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The Influence of Self-Efficacy and Work Environment on Employee Performance through Employee Engagement as a Mediation Variable

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ABSTRACT

This study aims to analyze the influence of self-efficacy and work environment on employee performance through employee engagement as a mediating variable. This study employed a quantitative approach using a saturated sampling technique involving 65 respondents. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results indicate that self-efficacy has a positive and significant effect on employee performance and employee engagement. The work environment has a positive and significant effect on employee engagement but does not have a significant direct effect on employee performance. Employee engagement has a positive and significant effect on employee performance. Furthermore, employee engagement partially mediates the relationship between self-efficacy and employee performance and fully mediates the relationship between work environment and employee performance. These findings suggest that employee engagement plays a crucial role in improving employee performance, particularly by bridging the influence of the work environment on employee performance.

Keywords: Self-Efficacy, Work Environment, Employee Engagement, Employee Performance, SEM-PLS.

1. INTRODUCTION

Indonesia as an archipelagic country on the international trade route has a strategic position to develop as a container distribution and logistics center in the Indo-Pacific region. Loading and unloading activities at major ports continue to increase, but operational efficiency and connectivity between sea and land transportation are still challenges affecting national competitiveness (CNBC Indonesia, 2025). To support the smooth distribution, there are 123 container depots that are members of the Container Terminal Depot Association (ASDEKI). Based on PM No. 83 of 2016, depots have important functions including storage, repair, stuffing, and stripping of containers so that they become an important part of the national logistics system (Mabrori, 2023).

The role of container terminal depots is not only related to container storage, but also to maintain the smooth flow of goods distribution from ports to consumers. The efficiency level of the depot is generally assessed through the ability to reduce dwelling time so that services can take place faster and more effectively (Erduandi & Sarifuddin, 2023). This condition requires good operational coordination with the support of competent human resources (HR) because most activities such as loading and unloading, structuring, and container management still rely on direct labor (Stickler, 2025). Therefore, the technical ability and professionalism of employees are factors that determine productivity as well as the quality of service to customers.

In an organization, employee performance describes the level of success of individuals in carrying out tasks according to the company's responsibilities and targets. Mathis et al. (2020) explain that performance is a series of activities directed at increasing individual contributions to the achievement of organizational goals. Mangkunegara (2017) defines performance as the result of work achieved based on quality and quantity according to the responsibilities given, while Silaen et al. (2021) view performance as the success of employees in carrying out their work functions effectively. From the perspective of organizational behavior, Robbins and Judge (2002) emphasized that performance is related to the work behavior of individuals and their contribution to the success of the organization.

Increasingly fierce competition in the container depot industry requires companies to provide fast, flexible, and responsive services, so an understanding of factors that affect performance is needed, such as self-efficacy, work environment, and employee engagement (Mabrori, 2023).

One of the internal factors that is widely studied is self-efficacy. Bandura (2006) defines self-efficacy as an individual's belief in his or her ability to carry out the actions necessary to achieve a certain outcome. Lunenburg (2011) stated that the concept reflects a person's confidence in completing a task, while Locke et al. (2002) through Goal Setting Theory explained that self-efficacy functions as a self-regulatory mechanism that affects individual goal setting, commitment, and perseverance. Thus, self-efficacy becomes psychological capital that encourages employees to be able to complete work according to organizational demands so that it has the potential to improve performance.

Various studies show that self-efficacy makes a positive contribution to employee performance. Research at PT Pelindo (Persero) Sibolga Branch found that confidence in one's own abilities can improve employee performance (Tanjung et al., 2023). Similar results were also reported by Rahmanti et al. (2025), Ramadhan et al. (2022), and Mahardhika et al. (2024), who explained that self-efficacy increases motivation, responsibility, engagement, and the ability to complete work. However, some studies have obtained different results. Ambarita et al. (2022) and Utami et al. (2023) concluded that self-efficacy does not have a significant effect on performance because the achievement of company targets is more influenced by other factors than individual beliefs.

Employees who have high self-efficacy tend to stay focused, confident, and able to maintain performance despite complex workloads. In addition, self-efficacy also encourages individuals to view challenges as opportunities to contribute thereby increasing motivation, enthusiasm, and commitment to work (Firnanda & Wijayati, 2021).

The relationship between self-efficacy and employee engagement has also been empirically proven. Research by Jasim and Firdausy (2024) in the construction sector shows that self-efficacy has a positive effect on employee engagement. These findings are supported by Jamillah et al. (2023), Zeeshan et al. (2021), and Karimah and Astuty (2023), who state that confidence in one's own abilities can increase employee attachment both directly and through mediation mechanisms.

In addition to individual factors, the work environment is an external factor that also determines employee success. The work environment includes not only physical conditions, but also non-physical aspects that are felt during the work process. Sedarmayanti (2011) explained that the work environment includes all conditions, equipment, methods, and work arrangements that affect the implementation of tasks. Nitisemito (2010) also emphasized that all conditions around employees have the potential to affect the way they work. From an ecological perspective, Ferschmann et al. (2022) state that an individual's behavior and psychological condition are influenced by interactions with his or her social environment, while Palvalin (2019) emphasizes that the physical work environment encompasses all facilities and workspaces. Therefore, a comfortable, safe, and supportive work environment is believed to be able to increase work effectiveness while building a positive attitude of employees.

A number of studies show that the work environment has a positive effect on performance. Sagay et al. (2018) proved this influence on PT Pelabuhan Indonesia IV Bitung Container Terminal. The same results were also found by Marsella and Insani (2024), Zhenjing et al. (2022), and Napitu et al. (2025), who stated that a conducive work environment is able to increase productivity and performance quality. In contrast, Baaqir and Sahara (2024), Atik et al. (2023), and Masharyono et al. (2023) found that the direct influence of the work environment on performance was not significant. In the study, the work environment plays a greater role through employee engagement as a variable that explains the relationship between the work environment and performance.

Employee engagement is also seen as an important mechanism that connects the work environment with improved performance. Judeh's (2021) research on the transportation sector in Jordan shows that a good work environment increases employee engagement. These findings are reinforced by Rahmatunnisa et al. (2025) and Masharyono et al. (2023), who explain that a comfortable work atmosphere, positive interpersonal relationships, and support from leaders can strengthen employees' attachment to their work so that it has an impact on improving performance. However, Nasidi et al. (2019) found an insignificant association in non-academic staff of universities in Nigeria, suggesting that the influence of the work environment on employee engagement can vary according to organizational characteristics.

Employee engagement has been widely researched as a factor that affects employee performance, although the results of studies still show variations. A number of studies on the hospitality sector in Ethiopia and Surabaya prove that employee engagement has a positive influence on improving employee performance (Eshete et al., 2025). Similar findings were also obtained in the service sector in Nepal as well as the private banking industry in Bangladesh which showed a positive and significant relationship between employee engagement and employee performance (Biswakarma & Subedi, 2025). On the other hand, some studies state that the influence of employee engagement on performance has not been significant. Rahman et al. (2025) found a positive, but not significant, influence, while Karimah and Astuty (2023) concluded that employee engagement did not have a significant effect on performance or as a mediating variable on the relationship between self-efficacy and employee performance. These differences in results show that employee engagement remains an important variable that needs to be studied further because its effectiveness can be influenced by organizational characteristics and work environment.

This research was conducted on a container terminal depot company located in the area of Jl. Tambak Osowilangun, near Teluk Lamong Terminal Surabaya. The company operates 24 hours a day as a strategic partner of international shipping with a handling capacity of approximately 10,000 containers every month. The high level of operational activity causes the quality of employee performance to be the main factor in maintaining the smooth distribution of goods, service effectiveness, and the

sustainability of the company's operations. The focus of the research is directed at employees in the administrative and field operations who are responsible for the container entry and exit process, as these positions have an important role in maintaining data accuracy, operational coordination, and the achievement of company targets.

Based on Key Performance Indicator (KPI) data for the July-December 2025 period, the performance of the four divisions of PT XYZ Surabaya Branch still shows fluctuations. The Traffic & Yard Division has increased from 90% to 98%, while the Reefer Division has been able to reach 100% in some periods, but has declined to 75% and 87.5%. The Equipment Division also experienced changes with achievements ranging from 84.41% to 90.44%, while the M&R Dry Division recorded the lowest performance with values between 48% and 70%. In general, all divisions have not been able to maintain the achievement of the 100% target consistently, indicating an inequality in performance between divisions. This condition indicates that operational performance is not stable and is suspected to be influenced by various factors, both from individuals and the work environment.

The operational characteristics of container depots that are interintegrated between divisions require each employee to be able to make decisions quickly, precisely, and independently according to their responsibilities. However, the results of the interviews show that the level of employee self-efficacy still varies. The difference in experience and competence causes some employees to still depend on the direction of more senior colleagues when facing technical problems. Although the confirmation process is part of learning, it can slow down the completion of work, especially when the decision taken is actually still within the employee's authority.

In addition to self-efficacy, the work environment is also a factor that affects operational effectiveness. Activities involving many divisions require intensive coordination through direct communication, WhatsApp groups, and handy talky (HT). The high frequency of communication increases the risk of miscommunication, which can be seen from the discovery of container code recording errors at several stages of the process, ranging from gates, surveys, to stacking. This shows that errors in one part can continue to the next process if coordination and control mechanisms do not run optimally.

The physical work environment also has high risk characteristics. Loading and unloading activities take place in areas with heavy equipment mobility such as reach stackers, forklifts, and trailer trucks so that a high level of vigilance is required. In addition to comfort disturbances in the form of pungent smells from containers used with fish loads, there are also safety risks, such as incidents of trucks overturning due to over-dimension and overload that hinder operational activities. This phenomenon shows that the condition of the work environment, both physical and non-physical, has the potential to affect employee comfort, safety, and productivity.

The results of the interviews also indicate that the level of employee engagement of employees has not been completely stable. Under certain conditions, employee enthusiasm, enthusiasm, and involvement can decrease due to work pressure and environmental factors. Changes in the level of employee engagement have the potential to affect the consistency of task implementation so that it is worth studying as a mediating variable that explains the relationship between self-efficacy, work environment, and employee performance.

Based on the differences in the results of previous research and the phenomenon found at PT XYZ Surabaya Branch, this study aims to analyze the influence of self-efficacy, work environment, and employee engagement on employee performance. In addition, the study also examines the influence of self-efficacy and work environment on employee engagement, and analyzes the role of employee engagement as a mediating variable in the relationship between self-efficacy and the work environment and employee performance. The results of the research are expected to make an empirical contribution to the development of human resource management studies, especially in the logistics industry in Indonesia.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Self-Efficacy

Self-efficacy is a concept derived from social cognitive theory that describes an individual's belief in his or her ability to carry out actions to achieve certain goals (Bandura, 1997). These beliefs affect a person's way of thinking, motivation level, and behavior when facing challenges. Individuals with high self-efficacy tend to be more confident, persistent, and able to endure adversity, while individuals with low self-efficacy are more likely to feel doubtful and give up. In the context of organizations, self-efficacy plays an important role in helping employees manage the demands of work and the pressures of the work environment (Bandura, 1997).

In the work environment, self-efficacy is related to the confidence of employees to complete tasks effectively while influencing goal setting, perseverance, and orientation towards achieving work results (Lunenburg, 2011). Individuals who have high confidence in their abilities tend to perform better, while the work success achieved will also strengthen self-efficacy on an ongoing basis (Alessandri et al., 2024). In addition, self-efficacy is understood as an individual's belief in exerting the motivation, cognitive resources, and actions necessary to complete tasks in a given situation so as to be able to increase engagement in work and contribution to the organization (Luthans et al., 2021).

The concept of self-efficacy also includes the ability to manage emotions through Regulatory Emotional Self-Efficacy (RESE), which is an individual's belief in maintaining emotional stability when facing pressure and work challenges (Caprara et al., 2008). These abilities help individuals organize the actions necessary to achieve goals effectively (Sulong & Mahfar, 2024). In the perspective of the Job Demands-Resources (JD-R) Model, self-efficacy is positioned as a personal resource that supports individuals in facing job demands, increases employee engagement, and encourages the achievement of optimal performance (Xanthopoulou et al., 2007).

Caprara et al. (2008) explained that Regulatory Emotional Self-Efficacy (RESE) consists of four indicators, namely personal self-efficacy belief, belief in one's ability to express positive affect, belief in one's ability to handle despondency/distress, and

belief in one's ability to control anger/irritation. The four indicators describe an individual's confidence in managing positive and negative emotions so that they are able to maintain adaptive behavior in various situations.

Meanwhile, Bandura (2006) put forward three main indicators of self-efficacy, namely magnitude, strength, and generality. Magnitude indicates an individual's level of confidence in completing a task with varying levels of difficulty, strength describes the strength of confidence when facing obstacles or pressures, while generality indicates the extent to which such confidence can be applied to different types of tasks or situations. This study uses indicators developed by Bandura (2006), namely magnitude, strength, and generality, because it is assessed in accordance with the characteristics of the work at PT XYZ. The measurement instrument was adapted from Karimah and Astuty (2023).

2.2 Work Environment

The work environment is all the conditions that are around employees and affect the implementation of tasks and comfort in work (Nitisemito, 2010). A conducive work environment can increase motivation, productivity, and morale, while less supportive conditions have the potential to reduce the effectiveness of work implementation. Therefore, the work environment is one of the important factors in human resource management.

According to Sedarmayanti (2011), the work environment includes all tools, materials, work methods, and arrangements that support individual and group activities. The definition suggests that the work environment is not only concerned with physical conditions, but also with the work system that facilitates the completion of tasks. A similar view is expressed by Khaeruman et al. (2021) who state that physical conditions, work equipment, and methods of carrying out work are complementary parts in creating an effective work environment.

The development of the concept of the work environment is getting wider by including social and technological aspects. Palvalin (2019) explained that the work environment is a combination of physical, social, and technological conditions that support employee collaboration and productivity. Ferschmann et al. (2022) added that the work environment is a dynamic system formed through interaction between individuals with physical, social, and psychological aspects so that the balance between the three plays a role in increasing work involvement while reducing potential stress.

In the perspective of the Job Demands-Resources (JD-R) Model, the work environment is seen as a job resource that helps individuals achieve their work goals, reduces the impact of job demands, and supports employee development (Bakker & Demerouti, 2008). Therefore, a conducive work environment, both physically and non-physically, plays a role as an organizational resource that is able to increase employee engagement and encourage the achievement of more optimal performance.

Palvalin (2019) stated that the work environment consists of three main dimensions, namely the physical environment, the virtual environment, and the social environment. The physical environment includes the conditions of the workspace and its supporting facilities, the virtual environment is related to the use of information technology to support communication and collaboration, while the social environment reflects interpersonal relationships, organizational culture, and leadership that affect employee motivation and engagement.

Nitisemito (2010) explained that work environment indicators include work atmosphere, relationships with colleagues, and work facilities. The three indicators describe psychological conditions, the quality of social interaction, and the availability of facilities that support the implementation of work. Meanwhile, Sedarmayanti (2011) describes the indicators of the physical work environment in more detail, including lighting, air temperature, humidity, air circulation, mechanical vibration, aroma, color, decoration, music, and safety.

In this study, the indicators of the work environment refer to the concept of Nitisemito (2010), namely the work atmosphere, relationships with colleagues, and work facilities because they are considered in accordance with the operational characteristics of PT XYZ which require coordination between employees and adequate work facility support. The measurement instrument was adapted from Liasmawati et al. (2024).

2.3 Employee Engagement

Employee engagement is a condition that shows the level of employee attachment to work through physical, cognitive, and emotional involvement in carrying out tasks. In contrast to job satisfaction which focuses on feelings towards work, employee engagement describes how individuals actively invest energy, attention, and psychological involvement in work activities and organizations (Gifford & Young, 2021). Macey et al. (2009) explain that employee engagement is characterized by goal-oriented energy that encourages individuals to make the best contribution to the organization.

The concept of employee engagement was first introduced by Kahn (1990), who defined it as the physical, cognitive, and emotional involvement of individuals when performing work roles. Furthermore, Schaufeli and Bakker (2004) developed the concept by explaining that engagement is a positive psychological condition characterized by vigor, dedication, and absorption. This condition not only describes the attitude towards work, but also indicates a mental state that encourages individuals to remain active, enthusiastic, and committed to carrying out tasks.

Schaufeli and Bakker (2010) added that employee engagement is a positive and sustainable working condition, shown through a strong connection to work and a willingness to devote energy and attention optimally. Meanwhile, Gruman and Saks (2011) emphasized that engagement is dynamic because it is influenced by the interaction between individual characteristics and the work environment. In the perspective of the Job Demands-Resources (JD-R) Model, employee engagement arises when employees have adequate job resources and personal resources so that they are able to maintain motivation and work performance (Bakker & Demerouti, 2008). Based on these various views, employee engagement in this study is understood as a positive psychological condition that is a connecting mechanism between self-efficacy as a personal resource and the work environment as a job resource in improving employee performance.

Schaufeli et al. (2019) developed employee engagement measurement through the ultra-short version of the Utrecht Work

Engagement Scale (UWES-3) which consists of three main indicators, namely vigor, dedication, and absorption. Vigor describes the level of energy, enthusiasm, and mental endurance at work. Dedication shows enthusiasm, pride, and emotional attachment to work. Meanwhile, absorption reflects a condition when individuals are highly focused and immersed in work activities so that they are able to concentrate fully.

This study uses employee engagement indicators from Schaufeli et al. (2019) because it is considered to be able to describe the level of employee involvement in accordance with the operational characteristics of PT XYZ. The measurement instrument is adapted from Domínguez-Salas et al. (2022), which includes three dimensions, namely vigor, dedication, and absorption.

2.4 Employee Performance

Employee performance is an overview of the level of success of individuals in carrying out tasks and responsibilities to support the achievement of organizational goals. Mathis et al. (2017) explained that performance is related to the implementation of work that is the responsibility of employees so that it can be used as a basis for assessing the effectiveness of human resource management. Therefore, performance is one of the important indicators in evaluating the contribution of each individual to the organization.

Performance not only shows the final results achieved, but also illustrates the extent to which the work target can be met according to the standards that have been set. Robbins et al. (2002) state that performance reflects the level of success a person has in achieving work results based on certain criteria. Thus, a performance appraisal process is necessary to ensure that individual achievements are aligned with the organization's goals.

In addition to the results of work, performance also includes the behavior shown during the execution of tasks. Aguinis (2014) explained that performance is a series of behaviors that contribute to the achievement of organizational goals, so that it is not only oriented to output, but also to work processes. In line with that, Mangkunegara (2017) stated that performance is a result of work that is assessed based on quality and quantity according to the responsibilities given to employees.

Based on these various opinions, employee performance can be understood as the level of achievement of tasks that is reflected in work behavior and the results obtained, both in quality and quantity. Performance assessment is carried out by comparing work results against the standards that have been set by the organization, so that good performance is shown by the ability of employees to meet or exceed expected targets (Guritno & Waridin, 2005).

Mathis and Jackson (2006) stated that employee performance can be measured through four main indicators, namely the quantity of work results, the quality of work results, punctuality, and attendance. The quantity of work results describes the amount of work that can be completed according to the target. The quality of the work results shows the level of accuracy and conformity of the work results with the organization's standards. Punctuality is related to the ability to complete tasks according to a set schedule, while attendance reflects the employee's discipline and responsibility in carrying out their work.

Meanwhile, Busro (2018) explained that performance assessment can include broader aspects, namely the quality of work results, quantity of work results, efficiency of task implementation, work discipline, initiative, accuracy, honesty, and creativity. These various indicators show that performance is influenced not only by the results achieved, but also by the behavior and competence of individuals during the course of their work.

In this study, employee performance indicators developed by Mathis and Jackson (2006) were used, because they were assessed in accordance with the operational characteristics of PT XYZ which focused on achieving targets, work quality, punctuality, and discipline. The measurement instrument is adapted from Noer (2022), which includes work quality, work quantity, punctuality, and attendance.

3. RESEARCH METHODOLOGY

This study applies a quantitative approach because it focuses on testing the cause-and-effect relationship between variables and proving the hypothesis that has been formulated. This approach utilizes data obtained from the population or sample through research instruments, then analyzed using statistical techniques so that the relationship between variables can be measured objectively (Sugiyono, 2013). The research data was collected using questionnaires as the main instruments, and supported by observation and interviews, before being statistically analyzed to answer the research objectives.

The research was carried out at PT XYZ Surabaya Branch which is located on Jl. Tambak Osowilangun, Surabaya City. The location was chosen as the place to carry out observations, distribution of questionnaires, and interviews with respondents who were the object of the research.

Population is a whole subject that has certain characteristics according to the research objectives (Sugiyono, 2013). The population of this study consists of all employees of PT XYZ Surabaya Branch from the Equipment, MNR Dry, Reefer, and Traffic & Yard divisions with a total of 65 people. Because the population is relatively limited, the study uses saturated sampling or census techniques, so that all members of the population are used as research samples (Sugiyono, 2013). The composition of employees includes the Equipment division as many as 10 people, MNR Dry 28 people, Reefer 8 people, and Traffic & Yard 19 people, so that the total respondents are 65 employees.

Data collection is carried out through three techniques. The main technique is a questionnaire that is compiled using a five-point Likert scale and distributed online to all employees of PT XYZ Surabaya Branch (Sugiyono, 2013).

The research uses two types of data sources, namely primary data and secondary data. Primary data was obtained directly through observation, interviews, and distribution of questionnaires to employees of the Equipment, Traffic & Yard, Reefer, and MNR Dry divisions of PT XYZ Surabaya Branch (Sugiyono, 2013). Meanwhile, secondary data comes from various written sources such as books, scientific articles, and journals that are relevant to the research topic as a support for the foundation of theory and analysis (Sugiyono, 2013).

Data analysis begins with descriptive statistics to describe the characteristics of respondents' data without generalizing the population. This analysis is used to present a summary of the data so that it is easier to interpret the results of the research

(Sugiyono, 2013). Furthermore, the study used Structural Equation Modeling (SEM) based on Partial Least Squares (PLS-SEM) as the main method of analysis.

4. RESULTS AND DISCUSSION

4.1 Research Results

Based on age, the majority of respondents were in the 21-30 age range as many as 40 people (61.5%), followed by the age group of 31-40 years as many as 22 people (33.8%), while the age group of 41-50 years only amounted to 3 people (4.6%). The composition shows that respondents are dominated by workers who are at productive age.

Judging from gender, most of the respondents were men as many as 57 people (87.7%), while women amounted to 8 people (12.3%). The dominance of male respondents reflects the characteristics of companies engaged in logistics and container management, most of whose operational activities involve male workers.

Based on education level, high school/vocational/equivalent graduates were the largest group with 42 respondents (64.6%), followed by Bachelor (S1) graduates as many as 17 people (26.2%), while Diploma (D1–D4) only consisted of 6 respondents (9.2%). This condition illustrates that the workforce in the company comes from various levels of education, but is dominated by secondary education graduates.

In terms of positions, most of the respondents occupy staff positions as many as 56 people (86.2%). The Coordinator position is 5 people (7.7%), while the Supervisor is 4 people (6.2%). This shows that the characteristics of the sample are more representative of employees at the operational level.

By division, the most respondents came from the MNR Dry division with 28 people (43.1%), followed by Traffic & Yard with 19 people (29.2%), Equipment with 10 people (15.4%), and Reefer with 8 people (12.3%). The distribution shows that all divisions within the company have been represented in the research.

Judging from the working period, respondents with a working period of 3–4 years were the largest group of 30 people (46.2%), followed by 23 people (35.4%) with more than 4 years of service, 11 people (16.9%) with a working period of 1–2 years (16.9%), and less than 1 year with only 1 person (1.5%). These results indicate that the majority of respondents have had enough work experience so that they are considered to understand the conditions of the organization and their work.

Descriptive statistical analysis is used to describe the tendency of the data through the mean value of each research variable. According to Sugiyono (2013), descriptive statistics aim to present data as it is without generalizing the population. This study uses a Likert scale with five alternative answers, namely scores of 1 to 5. Based on the interval division of 0.8, the interpretation of the score consists of the categories of very low, low, medium, high, and very high.

The self-efficacy variable is measured through three indicators, namely magnitude, generality, and strength, which consists of six statement items. The results of the analysis showed that the magnitude indicator obtained a mean of 4.08 and was in the high category. This value illustrates that respondents have good confidence in completing work that requires quick decision-making or facing unexpected work situations. This can be seen from the mean values of SE1 and SE2 which each reached 4.08.

The generality indicator obtained a mean of 4.10 and became the indicator with the highest value. The results show that respondents believe their abilities can be applied to different types of tasks and work situations. The statement of SE3 obtained a mean of 4.23 with a very high category, while SE4 obtained a mean of 3.97 which is still in the high category. These findings show that employees have considerable confidence in their ability to deal with various work problems.

Meanwhile, the strength indicator obtained a mean of 3.83 which is the lowest value among the three indicators, although it is still in the high category. This value is reflected in SE5 of 3.80 and SE6 of 3.86. These results indicate that the respondents' ability to maintain self-confidence when facing pressure and work obstacles is still relatively lower than the ability to complete tasks and apply competencies to various situations.

Overall, the self-efficacy variable obtained a mean of 4.00 which is in the high category. This shows that respondents have a good level of self-confidence in carrying out their work and completing their responsibilities. However, the strength indicator that obtained the lowest score showed that there was still an opportunity to increase employee resilience in the face of work pressure and challenges so that self-efficacy could develop more optimally.

Work environment variables are measured through three indicators, namely work atmosphere, co-worker relationships, and work facilities consisting of six statement items. The results of the analysis showed that the work atmosphere indicator obtained a mean of 3.88 and became the indicator with the lowest value, although it was still in the high category. This value is supported by LK1 with a mean of 4.00 and LK2 of 3.75. These results show that the work environment has supported the implementation of tasks, but the safety and comfort aspects can still be improved.

The co-worker relationship indicator obtained a mean of 4.07 and became the indicator with the highest value. This value is supported by LK3 of 4.02 and LK4 of 4.12. These findings show that relationships between colleagues and coordination with superiors are going well, providing support for work completion.

In the work facility indicator, a mean of 3.96 was obtained which was also in the high category. This value is reflected in LK5 of 4.08 and LK6 of 3.85. These results indicate that the available work facilities and equipment are considered adequate in supporting smoothness, safety, and comfort during work.

Overall, the work environment variable obtained a mean of 3.97 with a high category. This shows that respondents give a positive assessment of the conditions of the work environment, especially in the aspect of relationships with colleagues and superiors. However, the work atmosphere indicator that has the lowest value indicates that there is still an opportunity for companies to improve the comfort and safety of the work environment in order to support employee productivity more optimally.

The results of the measurement of the employee engagement variable showed a mean value of 3.82 which was included in the high category. This variable is measured through three indicators, namely vigor, dedication, and absorption. The dedication indicator obtained the highest average score of 4.06, which illustrates that most employees feel proud of their work and believe that the work done makes an important contribution to the company. The absorption indicator has a mean of 3.78, indicating that respondents are generally able to concentrate fully when working and often feel time passing quickly when carrying out tasks. Meanwhile, the vigor indicator obtained the lowest average

score of 3.61, which indicates that the energy and morale of employees, especially when facing pressure or work challenges, still need to be improved. Overall, the results show that employee engagement is at a good level, although the vigor aspect is still a relatively weaker part compared to dedication and absorption.

The employee performance variable obtained a mean value of 4.04 which was in the high category. Measurements are carried out through four indicators, namely the quantity of work, quality of work, punctuality, and attendance. The work quality indicator obtained the highest average score of 4.18, which indicates that respondents rated their work results to meet the company's standards and relatively rarely need improvement. The punctuality indicator had a mean of 4.15, while the quantity of work obtained a value of 4.03, which indicates the ability of the respondents to meet the work target and complete the task on schedule. On the other hand, the attendance indicator obtained the lowest score of 3.80, indicating that attendance consistency is still the lowest aspect compared to other indicators. In general, respondents assessed that their performance was good, but the attendance aspect still required attention to support overall performance improvement.

Hypothesis testing was carried out using a Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) with the help of SmartPLS 4. This method was chosen because it is able to accommodate complex research models and is more flexible to the assumptions of data distribution. The analysis was carried out through an external model evaluation to test the quality of the instrument, then continued with an internal model evaluation to test the relationship between variables in the research model.

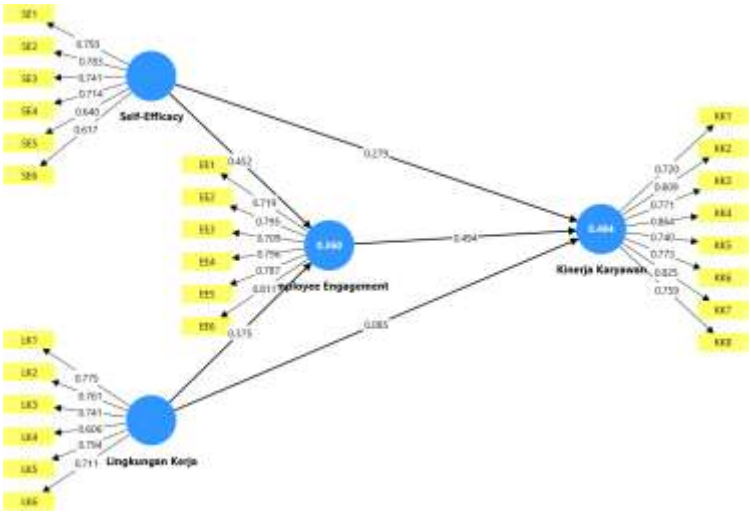


Figure 4.1 Test measurement model
Source: SmartPLS

Tabel 4.1 Outer Loading Self-Efficacy

Item	*Outer Loading*	Remarks
SE1	0,793	Valid
SE2	0,783	Valid
SE3	0,741	Valid
SE4	0,714	Valid
SE5	0,640	Valid
SE6	0,617	Valid

Source: SmartPLS 2026

Table 4.2 Outer Loading Working Environment

Item	*Outer Loading*	Remarks
LK1	0,775	Valid
LK2	0,761	Valid
LK3	0,741	Valid
LK4	0,606	Valid
LK5	0,794	Valid
LK6	0,711	Valid

Source: SmartPLS 2026

Convergent validity testing was carried out using outer loading and Average Variance Extracted (AVE) values. In general, all indicators in each variable meet the validity criteria because they have an outer loading value above 0.60, and most of them have exceeded the ideal limit of 0.70. In the variables of self-efficacy and work environment, there are still several indicators with values between 0.40-0.70, but they are still maintained because they do not reduce the quality of the construction. Meanwhile, all indicators in the employee engagement and employee performance variables have an outer loading above 0.70, so that

all indicators are declared to meet convergent validity.

Tabel 4.3 Outer Loading Employee Engagement

Item	*Outer Loading*	Remarks
EE1	0,719	Valid
EE2	0,795	Valid
EE3	0,709	Valid
EE4	0,796	Valid
EE5	0,787	Valid
EE6	0,811	Valid

Source: SmartPLS 2026

Table 4.4 Employee Performance Outer Loading

Item	*Outer Loading*	Remarks
KK1	0,720	Valid
KK2	0,809	Valid
KK3	0,771	Valid
KK4	0,864	Valid
KK5	0,740	Valid
KK6	0,773	Valid
KK7	0,825	Valid
KK8	0,759	Valid

Source: SmartPLS 2026

Tabel 4.5 Average Variance Extracted

Variabel	AVE	Conclusion
Employee Engagement	0,594	Valid
Employee Performance	0,614	Valid
Work Environment	0,539	Valid
Self-Efficacy	0,515	Valid

Source: SmartPLS 2026

The results of the AVE test also showed that all constructs had values above the minimum limit of 0.50, namely self-efficacy of 0.515, work environment 0.539, employee engagement 0.594, and employee performance of 0.614. The findings show that each construct is able to explain more than half of the variation of the indicator, so that all variables are declared valid in convergent validity.

Tabel 4.6 Discriminant Validity

Variabel	*Employee Engagement*	Employee Performance	Work Environment	*Self-Efficacy*
Employee Engagement				
Employee Performance	0,728			
Work Environment	0,426	0,336		
Self-Efficacy	0,549	0,579	0,198	

Source: SmartPLS 2026

Discriminant validity testing uses the Heterotrait-Monotrait Ratio (HTMT) value. All HTMT scores were below the threshold of 0.85, with the highest value of 0.728 in the relationship between employee engagement and employee performance, while the lowest value was 0.198 in the relationship between work environment and self-efficacy. These results show that each construct is able to measure different concepts empirically so that discriminant validity has been met.

Tabel 4.7 Composite Reliability

Variabel	*Composite Reliability*
Employee Engagement	0,869
Employee	0,913

Performance	
Work Environment	0,850
Self-Efficacy	0,817

Source: SmartPLS 2026

Tabel 4.8 Cronbach's Alpha

Variabel	***Cronbach's Alpha***
Employee Engagement	0,863
Employee Performance	0,910
Work Environment	0,833
Self-Efficacy	0,809

Source: SmartPLS 2026

The reliability of the construct was evaluated using the composite reliability value and Cronbach's Alpha. All variables obtained a composite reliability value above 0.70, which ranged from 0.817–0.913, while Cronbach's Alpha value was in the range of 0.809–0.910. Thus, all research instruments have good internal consistency and are suitable for use in structural model analysis.

Tabel 4.9 Colinearity Assesment

Variabel	*Employee Engagement*	Employee Performance	Work Environment	*Self-Efficacy*
Employee Engagement		1,563		
Employee Performance				
Work Environment	1,002	1,222		
Self-Efficacy	1,002	1,321		

Source: SmartPLS 2026

Multicollinearity testing was carried out through the Variance Inflation Factor (VIF) value. The entire VIF value was in the range of 1.002–1.563, well below the maximum limit of 5, so it can be concluded that there is no problem of multicollinearity between exogenous variables in the research model.

Tabel 4.10 Coefficient of Determination (R2)

Variabel	**R-Square**
Employee Engagement	0,360
Employee Performance	0,494

Source: SmartPLS 2026

The R-Square value for employee engagement is 0.360, which indicates that self-efficacy and work environment can explain 36.0% of employee engagement variations, while the remaining 64.0% are influenced by factors outside the model. Meanwhile, the R-Square value of employee performance was 0.494, so that self-efficacy, work environment, and employee engagement were able to explain 49.4% of the variation in employee performance. These results show that the model has the ability to explain in the moderate category.

Tabel 4.11 Effect Size (F2)

Variabel	*Employee Engagement*	Employee Performance	Work Environment	*Self-Efficacy*
Employee Engagement		0,309		
Employee Performance				
Work Environment	0,220	0,012		
Self-Efficacy	0,319	0,116		

Source: SmartPLS 2026

The results of the effect size test showed that employee engagement had a moderate effect on employee performance with a value of $f^2 = 0.309$. Self-efficacy also had a moderate effect on employee engagement (0.319) and a small effect on employee performance (0.116). The work environment has a moderate influence on employee engagement (0.220), but the direct effect on employee performance is very small (0.012), so practically the contribution to performance improvement is relatively low.

Tabel 4.12 Cross Validated Redundancy

Variabel	Q2
Employee Engagement	0,269
Employee Performance	0,257

Source: SmartPLS 2026

The Q^2 value of employee engagement is 0.269 and employee performance is 0.257. Both values are above zero, so the research model has adequate predictive relevance in predicting endogenous variables.

Tabel 4.13 Path Coefficients

No.	Relationships Between Variables	Original Sampel	T-Statistic	P-Value	Conclusion
1.	*Employee Engagement* – Employee Performance	0,494	4,383	0,000	Accepted
2.	Employee *Engagement*	0,375	4,077	0,000	Accepted
3.	Work Environment – Employee Performance	0,085	0,732	0,464	Rejected
4.	*Self-Efficacy* – *Employee Engagement*	0,452	4,606	0,000	Accepted
5.	*Self-Efficacy* – Employee Performance	0,279	2,546	0,011	Accepted

Source: SmartPLS 2026

The results of the path coefficients test showed that employee engagement had a positive and significant effect on employee performance ($\beta = 0.494$; $p < 0.05$). The work environment also had a positive effect on employee engagement ($\beta = 0.375$; $p < 0.05$), while self-efficacy had a positive effect on employee engagement ($\beta = 0.452$; $p < 0.05$) and employee performance ($\beta = 0.279$; $p < 0.05$). On the other hand, the direct influence of the work environment on employee performance was not significant ($\beta = 0.085$; $p > 0.05$), so the conditions of the work environment have not been able to improve performance directly.

Tabel 4.14 Indirect Effects

No.	Relationships Between Variables	Original Sampel	T-Statistic	P-Value	Conclusion
1.	Work Environment – *Employee Engagement* – Employee Performance	0,185	3,221	0,001	Accepted
2.	*Self-Efficacy* – *Employee Engagement* – Kinerja Karyawan	0,224	3,131	0,002	Accepted

Source: SmartPLS 2026

The results of the indirect effects test showed that the work environment had a significant effect on employee performance through employee engagement ($\beta = 0.185$; $p < 0.05$), so that employee engagement played a role as full mediation. In addition, self-efficacy also has a significant indirect influence on employee performance through employee engagement ($\beta = 0.224$; $p < 0.05$).

Because the direct influence of self-efficacy on employee performance is also significant, employee engagement functions as partial mediation. Overall, the results of the analysis indicate that employee engagement is a mediating variable that plays an important role in explaining the relationship between the work environment and self-efficacy on employee performance.

4.2 Discussion

1. The Effect of Self-Efficacy on Employee Performance of PT XYZ Surabaya Branch

The results of hypothesis testing prove that self-efficacy has a positive and significant effect on employee performance, so the first hypothesis (H1) is accepted. The majority of respondents were aged 21–30 years old with a working period of more than three years, which indicates that most have had adequate work experience in the operational activities of the container depot. This condition allows respondents to provide assessments based on real experience during their work.

Descriptive analysis showed that self-efficacy was in the high category with an average value of 4.00. The three dimensions, namely generality, magnitude, and strength, are also relatively high. The generality indicator obtained the highest score, with a mean item of 4.23, indicating that most respondents were confident that they could rely on their ability to complete different types of tasks. On the other hand, the employee performance variable is also in the high category with an average score of 4.04. The work quality indicator was the most dominant aspect with a mean of 4.18, which reflected the ability of employees to produce work according to company standards. The similarity of dominance between generality and work quality shows that belief in one's own ability is related to the ability to produce quality work. However, the strength indicator obtained the lowest score because there were still respondents who doubted their ability to complete work when facing obstacles, so endurance in facing pressure still needed to be improved.

The findings of the study indicate that the higher the self-efficacy, the better the performance of the employees. The results of interviews with HRD show that the operation of container depots requires quick and precise decision-making. Employees who have experience tend to be able to handle problems independently, while cases outside their authority are resolved through coordination with superiors. In addition, the reefer supervisor explained that some employees still have difficulty in making simple technical decisions due to limited knowledge and low self-confidence influenced by educational backgrounds that are not suitable for the field of work.

These results support Bandura's (2006) theory which states that confidence in one's ability can increase perseverance and performance achievement. These findings are also consistent with the research of Ramadhan et al. (2022) and Tanjung et al. (2023) which proves the positive influence of self-efficacy on employee performance. In addition, Mahardhika et al. (2024) explained that self-efficacy makes individuals more confident in completing tasks and facing job challenges, while Rahmanti et al. (2025) emphasized that self-confidence is an important factor in producing optimal work performance.

Overall, the results of the study show that self-efficacy is one of the main factors that encourage the improvement of employee performance of PT XYZ Surabaya Branch. In an operational work environment that demands accuracy, speed, and the ability to make decisions independently, confidence in one's own abilities plays role as psychological capital that supports effective job completion and maintains smooth operation of the company.

2. The Influence of the Work Environment on Employee Performance of PT XYZ Surabaya Branch

The results of the hypothesis test showed that the work environment did not have a significant influence on employee performance, so the second hypothesis (H2) was rejected. The study respondents were dominated by male employees who worked as field staff in the operational division with a working period of more than three years. Relatively long experience has made various working conditions in container depots part of the routine, so that changes in working environment conditions are no longer seen as the main factor affecting performance levels.

Based on the descriptive analysis, the work environment variable obtained an average value of 3.97 and was included in the high category. Relationships with colleagues are the highest indicators, while work atmosphere gets the lowest scores. In terms of work atmosphere, there are still respondents who have doubts about the sense of safety when working in areas that have operational risks. However, the low perception of security was not followed by a decline in performance which remained in the high category. This suggests that perceptions of occupational risk are not always directly related to performance assessments.

The results of observations and interviews reinforce these findings. The company has implemented procedures for handling various operational risks, such as waterlogging in the yard area, and provides personal protective equipment (PPE) in the form of safety vests, helmets, and safety shoes according to work needs. The existence of these work procedures and risk control systems allows employees to continue to be able to carry out their duties optimally even though they work in a potentially dangerous environment.

In the non-physical aspect, the condition of the work environment is also considered good. The indicator of relationships with colleagues obtained high scores because most respondents stated that a harmonious working relationship makes it easier to complete work. This shows that communication and coordination between employees have been effective in supporting operational activities. When the working environment conditions are relatively good and felt almost the same by all employees, the variation in the work environment becomes less able to explain the difference in performance levels. Therefore, the influence of the work environment has more potential to improve the psychological condition of employees, especially through employee engagement, than directly affecting performance.

The findings of this study are in line with the results of Baaqir and Sahara's (2024) research which states that the work environment does not have a significant direct influence on employee performance. Similar results were also put forward by Atik et al. (2023), who explained that the work environment first shapes behavior and working conditions before impacting performance. In addition, Masharyono et al. (2023) emphasized that the influence of the work environment on performance occurs through employee engagement as an intermediate variable.

Based on these results, it can be concluded that in the context of PT XYZ Surabaya Branch, the work environment has not been a factor that directly determines employee performance. A conducive work environment functions more as a support for the implementation of work and creates conditions that encourage employee attachment to the organization. Therefore, employee engagement is a more relevant mechanism in explaining the relationship between the work environment and improving employee performance, as supported by Baaqir and Sahara

(2024), Atik et al. (2023), and Masharyono et al. (2023).

3. The Influence of Employee Engagement on Employee Performance

The results of the hypothesis test showed that employee engagement had a positive and significant effect on employee performance so that H3 was accepted. This variable is also the most powerful influence path in the research model. The characteristics of respondents who are dominated by employees with a working period of more than three years indicate that they have a relatively stable attachment to work and organization, thus being able to support the consistency of daily performance. Descriptive analysis showed that employee engagement was in the high category (mean 3.82), with the dedication indicator obtaining the highest score (4.06), while vigor being the lowest indicator (3.61). On the other hand, employee performance was also in the high category (mean 4.04), with the quality of work receiving the highest rating, while the quantity of work was still relatively lower. This condition shows that the sense of pride and meaning towards work has developed well, although the energy and work spirit when facing pressure still need to be strengthened.

The results of the interviews support these findings. The Reefer Division supervisor explained that employees often point out initiatives outside of the main task, such as proposing a waterlogging solution to reduce customer complaints. Meanwhile, the Equipment Division Supervisor revealed that the work spirit can change according to personal conditions and operational loads. This shows that dedication has become the main force in shaping performance, while the vigor aspect still requires attention so that performance remains consistent in dynamic work situations.

The findings of this study reinforce the research results of Eshete et al. (2025), Qomari and Yuliantini (2024), Biswakarma and Subedi (2025), and Ahmed et al. (2025) which stated that employee engagement has a positive effect on employee performance. Thus, employee engagement is the most dominant psychological factor in improving the quality and consistency of employee performance of PT XYZ Surabaya Branch.

4. Self-Efficacy Has a Positive Effect on Employee Engagement

Hypothesis testing showed that self-efficacy had a positive and significant effect on employee engagement so that H4 was accepted. The majority of respondents have a high school/vocational/equivalent education, so the level of confidence in their abilities is one of the factors that affect their involvement in work. Descriptive analysis shows that the strength indicator is the aspect with the lowest value in self-efficacy, while the vigor indicator is the lowest value in employee engagement. This condition indicates that endurance and confidence in facing work obstacles still need to be improved so that work involvement is more optimal.

The interview findings show that some employees still ask for confirmation from more experienced colleagues when facing technical problems that are actually still their responsibility. This shows that limited knowledge and confidence in one's abilities can reduce enthusiasm and involvement in work. Conversely, when confidence in abilities increases, employees become more confident, dare to make decisions, and participate more actively in work activities.

The results of this study are consistent with the theory of Xanthopoulou et al. (2007) which explains that individuals with high self-efficacy tend to invest more energy, effort, and attention in work. These findings are also in line with the research of Karimah and Astuty (2023), Jamillah et al. (2023), Naufal (2025), and Zeeshan et al. (2021) which prove the positive influence of self-efficacy on employee engagement. Thus, confidence in one's abilities is an important factor in building employee dedication, enthusiasm, and work engagement.

5. The Influence of the Work Environment on Employee Engagement

The results of the hypothesis test showed that the work environment had a positive and significant effect on employee engagement so that H5 was accepted. Most of the respondents have worked for more than three years so they have sufficient experience in assessing the conditions of the work environment, both in terms of relationships with colleagues, superiors, and organizational culture. Descriptive analysis showed that the indicator of relationship with colleagues obtained the highest score (mean 4.07), while in employee engagement, the dedication indicator was the highest aspect. On the other hand, the work atmosphere is still an indicator with a relatively lower value.

The results of the interviews show that the operational activities of the container depot require cross-division coordination through direct communication, WhatsApp groups, and handy talky (HT). The company also implements an open work culture, gives employees the opportunity to express their opinions, and implements an on-duty system that gives authority to supervisors on the night shift to make operational decisions. Organizational support, good communication, and trust encourage the emergence of a sense of belonging to work so as to increase employee engagement, even though the physical condition of the work environment can still be improved.

This finding is in line with the concept of job resources from Bakker and Demerouti (2008), who explain that social support, supervisory coaching, autonomy, and feedback can trigger the formation of work engagement. The results of the study also support the findings of Judeh (2021), Rahmatunnisa et al. (2025), David Yusuf Firnanda and Dewie Tri Wijayati (2021), and Masharyono et al. (2023) which show that a conducive work environment increases employee engagement. Thus, the work environment serves not only as a place to work, but also as a source of social support that strengthens employees' attachment to the organization.

6. Employee Engagement Mediates the Influence of Self-Efficacy on Employee Performance

The results of the mediation analysis showed that employee engagement mediated partially the relationship between self-efficacy and employee performance, so H6 was accepted. This means that self-efficacy is able to improve performance both directly and through increasing employee engagement. Descriptive analysis showed that all three variables were in the high category, although the indicators of strength in self-efficacy and vigor in employee engagement were still the aspects with the lowest scores. This shows that resilience to work pressure is still a challenge that needs to be improved.

The findings of the interviews illustrate the existence of two mechanisms of influence. In the direct route, HRD explained that experienced employees are able to solve operational problems independently without the need for escalation. Meanwhile, Supervisor Reefer explained that confidence in one's abilities makes employees more active in taking initiative, participating in decision-making, and willing to solve problems outside of their routine duties. Thus, self-efficacy not only improves technical capabilities, but also strengthens employee engagement which further impacts performance improvement.

The results of this study are in line with the findings of Naufal

(2025), Jamillah et al. (2023), and Jasim et al. (2024) who stated that employee engagement is able to mediate between self-efficacy and employee performance. Therefore, performance improvement at PT XYZ Surabaya Branch needs to be done through strengthening self-efficacy as well as increasing employee engagement because the two paths complement each other.

7. Employee Engagement Mediates the Influence of the Work Environment on Employee Performance

The test results showed that employee engagement fully mediated the influence of the work environment on employee performance so that H7 was accepted. The work environment does not have a significant direct influence on performance, but it can improve performance if it first increases employee engagement. Descriptive analysis shows that relationships with colleagues are the highest indicator in the work environment, while dedication is the highest indicator of employee engagement. On the other hand, the work atmosphere received the lowest score, but did not decrease the level of employee engagement or performance. This shows that social support has a greater role than the physical condition of the work environment.

The results of the interviews show that the company consistently builds a work environment that supports attachment through various activities, such as gatherings, futsal, gatherings when employees experience disasters, sharing takjil, breaking the fast together, and a co-worker rolling system that expands collaboration between teams. These activities do not directly improve employees' technical skills, but foster a sense of belonging to the team and organization. These feelings then encourage greater dedication, responsibility, and contribution to the work, which has an impact on improving performance.

The findings of this study are in line with Masharyono et al. (2023), Lussa et al. (2023), and Atik et al. (2023) who explain that the work environment improves performance through employee engagement as a mediation mechanism. Thus, improving the quality of the work environment at PT XYZ Surabaya Branch needs to be directed at strengthening the psychological attachment of employees so that the benefits can be reflected in performance improvement.

Conclusion

The higher the employee's confidence in his abilities, the greater his ability to complete the work effectively so that the performance produced becomes more optimal. On the other hand, the work environment has not been shown to have a significant direct effect on performance, which indicates that good working conditions do not necessarily directly improve employee performance because there are still other factors that play a role.

Research also proves that employee engagement has a positive and significant influence on employee performance. High attachment to work encourages employees to make their best contributions, which has an impact on improving performance. In addition, self-efficacy has a positive effect on employee engagement, which shows that confidence in one's abilities can increase employee enthusiasm, dedication, and engagement at work. The work environment has also been proven to have a positive influence on employee engagement through a comfortable working atmosphere, harmonious working relationships, and adequate facility support.

In testing the role of mediation, employee engagement was shown to partially mediate the relationship between self-efficacy and employee performance. This means that self-efficacy can improve performance both directly and through increasing employee engagement. Meanwhile, in the relationship between the work environment and performance, employee engagement plays a full mediator. This shows that the work environment does not directly affect performance, but first increases employee engagement which further encourages improved employee performance. Thus, employee engagement is the main mechanism that explains the influence of the work environment on performance.

For companies, the results of the study show the need to increase employee competency development, especially for workers who still have limited experience. These efforts can be made through technical training, mentoring, providing constructive feedback, and providing opportunities to improve competencies so that employees' confidence in facing job demands is better. In addition, companies also need to strengthen communication and coordination between divisions through evaluating information flows, increasing teamwork, creating a supportive work environment, and providing facilities that can support smooth operations.

In addition, companies are advised to maintain and improve the quality of the physical work environment by ensuring the readiness of operational facilities, performing regular heavy equipment maintenance, and implementing work safety standards consistently so that operational activities take place safely and effectively. Companies also need to increase employee engagement through rewarding performance, career development, two-way communication between leaders and employees, and building a sense of belonging to the organization. Thus, performance improvement does not only rely on individual abilities or work environment conditions, but is also supported by the psychological involvement of employees.

For future researchers, the research can be extended to other logistics companies and different industrial sectors so that the research results have a wider comparability and level of generalization. The next study should also involve respondents with more diverse characteristics based on position, length of service, and operational area so that the factors that affect employee performance can be explained more comprehensively.

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