




Causal Modeling of Job Satisfaction Based on Self-Efficacy in Employees of the Mazandaran Province Red Crescent Society with the Mediating Role of Mindfulness

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ABSTRACT

The present study was conducted with the aim of determining the fit of a job satisfaction model based on self-efficacy with the mediating role of mindfulness among employees of the Mazandaran Province Red Crescent Society. The research method was descriptive–correlational based on structural equation modeling. The statistical population of this study included all employees of the Mazandaran Province Red Crescent Society in 2025, whose total number was reported as 986 ($N = 986$). Using a convenience sampling method, 237 individuals were selected as the statistical sample ($n = 237$). The instruments used in this study included the standardized Minnesota Job Satisfaction Questionnaire developed by Weiss et al. (1967), the Self-Efficacy Questionnaire developed by Sherer et al. (1982), and the Five Facet Mindfulness Questionnaire developed by Baer et al. (2006). Structural equation modeling was used for data analysis. The results of model fit indices indicated that the structural model demonstrated an acceptable fit. Furthermore, the results of Pearson's correlation coefficient showed a positive and significant relationship between self-efficacy and job satisfaction ($r = .42, p < .01$), between self-efficacy and mindfulness ($r = .65, p < .01$), and between mindfulness and job satisfaction ($r = .76, p < .01$). In other words, self-efficacy was related to job satisfaction both directly and indirectly through the mediating role of mindfulness.

Keywords: modeling, job satisfaction, self-efficacy, mindfulness, Red Crescent Society

1. Introduction

Job satisfaction is one of the most fundamental constructs in organizational psychology and human resource management, as it reflects employees' emotional, cognitive, and behavioral evaluations of their work experiences and organizational environment. It is widely recognized as a key indicator of organizational effectiveness, employee well-being, and long-term sustainability of workforce performance. Job satisfaction encompasses employees' attitudes toward various aspects of their work, including compensation, organizational climate, leadership, career advancement opportunities, and interpersonal relationships within the workplace (Greer, 2021; Tung et al., 2019). Research has consistently demonstrated that employees with higher levels of job satisfaction tend to exhibit greater organizational commitment, higher productivity, stronger engagement, and lower turnover intentions, all of which contribute to organizational success and stability (Gholami, 2020; Suprpto et al., 2023). Conversely, low job satisfaction is associated with negative organizational outcomes such as absenteeism, burnout, reduced performance, and increased intention to leave the organization (Fattahi Ardakani & Aminikhah, 2017; Savareh et al., 2022). Given the critical role of job satisfaction in organizational functioning and employee well-being, identifying the psychological and organizational factors that influence job satisfaction has become a central concern in contemporary organizational research.

One of the most important psychological predictors of job satisfaction is self-efficacy, which refers to an individual's belief in their ability to successfully perform tasks and overcome challenges in specific situations. Rooted in social cognitive theory, self-efficacy influences individuals' motivation, persistence, resilience, and emotional responses to workplace challenges (Liou & Kulik, 2020; Pachu, 2020). Employees with higher levels of self-efficacy tend to perceive workplace demands as manageable, demonstrate greater initiative, and maintain higher levels of persistence when facing obstacles (Mousavi et al., 2020; Reid et al., 2018). This enhanced sense of competence and control over work-related tasks contributes to positive work attitudes and increased job satisfaction (Keshtkar & Shirzadi, 2024; Shirzad & Jalali Farahani, 2021). Empirical research has consistently shown a positive relationship between self-efficacy and job satisfaction across various occupational contexts. For example, research among educators and organizational employees has indicated that individuals with

higher self-efficacy report greater satisfaction with their professional roles and organizational environment (Aghaei Motlaq, 2021; Zagkotas et al., 2024). Similarly, studies conducted among healthcare professionals and organizational personnel have demonstrated that self-efficacy plays a critical role in enhancing job satisfaction by improving employees' perceived competence, psychological empowerment, and ability to manage work-related stress (Chegini et al., 2019; Li et al., 2025). These findings highlight self-efficacy as a key psychological resource that strengthens employees' positive attitudes toward their work and organizational environment.

The importance of self-efficacy extends beyond its direct influence on job satisfaction, as it also contributes to various positive psychological and behavioral outcomes, including career success, innovation, and organizational engagement. Self-efficacy enhances individuals' ability to cope with stress, regulate emotions, and maintain motivation in challenging work environments (Ali, 2025; Dan et al., 2018). Employees with higher self-efficacy are more likely to demonstrate proactive behavior, pursue professional growth opportunities, and maintain positive psychological functioning in demanding occupational settings (Izadmehr et al., 2022; Jalilian, 2025). Furthermore, self-efficacy has been identified as an important mediator between organizational factors and employee outcomes, including performance, organizational commitment, and job satisfaction (Evans, 2016; Keshtkar & Shirzadi, 2024). These findings suggest that self-efficacy is not only a predictor of job satisfaction but also a key mechanism through which employees interpret and respond to their work environment.

In addition to self-efficacy, mindfulness has emerged as an important psychological construct that influences employees' work attitudes, emotional regulation, and psychological well-being. Mindfulness refers to a state of conscious awareness characterized by attention to present-moment experiences with openness, acceptance, and nonjudgment (Moreno-Gomez & Cejudo, 2019; Wihler et al., 2022). Mindful individuals demonstrate greater emotional regulation, reduced stress, and improved cognitive functioning, which contribute to better psychological adaptation and workplace functioning (Barani & Sheikholeslami, 2020; Galante et al., 2018). Mindfulness enhances individuals' ability to remain attentive and engaged in their tasks while reducing negative emotional reactions to workplace stressors (Koval, 2021; Lin et al., 2022). These characteristics make mindfulness an important

factor in improving employees' work-related attitudes and overall job satisfaction.

Research has demonstrated that mindfulness has a direct and positive relationship with job satisfaction across various occupational settings. Employees who exhibit higher levels of mindfulness tend to experience greater psychological well-being, reduced stress, and more positive work attitudes (Naimi & Rafezi, 2023; Saeednejad, 2022). Mindfulness contributes to improved work engagement, emotional balance, and cognitive flexibility, all of which enhance employees' satisfaction with their work environment (Lin et al., 2022; Wihler et al., 2022). Furthermore, mindfulness has been shown to improve interpersonal relationships and organizational climate by promoting empathy, emotional awareness, and constructive communication among employees (Andrijew, 2020; Ben-Uri et al., 2021). These positive psychological and interpersonal outcomes contribute to higher levels of job satisfaction and improved organizational functioning.

Importantly, mindfulness also plays a significant mediating role in the relationship between self-efficacy and job satisfaction. Self-efficacy enhances individuals' confidence in managing workplace demands, which in turn promotes greater psychological awareness and emotional regulation, key components of mindfulness (Hadley et al., 2017; Liou & Kulik, 2020). Employees with higher self-efficacy are more likely to develop mindful awareness of their work experiences, enabling them to manage stress effectively and maintain positive attitudes toward their work (Galante et al., 2018; Lin et al., 2022). Research has shown that mindfulness mediates the relationship between psychological resources and job satisfaction by enhancing emotional stability, reducing workplace stress, and improving cognitive functioning (Naimi & Rafezi, 2023; Saeednejad, 2022). This mediating role highlights the importance of mindfulness as a psychological mechanism through which self-efficacy influences job satisfaction.

From a theoretical perspective, the relationship between self-efficacy, mindfulness, and job satisfaction can be explained through motivational and cognitive theories of workplace behavior. Herzberg's two-factor theory suggests that job satisfaction is influenced by both intrinsic and extrinsic factors, including psychological competence, personal growth, and meaningful engagement with work (Etebarian & Keshtkar Rajabi, 2018). Self-efficacy enhances intrinsic motivation by increasing individuals' confidence in their ability to perform work-related tasks effectively, while mindfulness enhances cognitive awareness and emotional

regulation, enabling individuals to experience greater satisfaction in their work roles (Galante et al., 2018; Greer, 2021). Furthermore, social cognitive theory emphasizes the role of self-efficacy in shaping individuals' cognitive, emotional, and behavioral responses to their work environment, highlighting its importance in predicting job satisfaction and psychological well-being (Ali, 2025; Pachu, 2020). These theoretical perspectives provide a strong foundation for understanding the interrelationships among self-efficacy, mindfulness, and job satisfaction.

In organizational contexts, job satisfaction is influenced not only by individual psychological characteristics but also by organizational and social factors, including leadership style, organizational support, and workplace environment. Employees' perceptions of fairness, organizational culture, and leadership effectiveness play important roles in shaping job satisfaction and psychological well-being (Greer, 2021; Savareh et al., 2022). Self-efficacy enhances employees' ability to navigate organizational challenges and maintain positive work attitudes, while mindfulness improves employees' emotional resilience and interpersonal functioning (Dan et al., 2018; Lin et al., 2022). These findings highlight the importance of examining both individual psychological factors and organizational variables in understanding job satisfaction.

Despite extensive research on job satisfaction, self-efficacy, and mindfulness, there remains a need for integrated models that examine the causal relationships among these constructs, particularly in high-responsibility and service-oriented organizations. Employees working in humanitarian and emergency response organizations, such as the Red Crescent Society, face unique occupational challenges, including high job demands, emotional stress, and unpredictable work conditions. These challenges may significantly influence employees' psychological functioning and job satisfaction. Understanding the role of self-efficacy and mindfulness in shaping job satisfaction in such organizational contexts is essential for developing effective interventions to enhance employee well-being and organizational effectiveness.

Therefore, the present study aims to develop and test a causal model of job satisfaction based on self-efficacy with the mediating role of mindfulness among employees of the Mazandaran Province Red Crescent Society.

2. Methods and Materials

2.1. Study Design and Participants

The present study was descriptive–correlational in design, with particular emphasis on structural equation modeling. The statistical population included all employees of the Mazandaran Province Red Crescent Society in 2025, whose total number was reported as 986 ($N = 986$). The sample size was determined based on Klein's (2016) recommendation that the minimum sample size for structural equation modeling should not be less than 200 participants. Accordingly, an initial sample size of 255 participants was considered. To prevent potential issues such as sample attrition or incomplete questionnaires, 280 questionnaires were distributed using a convenience sampling method among the target population. After data collection and the removal of 18 incomplete or invalid questionnaires, the final analysis was conducted on 237 valid questionnaires ($n = 237$). The inclusion criteria were employment at the Mazandaran Province Red Crescent Society during the study year, having at least one year of work experience, and providing informed consent to participate. The exclusion criteria included failure to complete more than 10% of questionnaire items and invalid response patterns (e.g., unusually rapid response times or uniform response patterns).

2.2. Measures

Job Satisfaction Questionnaire: The Minnesota Job Satisfaction Questionnaire was developed by Weiss et al. (1967). This instrument has two forms: a short form (20 items) and a long form (100 items), with the long form revised in 1977 to include 19 components. In the present study, the researcher used the short form consisting of 19 items, which includes six components: compensation system (Items 1–3), type of work (Items 4–7), advancement opportunities (Items 8–10), organizational climate (Items 11–12), leadership style (Items 13–16), and physical working conditions (Items 17–19). The Minnesota Job Satisfaction Questionnaire is scored using a Likert scale, where “very dissatisfied” is assigned 1 point, “dissatisfied” 2 points, “neutral” 3 points, “satisfied” 4 points, and “very satisfied” 5 points. Therefore, the minimum score on this scale is 19 and the maximum score is 95, with higher scores indicating greater job satisfaction. Martínez and Provancha (2012) examined the construct validity of the questionnaire using confirmatory factor analysis, and the results confirmed

its validity. Pouladi Ri-Shahri (2003) assessed content validity through expert evaluation by professors and specialists in management and also used confirmatory factor analysis to examine construct validity, with results confirming the questionnaire's validity. The reliability coefficient reported by Martínez and Provancha (2012) was .91 for overall job satisfaction. Pouladi Ri-Shahri (2003) reported reliability coefficients of .83 using the split-half method, .80 using Cronbach's alpha, and .84 using the Guttman method. In the present study, Cronbach's alpha was .85.

Self-Efficacy Questionnaire: This instrument was developed by Sherer et al. (1982) and consists of 17 items. Sherer et al. (1982), without specifying distinct factors, suggested that the scale measures three aspects of behavior. The items are scored on a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5), assessing three dimensions: initiative in behavior, persistence in completing tasks, and resistance when facing obstacles. During scoring, Items 3, 8, 9, 13, and 15 are scored from left to right, while the remaining items are reverse-scored. Total scores range from 17 to 85, with higher scores indicating greater self-efficacy and lower scores indicating lower self-efficacy (Sherer et al., 1982). This scale has no specific administration requirements and can be used across different age groups without limitation. Sherer et al. (1982) reported a Cronbach's alpha coefficient of .86 for the general self-efficacy subscale, indicating satisfactory reliability. Woodruff and Cashman (1993) confirmed the validity of this scale. Barati (1997) examined construct validity by administering the scale alongside a self-esteem measure in a sample of 100 participants and reported a correlation coefficient of .61. Ali Niakrouei (2003) reported an overall Cronbach's alpha of .78, indicating acceptable reliability. In the present study, Cronbach's alpha was .90.

Mindfulness Questionnaire: The Five Facet Mindfulness Questionnaire is a 39-item self-report instrument developed by Baer et al. (2006) using a factor analytic approach. Baer (2006) conducted exploratory factor analysis on a university student sample. The resulting factors were labeled as observing, acting with awareness, nonjudging, describing, and nonreactivity. Items 1, 6, 11, 15, 20, 26, 31, and 36 correspond to the observing subscale; Items 5, 8, 13, 18, 23, 28, 34, and 38 correspond to acting with awareness; Items 3, 10, 14, 17, 25, 30, 35, and 39 correspond to nonjudging; Items 2, 7, 12, 16, 22, 27, 32, and 37 correspond to describing; and Items 4, 9, 19, 21, 24, 29, and 33 correspond to nonreactivity. Participants rate their responses on a 5-

point Likert scale ranging from never (1) to always (5). This questionnaire yields a total score, with higher scores indicating greater mindfulness. Internal consistency of the questionnaire factors was reported to be good, with Cronbach's alpha coefficients of .75 for nonreactivity, .91 for describing, .83 for observing, .87 for acting with awareness, and .87 for nonjudging. Inter-factor correlations were moderate but statistically significant, ranging from .15 to .34. In the present study, Cronbach's alpha was .88.

2.3. Data analysis

Data analysis was performed using structural equation modeling in LISREL software.

3. Findings and Results

The descriptive findings related to the 237 employees of the Mazandaran Province Red Crescent Society in 2025

indicated that, in terms of age distribution, 53 participants (22.36%) were between 20 and 30 years old, 69 participants (29.11%) were between 31 and 40 years old, 72 participants (30.38%) were between 41 and 50 years old, and 43 participants (18.14%) were older than 50 years. In terms of gender, 132 participants (55.70%) were female. Regarding educational level, 42 participants (17.72%) had a diploma, 71 participants (29.96%) had an associate degree, 91 participants (38.40%) had a bachelor's degree, and 33 participants (13.92%) had a master's degree or higher. In terms of work experience, 59 participants (24.89%) had 1–10 years of experience, 97 participants (40.93%) had 11–20 years of experience, and 81 participants (34.18%) had more than 20 years of experience. Regarding marital status, 164 participants (69.20%) were married and 73 participants (30.80%) were single. Table 1 presents the means and standard deviations of the study variables.

Table 1

Mean, Standard Deviation, and Number of Participants for Study Variables

Variable	Mean	Standard Deviation	Maximum	Minimum	Skewness	Kurtosis
Job Satisfaction	57.60	9.02	89	47	0.105	1.398
Compensation System	8.30	3.52	13	3	−0.030	−0.965
Type of Work	11.08	3.67	18	7	−0.133	−0.928
Advancement Opportunity	7.86	4.00	13	4	−0.211	−1.297
Organizational Climate	5.34	1.93	8	2	0.024	−0.805
Leadership Style	10.16	4.34	17	7	−0.017	−1.113
Physical Conditions	7.86	3.41	12	6	0.127	−1.077
Self-Efficacy	52.00	4.82	74	42	0.122	−1.485
Initiative in Behavior	18.72	5.74	25	13	0.118	−1.371
Persistence in Completing Tasks	19.87	5.98	27	13	0.103	−1.236
Resistance to Obstacles	17.42	5.10	21	9	0.007	−1.040
Mindfulness	128.60	2.45	162	88	−0.344	−0.645
Observing	26.50	3.84	34	17	−0.328	−0.625
Acting with Awareness	26.22	3.97	34	16	−0.345	−0.336
Nonjudging	25.28	3.34	32	17	−0.433	−0.390
Describing	26.49	3.56	33	17	−0.172	−0.536
Nonreactivity	24.10	3.54	31	15	−0.298	−0.445

As shown in Table 1, within the job satisfaction variable, the highest mean was related to the type of work ($M = 11.08$), and the lowest mean was related to organizational climate ($M = 5.34$). Within the self-efficacy variable, the highest mean was related to persistence in completing tasks

($M = 19.87$), and the lowest mean was related to resistance to obstacles ($M = 17.42$). Within the mindfulness variable, the highest mean was related to observing ($M = 26.50$), and the lowest mean was related to nonreactivity ($M = 24.10$).

Table 2

Pearson Correlation Coefficients Among Main Variables and Their Components

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Compensation System	1														
2. Type of Work	.590	1													
3. Advancement Opportunity	.630	.763	1												
4. Organizational Climate	.651	.524	.622	1											
5. Leadership Style	.417	.759	.762	.747	1										
6. Physical Conditions	.710	.624	.641	.747	.758	1									
7. Initiative	.536	.362	.632	.418	.557	.698	1								
8. Persistence in Completing Tasks	.647	.666	.522	.540	.330	.730	.501	1							
9. Resistance to Obstacles	.762	.467	.312	.466	.459	.776	.782	.757	1						
10. Observing	.561	.541	.314	.424	.667	.398	.512	.417	.515	1					
11. Acting with Awareness	.773	.312	.455	.554	.508	.305	.472	.441	.512	.483	1				
12. Nonjudging	.754	.512	.315	.408	.457	.410	.710	.545	.454	.359	.766	1			
13. Describing	.729	.502	.795	.501	.494	.660	.556	.610	.476	.366	.418	.501	1		
14. Nonreactivity	.792	.696	.786	.743	.322	.321	.536	.312	.518	.428	.404	.332	.649	1	
15. Job Satisfaction	.412	.658	.435	.336	.482	.512	.736	.562	.411	.587	.696	.608	.337	.477	1

All $p < .01$

The results presented in Table 2 show that there were positive and statistically significant correlations among all main variables and their components. Job satisfaction demonstrated significant positive correlations with all job-related dimensions, including compensation system ($r = .412, p < .01$), type of work ($r = .658, p < .01$), advancement opportunity ($r = .435, p < .01$), organizational climate ($r = .336, p < .01$), leadership style ($r = .482, p < .01$), and physical conditions ($r = .512, p < .01$). In addition, job satisfaction was positively and significantly associated with all self-efficacy components, including initiative ($r = .736, p < .01$), persistence in completing tasks ($r = .562, p < .01$), and resistance to obstacles ($r = .411, p < .01$), as well as all mindfulness components, including observing ($r = .587, p < .01$), acting with awareness ($r = .696, p < .01$), nonjudging ($r = .608, p < .01$), describing ($r = .337, p < .01$), and nonreactivity ($r = .477, p < .01$). Furthermore, strong and significant positive correlations were observed among the components of self-efficacy and mindfulness, as well as between these psychological constructs and job satisfaction components. These findings indicate a coherent and statistically significant pattern of associations, supporting the hypothesized structural relationships among self-efficacy, mindfulness, job satisfaction, and their respective dimensions.

Before analyzing the data using path analysis, the assumptions of multivariate normality, linearity, absence of multicollinearity, and independence of errors were examined and confirmed. Skewness and kurtosis statistics were used to assess the normality of the data. Since the skewness and kurtosis values of all study variables were within the range of -2 to $+2$, the assumption of normal distribution was confirmed. To examine multicollinearity, tolerance statistics and variance inflation factor (VIF) were used. For all variables, the variance inflation factor was less than 10 and tolerance values were greater than .10; therefore, the assumption of absence of multicollinearity was satisfied. Additionally, the Durbin–Watson test was used to examine the assumption of independence of errors. The obtained value in this study was 2.27, and since it fell within the acceptable range of 1.5 to 2.5, the assumption of independence of errors was confirmed. Given that all assumptions were satisfied, the goodness of fit of the proposed model could be evaluated using fit indices. To evaluate the proposed model, path analysis was conducted using SPSS Version 26 and LISREL Version 8. The proposed model for causal modeling of job satisfaction based on self-efficacy with the mediating role of mindfulness among employees of the Mazandaran Province Red Crescent Society was developed and is presented in Figure 1.

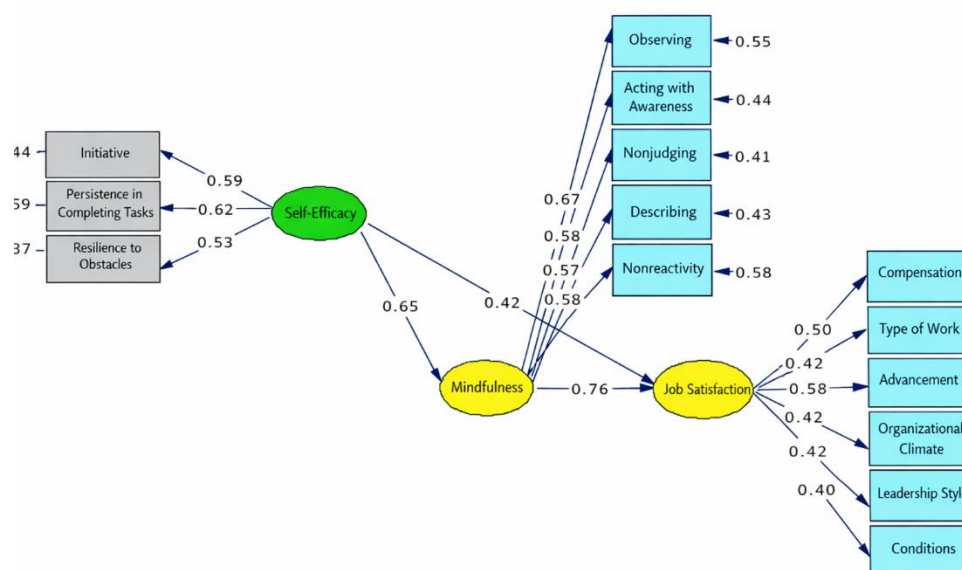
Table 3*Model Goodness-of-Fit Indices*

Fit Indices	Value	Criterion	Interpretation
Absolute	Chi-square (χ^2)	98.37	—
	Degrees of freedom (df)	57	—
	Significance level	.001	< .05
	Chi-square/df ratio	1.72	< 3
	Goodness-of-Fit Index (GFI)	.911	> .90
	Adjusted Goodness-of-Fit Index (AGFI)	.867	> .85
Comparative	Relative Fit Index (RFI)	.935	> .90
	Incremental Fit Index (IFI)	.923	> .90
	Comparative Fit Index (CFI)	.921	> .90
	Tucker–Lewis Index (TLI)	.923	> .90
	Normed Fit Index (NFI)	.916	> .90
	Root Mean Square Error of Approximation (RMSEA)	.031	< .10
Parsimonious	Parsimonious Normed Fit Index (PNFI)	.666	> .50
	Parsimonious Goodness-of-Fit Index (PGFI)	.672	> .50

The results presented in Table 3 indicate that the chi-square statistic was 98.37 with 57 degrees of freedom, and the chi-square to degrees of freedom ratio ($\chi^2/\text{df} = 1.72$) was less than 3, indicating excellent model fit. The Goodness-of-Fit Index (GFI) was .911, indicating good model fit. The Adjusted Goodness-of-Fit Index (AGFI) was .867, which exceeded the threshold of .85, indicating acceptable model fit. The Root Mean Square Error of Approximation (RMSEA) was .031, which was less than .10, indicating a satisfactory fit and confirming the research model. The Normed Fit Index (NFI = .916), Tucker–Lewis Index (TLI = .923), Comparative Fit Index (CFI = .921), and Relative Fit

Index (RFI = .935) all exceeded .90, indicating good model fit and supporting the validity of the proposed model.

Based on the above findings and quantitative fit indices, it can be concluded that the theoretical model of the study is acceptable. Therefore, the relationships within the model and the regression coefficients among latent variables were examined. The p-value was used to test the hypotheses, and the criterion for statistical significance was a value less than .05. Accordingly, the findings confirm that the causal model of job satisfaction based on self-efficacy with the mediating role of mindfulness among employees of the Mazandaran Province Red Crescent Society demonstrates an adequate fit with the empirical data.

Figure 1*Final Model in Standardized Form*

The findings related to the estimation of direct path coefficients between model variables are presented in the following table.

Table 4

Standardized Path Coefficients of Direct Effects Among Study Variables

Path	Standardized Coefficient	Standard Error	Critical Ratio	Significance Level
Self-efficacy → Job Satisfaction	.42	.265	5.40	.0005
Self-efficacy → Mindfulness	.65	.344	6.54	.0005
Mindfulness → Job Satisfaction	.76	.314	8.74	.0005

The results of Pearson's correlation coefficient indicated a positive and statistically significant relationship between self-efficacy and job satisfaction ($r = .42, p < .01$), between

self-efficacy and mindfulness ($r = .65, p < .01$), and between mindfulness and job satisfaction ($r = .76, p < .01$).

Table 5

Results of Bootstrap Analysis for Indirect and Mediating Effects

Path	Estimate	Upper Bound	Lower Bound	Significance Level	Confidence Interval
Self-efficacy → Mindfulness → Job Satisfaction	.654	.246	.134	.006	.95

The confidence intervals presented in Table 5 indicate that the indirect path between self-efficacy and job satisfaction through the mediating role of mindfulness was statistically significant ($\beta = .654, p < .01$). Since zero was not included within the confidence interval, the indirect effect was considered statistically significant, thereby confirming the mediating role of mindfulness.

4. Discussion

The present study aimed to develop and test a causal model of job satisfaction based on self-efficacy with the mediating role of mindfulness among employees of the Mazandaran Province Red Crescent Society. The findings demonstrated that the proposed structural model exhibited acceptable goodness-of-fit indices, indicating that the hypothesized relationships among self-efficacy, mindfulness, and job satisfaction were supported by empirical data. Specifically, the results revealed that self-efficacy had a direct and positive effect on job satisfaction, self-efficacy had a significant positive effect on mindfulness, and mindfulness had a strong positive effect on job satisfaction. Furthermore, the mediating role of mindfulness in the relationship between self-efficacy and job satisfaction was confirmed. These findings provide important empirical support for the theoretical assumption that psychological resources, particularly self-efficacy and mindfulness, play

critical roles in shaping employees' work attitudes and satisfaction.

The finding that self-efficacy had a direct and positive effect on job satisfaction is consistent with previous research demonstrating that employees with higher levels of self-efficacy tend to experience greater job satisfaction. Self-efficacy enhances individuals' confidence in their ability to successfully perform work-related tasks and manage workplace challenges, which contributes to more positive perceptions of their work environment (Keshtkar & Shirzadi, 2024; Shirzad & Jalali Farahani, 2021). Employees with high self-efficacy are more likely to perceive themselves as competent and capable, which increases their intrinsic motivation and psychological engagement in their work roles. This sense of competence promotes positive emotional experiences and enhances overall job satisfaction. Similarly, research has shown that self-efficacy plays a crucial role in improving employees' work attitudes and satisfaction by strengthening their perceived ability to overcome occupational challenges and perform effectively in demanding environments (Chegini et al., 2019; Li et al., 2025). Moreover, studies have demonstrated that self-efficacy is positively associated with professional competence, organizational commitment, and psychological empowerment, all of which contribute to higher levels of job satisfaction (Evans, 2016; Zagkotas et al., 2024). These findings suggest that self-efficacy serves as a foundational

psychological resource that enhances employees' adaptive functioning and satisfaction within organizational contexts.

The results also indicated that self-efficacy had a significant positive effect on mindfulness. This finding suggests that individuals with higher levels of self-efficacy are more likely to demonstrate greater awareness, emotional regulation, and attentional control, which are core components of mindfulness. Self-efficacy enhances individuals' sense of control over their thoughts and behaviors, enabling them to regulate emotional responses and remain attentive to present-moment experiences. This finding aligns with previous research indicating that self-efficacy contributes to improved psychological functioning, emotional regulation, and adaptive coping strategies (Hadley et al., 2017; Mousavi et al., 2020). Individuals with high self-efficacy are better able to manage stress and maintain cognitive focus, which promotes mindful awareness and reduces psychological distress. Furthermore, research has shown that self-efficacy is associated with greater psychological resilience and improved emotional functioning, both of which are closely related to mindfulness (Ali, 2025; Jalilian, 2025). These findings support the theoretical perspective that self-efficacy enhances individuals' cognitive and emotional capacities, enabling them to engage more fully in mindful awareness and adaptive workplace functioning.

Another important finding of the present study was that mindfulness had a strong and positive effect on job satisfaction. This finding is consistent with a growing body of research highlighting the role of mindfulness in promoting positive work attitudes, emotional well-being, and organizational functioning. Mindfulness enhances individuals' ability to regulate emotions, manage stress, and maintain psychological balance, which contributes to greater satisfaction with their work environment (Lin et al., 2022; Wihler et al., 2022). Employees who demonstrate higher levels of mindfulness are better able to cope with workplace challenges and maintain positive emotional states, leading to increased job satisfaction. Moreover, mindfulness promotes greater cognitive flexibility and emotional stability, which enhances employees' ability to respond effectively to workplace demands (Galante et al., 2018; Moreno-Gomez & Cejudo, 2019). Research has also shown that mindfulness improves interpersonal relationships and organizational climate, which further contributes to job satisfaction (Andrijw, 2020; Ben-Uri et al., 2021). These findings suggest that mindfulness serves as an important psychological mechanism that enhances employees'

emotional well-being and satisfaction within organizational settings.

One of the most important findings of this study was the mediating role of mindfulness in the relationship between self-efficacy and job satisfaction. This finding suggests that self-efficacy influences job satisfaction not only directly but also indirectly through its impact on mindfulness. Employees with higher self-efficacy are more likely to develop mindful awareness, which enables them to regulate emotions effectively and maintain positive attitudes toward their work. This finding is consistent with previous research demonstrating that mindfulness mediates the relationship between psychological resources and job satisfaction (Naimi & Rafezi, 2023; Saeednejad, 2022). Self-efficacy enhances individuals' sense of competence and psychological control, which promotes mindful awareness and emotional regulation. This mindful awareness, in turn, enhances job satisfaction by improving emotional stability and reducing workplace stress. Furthermore, mindfulness has been shown to strengthen employees' resilience and ability to cope with workplace challenges, which contributes to higher levels of job satisfaction (Galante et al., 2018; Lin et al., 2022). These findings support the theoretical assumption that mindfulness serves as an important psychological pathway through which self-efficacy influences job satisfaction.

The findings of this study can also be interpreted within the broader theoretical framework of social cognitive theory and organizational psychology. According to social cognitive theory, self-efficacy plays a central role in shaping individuals' cognitive, emotional, and behavioral responses to their environment (Pachu, 2020). Individuals with higher self-efficacy are more likely to engage in adaptive coping strategies, maintain positive emotional states, and persist in the face of challenges, all of which contribute to higher job satisfaction. Furthermore, organizational research has demonstrated that employees' psychological resources, including self-efficacy and mindfulness, play critical roles in enhancing organizational effectiveness and employee well-being (Greer, 2021; Suprpto et al., 2023). The present findings support these theoretical perspectives by demonstrating that self-efficacy and mindfulness are key psychological factors that influence job satisfaction among organizational employees.

The findings of this study are also consistent with motivational theories of job satisfaction, including Herzberg's two-factor theory, which emphasizes the importance of psychological and intrinsic factors in shaping job satisfaction (Etebarian & Keshtkar Rajabi, 2018). Self-

efficacy enhances intrinsic motivation by increasing employees' confidence in their ability to perform effectively, while mindfulness enhances psychological awareness and emotional balance. These psychological factors contribute to greater engagement, motivation, and satisfaction in the workplace. Furthermore, research has demonstrated that psychological empowerment and personal competence are important predictors of job satisfaction and organizational effectiveness (Keshtkar & Shirzadi, 2024; Savareh et al., 2022). The present findings support this theoretical perspective by demonstrating that self-efficacy and mindfulness contribute significantly to employees' job satisfaction.

5. Conclusion

Overall, the findings of this study highlight the importance of psychological resources in shaping employees' work attitudes and organizational functioning. Self-efficacy enhances employees' confidence and competence, enabling them to perform effectively and maintain positive attitudes toward their work. Mindfulness enhances emotional regulation, cognitive awareness, and psychological well-being, which contribute to greater job satisfaction. The mediating role of mindfulness suggests that enhancing employees' psychological awareness and emotional regulation may be an effective strategy for improving job satisfaction. These findings provide important implications for organizational interventions aimed at improving employee well-being and organizational effectiveness.

Despite the important contributions of this study, several limitations should be acknowledged. First, the cross-sectional design of the study limits the ability to establish causal relationships among the variables. Although structural equation modeling provides strong statistical evidence for the proposed relationships, longitudinal research is needed to confirm causal effects over time. Second, the study relied on self-report questionnaires, which may be subject to response bias, including social desirability and common method variance. Third, the study sample was limited to employees of the Mazandaran Province Red Crescent Society, which may limit the generalizability of the findings to other organizational contexts. Additionally, individual differences such as personality traits, organizational culture, and leadership style were not examined in this study, which may also influence job satisfaction.

Future research should employ longitudinal and experimental designs to examine the causal relationships among self-efficacy, mindfulness, and job satisfaction more precisely. Researchers are also encouraged to investigate additional psychological and organizational variables that may influence job satisfaction, such as emotional intelligence, organizational support, and leadership style. Furthermore, future studies should examine the effectiveness of mindfulness-based interventions and self-efficacy training programs in improving job satisfaction and psychological well-being among employees. Comparative studies across different organizational contexts and cultural settings would also provide valuable insights into the generalizability of these findings.

Organizations should implement training programs aimed at enhancing employees' self-efficacy by developing their professional skills, competence, and confidence in performing work-related tasks. Mindfulness-based interventions, such as mindfulness training workshops and stress management programs, should also be incorporated into organizational development initiatives to enhance employees' emotional regulation and psychological well-being. Additionally, organizational leaders should create supportive work environments that promote psychological empowerment, autonomy, and employee engagement. By strengthening employees' psychological resources, organizations can improve job satisfaction, enhance organizational effectiveness, and promote long-term employee well-being.

Authors' Contributions

R.K. contributed to study design, coordination of data collection, and preparation of the initial manuscript draft. S.N.O. supervised the research process, provided scientific oversight, and contributed to methodological planning and critical revision of the manuscript. R.A. performed the statistical analyses, assisted in interpreting the structural equation modeling results, and contributed to manuscript editing. All authors reviewed the final manuscript and approved it for publication.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants.

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