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Unveiling the Mediating Role of Self-Efficacy in the Job Satisfaction-Job Performance Relationship: A PLS-SEM Analysis of Libya's Oil and Gas Sector

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Abstract
The resource-based view and social exchange theory posit that human capital is the cornerstone of organizational success. In Libya, where the oil and gas sector constitutes the economic lifeline, understanding the drivers of employee performance is paramount. While the direct link between job satisfaction (JS) and job performance (JP) is well-established, the psychological mechanisms that translate satisfaction into performance remain underexplored, particularly in conflict-affected and culturally distinct contexts. This study investigates the mediating role of self-efficacy (SE) in the JS-JP relationship among employees at the Misurata Oil Depot, Libya. Data were collected from 254 employees using a structured questionnaire. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed for analysis. The measurement model demonstrated robust reliability, convergent validity, and discriminant validity. The structural model revealed a significant positive direct effect of JS on JP ($\beta = 0.911$, $p < 0.001$), JS on SE ($\beta = 0.845$, $p < 0.001$), and SE on JP ($\beta = 0.324$, $p < 0.001$). Crucially, the indirect effect of JS on JP through SE was also significant and substantial ($\beta = 0.729$, $p < 0.001$), confirming partial mediation. The model explains 86% ($R^2 = 0.860$) of the variance in JP and 71.4% ($R^2 = 0.714$) in SE. This study makes a significant theoretical contribution by integrating Social Exchange Theory and Social Cognitive Theory, empirically validating SE as a critical psychological conduit through which JS enhances JP. For practitioners in Libya's vital oil sector, the findings underscore the necessity of moving beyond transactional satisfaction (e.g., salaries) to foster intrinsic psychological states like self-efficacy through empowerment, recognition, and skill-development programs to unlock superior performance in a post-conflict environment.

1. Introduction

The human element is unequivocally recognized as the most valuable and dynamic resource for any organization, serving as the primary driver of productivity and competitive advantage (Rashid & Mazhar, 2018). In today's volatile business landscape, characterized by rapid technological advancement and dynamic market forces, organizations are compelled to delve deeper into understanding employee needs, aspirations, and the psychological mechanisms that govern performance. Consequently, the scholarly and managerial focus on constructs like job performance (JP) and its antecedents has intensified.

JP, defined as the aggregate of employee behaviors relevant to organizational goals (Borman & Motowidlo, 1993), is the ultimate barometer of organizational health and sustainability. Meanwhile, job satisfaction (JS) an affective state stemming from the appraisal of one's job experiences (Locke, 1976) has long been considered a fundamental determinant of JP. Meta-analytic evidence supports a positive, albeit complex, correlation between the two (Judge et al., 2001). However, the simplistic "satisfied workers are productive workers" axiom has been challenged, prompting calls to investigate the "black box" of intervening variables that explain *how* JS translates into JP (Wright et al., 2007).

One pivotal variable within this black box is self-efficacy (SE). Rooted in Bandura's (1977) Social Cognitive Theory, SE refers to an individual's belief in their capacity to mobilize the motivation, cognitive resources, and courses of action needed to execute tasks and manage prospective situations. It is a potent motivational construct that influences task choice, effort expenditure, perseverance, and resilience in the face of obstacles. An employee's belief in their own capability (SE) may be significantly shaped by their work environment and experiences (JS), and this belief, in turn, directly fuels their performance (JP). Thus, SE emerges as a plausible and powerful mediator, transforming the affective state of satisfaction into the behavioral outcome of performance.

The context of this study amplifies its significance. Libya's economy is overwhelmingly dependent on its oil and gas sector, which contributes approximately 65% of GDP, 95% of government revenue, and 96% of export earnings (World Bank, 2024; Central Bank of Libya, 2023). Despite this reliance, the sector has faced severe production and operational challenges in the post-2011 conflict era, with reported declines in output and efficiency (National Oil Corporation Report, 2024). A critical factor underpinning these challenges is the performance of the human resource base within national oil companies. Reports and prior studies (e.g., Al-Ferjani, 2024; UN Report, 2020) indicate issues related to employee morale, satisfaction, and performance efficacy. In such a high-stakes, technically demanding, and politically sensitive environment, understanding the psychological drivers of performance is not merely an academic exercise but a strategic imperative for national economic stability and recovery.

Therefore, this study aims to bridge these gaps by proposing and testing an integrated model where SE mediates the relationship between JS and JP. It seeks to answer the following research questions within Libya's oil and gas sector:

1. What is the effect of JS on employee SE?
2. What is the effect of JS on employee JP?
3. What is the effect of SE on employee JP?
4. Does SE mediate the relationship between JS and JP?

By addressing these questions, the study offers dual contributions. Theoretically, it enriches the JS-JP literature by validating a cognitive-motivational mediation pathway, integrating Social Exchange Theory (which frames JS as a beneficial organizational exchange) with Social Cognitive Theory (which positions SE as a key agentic mechanism). Practically, it provides evidence-based insights for the Libyan National Oil Corporation and similar entities in fragile states, highlighting that investment in fostering employee self-efficacy is as crucial as ensuring job satisfaction for achieving operational excellence and resilience.

2. Theoretical Framework and Hypotheses Development

2.1. Theoretical Underpinnings

This study is anchored in two complementary theoretical frameworks: Social Exchange Theory (SET) and Social Cognitive Theory (SCT).

Social Exchange Theory (SET): SET (Blau, 1964) posits that human relationships are formed and sustained based on subjective cost-benefit analyses and the expectation of reciprocity. In an organizational context, the employment relationship is viewed as a series of exchanges. The organization provides inducements such as fair pay, good working conditions, respect, and career opportunities (contributing to JS). In return, employees reciprocate with contributions such as high effort, commitment, and superior performance (JP). When employees perceive the exchange as favorable and equitable (high JS), SET predicts they will feel obliged to reciprocate with positive behaviors, including enhanced JP.

Social Cognitive Theory (SCT): SCT (Bandura, 1986, 1997) emphasizes the role of cognitive processes, particularly self-efficacy, in human agency. SE is not a skill but a belief about what one can do with their skills under specific conditions. It influences how people think, feel, motivate themselves, and act. High SE leads to setting challenging goals, strong commitment, heightened effort and persistence, resilience to setbacks, and ultimately, higher accomplishment. SCT also posits that SE is developed from four primary sources: mastery experiences (past successes), vicarious experiences (observing others), social persuasion (encouragement from others), and physiological/affective states (e.g., positive mood, low anxiety).

Integration of SET and SCT: This study integrates these theories to propose a sequential mediation model. SET explains why favorable organizational treatment (leading to JS) should lead to reciprocation (JP). SCT explains how this process occurs psychologically. Specifically, the positive experiences and fair treatment that foster JS (e.g., recognition, supportive supervision, skill development opportunities) can function as mastery experiences and social persuasion, thereby building an employee's SE. This enhanced SE, as per SCT, then empowers the employee to channel their motivation into effective action, resulting in higher JP. Thus, SE acts as the critical internal mechanism that translates the external, exchange-based condition of satisfaction into the behavioral outcome of performance.

2.2. Hypotheses Development

2.2.1. Job Satisfaction and Self-Efficacy (JS → SE)

JS encompasses positive emotional evaluations of various job facets, including the work itself, pay, supervision, colleagues, and promotion opportunities (Spector, 1997). According to SCT, successful experiences are the most potent source of SE. A satisfying job likely provides regular experiences of task accomplishment, positive feedback (social persuasion), and observation of competent peers (vicarious learning), all within a supportive environment that reduces negative affective states. Empirical studies support this link (e.g., Türkoğlu et al., 2017; Ali, 2020). Therefore:

H1: Job satisfaction has a significant positive effect on self-efficacy.

2.2.2. Job Satisfaction and Job Performance (JS → JP)

The direct relationship between JS and JP is one of the most researched in organizational behavior. SET provides a strong rationale: satisfied employees, feeling they are in a beneficial and fair exchange, are motivated to reciprocate with greater effort and higher performance to maintain the relationship. Meta-analyses confirm a positive, though modest, correlation (Judge et al., 2001). In the high-stakes, interdependent environment of an oil depot, where safety and precision are paramount, a satisfied and thus more engaged workforce is critical. Therefore:

H2: Job satisfaction has a significant positive effect on job performance.

2.2.3. Self-Efficacy and Job Performance (SE → JP)

SCT posits a direct, causal link between SE and performance. Individuals with high SE approach difficult tasks as challenges to be mastered rather than threats to be avoided. They set higher goals, exert more effort, persist longer in the face of difficulties, and develop more effective strategies, all leading to superior performance (Stajkovic & Luthans, 1998). This relationship is expected to hold in the technical and often high-pressure context of hydrocarbon operations, where confidence in one's skills directly impacts error rates, problem-solving, and proactive maintenance. Therefore:

H3: Self-efficacy has a significant positive effect on job performance.

2.2.4. The Mediating Role of Self-Efficacy (JS → SE → JP)

Building on the integrated SET-SCT framework, we propose that SE is not merely a parallel determinant of JP but a key psychological conduit. JS, stemming from positive organizational exchanges, builds the employee's belief in their capabilities (SE). This fortified sense of efficacy then energizes and directs the employee's effort and persistence toward achieving high performance. Thus, a significant portion of JS's impact on JP is transmitted indirectly through SE. Prior research supports the mediating role of similar psychological constructs (e.g., Wright et al., 2007; Al-Ali et al., 2019). Therefore:

H4: Self-efficacy mediates the relationship between job satisfaction and job performance.

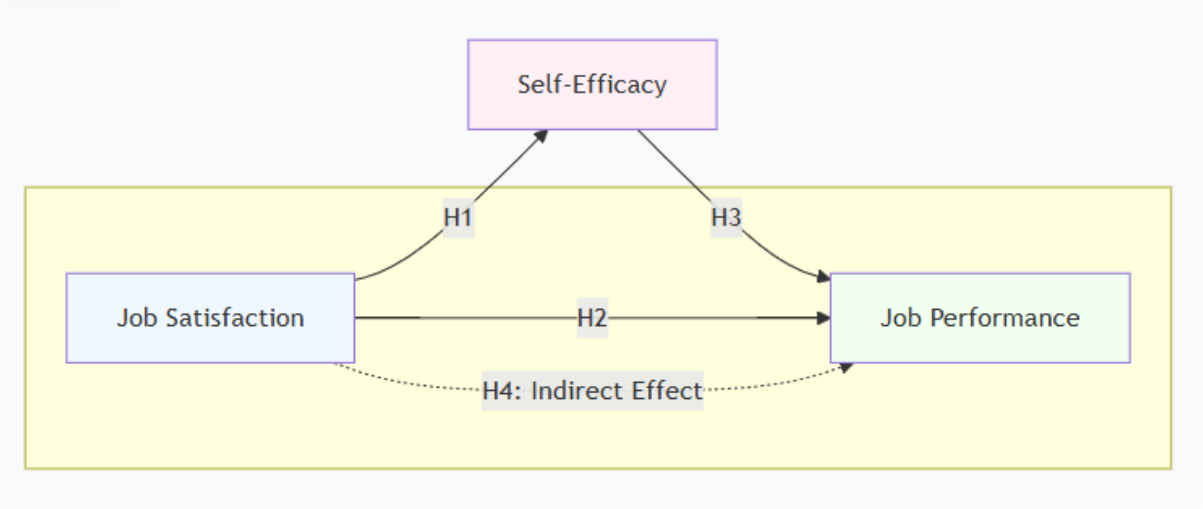

Fig. 1. The proposed research model.

3. Methodology

3.1. Research Design and Sample

This study employed a quantitative, cross-sectional, survey-based design. The target population was all employees of the Misurata Oil Depot, a key facility of the Brega Oil Marketing Company in Libya. According to the depot's 2025 statistical report, the total workforce numbered 720. Using Krejcie and Morgan's (1970) sampling table and a 95% confidence level, a minimum sample size of 254 was determined. Simple random sampling was used to distribute 400 questionnaires. After data screening for incomplete or patterned responses, 254 usable questionnaires were retained, yielding a valid response rate of 63.5%.

3.2. Measures and Instrumentation

A structured, self-administered questionnaire was developed. All constructs were measured using established scales adapted to the Libyan oil sector context. The questionnaire was first prepared in English, then translated into Arabic using a standard back-translation procedure to ensure conceptual equivalence. It comprised two sections: (1) demographic information (gender, age, marital status, job title, education, tenure), and (2) the main constructs measured on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

- Job Performance (JP): Adapted from the scale used by Al-Daghl and Omran (2023), this 18-item instrument measured three dimensions: Task Performance (6 items, e.g., "I complete my assigned duties proficiently"), Contextual Performance (5 items, e.g., "I assist my colleagues in completing their work"), and Adaptive Performance (4 items, e.g., "I easily reorganize my work to adapt to any new circumstances").

- Job Satisfaction (JS): Measured using an 8-item scale adapted from Badawi and Mohammed (2024). It captured both Intrinsic Satisfaction (4 items, e.g., "I feel my work is valuable and has a real impact") and Extrinsic Satisfaction (4 items, e.g., "I am satisfied with my current salary").
- Self-Efficacy (SE): Measured using a 15-item scale adapted from Ali (2025) and Al-Hawamdeh (2023). It assessed three dimensions: Individual-Social Efficacy (5 items, e.g., "I possess social skills that enable me to build good relationships with my supervisors"), Strategic Efficacy (5 items, e.g., "I set an appropriate strategy to perform my work"), and Organizational Efficacy (5 items, e.g., "I feel responsible for my work").

3.3. Data Analysis Strategy

Data analysis was performed in two stages using SmartPLS 4 software. First, the measurement model was assessed for reliability and validity. This included checking indicator loadings, internal consistency (Cronbach's Alpha and Composite Reliability), convergent validity (Average Variance Extracted - AVE), and discriminant validity using the Heterotrait-Monotrait (HTMT) ratio. Second, the structural model was evaluated. This involved assessing collinearity (VIF), the significance and relevance of path coefficients (using a bootstrapping procedure with 5000 subsamples), the coefficient of determination (R^2), predictive relevance (Q^2 via blindfolding), and the effect size (f^2). The mediation hypothesis (H4) was tested by examining the significance of the specific indirect effect (JS → SE → JP) using the same bootstrapping method. PLS-SEM was chosen over CB-SEM due to its suitability for predictive research, its ability to handle complex models with smaller samples, and its less stringent assumptions regarding data distribution (Hair et al., 2019), which was appropriate given the non-normal distribution of our data.

4. Results

4.1. Demographic Profile

The demographic profile of respondents (N=254) is presented in Table 1. The sample was predominantly male (97%), reflecting the gender composition typical of technical and field-based roles in Libya's oil sector. The majority were married (78.7%) and fell within the 31-40 age bracket (37.8%). In terms of education, 46.1% held a bachelor's degree. Most respondents had moderate experience, with 31.1% having 6-10 years and 30.7% having 11-15 years of service. Engineers constituted the largest job category (38.2%), followed by administrative staff (31.9%).

Table 1. Demographic Profile of Respondents (N=254)

Variable	Category	Frequency	Percentage (%)
Gender	Male	247	97.2
	Female	7	2.8
Marital Status	Single	40	15.7

	Married	200	78.7
	Divorced	10	3.9
	Widowed	4	1.6
Age	≤ 30 years	61	24.0
	31 – 40 years	96	37.8
	41 – 50 years	68	26.8
	≥ 51 years	29	11.4
Education	Diploma	21	8.3
	Bachelor's	117	46.1
	Master's	66	26.0
	PhD	50	19.7
Tenure	≤ 5 years	63	24.8
	6 – 10 years	79	31.1
	11 – 15 years	78	30.7
	≥ 16 years	34	13.4
Job Title	Manager	24	9.4
	Engineer	97	38.2
	Technician	52	20.5
	Administrator	81	31.9

4.2. Measurement Model Assessment

Reliability and Convergent Validity: As shown in Table 2, all constructs exhibited excellent reliability. Cronbach's Alpha and Composite Reliability (CR) values for JS (0.943, 0.945), JP (0.966, 0.970), and SE (0.910, 0.920) significantly exceeded the recommended threshold of 0.70. All indicator loadings were above 0.55, with the majority above 0.70. The Average Variance Extracted (AVE) for JS (0.715) and JP (0.641) surpassed the 0.50 benchmark, indicating good convergent validity. The AVE for SE (0.445) was slightly below 0.5; however, its high CR (>0.90) and the fact that all loadings were significant and above 0.5 justified its retention in the model for exploratory research purposes (Hair et al., 2019).

Table 2. Measurement Model Results (Loadings, Reliability, AVE)

Construct	Items	Loadings	Cronbach's Alpha	CR	AVE
Job Satisfaction (JS)	JS1-JS8	0.804 - 0.909	0.943	0.945	0.715
Job Performance (JP)	JP1-JP18	0.577 - 0.898	0.966	0.970	0.641
Self-Efficacy (SE)	SE1-SE15	0.533 - 0.791	0.910	0.920	0.445

Discriminant Validity: Discriminant validity was assessed using the HTMT ratio. As presented in Table 3, all HTMT values were below the conservative threshold of 0.85 (JS-JP: 0.747, JS-SE: 0.694, SE-JP: 0.797), confirming that each construct is distinct from the others (Henseler et al., 2015). Cross-loadings analysis further supported this, as each indicator loaded highest on its intended construct.

Table 3. Discriminant Validity – Heterotrait-Monotrait (HTMT) Ratio

Construct	1	2	3
1. Job Satisfaction (JS)			
2. Job Performance (JP)	**0.747**		
3. Self-Efficacy (SE)	**0.694**	**0.797**	

4.3. Structural Model and Hypotheses Testing

Before evaluating the structural paths, collinearity was checked. The Variance Inflation Factor (VIF) values for JS and SE as predictors were both 3.22, well below the critical threshold of 5, indicating no harmful multicollinearity.

The results of the structural model analysis, including path coefficients, t-statistics, and hypothesis decisions, are summarized in Table 4 and illustrated in Figure 2.

Table 4. Structural Model Path Coefficients and Hypothesis Testing

Hypothesis	Path	Beta (β)	Standard Deviation	t-value	p-value	Decision
H1	JS → SE	0.845	0.019	44.905	0.000	**Supported**
H2	JS → JP	0.911	0.014	65.980	0.000	**Supported**
H3	SE → JP	0.324	0.056	5.743	0.000	**Supported**
H4	JS → SE → JP	0.729	0.029	25.519	0.000	**Supported**

- **H1:** The path from Job Satisfaction to Self-Efficacy was positive and highly significant ($\beta = 0.845$, $p < 0.001$), providing strong support for H1.
- **H2:** The direct path from Job Satisfaction to Job Performance was positive and highly significant ($\beta = 0.911$, $p < 0.001$), strongly supporting H2.
- **H3:** The path from Self-Efficacy to Job Performance was positive and significant ($\beta = 0.324$, $p < 0.001$), supporting H3.
- **H4:** The specific indirect effect of JS on JP through SE was positive, substantial, and highly significant ($\beta = 0.729$, $p < 0.001$). Since the direct effect (H2) remained significant, self-efficacy acts as a partial mediator in the JS-JP relationship, fully supporting H4.

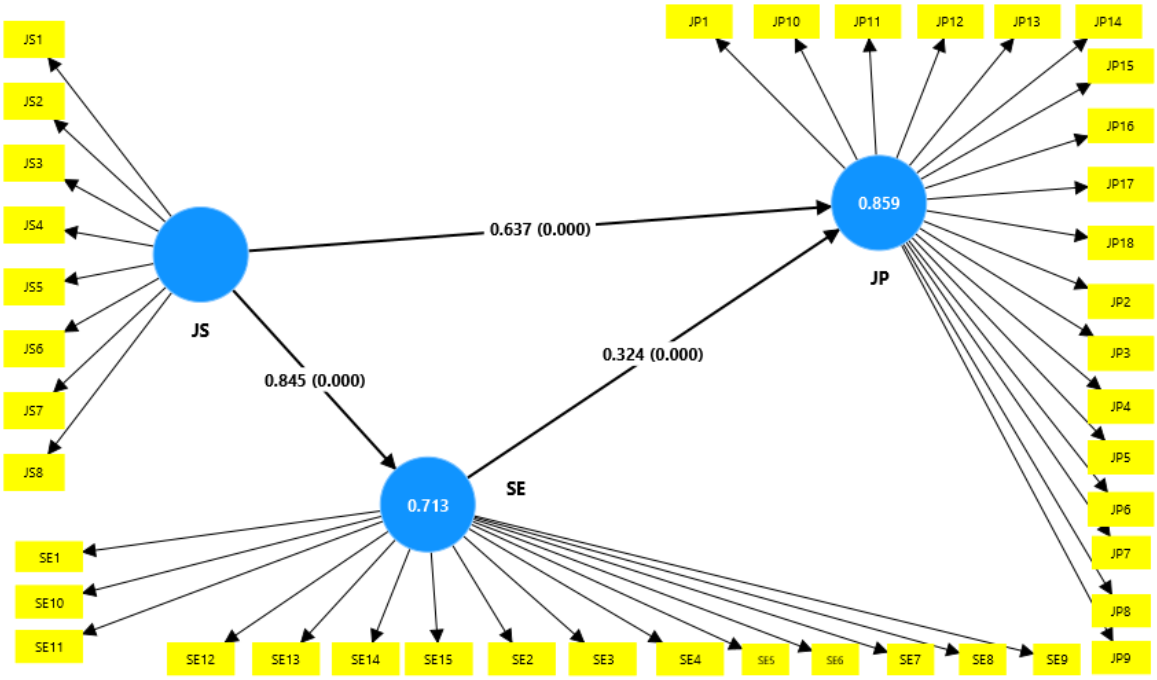

Fig. 2. PLS-SEM Path Model with Bootstrapping Results.

4.4. Model Fit and Predictive Power

The model's explanatory and predictive power is robust (Table 5). The R^2 values for the endogenous constructs were 0.714 for Self-Efficacy and 0.860 for Job Performance, indicating that the model explains 71.4% and 86.0% of their variance, respectively. These values represent a very high level of explanatory power. The effect sizes (f^2) were large for JS → SE (2.495) and JS → JP (0.829), and medium for SE → JP (0.214). The predictive relevance, assessed via Stone-Geisser's Q^2 (obtained through blindfolding), was high for both JP (0.825) and SE (0.705), confirming the model's out-of-sample predictive capability.

The model fit, assessed via the Standardized Root Mean Square Residual (SRMR), was 0.078, which is below the recommended cutoff of 0.08, indicating a good fit.

Table 5. Model's Explanatory and Predictive Power (R^2, f^2, Q^2, SRMR)

Construct	R^2	Adjusted R^2	f^2 (from JS)	f^2 (from SE)	Q^2predict	SRMR
Self-Efficacy (SE)	0.714	0.713	2.495	-	0.705	0.078
Job Performance (JP)	0.860	0.859	0.829	0.214	0.825	

5. Discussion

This study set out to investigate the mediating role of self-efficacy in the well-established relationship between job satisfaction and job performance within a critical yet understudied context: Libya's oil and gas sector. The findings provide strong and nuanced support for the proposed integrated model, rooted in Social Exchange Theory (SET) and Social Cognitive Theory (SCT).

5.1. Interpretation of Key Findings

The results confirm all four hypotheses with remarkable statistical strength. The direct effect of JS on JP (H2: $\beta = 0.911$) is exceptionally high. This finding surpasses the typical correlations reported in global meta-analyses (e.g., Judge et al., 2001) and regional Arab studies (e.g., Al-Marzouqi, 2024; Al-Maaytah, 2017). This potency can be attributed to the specific context. In a post-conflict environment like Libya, where economic opportunities are constrained and job security is paramount, the oil sector represents a bastion of stability and relatively high remuneration. Therefore, satisfaction derived from this "oasis" of stability may carry an outsized motivational weight, compelling employees to reciprocate with exceptionally high performance to protect their valued position a vivid illustration of SET in action.

Furthermore, JS was found to be a powerful antecedent of SE (H1: $\beta = 0.845$). This aligns perfectly with SCT, which posits that positive, mastery-oriented experiences are key sources of efficacy beliefs. A satisfying job in the Libyan oil context likely characterized by clear tasks, necessary resources, and supportive peer networks provides regular doses of successful experience and positive feedback, systematically building an employee's confidence in their professional capabilities.

While the direct effect of SE on JP (H3: $\beta = 0.324$) was significant but more moderate, its true importance is revealed in the mediation analysis. The core contribution of this study is the validation of H4: SE partially mediates the JS-JP relationship with a very strong indirect effect ($\beta = 0.729$). This means that a major pathway through which satisfaction boosts performance is by first fortifying the employee's belief in their own abilities. An employee who is satisfied is not just happier; they are also more confident. This confidence then becomes the engine that drives the effort, persistence, and innovative problem-solving required for high performance in a complex technical environment. This finding bridges SET and SCT:

the beneficial organizational exchange (satisfaction) builds the psychological capital (self-efficacy) that the employee actively employs to fulfill their reciprocal obligation (performance).

5.2. Comparison with Existing Literature

The strong direct JS-JP link corroborates a vast body of international literature (Judge et al., 2001) and aligns with regional Arab studies in sectors like education (Al-Marzouqi, 2024) and civil defense (Qashqari & Al-Rashidi, 2024). However, the magnitude of the effect here is notably larger, underscoring the context-dependent nature of this relationship.

The confirmed JS-SE link is consistent with studies linking positive work attitudes to personal resources like self-efficacy (Türkoğlu et al., 2017; Ali, 2020). The SE-JP link is a cornerstone of SCT and has been validated across domains (Stajkovic & Luthans, 1998).

Most significantly, the mediation finding addresses a critical gap. While studies have explored other mediators like organizational loyalty (Bourqaa & Razine, 2020) or positive well-being (Wright et al., 2007), few in the Arab world have empirically tested SE in this role. This study thus extends the work of researchers like Abu Al-Rub and Abdullah (2014) who called for investigating mediating variables, by identifying and quantifying a specific cognitive-motivational mechanism. It provides empirical support for the theoretical proposition that the translation of attitudes into behaviors is not automatic but is facilitated by agentic psychological states.

5.3. Theoretical and Practical Implications

Theoretical Implications:

1. Integration of Macro and Micro Theories**:** The study successfully integrates SET (an organizational-level, exchange-focused theory) with SCT (an individual-level, cognitive-motivational theory). It demonstrates how macro-organizational conditions (fair treatment leading to JS) influence micro-psychological states (SE), which subsequently drive individual behavior (JP).

2. Elucidating the Mediation "Black Box": It moves beyond establishing a correlation to explaining the process. By identifying SE as a potent partial mediator, it provides a more precise and psychologically grounded account of *how* JS influences JP.

3. Contextual Enrichment: It tests and validates these established relationships in the underexplored, high-stakes context of a conflict-affected Arab oil economy, enhancing the generalizability and boundary conditions of existing theories.

Practical Implications for Libya's Oil Sector:

1. Beyond Transactional Satisfaction: Management must recognize that employee value propositions cannot be solely transactional (good salary). They must be transformational, intentionally designed to build psychological capital. HR policies should aim to create "mastery experiences" through challenging yet achievable assignments, provide constructive "social

persuasion" through regular, specific feedback and recognition, and reduce negative "affective states" by ensuring psychological safety and work-life balance.

2. Targeted Development Programs: Investment in training should have a dual focus: not just on technical skill acquisition, but explicitly on efficacy building. This includes post-training support, mentoring programs pairing less experienced staff with high-efficacy role models, and leadership training for supervisors on how to coach for confidence.

3. Performance Management Redesign**:** The performance appraisal system could incorporate assessments or discussions about role-specific self-efficacy, helping to identify employees who may have the skills but lack the confidence to apply them fully, allowing for targeted support.

4. Communication and Empowerment**:** Transparent communication about company goals and challenges, coupled with increased autonomy in decision-making within defined boundaries, can enhance employees' sense of control and personal agency, further boosting SE.

6. Limitations and Future Research Directions

While this study offers significant insights, it is not without limitations, which also chart a course for future research:

1. Cross-Sectional Design: The data were collected at a single point in time, limiting causal inferences. Longitudinal studies tracking JS, SE, and JP over time would provide stronger evidence for the proposed causal sequence.

2. Common Method Bias (CMB): Using a single, self-reported questionnaire raises the potential for CMB. Although procedural remedies were applied (anonymity, scale separation) and statistical tests (Harman’s single factor) did not indicate a severe issue, future studies could incorporate multi-source data (e.g., supervisor ratings of performance).

3. Context Specificity: The study focused on one depot in Libya's oil sector. Replication in other Libyan organizations (public/private, other sectors) and in other oil-rich Arab states with different cultural or political climates would enhance generalizability.

4. Measurement of Self-Efficacy: The AVE for the SE scale was slightly below the ideal threshold. Future research could employ more context-specific or domain-specific self-efficacy scales with potentially higher discriminant validity.

5. Unexplored Moderators: The strength of the relationships may be influenced by moderating variables such as leadership style, organizational culture, or tenure. Future models could test, for example, whether transformational leadership strengthens the JS-SE link.

6. Broad Constructs: JS and JP were treated as broad, holistic constructs. Investigating which specific facets of satisfaction (e.g., satisfaction with supervision vs. pay) are most potent in building SE and driving different dimensions of performance (task vs. contextual) would yield more granular insights.

7. Qualitative Insights: A mixed-methods approach incorporating interviews or focus groups could provide a richer, qualitative understanding of the sources of SE and the narratives Libyan oil workers have about the link between their satisfaction and their performance.

8. Team-Level Analysis: Extending the model to the team level to investigate "collective efficacy" and its role in team performance within project-based oil and gas operations would be a valuable advancement.

7. Conclusion

This research provides compelling evidence that in the vital oil and gas sector of Libya, employee performance is not a simple function of job satisfaction. Instead, satisfaction operates through a powerful psychological intermediary: self-efficacy. The study reveals that a satisfying work environment serves as a critical foundation, but it is the employee's resulting belief in their own capabilities that actively converts this satisfaction into the effort, persistence, and proficiency that define high job performance. The integrated SET-SCT model received strong empirical support, with self-efficacy acting as a significant partial mediator.

For the Libyan National Oil Corporation and similar entities operating in complex, post-conflict environments, the message is clear: sustainable high performance requires a dual-strategy investment. While maintaining fair and satisfying working conditions is essential, it must be coupled with a deliberate, strategic focus on cultivating the internal psychological driver of self-efficacy. By empowering employees to believe in their capacity to succeed, organizations can unlock a higher-order level of performance, fostering not only operational excellence but also building much-needed organizational resilience for the future. This study, therefore, contributes both a nuanced theoretical understanding and a pragmatic roadmap for enhancing human capital in one of the world's most critical industries.

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