



THE INFLUENCE OF WORKPLACE FACILITIES AND WORK ENVIRONMENT ON EMPLOYEE INVOLVEMENT WITH SELF-EFFICACY AS AN INTERVENING VARIABLE (A STUDY AT PT. SAPROTAN UTAMA SEMARANG)

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Abstract

This study aims to examine the influence of workplace facilities and work environment on employee involvement, with self-efficacy serving as a mediating variable, at PT. Saprotan Utama Semarang. The research is grounded in the notion that human resources play a vital role in enhancing organizational performance and competitiveness, where adequate facilities, a supportive work environment, and employees' confidence in their abilities are key determinants. A quantitative approach was employed, using questionnaires as the data collection instrument, and data were analyzed through Structural Equation Modeling–Partial Least Square (SEM-PLS). The findings are expected to demonstrate that workplace facilities and work environment significantly affect both self-efficacy and involvement, while self-efficacy mediates the relationship between them. Practically, this research offers recommendations for companies to foster higher employee involvement by improving workplace facilities, creating a conducive environment, and strengthening employees' self-efficacy to achieve optimal productivity.

Keywords: Workplace Facilities, Work Environment, Self-Efficacy, Involvement, SEM-PLS



INTRODUCTION

The intensifying competition in Indonesia's business sector, particularly in agriculture, has heightened the strategic importance of human resources and organizational support systems. To remain competitive, companies must provide adequate workplace facilities and foster a supportive environment, as these factors directly influence employee engagement and organizational performance (Yani, 2023). Human resources are central to realizing corporate vision and objectives, and enhancing employee skills and competencies through training is essential for maximizing performance outcomes (Zukrianto & Yanti, 2024). In the context of globalization, understanding how workplace facilities and the work environment affect self-efficacy, an individual's belief in their ability to accomplish assigned tasks (Li, 2020), is critical, as comfort, efficiency, and access to modern tools and infrastructure serve as strategic enablers of motivation, effectiveness, and overall organizational success (Mogi et al., 2024).

Facilities are physical resources, including tools, equipment, and infrastructure, that enable employees to perform tasks effectively while also fulfilling social functions that provide encouragement and recognition, thereby enhancing confidence (Indriyanti & Solehudin, 2024). The work environment, encompassing conditions surrounding employees, influences their sense of safety, comfort, and satisfaction, supporting communication, health, and security (Khafidz & M. Sulhan, 2023). Access to adequate facilities and a supportive environment fosters self-efficacy, which strengthens employee involvement, responsibility, and competence, leading to higher engagement in decision-making and organizational initiatives (Nusannas et al., 2020). High engagement enhances productivity, performance, and innovation, while inadequate facilities or unsupportive conditions can reduce motivation, self-efficacy, and organizational outcomes. This creates a potential negative cycle affecting productivity and innovation, highlighting the need for companies to continuously evaluate and improve workplace facilities and environments to support employees and achieve strategic objectives (Zhenjing et al., 2022).

The alignment of workplace facilities with employee needs is essential for enhancing productivity, with key indicators including task suitability, the ability to optimize work outcomes, and ease of use. In fertilizer production, both facilities and the work environment significantly influence employee performance, as well-functioning resources directly impact product quality and overall productivity, whereas organizational problems can negatively affect outcomes (Pelasula et al., 2024). Providing adequate facilities within a supportive

environment enhances employees' capacity to perform tasks efficiently, engagement, and innovation. This study empirically examines the relationship between workplace facilities, the work environment, and employee engagement, with self-efficacy as an intervening variable, through a case study at PT. Saprotan Utama, Semarang.

LITERATURE REVIEW

Work facilities and the work environment are critical organizational resources that significantly influence employee involvement and self-efficacy. Adequate facilities, including tools, equipment, and infrastructure, facilitate task execution, enhance productivity, and improve job satisfaction, while a supportive environment encompassing physical, social, and psychological aspects provides security, comfort, and social resources that foster engagement, motivation, and persistence (Monde et al., 2022; Rosmanidar et al., 2022; Soetiksno et al., 2024; Zukrianto & Yanti, 2024; Saputri & Lestariningsih, 2021). These resources enable employees to meet their needs, strengthen confidence in their abilities, and enhance dedication and effort, with self-efficacy serving as an intervening mechanism linking work facilities and the work environment to involvement, thereby improving engagement and organizational performance (Tanjung, 2020; Lubis et al., 2023; Benlahcene et al., 2024; Fayaz & Gulzar, 2025). This study examines these relationships by formulating seven hypotheses grounded in prior theory and empirical findings, with the research model in Figure 1 illustrating the mechanisms linking the variables and guiding empirical analysis to provide both theoretical and practical insights for enhancing employee engagement and performance.

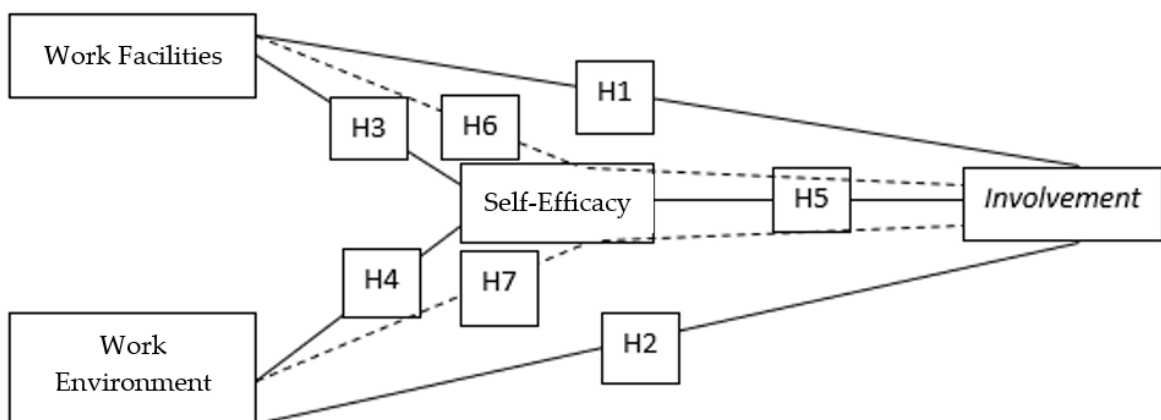


Figure 1.
Framework Model



RESEARCH METHOD

This study employed a quantitative research design to examine the effects of work facilities and work environment on employee involvement, with self-efficacy as an intervening variable. The sample comprised 71 employees from a total population of 204 at PT. Saprotan Utama, determined using Slovin's formula with a 95% confidence level and 10% margin of error. Stratified random sampling ensured representation across subgroups based on gender, job type, and company division (Firmansyah & Dede, 2022). Data were collected using a structured questionnaire with closed- and open-ended items, measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Independent variables were work facilities (X1) and work environment (X2), the intervening variable was self-efficacy, and the dependent variable was employee involvement (Susianti, 2024).

Data analysis involved descriptive statistics to summarize respondent profiles and mean variable scores, and Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM included measurement model testing for validity and reliability and structural model testing for collinearity, R^2 , predictive relevance (Q^2), F-test, and hypothesis evaluation.

RESULTS AND DISCUSSION

Company Profile

PT. Saprotan Utama is a leading national agribusiness company in Central Java, specializing in fertilizers, pesticides, and seeds. Established in 1978 as Sumber Hurip and formalized as CV Saprotan Utama in 1980, the company offers a diverse portfolio including fertilizers, herbicides, insecticides, fungicides, and high-quality seeds for rice, corn, and rubber, supported by over 30 brands. Guided by a vision to lead the national fertilizer and pesticide industry with a focus on product quality and customer satisfaction, its mission emphasizes delivering superior agricultural inputs, enhancing stakeholder welfare, and fostering an employee development-oriented work environment. The company operates through five divisions, Seed, Factory, Marketing, Accounting, and Promotion, collectively ensuring operational efficiency, market expansion, sustainable growth, and regional employment, with each division contributing to production, distribution, sales, finance, and brand promotion.

Respondent Profile

The study involved 71 employees of PT. Saprotan Utama, Semarang, with all distributed questionnaires fully completed and returned, achieving a 100 percent response rate. All collected data were valid for analysis, demonstrating



high employee participation and engagement. A summary of the respondents' profiles is presented in Table 2.

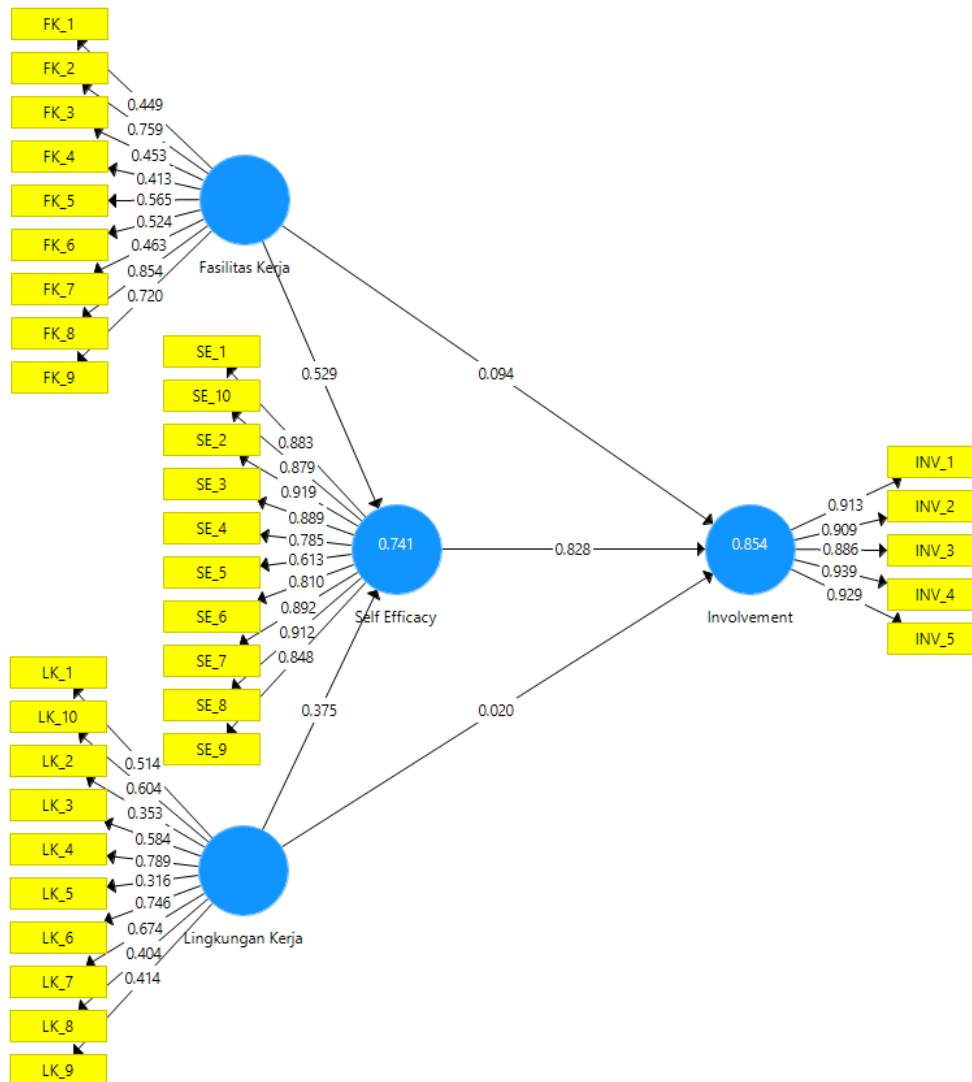
Table 2.
Respondent Profile

| Category | | Frequency | % |
|----------------------|----------------------|-----------|-------|
| Gender | Male | 43 | 60,6% |
| | Female | 28 | 39,4% |
| Age | Teen (17–25 years) | 13 | 18,3% |
| | Adults (26–45 years) | 51 | 71,8% |
| | Older (46–55 years) | 7 | 9,9% |
| Work Division | Accounting | 8 | 11,3% |
| | Seed Division | 17 | 23,9% |
| | Factory/Production | 5 | 7,0% |
| | Marketing | 16 | 22,5% |
| | Promotion | 25 | 35,2% |

Source: Data Processed (2025)

Measurement Model

The outer model is evaluated using three criteria: convergent validity, discriminant validity, and construct reliability (assessed through composite reliability and Cronbach's alpha) (Setiawan & Utomo, 2024). The outer model is evaluated using three criteria: convergent validity, discriminant validity, and construct reliability (assessed through composite reliability and Cronbach's alpha) (Setiawan & Utomo, 2024). Items with factor loadings below 0.5 were eliminated. Figure 2 presents the measurement model and outer loadings prior to item elimination.

**Figure 2.****PLS Algorithm: Outer Loading**

Source: Data Processed (2025)

Based on Figure 2, several measurement items with outer loading values below 0.5 were eliminated, including FK_1, FK_3, FK_5, FK_6, FK_7, LK_1, LK_2, LK_3, LK_5, LK_7, LK_8, LK_9, and SE_5. Subsequently, the Average Variance Extracted (AVE) values were assessed, with a threshold of 0.5 for validity. Data reliability was evaluated using Cronbach's alpha (CA) and composite reliability (CR), both requiring values above 0.7. The resulting outer loadings after item elimination, AVE, and reliability statistics are summarized in Table 3.



Table 3.
Validity Convergent and Data Reliability

| Variable | Item | Outer Loading | AVE | CA | CR |
|------------------|-------|---------------|-------|-------|-------|
| Involvement | INV_1 | 0,913 | 0,838 | 0,952 | 0,963 |
| | INV_2 | 0,910 | | | |
| | INV_3 | 0,883 | | | |
| | INV_4 | 0,939 | | | |
| | INV_5 | 0,929 | | | |
| Work Environment | LK_4 | 0,872 | 0,784 | 0,725 | 0,879 |
| | LK_6 | 0,898 | | | |
| Self-Efficacy | SE_1 | 0,888 | 0,759 | 0,960 | 0,966 |
| | SE_2 | 0,922 | | | |
| | SE_3 | 0,896 | | | |
| | SE_4 | 0,773 | | | |
| | SE_6 | 0,820 | | | |
| | SE_7 | 0,898 | | | |
| | SE_8 | 0,916 | | | |
| | SE_9 | 0,845 | | | |
| | SE_10 | 0,875 | | | |
| Work Facilities | FK_1 | 0,855 | 0,723 | 0,811 | 0,886 |
| | FK_8 | 0,883 | | | |
| | FK_9 | 0,811 | | | |

Source: Data Processed (2025)

Table 3 presents the convergent validity results based on outer loading and AVE values, showing that all items have factor loadings above 0.5, indicating valid and reliable measurement instruments. Reliability tests using CA and CR further confirm strong reliability, with all variables exceeding the 0.7 threshold and some surpassing 0.9, reflecting very high reliability.

Discriminant validity was then assessed to determine whether each construct is distinct from the others. High discriminant validity indicates that a construct is unique and captures phenomena not measurable by other constructs (Hair et al., 2017). This assessment was conducted using the cross-loading table, as presented in Table 4.



Table 4.
Cross-Loading

| Item | Work Facilities | Involvement | Work Environment | Self-Efficacy |
|-------|-----------------|--------------|------------------|---------------|
| FK_2 | 0.855 | 0.757 | 0.496 | 0.679 |
| FK_8 | 0.883 | 0.745 | 0.639 | 0.841 |
| FK_9 | 0.811 | 0.496 | 0.372 | 0.557 |
| INV_1 | 0.691 | 0.913 | 0.580 | 0.788 |
| INV_2 | 0.745 | 0.910 | 0.702 | 0.862 |
| INV_3 | 0.709 | 0.885 | 0.594 | 0.845 |
| INV_4 | 0.789 | 0.939 | 0.727 | 0.896 |
| INV_5 | 0.729 | 0.929 | 0.657 | 0.834 |
| LK_4 | 0.516 | 0.629 | 0.872 | 0.593 |
| LK_6 | 0.560 | 0.637 | 0.898 | 0.718 |
| SE_1 | 0.774 | 0.770 | 0.702 | 0.888 |
| SE_2 | 0.725 | 0.845 | 0.669 | 0.922 |
| SE_3 | 0.704 | 0.839 | 0.664 | 0.896 |
| SE_4 | 0.618 | 0.642 | 0.492 | 0.773 |
| SE_6 | 0.706 | 0.823 | 0.678 | 0.820 |
| SE_7 | 0.739 | 0.845 | 0.642 | 0.898 |
| SE_8 | 0.725 | 0.851 | 0.657 | 0.916 |
| SE_9 | 0.768 | 0.817 | 0.616 | 0.845 |
| SE_10 | 0.749 | 0.795 | 0.688 | 0.875 |

Source: Data Processed (2025)

Table 4 presents the results of the cross-loading analysis, showing that all indicators achieve their highest loading on their respective constructs while displaying lower loadings on other constructs and a value above 0.5. This pattern confirms that each construct is distinct and well-measured. Therefore, all variables in the study can be considered valid.

Structural Model

The structural model explains how latent variables interact theoretically. Dependent variables are evaluated using R-squared and Q-squared values. R-squared measures the proportion of variance in endogenous variables explained by exogenous variables, with higher values indicating stronger predictive power (Hair et al., 2017). Q-squared assesses the model’s ability to predict observed data for dependent constructs, reflecting predictive relevance. A Q² value greater than 0 indicates adequate predictive capability, while a value below 0 signifies



insufficient prediction for the endogenous variables (Hair et al., 2017). The results of the R-squared and Q-squared tests are summarized in Table 5.

Table 5.
R-square and Q-Square

| Variable | R-Square | Q-Square |
|----------------------------|----------|----------|
| FK & LK & SE > Involvement | 0,860 | 0,969 |
| FK & LK > Self efficacy | 0,781 | |

Source: Data Processed (2025)

Table 5 shows an R-squared value above 0.5, indicating that the dependent variable explains more than 50 percent of the variance in the independent variables. The Q-squared value of 0.969 further confirms the model’s strong predictive capability.

Hypothesis Test

The hypothesis test in this study aims to determine the relationship or effect of the independent variables on the dependent variable. A hypothesis is accepted if the t-statistic exceeds 1.96 and the p-value is less than 0.05. The results of the hypothesis testing are presented in Table 7.

Table 7.
Hypothesis Test

| Hypothesis | Original Sample (O) | T Statistics | P Value | Notes |
|---------------|---------------------|--------------|---------|--------------|
| FK → INV | 0,108 | 0,705 | 0,481 | H1 Rejected |
| LK → INV | 0,063 | 0,878 | 0,380 | H2 Rejected |
| FK → SE | 0,602 | 5,758 | 0,000 | H3 Supported |
| LK → SE | 0,377 | 3,417 | 0,001 | H4 Supported |
| SE → INV | 0,787 | 5,055 | 0,000 | H5 Supported |
| FK → INV → SE | 0,474 | 3,759 | 0,000 | H6 Supported |
| LK → INV → SE | 0,297 | 2,732 | 0,007 | H7 Supported |

Source: Data Processed (2025)



Table 7 presents the results of the hypothesis testing. The original sample values indicate the direction of the hypotheses, all of which are positive. Based on the t-statistics and p-values, two out of the seven proposed hypotheses were rejected: the effect of workplace facilities on involvement (H1) and the effect of work environment on involvement (H2).

Effect of Workplace Facilities on Involvement

The PLS-SEM analysis indicates that the effect of workplace facilities on involvement yielded a p-value of 0.481, which is greater than the significance level of 0.05, meaning that H1 is not supported. This result suggests that workplace facilities do not significantly influence employee involvement. Consistent with Praptiwi and Amalya (2025), workplace facilities, while important for operational efficiency, primarily facilitate work processes and enhance productivity rather than directly affecting involvement. Even with basic facilities, employees are often able to achieve optimal work outcomes. Similarly, Yani (2023) found that all facilities at Bank Syariah Indonesia KCP Muara Bulian were adequately utilized by employees, allowing task-sharing and collaboration, which rendered the availability of facilities non-influential on employee involvement. Furthermore, Cipta and Hwihanus (2024) reported that workplace facilities did not have a direct effect on work involvement; although the physical work environment may be limited, positive involvement can still be fostered through employee performance.

Effect of Work Environment on Involvement

The PLS-SEM analysis shows that the effect of work environment on involvement has a p-value of 0.380, which is greater than the significance level of 0.05, indicating that H2 is not supported. This result suggests that the work environment does not significantly influence employee involvement. Although Ardiansyah and Artadita (2021) reported a positive relationship between work environment and employee involvement, the effect was not statistically significant. Similarly, Guadie (2020) found that physical comfort or work environment had no significant impact on employee involvement, whereas other factors, such as coworker cohesion and autonomy, were significant predictors of involvement. Zukrianto and Yanti (2024) further noted that an unpleasant work environment can lead to employee stress or dissatisfaction, which may disrupt their work involvement.



Effect of Work Facilities on Self-Efficacy

The PLS-SEM analysis indicates that work facilities have a significant positive effect on self-efficacy, with a p-value of $0.000 < 0.05$, supporting H3. Work facilities are defined as resources provided by the organization to assist in achieving organizational goals, varying in type, form, and utility, and tailored to the company's needs and capabilities (Rosmanidar et al., 2022). By providing appropriate work facilities, companies can help employees meet their needs and enhance job satisfaction, thereby improving productivity (Monde et al., 2022; Soetiksno et al., 2024). Supporting evidence from Oktarini (2024) shows that improved work facilities in the Tengkidak Village Office positively impact employee self-efficacy. Similarly, Neni (2022) found a significant positive correlation between work facilities and self-efficacy among employees at the NTT Provincial Office of Industry and Trade. Rahmi (2020) also reported that self-efficacy in the Primary Tax Service Office in Senapelan is strongly influenced by the quality of work facilities.

Effect of Work Environment on Self-Efficacy

The PLS-SEM analysis indicates that the work environment has a significant positive effect on self-efficacy, with a p-value of 0.001, supporting H4. An effective and supportive work environment enhances employee performance, whereas poor conditions reduce performance and negatively impact organizational outcomes (Aryana & Suwandana, 2024). The work environment encompasses tools and materials for task completion, physical workspace, organizational rules, work methods, as well as physical, social, and psychological aspects, all of which are critical to employee performance (Abun et al., 2021). Prior studies demonstrate that a well-designed and comfortable environment enables employees to maximize their capabilities and improve performance (Sofiatun & Mansyur, 2021; Yuliandari & Yuwono, 2025), while social systems and contextual factors such as economic conditions, socioeconomic status, and family or educational structures influence self-efficacy, personal standards, emotional states, and self-regulation rather than directly determining behavior (Artha, 2015).

Effect of Self-Efficacy on Involvement

The PLS-SEM analysis shows that self-efficacy has a significant positive effect on involvement, with a p-value of 0.000, supporting H5. Self-efficacy is a critical factor enhancing motivation and employee engagement, as individuals with high self-efficacy are generally more engaged behaviorally, cognitively, and



motivationally than those with lower self-efficacy (Benlahcene et al., 2024). It also influences job performance and satisfaction, reflecting employees' responses to workplace conditions based on the quantity and quality of work and linked to individual attitudes (Angriani & Suhartini, 2024). Prior research indicates that self-efficacy positively affects professional commitment through work involvement, with high self-efficacy correlating strongly with engagement even in pandemic-related remote work contexts (Yusnita, 2020; Rubianto & Kembaren, 2023), and local public organization studies confirm its role in enhancing both performance and involvement, underscoring self-efficacy as a key predictor across organizational settings (Wiyanto et al., 2024).

Effect of Work Facilities on Involvement with Self-Efficacy as an Intervening Variable

The PLS-SEM analysis indicates that work facilities have a significant positive effect on involvement, with self-efficacy as an intervening variable, and a p-value of 0.000, supporting H6. Work facilities encompass all tools and resources provided to employees to facilitate task completion and improve efficiency (Yansen & Situmorang, 2022), while self-efficacy, defined as an individual's belief in their ability to successfully perform tasks, enhances their capacity to balance work and life effectively (Mubyl & Sari, 2023; Fayaz & Gulzar, 2025). Prior research demonstrates that high-quality work facilities positively influence performance by engaging employees in organizational activities, fostering interactions, and strengthening leader–employee relationships (Jasim & Firdausy, 2024), with productive employees exhibiting greater self-confidence, motivation, and involvement, highlighting the role of work facilities in enhancing both self-efficacy and engagement (Jasim & Firdausy, 2024).

Effect of Work Environment on Involvement with Self-Efficacy as an Intervening Variable

PLS-SEM results indicate that the work environment has a significant positive effect on involvement with self-efficacy as an intervening variable, with a p-value of $0.007 < 0.05$, supporting H7. Effective work environments promote employee engagement, defined as the simultaneous investment of physical, cognitive, and emotional presence in work-related tasks and interactions (Siswanto et al., 2020). Self-efficacy positively mediates the relationship between the work environment and involvement, as employees who perceive their work as meaningful are more motivated to perform optimally (Saputri & Lestariningsih, 2021). Employees with positive attitudes toward their



organization demonstrate higher engagement, collaboration, and performance (Fatimah et al., 2021). Supporting studies show that positive work environments enhance professional development and engagement by fostering knowledge sharing, emotional intelligence, and adaptive responses to unexpected challenges (Wardani et al., 2024; Widadsari, 2024).

CONCLUSION

Based on the results and discussion of this study, it can be concluded that work facilities do not directly influence employee involvement at PT. Saprotan Utama Semarang. Similarly, the work environment does not have a direct effect on employee involvement. Work facilities, however, have a significant positive effect on self-efficacy among employees. The work environment also positively and significantly influences employee self-efficacy. Self-efficacy, in turn, has a significant positive impact on employee involvement. Moreover, self-efficacy effectively mediates the relationship between work facilities and involvement. Likewise, self-efficacy serves as an intervening variable between the work environment and involvement, emphasizing its crucial role in enhancing employee engagement.

Based on the study's findings, several recommendations are proposed for the company. First, the company should diversify work facilities through regular maintenance, the introduction of modern and innovative resources, and adjustments tailored to each division's specific needs, ensuring accessibility and comfort to enhance efficiency, support, and engagement. Second, it is recommended to maintain and further develop a conducive work environment by conducting regular monitoring and implementing initiatives such as team-building programs, communication enhancement activities, and soft skills training to sustain a positive and productive workplace. Finally, particular attention should be given to divisions with the largest workforce, especially the promotion division, to ensure adequate and comfortable facilities that support optimal performance and involvement.

This study has several limitations that should be acknowledged. Data collection via online questionnaires was constrained by employees' busy schedules at PT. Saprotan Utama, resulting in a longer process than anticipated. Additionally, responses regarding work facilities and the work environment showed variability, reflecting differences in employee perceptions. The brief distribution period further limited participants' opportunity to provide in-depth



responses, which may have affected the richness and comprehensiveness of the collected data.

For future research, several recommendations are proposed. First, subsequent studies could enhance the research model by incorporating additional variables, such as job satisfaction, leadership style, or motivation, to provide a deeper understanding of the factors influencing employee involvement. Second, researchers should carefully consider the timing of data collection, ensuring it occurs during representative working periods and not during long holidays or leave, so that employees' psychological conditions and engagement levels are accurately captured. Finally, adopting a mixed-methods approach that combines quantitative and qualitative techniques is recommended to obtain more comprehensive insights, particularly regarding employees' subjective experiences with work facilities and the overall work environment.

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