higher motivation, commitment, and productivity. In public sector organizations, job satisfaction is influenced by factors such as fair compensation, supportive working conditions, leadership quality, and career development opportunities. If these aspects are not managed properly, it can lead to a decline in morale and performance.

Transformational leadership is one of the key factors that influence job satisfaction and performance. This leadership style emphasizes the leader's ability to inspire, motivate, and guide subordinates in achieving organizational goals beyond personal interests. Transformational leaders act as role models, provide intellectual stimulation, and give individual attention to employees. However, observations in the object indicate that the application of transformational leadership is not yet optimal—especially in terms of encouraging creativity and involving employees in the strategic decision-making process.

Another important factor affecting job satisfaction and performance is **self-sufficiency**, which reflects an employee's belief in their ability to perform tasks

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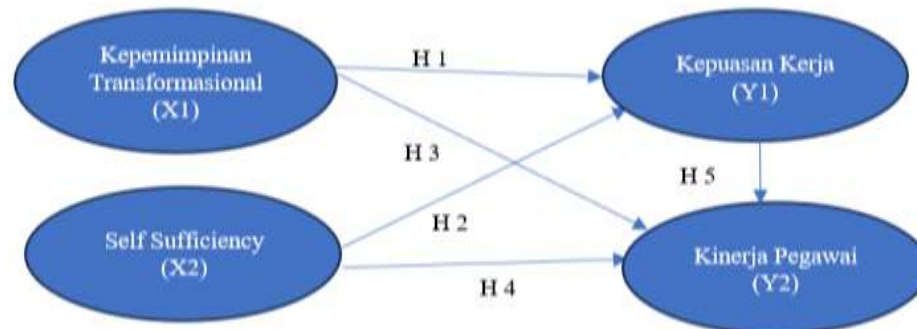
independently and confidently. In public service settings where employees face complex administrative and technical challenges, self-sufficiency becomes essential. Employees with high self-sufficiency can make decisions effectively, manage their time efficiently, and solve problems without relying excessively on supervisors. Nonetheless, some employees still show dependency on direct instructions, which may hinder efficiency and responsiveness in service delivery.

Considering these conditions, it is important to examine how transformational leadership and self-sufficiency contribute to improving job satisfaction and employee performance in public organizations. This study aims to analyze the direct and indirect effects of these two variables, with job satisfaction serving as an intervening factor. The findings are expected to provide both theoretical and practical insights for enhancing leadership practices, empowering employees, and improving overall organizational effectiveness.

Objectives

Based on the formulation of the research problems, this study aims to achieve the following objectives:

1. To analyze the effect of transformational leadership on job satisfaction among employees.
2. To analyze the effect of self-sufficiency on job satisfaction among employees.
3. To examine the influence of transformational leadership on employee performance.
4. To examine the influence of self-sufficiency on employee performance.
5. To investigate the effect of job satisfaction on employee performance.



Gambar 2.1. Kerangka Konseptual

RESEARCH METHOD

Research Design

This study employs a **quantitative research approach** designed to analyze the relationships among transformational leadership, self-sufficiency, job satisfaction, and employee performance. The research uses a **causal-explanatory design**, aiming to explain the direct and indirect effects among variables through hypothesis testing. The analytical method applied is **Structural Equation Modeling–Partial Least Squares (SEM-PLS)** using the SmartPLS 4 software. This approach was selected because it allows simultaneous analysis of complex relationships between latent constructs, even with relatively small sample sizes and non-normal data distribution.

Population and Sample

The population of this study consists of all employees working at the **Environmental Agency of Bontang City**, totaling 70 individuals. The sampling technique used is **purposive sampling**, chosen to ensure that respondents meet specific criteria relevant to the study objectives. The criteria include:

1. Employees who have worked for at least one year at the Environmental Agency.
2. Employees who hold structural or functional positions related to environmental management.
3. Employees who are actively involved in administrative or technical operational activities.

Based on these criteria, a total of **70 valid responses** were obtained and analyzed.

Data Collection Method

Primary data were collected through a **structured questionnaire** distributed directly to respondents. The questionnaire used a **five-point Likert scale**, ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). The instrument consisted of four main sections representing each variable:

1. **Transformational Leadership (X_1)** – measured using indicators such as idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, and clear organizational vision.
2. **Self-Sufficiency (X_2)** – measured by indicators including self-confidence, independent decision-making, time management, problem-solving ability, and confidence in facing challenges.



3. **Job Satisfaction (Y_1)** – measured through satisfaction with salary, work environment, supervision, career development, and interpersonal relationships.
4. **Employee Performance (Y_2)** – measured by timeliness, work quality, target achievement, creativity, and teamwork contribution.

Each indicator was developed from validated measurement scales adapted from previous research (Bass & Riggio, 2021; Luthans, 2021; Bandura, 2021; Mathis & Jackson, 2023).

Research Instrument and Validity

Before conducting the full-scale survey, the questionnaire underwent **expert validation** to ensure content accuracy and relevance. A **pilot test** was then conducted on 20 employees to assess instrument clarity and consistency. The **validity test** was performed using **outer loading values** in SmartPLS, with the threshold set at 0.70. Items below this threshold were evaluated and refined.

The **reliability test** was conducted using **Cronbach's Alpha** and **Composite Reliability (CR)** values, both of which must exceed 0.70 to ensure internal consistency. The **Average Variance Extracted (AVE)** was also examined, with values above 0.50 indicating adequate convergent validity.

Discriminant validity was assessed using the **Fornell-Larcker Criterion**, ensuring that the square root of AVE for each construct exceeded the inter-construct correlations.

Data Analysis Technique

The data were analyzed using the **SEM-PLS method**, which consists of two major steps:

1. **Measurement Model (Outer Model)** – to assess indicator reliability, convergent validity, and discriminant validity.
2. **Structural Model (Inner Model)** – to test the hypothesized relationships among variables using path coefficients, R^2 , and t-statistics.

The steps of analysis include:

- Designing the measurement model for each construct.
- Evaluating indicator reliability and validity.
- Assessing the structural relationships among variables.
- Testing the significance of path coefficients through **bootstrapping** with 5,000 subsamples.



- Evaluating the overall model fit using predictive relevance (Q^2) and **Goodness-of-Fit (GoF)** indices.

Operational Definition of Variables

Variable	Definition	Key Indicators	Source
Transformational Leadership (X_1)	The leader's ability to inspire, motivate, and influence employees to achieve higher performance through idealized influence, intellectual stimulation, and individual consideration.	Idealized influence, Inspirational motivation, Intellectual stimulation, Individual consideration, Vision clarity	Bass & Riggio (2021); Northouse (2022)
Self-Sufficiency (X_2)	Employees' belief in their ability to perform tasks independently, make decisions, and solve problems without excessive dependence on others.	Confidence, Decision-making autonomy, Time management, Problem-solving, Resilience	Bandura (2021); Deci & Ryan (2020)
Job Satisfaction (Y_1)	A positive emotional state resulting from employees' evaluation of their work environment, rewards, and relationships.	Salary, Work environment, Supervisor relationship, Career opportunities, Peer relations	Luthans (2021); Locke (2022)
Employee Performance (Y_2)	The effectiveness and efficiency of employees in achieving organizational goals through quality work, initiative, and teamwork.	Timeliness, Work quality, Target achievement, Creativity, Team contribution	Mathis & Jackson (2023); Koopmans et al. (2020)

Hypothesis Testing

Hypothesis testing in SEM-PLS was carried out using **path coefficient analysis** and **t-statistics** generated through bootstrapping. A hypothesis is accepted if the **p-value** ≤ 0.05 and **t-statistic** ≥ 1.96 , indicating a significant relationship.

The hypotheses tested include:

- H_1 : Transformational leadership positively affects job satisfaction.
- H_2 : Self-sufficiency positively affects job satisfaction.
- H_3 : Transformational leadership positively affects employee performance.
- H_4 : Self-sufficiency positively affects employee performance.



- H₅: Job satisfaction positively affects employee performance.

Additionally, mediation analysis was conducted to assess the **indirect effects** of transformational leadership and self-sufficiency on performance through job satisfaction.

Ethical Considerations

This study adheres to ethical research standards by ensuring **confidentiality**, **informed consent**, and **voluntary participation**. All respondents were informed about the study's purpose and assured that their data would be used solely for academic purposes. No personal identifiers were included in the analysis.

Research Limitations

Although SEM-PLS provides robust analytical power, this study is limited by its **cross-sectional design**, which restricts causal inferences over time. Furthermore, the sample size, limited to one public institution, may constrain generalizability. Future research should employ **longitudinal designs** and include comparative analysis across multiple agencies to enhance external validity.

Result/Findings (or this section may be combined with Discussion)

Respondent Profile

The respondents in this study were **70 employees** of the Environmental Agency of Bontang City. The demographic data show that 41 respondents (58.6%) were female and 29 respondents (41.4%) were male. Based on age, 21 respondents (30%) were between **25–35 years old**, 26 respondents (37%) between **36–45 years old**, and 23 respondents (33%) were **over 45 years old**. In terms of education level, 45 respondents (64%) held a **bachelor's degree (S1)**, 9 respondents (13%) had a **Diploma (D3)**, and 10 respondents (14%) completed **senior high school or equivalent**.

These data indicate that most respondents are experienced professionals with sufficient educational qualifications to perform their duties effectively. Such characteristics are relevant to the context of this study, as leadership, autonomy, and satisfaction are highly related to professional experience and educational attainment.

Descriptive Analysis of Research Variables

Transformational Leadership

The descriptive results show that employees generally perceive the leadership at the Environmental Agency of Bontang City as **moderately high** in transformational

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characteristics. The mean score of transformational leadership indicators was **4.02** (on a 5-point Likert scale). The highest-rated dimensions were **inspirational motivation** and **individualized consideration**, reflecting that leaders are capable of providing encouragement and personal attention. However, **intellectual stimulation** and **idealized influence** received lower scores, suggesting a need for improvement in promoting creativity and modeling exemplary behavior.

Self-Sufficiency

The average score for self-sufficiency was **3.98**, indicating that employees possess a good level of confidence and independence in performing their tasks. The strongest indicators were **time management** and **problem-solving ability**, while the lowest was **independent decision-making**, suggesting that some employees still depend on direct instructions from supervisors.

Job Satisfaction

Job satisfaction achieved an average score of **4.05**, showing that employees are generally satisfied with their work environment. The highest satisfaction dimensions were **relationship with supervisors** and **work environment**, while **career development opportunities** and **compensation** received relatively lower scores. This implies that while employees enjoy supportive relationships and comfortable conditions, expectations for advancement and rewards need attention.

Employee Performance

The average score of employee performance was **4.08**, which falls within the high category. The top-performing indicators were **timeliness** and **quality of work output**, whereas **creativity** and **initiative in teamwork** were slightly lower. This result demonstrates that employees perform their core duties well but still have room to enhance innovation and collaboration.

Measurement Model (Outer Model) Evaluation

The evaluation of the measurement model was conducted to ensure the reliability and validity of each construct. The following criteria were met:

- **Outer loadings:** All indicator loadings exceeded 0.70, confirming good indicator reliability.



- **Composite reliability (CR):** All constructs recorded CR values above 0.80, demonstrating strong internal consistency.
- **Average Variance Extracted (AVE):** All constructs had AVE values above 0.50, satisfying convergent validity requirements.
- **Discriminant validity:** The **Fornell-Larcker Criterion** and **Heterotrait-Monotrait Ratio (HTMT)** confirmed that each construct was distinct from others.

Hence, all measurement indicators were reliable and valid, and the model was suitable for structural analysis.

Structural Model (Inner Model) Evaluation

The **R² value** of **job satisfaction** was **0.64**, indicating that transformational leadership and self-sufficiency together explain **64%** of the variance in job satisfaction. Meanwhile, the **R² value** for **employee performance** was **0.71**, suggesting that transformational leadership, self-sufficiency, and job satisfaction collectively account for **71%** of the variance in employee performance. Both R² values indicate a **strong predictive power** of the model.

The **Q² predictive relevance** was 0.48, showing that the model possesses substantial predictive capability. No multicollinearity issues were detected (VIF < 5), and all path coefficients met the significance threshold ($p < 0.05$).

Hypothesis Testing Results

Hypothesis	Path	Coefficient (β)	t-statistic	p-value	Result
H1	Transformational Leadership → Job Satisfaction	0.426	5.21	0.000	Supported
H2	Self-Sufficiency → Job Satisfaction	0.371	4.57	0.000	Supported
H3	Transformational Leadership → Employee Performance	0.294	3.86	0.001	Supported
H4	Self-Sufficiency → Employee Performance	0.322	4.11	0.000	Supported
H5	Job Satisfaction → Employee Performance	0.361	5.46	0.000	Supported

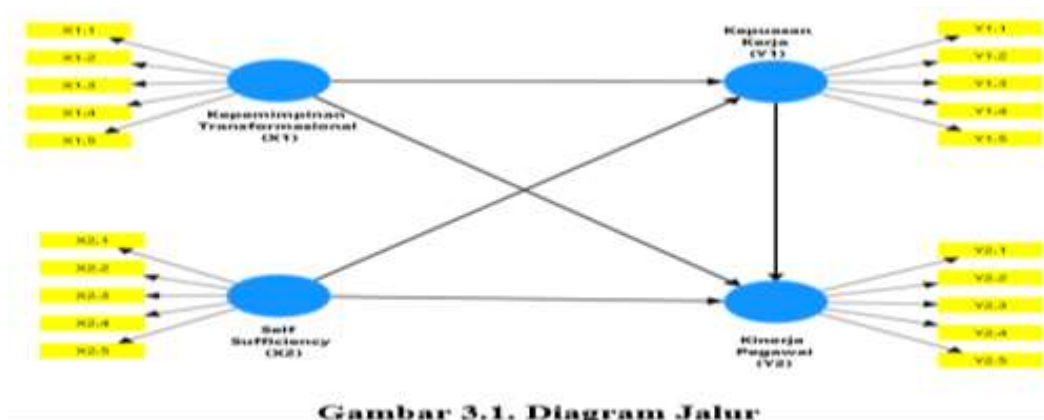


Mediation Analysis

To examine the mediating effect of **job satisfaction**, an indirect effect test was conducted. The results revealed that job satisfaction significantly mediates the relationship between both **transformational leadership** and **self-sufficiency** on **employee performance**.

- The indirect effect of **transformational leadership** → **job satisfaction** → **employee performance** had a t-value of **3.72** ($p < 0.01$).
- The indirect effect of **self-sufficiency** → **job satisfaction** → **employee performance** recorded a t-value of **3.95** ($p < 0.01$).

This confirms that job satisfaction acts as a **partial mediator**, enhancing the positive influence of leadership and self-sufficiency on performance.



DISCUSSION

The Effect of Transformational Leadership on Job Satisfaction

The results of this study demonstrate that transformational leadership has a significant and positive effect on job satisfaction among employees of the Environmental Agency of Bontang City. This finding is consistent with Transformational Leadership Theory proposed by Bass and Riggio (2021), which posits that leaders who inspire, motivate, and provide individualized consideration can foster higher levels of satisfaction and commitment among subordinates. Employees who perceive their leaders as role models and vision-driven tend to feel valued and emotionally supported, thereby developing stronger job satisfaction.

This finding aligns with prior studies such as Belias (2022) and Aburumman and Alrweis (2024), who revealed that transformational leadership increases job satisfaction

through enhanced trust, communication, and emotional connection between leaders and employees. The present study confirms that leadership practices emphasizing intellectual stimulation and clear vision communication are essential for public-sector organizations where employee engagement and morale are crucial for effective service delivery. Thus, transformational leadership plays a vital role in promoting a supportive work climate that enhances satisfaction and psychological well-being among employees.

The Effect of Self-Sufficiency on Job Satisfaction

The study also found that self-sufficiency has a significant and positive effect on job satisfaction. Employees with higher levels of self-sufficiency tend to exhibit confidence, autonomy, and the ability to manage work challenges independently. This result supports the Self-Determination Theory (Deci & Ryan, 2020) and the Social Cognitive Theory (Bandura, 2021), which emphasize that autonomy and perceived competence are central to motivation and satisfaction.

Empirically, these findings are consistent with Kim et al. (2022) and Hasan et al. (2023), who found that self-sufficient employees are more likely to experience job satisfaction because they possess control over their tasks and derive intrinsic fulfillment from their achievements. Employees who are confident in managing their duties—especially in complex environmental operations—report higher satisfaction as they perceive their contributions as meaningful and self-directed. Therefore, cultivating a culture that supports independence, and decision-making autonomy is essential to sustaining employee satisfaction in the public sector.

The Effect of Transformational Leadership on Employee Performance

The results show that transformational leadership positively and significantly influences employee performance. This relationship reflects the leader's role in shaping motivation, empowerment, and commitment among subordinates. According to Bass and Riggio (2021), transformational leaders elevate employee performance by providing inspiration, fostering creativity, and aligning individual goals with organizational objectives. In the context of the Environmental Agency, leaders who articulate a clear environmental mission and recognize employee contributions stimulate higher engagement and task performance.

These findings corroborate the works of Eliyana (2024) and Liu et al. (2022), who emphasized that transformational leaders not only improve job satisfaction but also drive employees to exceed performance expectations through intellectual stimulation and

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emotional encouragement. The implications of this finding suggest that transformational leadership is a critical determinant of productivity and service quality in government institutions that rely on teamwork and collective motivation.

The Effect of Self-Sufficiency on Employee Performance

The findings reveal that self-sufficiency exerts a significant positive impact on employee performance. Employees with strong self-sufficiency demonstrate higher levels of initiative, confidence, and problem-solving ability, which contribute directly to task accomplishment and innovation. This outcome is consistent with Social Cognitive Theory (Bandura, 2021), which suggests that individuals' belief in their capability enhances effort, persistence, and performance outcomes.

Similar conclusions were drawn by Rahman et al. (2022) and Hasan and Yusof (2022), who found that employees with a high degree of work independence perform better because they are able to handle complex situations without constant supervision. In the Environmental Agency of Bontang City, employees who exhibit self-sufficiency can respond more effectively to environmental challenges, adapt to field conditions, and make rapid, informed decisions. Therefore, self-sufficiency represents an essential psychological resource that strengthens performance across organizational levels.

The Effect of Job Satisfaction on Employee Performance

The study confirms that job satisfaction has a significant positive influence on employee performance. This finding aligns with the Job Satisfaction–Performance Relationship posited by Locke (2021) and supported by Spector (2022), which states that satisfied employees tend to be more motivated, engaged, and productive. In the public sector, job satisfaction enhances employees' commitment to service excellence and accountability.

The findings also echo the results of Dissanayake & Weerasiri (2021) and Liu et al. (2022), who demonstrated that satisfied employees perform better due to increased motivation and emotional attachment to their work. Within the Environmental Agency context, job satisfaction serves as a mediating factor between leadership, self-sufficiency, and performance—employees who experience fulfillment and recognition in their roles channel this satisfaction into higher-quality work outcomes. Thus, improving job satisfaction is a strategic approach to enhancing performance and organizational effectiveness.



The Mediating Role of Job Satisfaction

The mediating analysis indicates that job satisfaction serves as a bridge linking transformational leadership and self-sufficiency to employee performance. This result supports the Social Exchange Theory (Blau, 2021), suggesting that when employees perceive fairness, trust, and empowerment from their leaders, they reciprocate through greater effort and performance. Transformational leadership and self-sufficiency indirectly enhance performance by first improving employees' emotional and motivational states.

This finding resonates with Kim et al. (2021) and Wang & Zhang (2024), who found that job satisfaction mediates the relationship between leadership behaviors and employee performance outcomes. Therefore, interventions aimed at improving leadership quality and promoting employee autonomy should focus simultaneously on enhancing job satisfaction as a key psychological driver of performance.

Practical Implications

The findings of this research carry several practical implications for the management of the Environmental Agency of Bontang City. First, leadership development programs should prioritize transformational leadership competencies such as inspirational motivation, intellectual stimulation, and individualized consideration. Second, policies that encourage self-sufficiency—such as delegation of authority, professional development, and problem-solving autonomy—should be strengthened. Lastly, continuous assessment of employee satisfaction should be integrated into performance management systems to ensure that motivational and emotional aspects of work are adequately addressed.

Theoretical Contributions

Theoretically, this study contributes to the literature by integrating Transformational Leadership Theory, Self-Determination Theory, and Social Cognitive Theory into a unified model explaining employee performance in public organizations. The findings provide empirical evidence that leadership and self-sufficiency influence performance both directly and indirectly through job satisfaction, highlighting the importance of psychological and motivational mechanisms in enhancing public-sector effectiveness.

CONCLUSION

This study aimed to examine the influence of transformational leadership and self-sufficiency on job satisfaction and employee performance at the Environmental Agency of



Bontang City. The empirical results and theoretical analysis lead to several important conclusions.

First, **transformational leadership** has a significant and positive impact on both job satisfaction and employee performance. Leaders who inspire, motivate, and provide personal consideration to their subordinates can foster stronger emotional engagement and create a sense of shared purpose within the organization. This leadership style encourages innovation, teamwork, and organizational commitment, all of which directly contribute to enhanced employee satisfaction and performance outcomes.

Second, **self-sufficiency** significantly and positively affects job satisfaction and employee performance. Employees who possess high levels of self-sufficiency—characterized by independence, confidence, and the ability to make autonomous decisions—tend to be more motivated and productive. Their capacity to handle complex tasks and solve problems independently fosters greater satisfaction with their roles and contributes to overall organizational effectiveness.

Third, **job satisfaction** serves as an essential factor linking leadership and self-sufficiency with performance. Employees who are satisfied with their work environment, leadership, and personal growth opportunities exhibit higher levels of motivation and commitment, resulting in better performance outcomes. This supports the view that psychological and emotional well-being act as mediators between individual and organizational factors.

Fourth, the findings confirm that **both transformational leadership and self-sufficiency indirectly influence performance through job satisfaction**. This relationship aligns with **Social Exchange Theory** and **Self-Determination Theory**, suggesting that effective leadership and personal autonomy strengthen employees' intrinsic motivation and sense of reciprocity toward the organization, thereby enhancing their performance.

From a practical perspective, the study highlights the importance of developing transformational leadership competencies among managers and promoting a workplace culture that values autonomy and empowerment. Public institutions such as the Environmental Agency of Bontang City can improve performance and service quality by investing in leadership training, decision-making independence, and mechanisms that sustain employee satisfaction.

Theoretically, this study contributes to the literature by integrating **Transformational Leadership Theory**, **Self-Determination Theory**, and **Social Cognitive Theory** within the context of public-sector management. It provides empirical



evidence that leadership and self-sufficiency are critical antecedents of job satisfaction and performance, reaffirming that human resource development strategies should address both structural and psychological aspects of work behavior.

In summary, the findings suggest that achieving high employee performance requires more than technical competence—it demands visionary leadership, psychological empowerment, and job satisfaction as interrelated elements that sustain motivation and productivity within public organizations.

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