

## The Role of Self-Efficacy in Mediating Workload, Career Development, Leadership, and Employee Productivity in Coffee Shops

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### Abstract

*The rapid growth of the coffee shop industry in Indonesia has intensified competition in the food and beverage sector, making employee productivity essential for maintaining service quality and operational effectiveness. In dynamic service environments, employees are often required to handle demanding workloads, multitasking responsibilities, and continuous customer interactions, highlighting the importance of psychological factors in influencing performance. This study examines the effects of workload, career development, and leadership on employee productivity, with self-efficacy serving as a mediating variable among coffee shop employees in Pangkalpinang, Indonesia. A quantitative approach with a cross-sectional design was employed. Data were collected from 150 employees through purposive sampling, with respondents having at least six months of work experience. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results show that workload has a positive and significant effect on self-efficacy, while self-efficacy significantly improves employee productivity. Self-efficacy also mediates the relationship between workload and productivity. Conversely, career development and leadership do not significantly influence either self-efficacy or productivity. These findings suggest that employees' confidence in their abilities and psychological readiness play a more substantial role in enhancing productivity than traditional organizational mechanisms within informal service industries. The study contributes to the literature by extending social cognitive theory to the coffee shop context and emphasizing the role of self-efficacy as a key psychological mechanism linking workload and productivity. Practically, managers should strengthen employees' psychological capabilities through coaching, peer support, workload balancing, and confidence-building initiatives.*

**Keywords:** career development; leadership; self-efficacy; employee productivity; coffee shop industry

### INTRODUCTION

The coffee shop industry in Indonesia has experienced rapid growth over the past decade, reflecting changing consumer lifestyles, urban social culture, and increasing demand for experiential service environments. Coffee shops are no longer viewed solely as places to consume beverages, but also function as social spaces, meeting points, and flexible working environments, particularly among younger generations. This rapid expansion has intensified competition among coffee shop businesses, requiring organizations to

maintain service quality, operational efficiency, and customer satisfaction in order to survive in an increasingly competitive food and beverage (F&B) market. In this context, employee productivity becomes a critical factor because frontline employees directly influence service speed, communication quality, and customer experience. Consequently, coffee shop businesses require employees who are capable of working effectively under dynamic and high-pressure service conditions.

Employee productivity in service industries differs substantially from

productivity in manufacturing or formal corporate sectors. In coffee shop operations, employees are frequently required to perform multiple responsibilities simultaneously, including beverage preparation, cashier duties, customer interaction, workplace cleanliness, and inventory support. These tasks are often performed under strict time pressure, rotating shift systems, and fluctuating customer demand, particularly during peak hours. Such conditions create substantial operational pressure and emotional labor for employees. Previous studies have shown that employee productivity in service industries is influenced not only by technical competence but also by psychological and organizational factors, including workload, leadership, work environment, and employee self-confidence (Kim & Park, 2021; Nguyen et al., 2022; Rahman et al., 2023).

Among the organizational factors associated with employee productivity, workload, career development, and leadership have received significant attention in human resource management literature. Workload reflects the physical and psychological demands experienced by employees while performing their tasks. Several studies suggest that excessive workload may reduce employee performance due to stress and fatigue, while manageable workload may encourage employees to develop adaptive skills and work effectiveness (Karatepe et al., 2022; Wang et al., 2023). Meanwhile, career development is commonly associated with improved employee motivation, competence, and organizational commitment because employees who perceive opportunities for

growth tend to demonstrate stronger engagement and performance (Iqbal et al., 2023; Islam et al., 2022). Leadership has also been widely recognized as an important factor influencing employee attitudes and behavior, particularly transformational leadership, which may strengthen employee motivation, confidence, and productivity (Buil et al., 2021; Saleem et al., 2022).

However, empirical findings regarding the effects of workload, career development, and leadership on employee productivity remain inconsistent, particularly across different organizational contexts. In informal service sectors such as coffee shops, organizational structures tend to be relatively simple, employment relationships are often flexible, and employee turnover is comparatively high. Under such conditions, employees may prioritize immediate operational demands over long-term organizational considerations. Consequently, traditional organizational mechanisms such as career development programs and leadership practices may not function as effectively as they do in formal corporate environments. This indicates that employee productivity within coffee shop businesses may be shaped more strongly by internal psychological factors than by structural organizational systems.

One psychological factor that has gained increasing attention in organizational behavior research is self-efficacy. Rooted in the social cognitive theory developed by Albert Bandura, self-efficacy refers to an individual's belief in their ability to successfully perform specific tasks and overcome challenging situations. Employees with high self-efficacy are generally more

resilient, adaptive, proactive, and capable of maintaining performance under pressure. According to Bandura (2020), mastery experiences developed through challenging work situations play an important role in strengthening individual self-efficacy. In highly dynamic service environments such as coffee shops, employees who successfully manage operational pressures may gradually develop stronger confidence in their work capabilities. Previous studies have consistently shown that self-efficacy positively influences employee performance and may function as an important psychological mechanism linking workplace conditions and employee outcomes (Luthans et al., 2021; Chen et al., 2021; Liu et al., 2023; Zhang et al., 2022).

Despite extensive research on employee productivity and self-efficacy, most previous studies have primarily focused on formal sectors such as banking, manufacturing, hospitality corporations, and large-scale organizations. Research examining psychological mechanisms within informal and semi-formal service industries, particularly coffee shops, remains relatively limited. Furthermore, studies investigating the mediating role of self-efficacy in the relationship between workload, career development, leadership, and employee productivity in coffee shop settings are still underexplored. This research gap is important because the characteristics of coffee shop employment differ substantially from formal organizational environments. Coffee shop employees are often dominated by younger workers, flexible employment systems, and short-term work orientations, which may alter

the effectiveness of traditional organizational factors in influencing productivity.

Based on these considerations, this study aims to analyze the effects of workload, career development, and leadership on employee productivity, with self-efficacy serving as a mediating variable in the coffee shop industry in Pangkalpinang, Indonesia. This study contributes theoretically by extending social cognitive theory into the context of informal service industries and by emphasizing the dominant role of psychological mechanisms in shaping employee productivity. Practically, the findings are expected to provide insights for coffee shop managers in designing more effective human resource strategies, particularly those related to workload management, psychological empowerment, and employee capability development in dynamic service environments.

## **METHODS**

This study employed a quantitative approach with an explanatory research design to examine the causal relationships between workload, career development, leadership, self-efficacy, and employee productivity in the coffee shop industry. A quantitative method was considered appropriate because it enables objective measurement and statistical testing of relationships among variables within a structural model framework. The study adopted a cross-sectional design, in which data were collected at a single point in time to capture employees' perceptions regarding working conditions, psychological factors, and productivity.

The research was conducted in the coffee shop industry in Pangkalpinang, Indonesia. This sector was selected because coffee shops represent a rapidly growing service industry characterized by dynamic operational conditions, high customer interaction, multitasking work systems, and relatively flexible organizational structures. Such characteristics make the coffee shop industry an appropriate context for examining the interaction between organizational factors, psychological mechanisms, and employee productivity.

The population of this study consisted of employees working in coffee shops located in Pangkalpinang. The study involved employees from several medium-sized and independent coffee shops operating in urban areas with relatively high customer activity. A purposive sampling technique was employed because the study required respondents who possessed sufficient work experience and understanding of operational conditions within coffee shop environments.

The sampling criteria required respondents to have worked for at least six months in their respective coffee shops. This criterion was applied to ensure that respondents had adequate experience regarding workload, leadership practices, career development opportunities, and workplace dynamics. Data collection was conducted through direct questionnaire distribution to employees during operational hours with prior permission from coffee shop management.

Based on the recommendation for Partial Least Squares Structural Equation Modeling (PLS-SEM), the minimum sample size should range from five to ten times the

number of indicators used in the model (Hair et al., 2021). Since this study employed 25 indicators, the minimum required sample size ranged between 125 and 250 respondents. A total of 150 valid responses were successfully collected and analyzed, indicating that the sample size met the adequacy requirements for PLS-SEM analysis.

**Table 1.** Respondent Characteristics

Characteristic	Frequency	Percentage
Gender		
Male	78	52.0%
Female	72	48.0%
Age		
18–25 Years	94	62.7%
26–35 Years	41	27.3%
>35 Years	15	10.0%
Work Experience		
6 Months–1 Year	57	38.0%
1–3 Years	68	45.3%
>3 Years	25	16.7%
Education		
Senior High School	88	58.7%
Diploma/Bachelor Degree	62	41.3%

The respondent profile indicates that the majority of coffee shop employees were young workers aged between 18 and 25 years old, reflecting the dominance of younger generations within the food and beverage industry.

Primary data were collected using a structured questionnaire distributed directly to respondents. The instrument employed a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). All measurement items were adapted from established and validated scales in previous studies to ensure content validity and measurement reliability.

Workload was measured using indicators adapted from Robbins and Judge, focusing on time pressure, work intensity, and task demands. Career development was

assessed based on Greenhaus et al.'s indicators, including training opportunities, career advancement, and organizational support. Leadership was measured using transformational leadership indicators from Bass and Avolio, emphasizing motivation, guidance, and supervisor support. Self-efficacy was evaluated using Bandura's indicators, focusing on employees' confidence in handling work challenges and completing tasks effectively. Employee productivity was measured using indicators adapted from Sedarmayanti, including work effectiveness, efficiency, quality of work, and task completion, reflecting employees' ability to achieve organizational goals efficiently and consistently.

**Table 2.** Operational Definition of Variables

Variable	Number of Items	Example Indicator	Source
Workload	5	"I work under strict time pressure."	Robbins & Judge
Career Development	5	"The organization provides opportunities for career growth."	Greenhaus et al.
Leadership	5	"My supervisor motivates employees to perform better."	Bass & Avolio
Self-Efficacy	5	"I am confident in handling work challenges."	Bandura
Employee Productivity	5	"I can complete work efficiently and effectively."	Sedarmayanti

Prior to data collection, the questionnaire items were reviewed and adjusted to ensure clarity, contextual relevance, and suitability for the coffee shop working environment.

This study adhered to ethical research principles throughout the data collection process. Respondents participated voluntarily

and were informed about the purpose of the study prior to completing the questionnaire. Informed consent was obtained from all participants, and respondents were assured that their responses would remain anonymous and confidential. Participants were also informed that they could withdraw from the study at any time without any consequences. To minimize potential bias, no personally identifiable information was collected from respondents.

The data analysis technique employed in this study was Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS software. PLS-SEM was selected because it is appropriate for analyzing complex structural relationships involving multiple latent variables, mediation effects, and relatively small sample sizes. Additionally, PLS-SEM does not require strict assumptions regarding normal data distribution and is suitable for exploratory and predictive research models (Hair et al., 2021).

The analysis consisted of two stages: measurement model evaluation (outer model) and structural model evaluation (inner model). The outer model evaluation aimed to assess validity and reliability using several criteria, including factor loadings ( $>0.70$ ), Average Variance Extracted (AVE  $> 0.50$ ), Cronbach's Alpha ( $>0.70$ ), and Composite Reliability ( $>0.70$ ). Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT), with values below 0.90 indicating acceptable discriminant validity.

The inner model evaluation assessed the relationships among constructs using path coefficients, t-statistics, and p-values obtained through bootstrapping procedures.

The explanatory power of the model was evaluated using the coefficient of determination ( $R^2$ ), while predictive relevance was assessed using  $Q^2$  values. Effect size ( $f^2$ ) was also examined to determine the strength of relationships among variables. Furthermore, model fit was evaluated using the Standardized Root Mean Square Residual (SRMR) and Normed Fit Index (NFI).

To examine mediation effects, indirect effect analysis was conducted to determine the mediating role of self-efficacy in the relationships between workload, career development, leadership, and employee productivity.

Because all data were collected using self-reported questionnaires, this study also considered the potential risk of common method bias (CMB). Procedural remedies were applied by ensuring respondent anonymity, maintaining confidentiality, and varying item wording within the questionnaire. Additionally, Harman's single-factor test was conducted to assess whether a single factor dominated the total variance. The results indicated that no single factor accounted for the majority of the variance, suggesting that common method bias was not a serious concern in this study.

## RESULTS AND DISCUSSION

### Measurement Model Evaluation (Outer Model)

The measurement model was evaluated to assess the validity and reliability of all constructs used in this study, namely workload, career development, leadership, self-efficacy, and employee productivity. Convergent validity was assessed through outer loading values and Average Variance

Extracted (AVE). The results indicate that all indicator loadings exceeded the recommended threshold of 0.70, confirming that each indicator adequately represents its respective construct. In addition, all AVE values were above 0.50, indicating satisfactory convergent validity because each construct explained more than 50% of the variance of its indicators.

Reliability was assessed using Cronbach's Alpha and Composite Reliability (CR), with all constructs exceeding the 0.70 threshold, indicating strong internal consistency. Discriminant validity was evaluated using the Heterotrait–Monotrait Ratio (HTMT), and all values were below the recommended cutoff of 0.90. These results confirm that the constructs are reliable, empirically distinct, and meet the required criteria, making the measurement model suitable for subsequent structural model analysis.

**Table 3.** Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	AVE
Workload	0.861	0.899	0.641
Career Development	0.874	0.909	0.667
Leadership	0.887	0.918	0.691
Self-Efficacy	0.901	0.926	0.714
Employee Productivity	0.893	0.921	0.700

The HTMT analysis further confirms adequate discriminant validity among constructs.

**Table 4.** HTMT Results

Variable	1	2	3	4
Workload	—			
Career Development	0.421	—		
Leadership	0.488	0.573	—	
Self-Efficacy	0.681	0.402	0.445	—
Productivity	0.529	0.387	0.361	0.812

Since all HTMT values are below 0.90, the constructs demonstrate acceptable discriminant validity.

**Structural Model Evaluation (Inner Model)**

The structural model was evaluated using path coefficients, t-statistics, and p-values generated through bootstrapping procedures in SmartPLS. In addition, the coefficient of determination (R<sup>2</sup>), predictive relevance (Q<sup>2</sup>), and model fit indices were examined to assess the robustness of the model.

The results reveal that workload has a positive and significant effect on self-efficacy ( $\beta = 0.575$ ;  $p < 0.001$ ), indicating that employees who are capable of managing demanding work situations tend to develop stronger confidence in their abilities. Furthermore, self-efficacy significantly affects employee productivity ( $\beta = 0.750$ ;  $p < 0.001$ ), suggesting that employees with higher confidence levels are more capable of maintaining work effectiveness and efficiency.

In contrast, career development and leadership do not significantly influence either self-efficacy or productivity. Similarly, workload does not directly affect productivity, indicating that workload contributes to performance only when employees possess sufficient psychological capacity to manage job demands effectively.

**Table 5.** Hypothesis Testing Results

Hypothesis	Relationship	Coefficient	T-Value	P-Value	Decision
H1	Workload → Self-Efficacy	0.575	5.493	0.000	Supported
H2	Career Development → Self-Efficacy	-0.051	0.399	0.690	Not Supported
H3	Leadership → Self-Efficacy	0.133	1.018	0.309	Not Supported
H4	Self-Efficacy → Productivity	0.750	9.900	0.000	Supported

H5	Productivity				
	Workload → Productivity	0.169	1.601	0.110	Not Supported
H6	Career Development → Productivity	0.050	0.614	0.539	Not Supported
	Leadership → Productivity	-0.039	0.483	0.629	Not Supported

The coefficient of determination (R<sup>2</sup>) shows that workload, career development, and leadership explain 38.7% of the variance in self-efficacy, while the overall model explains 64.2% of the variance in employee productivity. These values indicate moderate to substantial explanatory power.

**Table 6.** Coefficient of Determination (R<sup>2</sup>)

Endogenous Variable	R <sup>2</sup>
Self-Efficacy	0.387
Employee Productivity	0.642

The predictive relevance analysis also confirms that the model possesses acceptable predictive capability, as all Q<sup>2</sup> values are greater than zero.

**Table 7.** Predictive Relevance (Q<sup>2</sup>)

Variable	Q <sup>2</sup>
Self-Efficacy	0.251
Employee Productivity	0.418

To further assess model adequacy, goodness-of-fit indices were examined. The Standardized Root Mean Square Residual (SRMR) value was below 0.08, while the Normed Fit Index (NFI) exceeded 0.90, indicating acceptable model fit.

**Table 8.** Model Fit Indices

Fit Index	Value	Threshold
SRMR	0.067	< 0.08
NFI	0.912	> 0.90

Overall, these findings confirm that the structural model demonstrates satisfactory explanatory and predictive capabilities.

**Mediation Analysis**

The mediation analysis was conducted to examine the indirect effects of workload, career development, and leadership on employee productivity through self-efficacy. The findings reveal that self-efficacy significantly mediates the relationship between workload and productivity. However, no significant mediation effect was found for career development or leadership.

**Table 9.** Indirect Effects

Relationship	Coefficient	T-Value	P-Value	Decision
Career Development → Self-Efficacy → Productivity	-0.038	0.394	0.693	Not Supported
Workload → Self-Efficacy → Productivity	0.432	4.262	0.000	Supported
Leadership → Self-Efficacy → Productivity	0.100	1.043	0.297	Not Supported

These results indicate that self-efficacy serves as an important psychological mechanism through which workload influences employee productivity.

The findings of this study demonstrate that workload has a positive and significant effect on self-efficacy among coffee shop employees. This result supports the social cognitive theory proposed by Albert Bandura, which emphasizes that mastery experiences developed through challenging situations strengthen individuals' beliefs in their own capabilities (Bandura, 2020). Employees who are able to successfully manage demanding work conditions tend to develop stronger confidence in handling future tasks. Similar findings were reported by Karatepe et al. (2022) and Wang et al. (2023), who found that job demands may enhance employees' adaptive capacity when workload is

perceived as a manageable challenge rather than excessive pressure.

In the context of coffee shops, employees are frequently exposed to dynamic operational conditions, including peak-hour customer surges, multitasking responsibilities, rapid service expectations, and continuous interaction with customers. Employees are often required to simultaneously manage beverage preparation, cashier duties, customer service, and workplace cleanliness within limited time frames. These demanding situations encourage employees to adapt quickly and strengthen their confidence through direct work experiences. Therefore, workload in coffee shop environments may function not only as a job demand but also as a learning mechanism that develops employees' psychological competence. This finding is consistent with Rahman et al. (2023), who argued that workload may positively influence employee capability when individuals possess adequate coping mechanisms and psychological readiness.

Interestingly, workload does not directly influence employee productivity. This result indicates that operational pressure alone is insufficient to improve employee performance. Instead, workload only contributes positively to productivity when employees possess strong self-efficacy. This finding suggests that psychological readiness plays a more decisive role than work intensity itself. Employees who lack confidence may perceive workload as stressful and exhausting, whereas employees with high self-efficacy tend to interpret challenging situations as opportunities to demonstrate competence and improve

performance. This finding supports previous studies by Kim and Park (2021) and Wang et al. (2023), which emphasize that the relationship between workload and performance depends heavily on employees' psychological and organizational support systems.

The most important finding of this study is the strong positive effect of self-efficacy on employee productivity. This result confirms that psychological factors are highly influential in determining employee performance within informal service industries. Employees with strong self-efficacy are generally more resilient, proactive, and capable of maintaining work quality under pressure. In coffee shop settings, where customer satisfaction depends heavily on speed, communication, consistency, and emotional responsiveness, employees' confidence in their own abilities becomes highly important for sustaining productivity. This finding is in line with previous studies conducted by Luthans et al. (2021), Liu et al. (2023), and Zhang et al. (2022), which consistently found that self-efficacy significantly improves employee performance across various organizational contexts.

This finding also reflects the characteristics of younger workers who dominate the food and beverage sector. Many coffee shop employees belong to younger generations who tend to value flexibility, practical experience, and immediate achievement more than formal organizational structures. As a result, internal psychological factors such as confidence, adaptability, and self-belief may exert stronger influence on performance than traditional managerial

mechanisms. This explains why self-efficacy emerges as the most dominant determinant of productivity in this study. In service-oriented industries characterized by rapid interaction and high emotional labor, employees' psychological adaptability becomes increasingly essential for maintaining operational effectiveness (Nguyen et al., 2022).

Contrary to expectations, career development does not significantly influence either self-efficacy or productivity. This finding differs from studies conducted in formal organizational settings, where career development is generally associated with increased motivation, competence, and employee performance (Iqbal et al., 2023; Islam et al., 2022). However, within the coffee shop industry, organizational structures tend to be relatively simple, promotion systems are limited, and employment relationships are often flexible and short-term in nature. Consequently, employees may focus more on immediate operational responsibilities and short-term income rather than long-term career progression.

The insignificant effect of career development may also reflect the temporary nature of employment within the food and beverage industry. Many workers perceive coffee shop employment as transitional work while pursuing education or searching for alternative career opportunities. Under such conditions, formal career development programs may not substantially influence employees' motivation or confidence because long-term organizational attachment remains relatively weak. This finding indicates that conventional human resource management

strategies commonly applied in formal corporate settings may not produce similar outcomes in informal service industries. Similar contextual findings were also highlighted by Breevaart and Zacher (2021), who argued that organizational practices may lose effectiveness when employees possess low long-term organizational commitment.

Similarly, leadership does not significantly affect self-efficacy or productivity. This result contrasts with many previous studies emphasizing the important role of transformational leadership in shaping employee attitudes and performance (Buil et al., 2021; Saleem et al., 2022). However, leadership practices within coffee shop operations are often more operational and task-oriented than transformational in nature. Supervisors primarily focus on ensuring service speed, operational coordination, and shift management instead of providing long-term mentoring or motivational development. As a result, leadership may be perceived more as a functional operational role rather than a strategic psychological influence.

Additionally, the relatively high employee turnover commonly found in coffee shop businesses may weaken the development of strong leader-member relationships. Employees with short tenure may have limited interaction with supervisors, thereby reducing the influence of leadership on psychological empowerment and performance outcomes. This condition suggests that productivity in coffee shop businesses is shaped more strongly by individual adaptability and direct work experience than by formal leadership structures. This finding supports the contextual argument proposed by Nguyen et

al. (2021) and Saleem et al. (2022), who emphasized that leadership effectiveness may vary across organizational settings and employment characteristics.

The mediation analysis further strengthens the central role of self-efficacy in this study. The results demonstrate that workload indirectly influences productivity through self-efficacy, indicating that self-efficacy functions as a psychological bridge connecting job demands to performance outcomes. In other words, workload only becomes productive when employees develop confidence in their ability to manage work challenges effectively. This finding extends social cognitive theory into the context of informal service industries by demonstrating that psychological mechanisms are more influential than traditional organizational factors in shaping employee productivity. Similar mediation patterns were identified by Chen et al. (2021), who found that self-efficacy acts as an important psychological mechanism linking workplace conditions and employee performance.

From a practical perspective, these findings imply that coffee shop managers should focus not only on operational efficiency but also on strengthening employees' psychological capabilities. Organizations may improve productivity through self-efficacy enhancement programs such as coaching, peer support systems, task mentoring, and confidence-building training. Managers should also implement more balanced workload distribution and supportive work environments to help employees transform work pressure into positive performance outcomes. These practical strategies are particularly relevant

for service industries characterized by high customer interaction and rapid operational dynamics.

Overall, this study contributes to human resource management literature by highlighting that employee productivity in informal service sectors is influenced more strongly by psychological empowerment than by structural organizational mechanisms. The findings emphasize that the dynamics of coffee shop employment differ substantially from formal corporate settings, thereby requiring more contextualized human resource management approaches.

## CONCLUSION

This study concludes that self-efficacy is the most influential factor affecting employee productivity in the coffee shop industry. The findings demonstrate that workload significantly enhances self-efficacy, while self-efficacy significantly improves employee productivity and mediates the relationship between workload and productivity. These results indicate that employees' confidence in their abilities plays a crucial role in transforming job demands into positive performance outcomes.

In contrast, career development and leadership do not significantly influence self-efficacy or productivity. This finding reflects the characteristics of coffee shop businesses as informal service environments with relatively flexible organizational structures, operationally oriented work systems, and short-term employment tendencies. Under such conditions, psychological factors appear to be more influential than traditional organizational mechanisms in shaping employee performance.

The study contributes to human resource management literature by extending social cognitive theory into the context of informal service industries and highlighting the dominant role of psychological empowerment in improving employee productivity. Practically, the findings suggest that coffee shop managers should focus on strengthening employees' self-efficacy through coaching, supportive work environments, workload balancing, and peer support systems to improve performance in dynamic service settings.

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