

THE EFFECT OF JOB SATISFACTION, SELF-EFFICACY AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AT THE TYPE B CUSTOMS AND EXCISE KPU, BATAM ENFORCEMENT AND SUPERVISION FIELD

Alboin Tudosan Hutabarat¹, Chablullah wibisono², Nolla Puspita Dewi³, Sarmini⁴

¹ Fakultas Ekonomi dan Bisnis, Prodi Manajemen, Universitas Batam, Indonesia

² Fakultas Ekonomi dan Bisnis, Prodi Manajemen, Universitas Batam, Indonesia

³ Fakultas Ekonomi dan Bisnis, Prodi Manajemen, Universitas Batam, Indonesia

⁴ Fakultas Ekonomi dan Bisnis, Prodi Manajemen, Universitas Batam, Indonesia

chablullahwibosono@univbatam.ac.id; nollapuspitadewi@univbatam.ac.id; sarmini@univbatam.ac.id

Received: 04/08/2026 | Revised: 15/08/2026 | Accepted: 02/09/2026 | Published: 23/09/2026

Abstract

This study aims to analyze the influence of job satisfaction, self-efficacy and work environment on employee performance, both directly and through organizational commitment as a mediating variable at the Type B Customs and Excise KPU for Enforcement and Supervision in Batam. The research uses a quantitative approach with a survey method. The research population consisted of 173 employees and the entire population was used as a sample using a saturated sampling technique. Data were collected using a questionnaire with a Likert scale and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results of the study show that job satisfaction has a positive and significant effect on employee performance with a path coefficient of 0.411 and a p-value of 0.000. Self-efficacy has a positive and significant effect on performance with a coefficient of 0.404 and a p-value of 0.014. The work environment has a positive and significant effect on performance with a coefficient of 0.451 and a p-value of 0.000. Organizational commitment also has a positive and significant effect on performance with a coefficient of 0.240. On the other hand, job satisfaction does not have a significant effect on organizational commitment, while self-efficacy has a negative and insignificant effect on organizational commitment. The work environment has a positive and significant effect on organizational commitment with a coefficient of 0.910 and a p-value of 0.000. Mediation analysis shows that organizational commitment significantly mediates the influence of job satisfaction and work environment on performance, but does not significantly mediate the influence of self-efficacy on performance. The R² value of 0.585 indicates that 58.5 % of the variation in performance can be explained by the variables in the research model.

Keywords: job satisfaction, self-efficacy, work environment, organizational commitment, employee performance.

1. INTRODUCTION

Employee performance is an important factor in the success of an organization, especially government organizations that have strategic responsibilities in providing public services, carrying out supervision, and enforcing regulations. Batam Type B Customs and Excise Office has a strategic role in the implementation of customs and excise functions in the Batam region. Therefore, employee performance is one of the important aspects in supporting the achievement of organizational goals, especially the Enforcement and Supervision Sector, which has a vital role in maintaining economic sovereignty, monitoring the flow of goods/people in the Batam Free Trade Zone and Free Port (FTZ), and state revenue. Based on data from the Batam Customs and Excise Office (2025), the realization of state revenue reached IDR 847.6 billion (142.56% of the target), with 2,148 Enforcement Evidence Letters (SBP) and potential state losses saved amounting to IDR 49.42 billion from 23 investigation cases. Although the achievement of macro enforcement shows significant results, the internal evaluation of the 2024 employee Key Performance Indicators (KPI) shows a gap between the targets and the realization of individual/team operational performance.

THE EFFECT OF JOB SATISFACTION, SELF-EFFICACY AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AT THE TYPE B CUSTOMS AND EXCISE KPU, BATAM ENFORCEMENT AND SUPERVISION FIELD

Alboin Tudosan Hutabarat et al

Table 1. Performance Achievements of Employees in the Enforcement & Supervision Sector (2024)

NO	Performance Indicators	Target	Achievements	Evaluation Description
1	Settlement of prosecution cases	100%	89%	Increasing number & complexity of cases
2	Timeliness of reporting	100%	88%	High administrative & documentation burden
3	Employee attendance	95%	80%	Shift system & high intensity of field work
4	SOP Compliance	100	92%	Adapting to new SOPs takes time
5	Team productivity	Tall	Currentl y	The distribution of workload is not optimal

One of the factors that can influence performance is job satisfaction. Besides job satisfaction, **self-efficacy** is a psychological factor that can potentially influence performance. Another important factor is the work environment. The work environment encompasses the physical and non-physical conditions surrounding employees, including facilities, lighting, air circulation, noise, and work relationships. A conducive work environment can create comfort and support employee productivity. In the relationship between these three variables and performance, organizational commitment is positioned as a mediating variable. Organizational commitment describes the psychological attachment, loyalty and desire of employees to remain part of the organization and contribute to achieving organizational goals. Based on these problems, this study aims to analyze the influence of job satisfaction, self-efficacy and work environment on employee performance and to analyze the role of organizational commitment as a mediating variable at the Type B Customs and Excise KPU for Enforcement and Supervision of Batam.

2. LITERATURE REVIEW

This research is built on a comprehensive framework that connects Grand Theory (Management), Middle Theory (Human Resource Management), and Applied Theory (Behavioral & Organizational Theory).

2.1 Grand Theory : Management according to Hasibuan (2016) and Robbins (2024) is the science and art of coordinating the use of human resources effectively and efficiently to achieve certain goals.

2.2 Middle Theory : Human Resource Management (Dessler, 2020; Wright et al., 2021) focuses on policies, practices, and management of cognitive, affective, and psychomotor aspects of employees to increase productivity.

2.3 Applied Theory :

Two-Factor Theory (Herzberg): Explains motivator (satisfaction) and hygiene (work environment) factors. Social Cognitive Theory (Bandura, 2015): Underlines Self-Efficacy as an individual's belief in their ability to execute actions. Organizational Commitment Theory (Mowday et al.; Allen & Meyer): An individual's psychological attachment to the goals and values of the organization. Performance Theory (Mangkunegara, 2017; Hasibuan, 2019): Work results in terms of quality, quantity, responsibility, cooperation , and initiative.

2.4 Job satisfaction

Robbins 2018) Job satisfaction is an individual's general attitude toward his or her job; the more aspects of the job that satisfy the individual's desires, the higher the level of job satisfaction. Job satisfaction is *a person's positive feelings or level of enjoyment of their job* , which arises from the individual's assessment of whether the job meets their needs, expectations, values, and desires. According to Hasibuan in Setiana (2019), job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline, and work performance.

2.5 SELF EFFICACY

Theory *Self efficacy* is draft main on theory learning general social, where it is said that individual behavior is influenced by environmental and other factors cognitive (for example: hopes to results And efficacy self) have a high degree of interconnectedness. Employees who have strong *self-efficacy* about ability himself can help process performance so that employees are able to complete the tasks and responsibilities given to the agency effectively

THE EFFECT OF JOB SATISFACTION, SELF-EFFICACY AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AT THE TYPE B CUSTOMS AND EXCISE KPU, BATAM ENFORCEMENT AND SUPERVISION FIELD

Alboin Tudosan Hutabarat et al

complete And appropriate time. Performance Which Good from a employee with High *self-efficacy* shows that the level of job satisfaction experienced by the employee is also high. According to Erawati & Wahyono (2019) *self-efficacy* is an individual's belief that he or she has the ability to do a job and achieve the desired goals .

2.6 WORK ENVIRONMENT

The environment is one of the factors that influences a person. The environment plays a significant role in a person's life, survival, social interaction, and work, as is the case with the workplace. An organization's work environment is crucial for management to consider because it directly impacts employees in completing their work. The work environment refers to everything surrounding workers, both physical and non-physical, that influences them in carrying out their duties. A comfortable and supportive work environment can increase enthusiasm and employee productivity (Tri Dharma, 2017).

2.7 ORGANIZATIONAL COMMITMENT

Jamal (2021) Commitment organization is attitude employee For still is at in the organization And involvement in reach values And objective from organization and value orientation towards the organization which shows individuals who prioritize work in the organization. Suárez-Albanchez et al. (2025) Organizational commitment is the psychological attachment of employees to their organization, which includes feelings of attachment, alignment with organizational values, and readiness to make more efforts for organizational goals.

3. RESEARCH METHODS

This research uses a **quantitative approach** with a survey method. The research was conducted at the Batam Type B Customs and Excise Office, specifically the Enforcement and Supervision Sector. Data collection was carried out in the period November 2025 to April 2026. The research population was **173 employees** in the Enforcement and Supervision Sector. Because the population size is relatively affordable, all members of the population were used as samples using the **saturated/census sampling technique** , so that the number of research respondents was 173 people. The research data consists of primary and secondary data. Primary data was obtained through observation, interviews, and questionnaires distributed to employees. The questionnaire used a five- point Likert scale, ranging from strongly disagree to strongly agree.

The research variables consist of:

Variables	Code	Key indicators
Job satisfaction	X1	Job, wages, promotions, supervisors, coworkers
Self-Efficacy	X2	Level, generality, strength
Work environment	X3	Lighting, air circulation, noise, color, humidity, facilities, work relations
Organizational Commitment	Z	Loyalty, identification of values/goals, involvement, desire to maintain membership
Employee Performance	Y	Quality, quantity, responsibility, cooperation, initiative

Data analysis was performed using **Partial Least Squares (PLS)** . Model evaluation included testing validity, reliability, measurement model (*outer model*), structural model (*inner model*), coefficient of determination (R^2), and hypothesis testing through *bootstrapping* . The hypothesis was declared significant if the *t-statistic* > 1.96 and *p-value* < 0.05 . The results of the reliability test showed that all variables had Cronbach's Alpha above 0.60 . The values were 0.920 for job satisfaction, 0.858 for self-efficacy, 0.927 for work environment, 0.832 for organizational commitment, and 0.918 for performance.

4. RESULTS AND DISCUSSION

4.1 RESULTS

4.1.1 Respondent Characteristics

The study involved 173 respondents. Based on gender, 112 respondents, or 64.7%, were male, and 61 respondents, or 35.3%, were female. Based on age, the majority of respondents, 136 people, or 78.6%, were in the 20–30 age group .

THE EFFECT OF JOB SATISFACTION, SELF-EFFICACY AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AT THE TYPE B CUSTOMS AND EXCISE KPU, BATAM ENFORCEMENT AND SUPERVISION FIELD

Alboin Tudosan Hutabarat et al

Based on education, the majority of respondents were Diploma graduates (98 people, or 56.6%), followed by Bachelor's degrees (50 people, or 28.9%). Based on length of service, the 5–10 year group was the largest group, namely 82 people, or 47.4 %. Based on position, the majority of respondents were executives (136 people, or 78.6 %).

4.1.2 Validity Test

Table 4.1. Validity Test of Job Satisfaction Variable (Y)

Item	Calculated r value	Table r value	Information
1	0.788	0.361	Valid
2	0.664	0.361	Valid
3	0.722	0.361	Valid
4	0.473	0.361	Valid
5	0.756	0.361	Valid
6	0.867	0.361	Valid
7	0.736	0.361	Valid
8	0.702	0.361	Valid
9	0.650	0.361	Valid
10	0.735	0.361	Valid
11	0.779	0.361	Valid
12	0.428	0.361	Valid
13	0.702	0.361	Valid
14	0.650	0.361	Valid
15	0.735	0.361	Valid

Source: Processed primary data, 2026

Table 4.2. Validity Test of Self-Efficacy Variable (X2)

Item	Calculated r value	Table r value	Information
1	0.738	0.361	Valid
2	0.599	0.361	Valid
3	0.800	0.361	Valid
4	0.831	0.361	Valid
5	0.704	0.361	Valid
6	0.654	0.361	Valid
7	0.729	0.361	Valid
8	0.611	0.361	Valid
9	0.662	0.361	Valid

Table 4.3. Validity Test of Work Environment Variable (X3)

Item	Calculated r value	Table r value	Information
1	0.764	0.361	Valid
2	0.792	0.361	Valid
3	0.742	0.361	Valid
4	0.761	0.361	Valid
5	0.775	0.361	Valid
6	0.287	0.361	Invalid
7	0.837	0.361	Valid
8	0.831	0.361	Valid
9	0.781	0.361	Valid

THE EFFECT OF JOB SATISFACTION, SELF-EFFICACY AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AT THE TYPE B CUSTOMS AND EXCISE KPU, BATAM ENFORCEMENT AND SUPERVISION FIELD

Alboin Tudosan Hutabarat et al

10	0.623	0.361	Valid
11	0.775	0.361	Valid
12	0.766	0.361	Valid
13	0.563	0.361	Valid
14	0.578	0.361	Valid
15	0.775	0.361	Valid
16	0.287	0.361	Invalid
17	0.837	0.361	Valid
18	0.831	0.361	Valid
19	0.781	0.361	Valid
20	0.623	0.361	Valid
21	0.653	0.361	Valid

Source: Processed primary data, 2026

Table 4.4. Validity Test of Work Life Balance Variable (Z)

Item	Calculated value	r	Table r value	Information
1	0.635		0.361	Valid
2	0.707		0.361	Valid
3	0.733		0.361	Valid
4	0.518		0.361	Valid
5	0.212		0.361	Invalid
6	0.786		0.361	Valid
7	0.774		0.361	Valid
8	0.503		0.361	Valid
9	0.853		0.361	Valid
10	0.725		0.361	Valid
11	0.680		0.361	Valid
12	0.733		0.361	Valid

Source: Processed primary data, 2026

Table 4.5. Validity Test of Performance Variable (Y)

Item	Calculated value	r	Table r value	Information
1	0.656		0.361	Valid
2	0.739		0.361	Valid
3	0.728		0.361	Valid
4	0.756		0.361	Valid
5	0.582		0.361	Valid
6	0.624		0.361	Valid
7	0.659		0.361	Valid
8	0.598		0.361	Valid
9	0.740		0.361	Valid
10	0.682		0.361	Valid
11	0.781		0.361	Valid
12	0.564		0.361	Valid
13	0.739		0.361	Valid
14	0.728		0.361	Valid
15	0.756		0.361	Valid

Source: Processed primary data, 2026

THE EFFECT OF JOB SATISFACTION, SELF-EFFICACY AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AT THE TYPE B CUSTOMS AND EXCISE KPU, BATAM ENFORCEMENT AND SUPERVISION FIELD

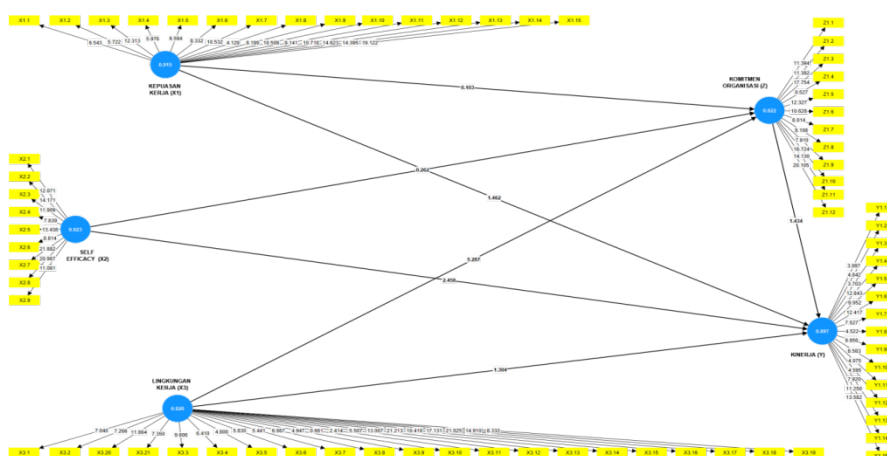
Alboin Tudosan Hutabarat et al

Table 4.6 Reliability Test

No	Variables	Reliability Value (Cronbach's Alpha)	Reliable Standard Value	Information
1	Job Satisfaction (X1)	0.920	0.60	Reliable
2	Self-Efficacy (X2)	0.858	0.60	Reliable
3	Work Environment (X3)	0.927	0.60	Reliable
4	Organizational Commitment (Z)	0.832	0.60	Reliable
5	Performance (Y)	0.918	0.60	Reliable

Source: Processed data, 2026

4. Hypothesis



1. Hypothesis Testing Results

The results of the PLS analysis show the following relationships between variables:

Table 4.7 Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics O/STDEV	P values	Note
Job Satisfaction (X1) -> Performance (Y)	0.411	0.416	0.083	4,947	0.000	significant
Self_Efficacy (X2) -> Performance (Y)	0.404	0.407	0.164	2,458	0.014	significant
Work Environment (X3) -> Performance (Y)	0.451	0.454	0.082	5,507	0.000	significant
Organizational Commitment (Z) -> Performance (Y)	0.240	0.246	0.099	2,414	0.016	significant
Job Satisfaction (X1) -> Organizational Commitment (Z)	0.019	0.054	0.181	0.103	0.918	Not significant
Self_Efficacy (X2)	-0.038	-0.029	0.147	0.262	0.793	Not

THE EFFECT OF JOB SATISFACTION, SELF-EFFICACY AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AT THE TYPE B CUSTOMS AND EXCISE KPU, BATAM ENFORCEMENT AND SUPERVISION FIELD

Alboin Tudosan Hutabarat et al

-> Organizational Commitment (Z)						significant
Work Environment (X3) -> Organizational Commitment (Z)	0.910	0.876	0.172	5,287	0.000	Not significant

Source: Primary data processed with PLS, 2026

The results of the mediation effect test show that:

Table 4.8 Indirect effects

Indirect influence	t-statistic	p-value	Information
Job satisfaction → Commitment → Performance	5,879	0,000	Significant
Self-efficacy → Commitment → Performance	0.187	0.852	Not significant
Work environment → Commitment → Performance	3,465	0.001	Significant

Table 4.9 R-Square

	R-square	R-square adjusted
PERFORMANCE (Y)	0.585	0.575
ORGANIZATIONAL COMMITMENT (Z)	0.804	0.800

Source: Primary Data Processed with PLS, 2026

value of performance is **0.585**, which means that 58.5 % of the variation in employee performance can be explained by job satisfaction, self-efficacy, work environment, and organizational commitment. Meanwhile, the R² of organizational commitment is **0.804**, which indicates that 80.4 % of the variation in organizational commitment can be explained by the predictor variables in the model.

4.2 DISCUSSION

1. The Influence of Job Satisfaction on Performance

The results of the study show that job satisfaction has a positive and significant effect on employee performance with a coefficient of 0.411 and a p-value of 0.000. These findings indicate that the higher employee satisfaction with work, wages, promotions, supervision and work relationships, the better the performance produced. These findings show that the psychological aspects of employees have an important role in supporting work quality and productivity.

2. The Influence of Self-Efficacy on Performance

Self-efficacy has a positive and significant effect on performance with a coefficient of 0.404 and a p-value of 0.014. This shows that employees who have higher confidence in their abilities tend to be able to face complex tasks, make decisions and complete work more effectively.

3. The Influence of Work Environment on Performance

The work environment has a positive and significant influence on performance with a coefficient of 0.451 and a p-value of 0.000. A comfortable, safe, conducive work environment supported by facilities and good interpersonal relationships can help employees work more focused and productively.

4. The Influence of Organizational Commitment on Performance

Organizational commitment has a positive and significant effect on performance with a coefficient of 0.240. Employees who have a high sense of belonging, loyalty and attachment to the organization tend to show greater responsibility and contribution towards achieving organizational goals.

5. The Influence of Job Satisfaction on Organizational Commitment

Job satisfaction has a positive but insignificant influence on organizational commitment with a coefficient of 0.019 and a p-value of 0.918. Thus, increased job satisfaction alone is not sufficient to statistically explain increases in organizational commitment. Other factors such as leadership, organizational culture, organizational support, and career development can play a role in shaping commitment.

6. The Influence of Self-Efficacy on Organizational Commitment

Self-efficacy has an insignificant negative influence on organizational commitment with a coefficient of -0.038 and a p-value of 0.793. These results show that confidence in personal abilities does not automatically form employee attachment and loyalty to the organization.

7. The Influence of Work Environment on Organizational Commitment

The work environment has a positive and significant effect on organizational commitment with a coefficient of 0.910 and a p-value of 0.000. This finding is one of the important results of the research because it shows that the work environment is a very strong factor in forming employee attachment to the organization.

8. The Role of Organizational Commitment as a Mediator

Organizational commitment has been shown to significantly mediate the relationship between job satisfaction and performance. The *t-statistic* value of 5.879 and p-value of 0.000 indicate a significant indirect effect.

Organizational commitment also mediates the relationship between work environment and performance. The *t-statistic* value of 3.465 and p-value of 0.001 indicate a significant indirect effect.

On the other hand, organizational commitment is not able to mediate the relationship between self-efficacy and performance. The *t-statistic* value is only 0.187 and the p-value is 0.852.

5. CONCLUSION AND SUGGESTIONS

5.1 CONCLUSION

Based on the research results, it can be concluded that:

1. Job satisfaction has a positive and significant effect on employee performance.
2. Self-efficacy has a positive and significant effect on employee performance.
3. The work environment has a positive and significant influence on employee performance.
4. Organizational commitment has a positive and significant effect on employee performance.
5. Job satisfaction has no significant effect on organizational commitment.
6. Self-efficacy has no significant effect on organizational commitment.
7. The work environment has a positive and significant influence on organizational commitment.
8. Organizational commitment significantly mediates the effect of job satisfaction on performance.
9. Organizational commitment does not significantly mediate the effect of self-efficacy on performance.
10. Organizational commitment significantly mediates the influence of work environment on performance.

Overall, the research results show that the work environment and job satisfaction are important factors in improving performance, especially when reinforced through organizational commitment, while self-efficacy has a more direct influence on performance.

5.2 SUGGESTION

Based on the research results, organizations are advised to:

1. Increase job satisfaction through a fair reward system, career development transparency and proportional workload distribution.
2. Develop employee self-efficacy through training, *coaching*, *mentoring*, work experience and constructive feedback.
3. Maintaining and improving the quality of the physical and non-physical work environment.
4. Strengthening organizational commitment through organizational culture, *sense of belonging*, career development and objective reward systems.
5. Improve communication between leaders and employees and provide opportunities for employees to participate in decision making.
6. Future research can add variables such as work motivation, *employee engagement*, organizational citizenship behavior (OCB), transformational leadership, organizational culture and *work-life balance*.

REFERENCES

- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18.
- Bandura, A. (2012). On the functional properties of perceived self-efficacy revisited. *Journal of Management*, 38(1), 9–44.
- Bernardin, H. J., & Russell. (2019). *Human Resource Management*.

THE EFFECT OF JOB SATISFACTION, SELF-EFFICACY AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AT THE TYPE B CUSTOMS AND EXCISE KPU, BATAM ENFORCEMENT AND SUPERVISION FIELD

Alboin Tudosan Hutabarat et al

Ghozali, I. (2021). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 26*. Badan Penerbit Universitas Diponegoro.

Hasibuan, M. S. P. (2019). *Manajemen Sumber Daya Manusia*. Bumi Aksara.

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376–407.

Mangkunegara, A. A. Anwar. (2019). *Manajemen Sumber Daya Manusia Perusahaan*. PT Remaja Rosdakarya.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis. *Journal of Vocational Behavior*, 61(1), 20–52.

Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior*. Pearson.

Sedarmayanti. (2018). *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Refika Aditama.

Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.

Sutrisno, E. (2020). *Manajemen Sumber Daya Manusia*. Kencana.

Wibowo. (2022). *Manajemen Kinerja*. PT RajaGrafindo Persada.

Daftar pustaka di atas disusun dari referensi yang tercantum dalam tesis