

LEADERSHIP, EMPLOYEE COMPETENCE, AND FACILITIES AS DETERMINANTS OF SERVICE QUALITY: SELF-EFFICACY MEDIATION AT BATAM CUSTOMS PASSENGER TERMINALS

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Abstract

This study examines the effects of leadership, employee competence, and facilities on service quality, with self-efficacy as a mediator, at passenger terminals supervised by the Main Service Office of Customs and Excise Type B Batam. A quantitative approach was employed. The population comprised 277 employees, and the sample size of 164 was determined using Slovin's formula with a 5% margin of error. Data were collected through a Likert-scale questionnaire and analyzed using partial least squares structural equation modeling (PLS-SEM). Leadership and employee competence had positive, significant effects on self-efficacy, whereas facilities had no significant effect. Leadership, employee competence, and facilities positively and significantly affected service quality, while self-efficacy had no significant direct effect. Self-efficacy did not mediate the effect of leadership on service quality but mediated the effects of employee competence and facilities. The adjusted R² values were 0.825 for self-efficacy and 0.879 for service quality, indicating strong explanatory power. The findings highlight the importance of strengthening leadership, developing employee competence, and optimizing service facilities to improve service quality.

Keywords: employee competence; facilities; leadership; self-efficacy; service quality.

INTRODUCTION

In an era of globalization and increasing international trade, the Directorate General of Customs and Excise plays an increasingly strategic role, particularly in facilitating the cross-border movement of goods and passengers. As a government institution providing public services in customs and excise, the Main Service Office of Customs and Excise Type B Batam is responsible for delivering prompt, accurate services with integrity. Passenger terminals serve as the principal gateways for people and goods entering and leaving Batam by sea and air. Public service quality is an important indicator of a government organization's success in meeting public needs. In customs and excise administration, service quality is particularly strategic because service delivery directly involves the public, businesses, tourists, and the cross-border movement of goods and passengers.

The Main Service Office of Customs and Excise Type B Batam occupies a strategic position in facilitating trade and international passenger movements. Passenger terminals under its supervision are important entry and exit points for people and goods. Service quality at these terminals therefore plays a significant role in shaping public perceptions of the professionalism and performance of Customs and Excise. Nevertheless, service delivery continues to face several challenges, including differences in leadership styles across work units, uneven levels of employee competence, and limited supporting facilities. These conditions may affect processing speed, user comfort, and the effectiveness of task execution.

Leadership is essential to establishing a productive, service-oriented work culture. Leaders who provide direction, motivation, and support and serve as positive role models can enhance employees' ability to perform their duties. Employee competence, encompassing knowledge, skills, and decision-making abilities, is also important for delivering prompt, accurate, and professional services. In addition to human resources, service facilities are important for maintaining smooth operations. Service areas, queue management systems, information technology, and inspection equipment can influence user comfort and service effectiveness. Table 1 presents satisfaction scores among users of passenger terminals served by Batam Customs and Excise.

Table 1. Satisfaction of Batam Customs and Excise passenger terminal users, 2022–2024

Year	Leadership (score 1–5)	Employee competence (score 1–5)	Service facilities (score 1–5)	Service quality (score 1–5)
2022	3.7	3.8	3.5	3.6
2023	4.0	4.1	3.8	4.0
2024	4.3	4.2	4.0	4.2

This study also examines self-efficacy as a mediating variable. Self-efficacy concerns employees' beliefs in their ability to perform tasks, overcome obstacles, and achieve goals. In public service settings, employees with strong self-efficacy are expected to be more confident in managing work pressure and resolving service-related problems.

Against this background, the study aims to analyze the effects of leadership, employee competence, and facilities on service quality and to examine the mediating role of self-efficacy at passenger terminals supervised by the Main Service Office of Customs and Excise Type B Batam.

LITERATURE REVIEW

Leadership

In this study, leadership refers to a leader's ability to provide direction, motivation, and support and to serve as a positive role model for employees. The transformational leadership perspective emphasizes inspiration, motivation, empowerment, and attention to employees' individual needs.

According to Burns (1978), transformational leadership changes followers' values, beliefs, and needs, encouraging them to transcend personal interests for the benefit of the organization. Burns explains that transformational leadership occurs when leaders and followers mutually enhance their motivation and morality. Leadership relationships are therefore not merely transactional exchanges of rewards but also processes that foster awareness and change.

In public service organizations, leadership involves not only achieving organizational targets but also building a professional, responsive, and citizen-oriented service culture. Effective leaders can integrate human resources and facilities to improve the effectiveness and efficiency of service delivery.

Employee Competence

McClelland (1973) argues that competence provides a more appropriate basis for assessing performance than educational attainment or intelligence test scores alone. He emphasizes that competencies are individual characteristics associated with success at work. In service settings, competent employees not only understand procedures but also apply interpersonal, communication, and decision-making skills when serving the public.

Competence encompasses the knowledge, skills, attitudes, and personal characteristics required to perform work effectively. In customs and excise services, employee competence involves understanding regulations, conducting inspections, making decisions, communicating, and providing information to service users.

Employee competence is a strategic factor because employees are directly responsible for delivering services. Highly competent employees are expected to work in accordance with established standards, resolve problems promptly, and provide professional services.

Service Quality

According to Kotler and Keller (2016), service quality is an organization's ability to provide services that meet or exceed customer expectations. Customers assess service quality by comparing the services they expect with those they actually experience. Service quality is considered high when the service received exceeds expectations and low when it falls short of them.

This view is consistent with the concept proposed by Parasuraman et al. (1985), who define service quality in terms of the gap between customers' expectations and their perceptions of the services received. Service quality is subjective because it depends heavily on users' perceptions. In public services, quality is assessed not only through compliance with standard operating procedures (SOPs) but also through the satisfaction of the people receiving those services.

Service quality reflects the excellence perceived by users through the alignment between their expectations and the services received. This study uses five service quality dimensions: tangibles, reliability, responsiveness, assurance, and empathy.

Facilities

In public service settings, facilities encompass the physical, technical, and operational resources provided by an organization to support effective and efficient service delivery that meets users' expectations. Facilities include not only buildings and waiting areas but also information technology infrastructure, inspection equipment, queue management systems, signage, accessibility, and a comfortable service environment. For example, Lubis and Haidir (2019) classify facilities and infrastructure as equipment and technology, information, furniture and spatial arrangements, and the physical conditions of service provision.

Facilities also comprise the resources and infrastructure used to support the smooth delivery of services. Adequate facilities can improve user comfort and help employees perform their work effectively and efficiently.

At passenger terminals, facilities include service areas, queue management systems, inspection equipment, supporting technologies, and information facilities. Appropriate management and maintenance are essential to ensure that these facilities continue to function optimally.

Self-Efficacy

Schunk and DiBenedetto (2020) explain that self-efficacy plays an important role in determining individuals' motivation and persistence in completing tasks. Individuals with high self-efficacy tend to exert greater effort, demonstrate stronger resilience when facing difficulties, and remain more optimistic about success than those with low self-efficacy. From an organizational perspective, Newman et al. (2019) describe self-efficacy as a psychological factor that strongly influences employees' work behavior, particularly performance, innovation, and adaptability in dynamic work environments. They emphasize that self-efficacy can develop through work experience, social support, and a supportive organizational environment.

Hypotheses

The following hypotheses concern passenger terminals supervised by the Main Service Office of Customs and Excise Type B Batam:

- H1:** Leadership affects service quality.
- H2:** Employee competence affects service quality.
- H3:** Facilities affect service quality.
- H4:** Self-efficacy affects service quality.
- H5:** Leadership affects self-efficacy.
- H6:** Employee competence affects self-efficacy.
- H7:** Facilities affect self-efficacy.
- H8:** Leadership affects service quality through self-efficacy.
- H9:** Employee competence affects service quality through self-efficacy.
- H10:** Facilities affect service quality through self-efficacy.

METHOD

This study employed a quantitative approach to examine relationships and effects among the research variables. The independent variables were leadership (X1), employee competence (X2), and facilities (X3). Self-efficacy (Z) was the mediating variable, and service quality (Y) was the dependent variable. A quantitative approach was selected because all variables were measured using a questionnaire and analyzed statistically.

The population comprised all 277 employees assigned to passenger terminals supervised by the Main Service Office of Customs and Excise Type B Batam. This population included 168 employees in the P2 unit, 44 in PFPC I, and 65 in PFPC II.

The sample size was determined using Slovin's formula with a 5% margin of error, yielding 164 respondents. Data were collected using a Likert-scale questionnaire and analyzed using partial least squares structural equation modeling (PLS-SEM) through evaluations of the measurement model (outer model) and structural model (inner model). Hypotheses were tested using a t-statistic ≥ 1.96 and a p-value ≤ 0.05 at the 5% significance level.

The path analysis model is presented in Image 1.

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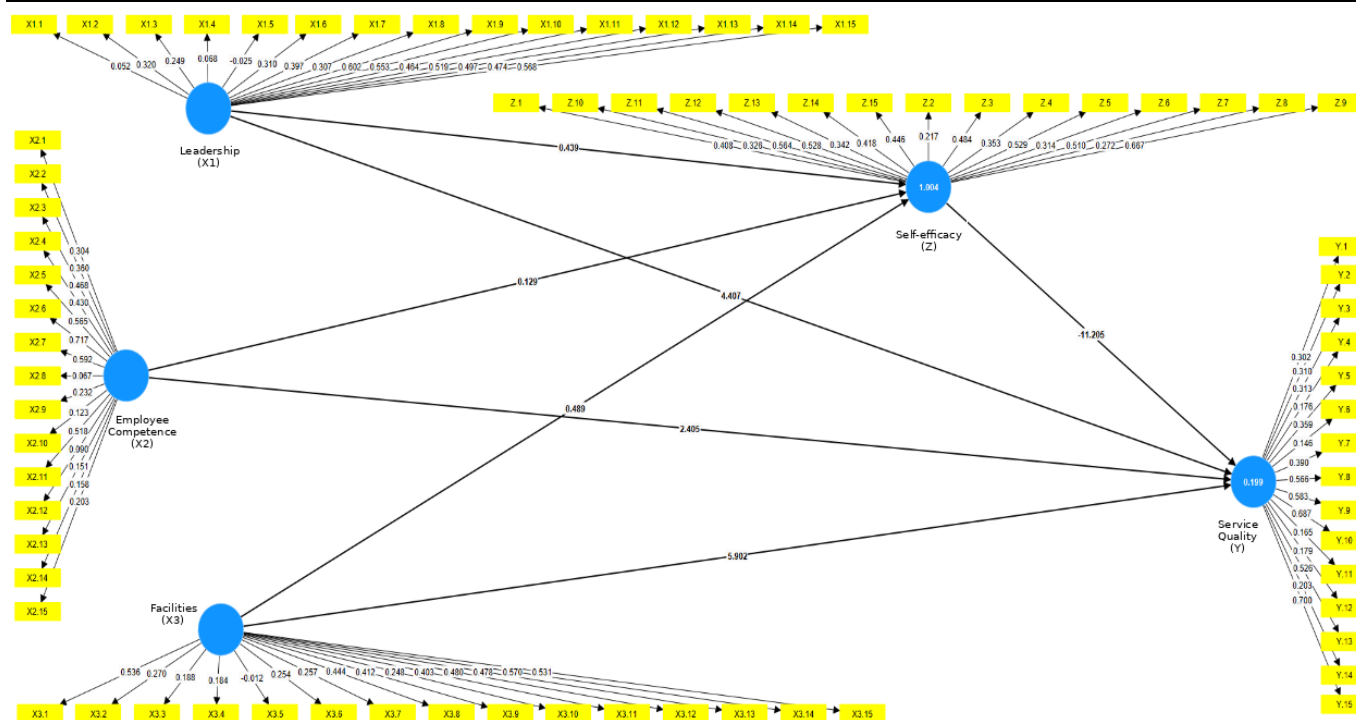


Image 1. Path analysis model

RESULTS AND DISCUSSION

Measurement Model (Outer Model)

In quantitative research using structural equation modeling (SEM), particularly the partial least squares (PLS) approach, measurement model evaluation assesses whether the constructs are measured accurately and reliably. The outer model evaluates the relationships between indicators and their latent constructs so that measurement quality can be assessed before the structural relationships among variables are examined. The measurement model (outer model) is evaluated through confirmatory factor analysis (CFA) by testing the validity and reliability of the latent constructs. The results of the outer model evaluation are presented below.

Cross-Loadings

Cross-loadings were analyzed as part of the assessment of discriminant validity. This assessment examines whether each indicator correlates more strongly with its intended construct than with other constructs. Cross-loadings therefore help determine whether indicators accurately represent their intended variables without overlapping with other variables in the model. The results provide information about the quality of the research instrument and the suitability of its indicators for the structural model.

Table 2. Cross-loadings

Indicator	Self-efficacy (Z)	Facilities (X3)	Leadership (X1)	Employee competence (X2)	Service quality (Y)
X1.1	0.138	0.142	0.052	0.230	-0.070
X1.2	0.500	0.415	0.553	0.433	0.467
X1.3	0.480	0.446	0.464	0.522	0.316
X1.4	0.465	0.446	0.519	0.454	0.445
X1.5	0.494	0.450	0.497	0.571	0.365
X1.6	0.409	0.321	0.474	0.418	0.426
X1.7	0.520	0.491	0.568	0.604	0.472
X1.8	0.370	0.313	0.320	0.234	0.169
X1.9	0.194	0.167	0.249	0.231	0.249
X1.10	0.100	0.117	0.068	-0.010	0.010
X1.11	0.082	0.078	-0.025	0.064	-0.153
X1.12	0.346	0.336	0.310	0.439	0.179

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Indicator	Self-efficacy (Z)	Facilities (X3)	Leadership (X1)	Employee competence (X2)	Service quality (Y)
X1.13	0.435	0.392	0.397	0.363	0.240
X1.14	0.307	0.329	0.307	0.323	0.222
X1.15	0.586	0.324	0.602	0.507	0.457
X2.1	0.317	0.320	0.469	0.304	0.199
X2.2	0.188	0.069	0.202	0.123	0.011
X2.3	0.485	0.339	0.485	0.518	0.401
X2.4	0.134	0.149	0.104	0.090	0.012
X2.5	0.130	0.194	0.187	0.151	0.130
X2.6	0.183	0.208	0.210	0.158	0.081
X2.7	0.160	0.184	0.255	0.203	0.192
X2.8	0.336	0.353	0.302	0.360	0.281
X2.9	0.445	0.456	0.480	0.468	0.354
X2.10	0.371	0.350	0.423	0.430	0.369
X2.11	0.517	0.357	0.535	0.565	0.451
X2.12	0.633	0.522	0.662	0.717	0.600
X2.13	0.526	0.310	0.430	0.592	0.490
X2.14	0.054	0.010	0.120	0.067	0.063
X2.15	0.205	0.184	0.272	0.232	0.194
X3.1	0.519	0.536	0.346	0.353	0.377
X3.2	0.196	0.248	0.218	0.329	0.232
X3.3	0.375	0.403	0.362	0.372	0.304
X3.4	0.407	0.480	0.388	0.298	0.412
X3.5	0.456	0.478	0.447	0.313	0.344
X3.6	0.510	0.570	0.347	0.295	0.455
X3.7	0.531	0.531	0.457	0.462	0.352
X3.8	0.285	0.270	0.281	0.296	0.159
X3.9	0.296	0.188	0.224	0.136	-0.015
X3.10	0.241	0.184	0.261	0.151	0.048
X3.11	-0.047	-0.012	0.064	0.025	0.036
X3.12	0.203	0.254	0.233	0.297	0.235
X3.13	0.221	0.257	0.211	0.168	0.218
X3.14	0.428	0.444	0.416	0.339	0.315
X3.15	0.384	0.412	0.333	0.329	0.309
Y.1	0.236	0.305	0.227	0.227	0.302
Y.2	0.588	0.449	0.541	0.557	0.687
Y.3	0.117	0.043	0.164	0.188	0.165
Y.4	0.151	0.136	0.177	0.126	0.179
Y.5	0.394	0.411	0.499	0.439	0.526
Y.6	0.218	0.100	0.099	0.142	0.203
Y.7	0.564	0.510	0.541	0.593	0.700
Y.8	0.328	0.256	0.190	0.155	0.310
Y.9	0.303	0.288	0.190	0.185	0.313
Y.10	0.148	0.168	0.074	0.146	0.176
Y.11	0.317	0.217	0.168	0.329	0.359
Y.12	0.111	0.066	0.142	0.141	0.146
Y.13	0.299	0.363	0.307	0.312	0.390

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Indicator	Self-efficacy (Z)	Facilities (X3)	Leadership (X1)	Employee competence (X2)	Service quality (Y)
Y.14	0.482	0.394	0.420	0.460	0.566
Y.15	0.504	0.411	0.490	0.438	0.583
Z.1	0.408	0.312	0.363	0.343	0.410
Z.2	0.326	0.226	0.286	0.468	0.268
Z.3	0.564	0.588	0.506	0.357	0.525
Z.4	0.528	0.571	0.480	0.365	0.465
Z.5	0.342	0.308	0.305	0.366	0.288
Z.6	0.418	0.373	0.381	0.298	0.407
Z.7	0.446	0.513	0.491	0.497	0.264
Z.8	0.217	0.185	0.253	0.093	0.213
Z.9	0.484	0.470	0.487	0.517	0.364
Z.10	0.353	0.330	0.283	0.368	0.311
Z.11	0.529	0.487	0.544	0.512	0.426
Z.12	0.314	0.275	0.312	0.336	0.254
Z.13	0.510	0.513	0.558	0.546	0.351
Z.14	0.272	0.219	0.270	0.305	0.224
Z.15	0.667	0.592	0.634	0.576	0.600

Source: Primary data processed (2026).

Validity Testing

Convergent validity in the reflective measurement model was assessed using the correlations between item or component scores and the construct scores calculated using PLS. The instrument validity results, expressed as factor loadings, are presented in Table 3.

Table 3. Instrument validity results: factor loadings

Item no.	Leadership (X1)	Employee competence (X2)	Facilities (X3)	Service quality (Y)	Self-efficacy (Z)
1	0.705	0.730	0.754	0.730	0.741
2	0.755	0.712	0.725	0.769	0.733
3	0.746	0.752	0.740	0.717	0.756
4	0.752	0.709	0.748	0.718	0.753
5	0.750	0.715	0.748	0.753	0.734
6	0.747	0.716	0.757	0.720	0.742
7	0.757	0.720	0.753	0.770	0.745
8	0.732	0.736	0.727	0.731	0.722
9	0.725	0.747	0.719	0.731	0.748
10	0.707	0.743	0.718	0.718	0.735
11	0.703	0.756	0.701	0.736	0.753
12	0.731	0.717	0.725	0.715	0.731
13	0.740	0.759	0.726	0.739	0.751
14	0.731	0.707	0.744	0.757	0.727
15	0.760	0.723	0.741	0.758	0.767

Note: Item n denotes X1.n, X2.n, X3.n, Y.n, and Z.n in the corresponding construct columns.

Source: Primary data processed (2026).

Reliability Testing

An instrument was considered reliable when its average variance extracted (AVE) exceeded 0.5, Cronbach's alpha exceeded 0.6, and composite reliability exceeded 0.7. Table 4 presents the reported AVE, Cronbach's alpha, and composite reliability values.

Table 4. Cronbach's alpha, composite reliability, and average variance extracted

Construct	Cronbach's alpha	Composite reliability (rho _a)	Composite reliability (rho _c)	Average variance extracted (AVE)
Self-efficacy (Z)	0.767	0.796	0.771	0.595
Facilities (X3)	0.693	0.739	0.768	0.548
Leadership (X1)	0.720	0.767	0.770	0.564
Employee competence (X2)	0.712	0.763	0.766	0.550
Service quality (Y)	0.716	0.793	0.717	0.575

Source: Primary data processed (2026).

Coefficient of Determination (R²)

Assessment of the PLS model began by examining the R² value for each dependent latent variable. The R² results are presented in Table 5.

Table 5. R² and adjusted R² values

Construct	R ²	Adjusted R ²
Self-efficacy (Z)	0.839	0.825
Service quality (Y)	0.899	0.879

Source: Primary data processed (2026).

The adjusted coefficient of determination for self-efficacy (Z) was 0.825. This value indicates that leadership (X1), employee competence (X2), and facilities (X3) explain 82.5% of the variation in self-efficacy, while the remaining 17.5% is attributable to factors outside the research model. Based on the criteria of Hair et al. (2022), the value of 0.825 falls within the substantial category, indicating very strong predictive ability in explaining variations in self-efficacy.

The adjusted R² for service quality (Y) was 0.879. This value indicates that leadership (X1), employee competence (X2), facilities (X3), and self-efficacy (Z) explain 87.9% of the variation in service quality. The remaining 12.1% is attributable to other factors not included in the study. The value of 0.879 also falls within the substantial category, indicating that the model has a very strong ability to explain changes in service quality.

Direct Effects

Table 6. Direct effect tests

Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	t-statistic (O/STDEV)	p-value	Decision
Self-efficacy (Z) → Service quality (Y)	-11.205	-1.027	68.387	0.164	0.870	Not significant
Facilities (X3) → Self-efficacy (Z)	0.489	0.388	5.196	0.094	0.925	Not significant
Facilities (X3) → Service quality (Y)	0.464	0.443	0.108	4.278	0.000	Significant
Leadership (X1) → Self-efficacy (Z)	0.519	0.492	0.135	3.860	0.000	Significant
Leadership (X1) → Service quality (Y)	0.497	0.465	0.153	3.246	0.001	Significant
Employee competence (X2) → Self-efficacy (Z)	0.474	0.471	0.107	4.432	0.000	Significant
Employee competence (X2) → Service quality (Y)	0.568	0.534	0.133	4.277	0.000	Significant

Source: Thesis research data analyzed using PLS-SEM.

These results show that leadership and employee competence significantly improve self-efficacy, whereas facilities have no significant effect on self-efficacy. Leadership, employee competence, and facilities have positive and significant effects on service quality. Self-efficacy has no significant effect on service quality.

Mediation Effects

Table 7. Indirect effect tests

Indirect relationship	Coefficient	t-statistic	p-value	Decision
Leadership → Self-efficacy → Service quality	-4.915	0.079	0.937	Not significant
Employee competence → Self-efficacy → Service quality	0.310	2.608	0.009	Significant
Facilities → Self-efficacy → Service quality	0.257	2.066	0.039	Significant

Source: Thesis research data analyzed using PLS-SEM.

The mediation results show that self-efficacy does not mediate the effect of leadership on service quality. Conversely, self-efficacy mediates the effects of employee competence and facilities on service quality.

Simultaneous Effects

The simultaneous test results indicate that leadership, employee competence, and facilities jointly have a significant effect on self-efficacy, with a t-statistic of 4.466 and a p-value of 0.000. Leadership, employee competence, facilities, and self-efficacy also jointly have a significant effect on service quality, with a t-statistic of 3.678 and a p-value of 0.000.

Discussion

The findings show that leadership has a positive and significant effect on self-efficacy. Leaders who provide direction, motivation, and support and serve as positive role models can strengthen employees' beliefs in their ability to perform service-related tasks.

Employee competence also has a positive and significant effect on self-efficacy. Employees with sound knowledge and skills tend to be more confident in performing their work. This finding highlights the importance of competence development as part of a strategy for strengthening human resources.

Facilities have no significant effect on self-efficacy. This finding suggests that the availability of facilities does not automatically strengthen employees' internal beliefs in their abilities. Self-efficacy is more closely related to personal factors and organizational support, including leadership and competence.

Leadership also has a positive and significant effect on service quality. Leaders coordinate work, provide direction, and create working conditions that encourage employees to deliver professional services.

Employee competence significantly affects service quality. Competent employees can follow procedures, provide accurate information, and resolve users' problems more promptly and appropriately. The reported coefficient for the effect of employee competence on service quality was 0.568, with a t-statistic of 4.277 and a p-value of 0.000.

Facilities also have a positive and significant effect on service quality. The coefficient of 0.464, t-statistic of 4.278, and p-value of 0.000 indicate that improvements in facilities and infrastructure can support smooth service delivery, enhance user comfort, and help employees work effectively.

Contrary to the initial expectation, self-efficacy has no significant effect on service quality, with a t-statistic of 0.164 and a p-value of 0.870. In the context of Batam Customs and Excise passenger terminals, this finding suggests that service quality is more strongly influenced by organizational factors, including leadership, competence, facilities, and service systems and SOPs.

Regarding mediation, self-efficacy does not mediate the effect of leadership on service quality. However, it mediates the relationships between employee competence and service quality and between facilities and service quality. This finding suggests that strong competence can strengthen employees' beliefs in their capabilities, which subsequently contribute to service quality.

Facilities also have an indirect effect through self-efficacy. Facilities that support work can help employees perform their duties more confidently and ultimately improve service quality.

Overall, the findings indicate that service quality results from the integration of organizational and individual factors. The research model has strong explanatory power, as indicated by the adjusted R² of 0.879 for service quality.

CONCLUSION

Conclusions

Based on the results, the following conclusions can be drawn:

1. Leadership has a positive and significant effect on employees' self-efficacy.
2. Employee competence has a positive and significant effect on self-efficacy.
3. Facilities have no significant effect on self-efficacy.
4. Leadership has a positive and significant effect on service quality.
5. Employee competence has a positive and significant effect on service quality.
6. Facilities have a positive and significant effect on service quality.
7. Self-efficacy has no significant effect on service quality.
8. Self-efficacy does not mediate the effect of leadership on service quality.
9. Self-efficacy mediates the effect of employee competence on service quality.
10. Self-efficacy mediates the effect of facilities on service quality.

These findings suggest that efforts to improve service quality at Batam Customs and Excise passenger terminals should prioritize stronger leadership, enhanced employee competence, and optimized service facilities. At the same time, self-efficacy development remains important, particularly as a mechanism that strengthens the effects of competence and facilities on service quality.

Recommendations

The management of the Main Service Office of Customs and Excise Type B Batam should continue to strengthen leadership capacity through communicative and participative leadership that sets a positive example.

Employee competence should be developed continuously through technical customs training, improved communication skills, mastery of technology, and enhanced decision-making abilities.

Service facilities should be maintained and improved continuously, particularly those that directly support the speed, comfort, and effectiveness of service delivery.

Employees' self-efficacy should also be developed through work experience, leadership support, stronger competence, and a supportive work environment.

Future research could consider additional variables that may influence service quality to provide a more comprehensive understanding of the research model.

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