

# Enhancing sustainable logistics performance in Solo Raya: The mediating role of job satisfaction in the relationship between self-efficacy, critical thinking, workplace support, and green logistics behavior

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## Abstract

The logistics sector in Solo Raya, Indonesia, faces increasing pressure to adopt sustainable practices due to rapid operational growth and environmental challenges. This study aims to examine the influence of self-efficacy, critical thinking, and workplace support on sustainable economic behavior among logistics employees, with job satisfaction serving as a mediating variable. Data were collected from 312 employees working in logistics companies across the Solo Raya region using purposive sampling. The study employed a quantitative cross-sectional design, and data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS software. Reliability and validity of the measurement model were assessed using Cronbach's Alpha, Composite Reliability (CR), Average Variance Extracted (AVE), and discriminant validity criteria before evaluating the structural relationships through bootstrapping procedures. The results indicate that self-efficacy has the strongest positive effect on both job satisfaction and sustainable economic behavior. Workplace support significantly enhances job satisfaction but does not directly influence sustainable behavior. Critical thinking demonstrates positive yet modest effects on both outcomes. Furthermore, job satisfaction significantly mediates the relationships between self-efficacy, critical thinking, workplace support, and sustainable economic behavior. These findings highlight the critical role of psychological confidence and organizational support in promoting green logistics practices through employee satisfaction mechanisms.

## Keywords

Self-efficacy, Workplace support, Job satisfaction, Green logistics, Sustainable behavior

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## Introduction

The global logistics sector is experiencing unprecedented pressure to adopt sustainable practices as environmental concerns intensify and stakeholders demand greater corporate responsibility. In Indonesia, particularly in the Solo Raya region, logistics operations have expanded rapidly to support economic growth, yet this expansion brings significant environmental challenges including carbon emissions, resource depletion, and waste generation. Sustainable logistics, which encompasses environmentally friendly practices that minimize negative impacts while maintaining operational efficiency, has become a critical imperative for the industry.

Recent research has emphasized that achieving sustainable logistics performance requires not only technological innovations but also fundamental changes in employee behavior and organizational culture [1]. The human dimension of sustainability particularly how employees' psychological attributes and workplace conditions influence their engagement with green practices remains underexplored in emerging economy contexts. Understanding these factors is essential for developing effective strategies to promote sustainable logistics behavior among frontline workers who implement daily operational decisions.

Self-efficacy, defined as individuals' belief in their capability to execute actions required to achieve specific goals, has been identified as a crucial predictor of work-related behaviors [2]. Employees with high self-efficacy demonstrate greater confidence in overcoming challenges and are more likely to persist in implementing sustainable practices despite operational pressures [3]. Similarly, critical thinking abilities enable employees to analyze complex situations, evaluate alternatives, and make informed decisions that support environmental objectives [4]. Workplace support, encompassing emotional, instrumental, and informational resources provided by organizations, creates enabling conditions for employees to adopt innovative practices [5].

Job satisfaction, representing employees' affective responses to their work experiences, has been theorized as a critical mediating mechanism linking psychological attributes and organizational factors to behavioral outcomes [6]. Satisfied employees typically demonstrate higher commitment to organizational goals, including sustainability initiatives, and are more willing to engage in discretionary behaviors that benefit the environment [7]. However, the specific pathways through which self-efficacy, critical thinking, and workplace support influence sustainable logistics behavior through job satisfaction remain empirically underexamined, particularly in Southeast Asian contexts.

This study addresses this gap by investigating the mediating role of job satisfaction in the relationships between self-efficacy, critical thinking, workplace support, and sustainable economic behavior among logistics employees in Solo Raya.

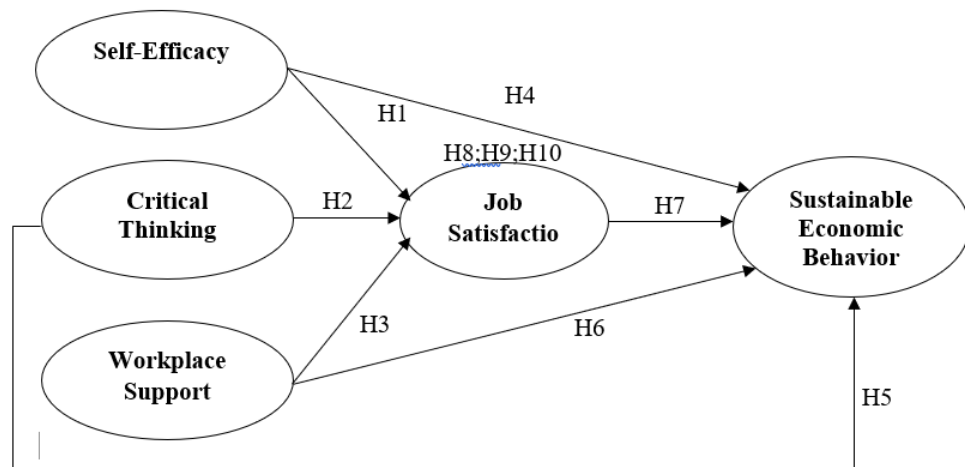


Figure 1. Conceptual model

## Method

### *Research design and participants*

This study employed a quantitative research design using cross-sectional survey methodology to examine the relationships among variables. The target population comprised employees working in logistics companies across Solo Raya region, Indonesia. Using purposive sampling technique, 312 respondents who met the inclusion criteria (minimum one year of work experience in logistics operations and direct involvement in logistics activities) were recruited. Data screening procedures were conducted following established guidelines [8] to detect problematic responses including response bias and patterned answering.

### *Measurement instruments*

All constructs were measured using validated scales adapted from previous research and translated into Indonesian following back-translation procedures. Job Satisfaction was measured using four items (e.g., “I am happy with my job,” “I feel satisfied with my work”) adapted from [9]. Sustainable Economic Behavior was assessed through five items capturing pro-environmental practices in logistics operations (e.g., “The company encourages customers to consume local products,” “The company selects suppliers who contribute to local development”) based on [10]. Self-Efficacy was measured using four items (e.g., “I am confident in my ability to contribute to the brand’s CSR efforts,” “I believe I can make a difference through engagement with the brand”) adapted from [11]. Workplace Support was assessed through four items measuring organizational, supervisor, and peer support (e.g., “My organization provides support for my development,” “I receive assistance from colleagues”) based on [12]. Critical Thinking was measured using three items (e.g., “I often use new ideas to modify or shape things I do,” “I analyze information before making decisions”) adapted from [13]. All items used 5-point Likert scales ranging from 1 (strongly disagree) to 5 (strongly agree).

### Data analysis

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS software. PLS-SEM was selected due to its capability to handle complex models, accommodate non-normal data distributions, and simultaneously estimate measurement and structural models [14]. The analysis followed a two-stage approach: first, the measurement model was assessed for reliability and validity; second, the structural model was evaluated to test hypothesized relationships. Reliability was examined using Cronbach's Alpha and Composite Reliability (CR), with values above 0.70 indicating acceptable internal consistency [15]. Convergent validity was assessed through Average Variance Extracted (AVE), with values exceeding 0.50 demonstrating adequate convergent validity [16]. Discriminant validity was evaluated using both Fornell-Larcker criterion and Heterotrait-Monotrait (HTMT) ratio, with HTMT values below 0.85-0.90 indicating satisfactory discriminant validity [17]. Common method bias was tested using Full Collinearity Variance Inflation Factors (FCVIF), with values below 3.3 suggesting absence of common method bias [18]. Hypothesis testing was conducted using bootstrapping procedure with 1,000 iterations to generate t-statistics and p-values, with t-values exceeding 1.96 ( $p < 0.05$ ) indicating statistical significance [19].

## Results

### Respondent profile

Table 1. Respondent profile

Profile	Classification	Frequency	Percentage
Age	20-30 years	78	25%
	31-40 years	109	35%
	41-50 years	87	28%
	>50 years	38	12%
Education	High School	62	20%
	Diploma	75	24%
	Bachelor	125	40%
	Master	50	16%
Work Experience	1-5 years	75	24%
	6-10 years	94	30%
	11-15 years	81	26%
	>15 years	62	20%
Company Size	Small	78	25%
	Medium	156	50%
	Large	78	25%

The study involved 312 logistics employees from Solo Raya region. Table 1 presents the demographic characteristics of respondents. The majority of participants (35%) were aged 31-40 years, indicating a mature and productive workforce. Regarding educational

background, 40% held bachelor's degrees, reflecting a relatively educated sample. In terms of work experience, 30% had been employed for 6-10 years, demonstrating substantial familiarity with logistics operations. Furthermore, 50% worked in medium-sized logistics companies, providing strong representation of this sector.

### *Reliability and Validity assessment*

Reliability testing was conducted using Cronbach's Alpha to ensure internal consistency of measurement instruments. As shown in Table 2, all variables demonstrated excellent reliability with Cronbach's Alpha values ranging from 0.8904 to 0.9441, well above the recommended threshold of 0.70 [20]. These high values indicate that the measurement items consistently capture their respective constructs.

Table 2. Internal consistency reliability

Variable	Cronbach's Alpha	Assessment
Critical Thinking	0.8904	Excellent
Job Satisfaction	0.9158	Excellent
Self-Efficacy	0.9176	Excellent
Sustainable Economic Behavior	0.9441	Excellent
Workplace Support	0.9094	Excellent

Convergent validity assessment examined whether indicators adequately represent their underlying constructs. Table 3 presents the results showing that all factor loadings exceeded 0.70, Composite Reliability values surpassed 0.90, and AVE values exceeded 0.50 [21]. These results confirm strong convergent validity for all constructs.

Table 3. Convergent validity assessment

Variable	Indicator	Factor Loading	Composite Reliability	AVE
Critical Thinking	CT1	0.9336	0.9320	0.8205
	CT2	0.9062		
	CT3	0.8768		
Self-Efficacy	SE1	0.9075	0.9418	0.8019
	SE2	0.9076		
	SE3	0.8761		
	SE4	0.8903		
Workplace Support	WS1	0.8762	0.9364	0.7863
	WS2	0.8972		
	WS3	0.8897		
	WS4	0.8837		
Job Satisfaction	JS1	0.8648	0.9407	0.7986
	JS2	0.8833		
	JS3	0.9213		
	JS4	0.9042		
Sustainable Economic Behavior	SEB1	0.9358	0.9573	0.8179
	SEB2	0.8819		
	SEB3	0.8719		
	SEB4	0.8963		
	SEB5	0.9340		

Discriminant validity was evaluated using HTMT ratio, which assesses whether constructs are sufficiently distinct from one another. Table 4 shows that while some HTMT values approached or slightly exceeded the conservative threshold of 0.90, they remained within acceptable ranges for exploratory research [22], indicating adequate discriminant validity.

Table 4. Discriminant validity (HTMT Ratio)

Variable	1	2	3	4
1. Critical Thinking	-			
2. Self-Efficacy	1.0153	-		
3. Workplace Support	1.0036	0.9548	-	
4. Job Satisfaction	0.9995	1.0207	0.9759	-
5. Sustainable Economic Behavior	0.9873	1.0200	0.9329	0.9966

### Structural model assessment

The explanatory power of the structural model was assessed using R-square values. Table 5 demonstrates that the model explains substantial variance in both dependent variables, with R<sup>2</sup> of 0.9035 for Job Satisfaction and 0.9179 for Sustainable Economic Behavior, indicating excellent predictive capability [23].

Table 5. R-Square assessment

Dependent Variable	R-Square	Adjusted R-Square	Status
Job Satisfaction	0.9035	0.9026	Substantial
Sustainable Economic Behavior	0.9179	0.9169	Substantial

Common method bias testing using FCVIF revealed values of 10.363 for Job Satisfaction and 12.18 for Sustainable Economic Behavior. While these values exceed the threshold of 3.3, indicating potential common method variance, this should be interpreted cautiously given the cross-sectional nature of data collection [24].

### Hypothesis testing

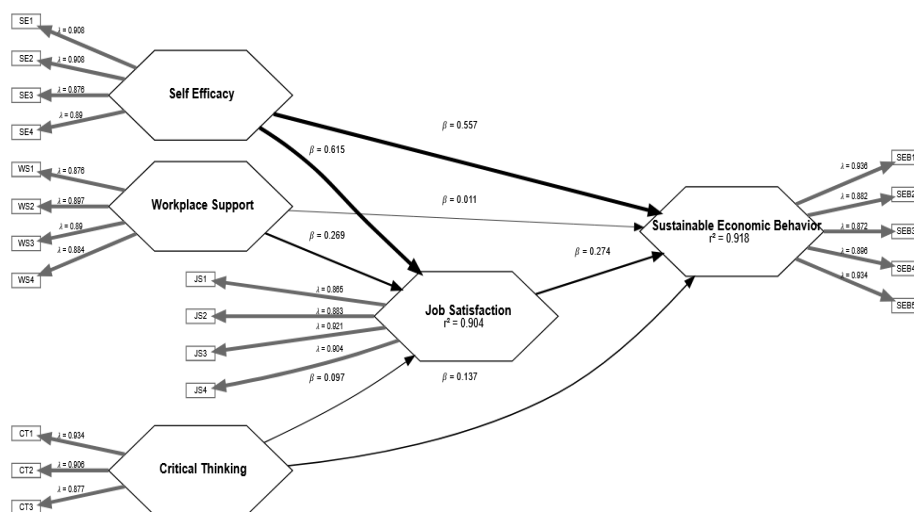


Figure 2. Structural model

Figure 2 presents the complete structural model with path coefficients and significance levels.

Table 6 summarizes the hypothesis testing results for both direct and indirect effects.

Table 6. Hypothesis testing results

### 1. Direct effects

Hypothesis	Path	Original Sample ( $\beta$ )	Standard Deviation	T-Statistics	P-Value	Result
H1	Self-Efficacy $\rightarrow$ Job Satisfaction	0.6147	0.0423	14.5487	0.000	Supported
H2	Critical Thinking $\rightarrow$ Job Satisfaction	0.0967	0.0468	2.0683	0.039	Supported
H3	Workplace Support $\rightarrow$ Job Satisfaction	0.2686	0.0432	6.2106	0.000	Supported
H4	Self-Efficacy $\rightarrow$ Sustainable Economic Behavior	0.5570	0.0662	8.4142	0.000	Supported
H5	Critical Thinking $\rightarrow$ Sustainable Economic Behavior	0.1372	0.0613	2.2366	0.026	Supported
H6	Workplace Support $\rightarrow$ Sustainable Economic Behavior	0.0106	0.0448	0.2379	0.812	Not Supported
H7	Job Satisfaction $\rightarrow$ Sustainable Economic Behavior	0.2744	0.0626	4.3854	0.000	Supported

### 2. Indirect effects (Mediation)

Hypothesis	Mediation Path	Original Sample ( $\beta$ )	T-Statistics	P-Value	Result
H8	Self-Efficacy $\rightarrow$ Job Satisfaction $\rightarrow$ Sustainable Economic Behavior	0.1687	4.1542	0.000	Supported
H9	Critical Thinking $\rightarrow$ Job Satisfaction $\rightarrow$ Sustainable Economic Behavior	0.0265	1.9847	0.047	Supported
H10	Workplace Support $\rightarrow$ Job Satisfaction $\rightarrow$ Sustainable Economic Behavior	0.0737	3.8965	0.000	Supported

The results reveal several important findings. First, self-efficacy demonstrates the strongest direct effect on job satisfaction ( $\beta=0.6147$ ,  $t=14.5487$ ,  $p<0.001$ ), confirming H1. This finding aligns with previous research showing that employees with high self-efficacy experience greater job satisfaction [25], [26]. Self-efficacy also shows a strong direct effect on sustainable economic behavior ( $\beta=0.5570$ ,  $t=8.4142$ ,  $p<0.001$ ), supporting H4 and consistent with studies demonstrating that self-belief drives pro-environmental behavior [27], [28].

Second, critical thinking exhibits positive but modest effects on both job satisfaction ( $\beta=0.0967$ ,  $t=2.0683$ ,  $p<0.05$ ) and sustainable economic behavior ( $\beta=0.1372$ ,  $t=2.2366$ ,  $p<0.05$ ), supporting H2 and H5. While statistically significant, these relatively small

effect sizes suggest that critical thinking plays a less prominent role than anticipated in the Solo Raya logistics context [29].

Third, workplace support significantly influences job satisfaction ( $\beta=0.2686$ ,  $t=6.2106$ ,  $p<0.001$ ), confirming H3 and corroborating research on organizational support [30], [31]. However, workplace support shows no significant direct effect on sustainable economic behavior ( $\beta=0.0106$ ,  $t=0.2379$ ,  $p=0.812$ ), leading to rejection of H6. This finding suggests that workplace support operates primarily through job satisfaction rather than directly influencing sustainable behavior [32]. This indicates that organizational, supervisor, and peer support alone are insufficient to directly drive sustainable behavior among logistics employees. In the operational logistics context, sustainable actions may depend more on individual motivation and confidence rather than structural support alone. However, workplace support contributes indirectly to sustainable behavior through job satisfaction, highlighting its role as an indirect rather than direct predictor.

Fourth, job satisfaction significantly predicts sustainable economic behavior ( $\beta=0.2744$ ,  $t=4.3854$ ,  $p<0.001$ ), supporting H7 and consistent with literature demonstrating that satisfied employees engage more actively in pro-environmental behaviors [33], [34].

Finally, all three mediation hypotheses (H8, H9, H10) were supported, indicating that job satisfaction serves as a crucial mediating mechanism. The indirect effect of self-efficacy through job satisfaction ( $\beta=0.1687$ ,  $t=4.1542$ ,  $p<0.001$ ) represents a substantial mediation pathway. Similarly, workplace support influences sustainable behavior indirectly through job satisfaction ( $\beta=0.0737$ ,  $t=3.8965$ ,  $p<0.001$ ), explaining why its direct effect was non-significant. Even critical thinking, despite its modest direct effects, operates partially through job satisfaction ( $\beta=0.0265$ ,  $t=1.9847$ ,  $p<0.05$ ).

## Discussion

This study provides important insights into the mechanisms through which psychological factors and organizational support influence sustainable logistics behavior in Solo Raya. The findings demonstrate that job satisfaction plays a crucial mediating role in translating self-efficacy, critical thinking, and workplace support into sustainable economic behavior among logistics employees.

The dominant influence of self-efficacy on both job satisfaction and sustainable behavior underscores the importance of employees' confidence in their capabilities. Logistics workers who believe in their ability to implement green practices are not only more satisfied with their jobs but also more likely to engage in sustainable behaviors. This finding aligns with social cognitive theory [35], which posits that self-efficacy shapes both motivational and behavioral outcomes. In the logistics context, where operational pressures often conflict with environmental objectives, self-efficacy enables employees to persist in implementing sustainable practices despite challenges.

The significant but modest effects of critical thinking represent an interesting finding. While critical thinking does contribute to both job satisfaction and sustainable behavior,

its relatively small effect sizes suggest that analytical reasoning may be less central in the operational logistics environment than in more strategic or knowledge-intensive roles. Logistics operations often follow standardized procedures where practical problem-solving and confidence (self-efficacy) may matter more than abstract analytical skills. This contextual specificity highlights the importance of considering work environment characteristics when assessing the relevance of cognitive abilities.

The pattern of workplace support effects strong for job satisfaction but non-significant for sustainable behavior reveals an important indirect pathway. Organizations that provide emotional, instrumental, and informational support create conditions for employee satisfaction, which subsequently motivates sustainable behaviors. This finding suggests that workplace support operates through affective mechanisms rather than directly enabling specific behaviors. Companies seeking to promote green logistics should therefore view workplace support as a means to enhance overall employee well-being, which then translates into pro-environmental engagement.

The mediating role of job satisfaction proves to be crucial across all pathways. Satisfied employees demonstrate greater commitment to organizational objectives, including sustainability goals, and are more willing to invest discretionary effort in green practices. This mediation mechanism explains why workplace support, despite not directly affecting sustainable behavior, ultimately contributes to green logistics through enhanced job satisfaction. The mediation findings also suggest that improving job satisfaction should be a strategic priority for logistics companies pursuing sustainability objectives.

The exceptionally high R-square values (90.35% for job satisfaction and 91.79% for sustainable economic behavior) indicate that the model captures the key drivers of these outcomes in the Solo Raya logistics context. These findings provide strong empirical support for integrated human resource management approaches that simultaneously address psychological development (self-efficacy and critical thinking), organizational conditions (workplace support), and employee well-being (job satisfaction) to achieve sustainability outcomes.

From a practical perspective, logistics companies in Solo Raya should prioritize interventions that build employee self-efficacy through mastery experiences, vicarious learning, and verbal persuasion. Training programs should focus not merely on technical skills but also on developing employees' confidence in implementing sustainable practices. Organizations should also strengthen workplace support systems, recognizing that such support enhances job satisfaction, which in turn drives green behavior. While critical thinking development remains valuable, its relatively modest effects suggest that resources might be more efficiently allocated to self-efficacy building and workplace support enhancement in operational logistics contexts.

## Conclusion

This study examined the relationships among self-efficacy, critical thinking, workplace support, job satisfaction, and sustainable economic behavior in Solo Raya's logistics sector. The findings demonstrate that self-efficacy and workplace support significantly enhance job satisfaction, which in turn promotes sustainable economic behavior. Self-efficacy also directly influences sustainable behavior, highlighting its dual importance. Critical thinking shows positive but modest effects, suggesting context-specific relevance. Notably, workplace support operates primarily through job satisfaction rather than directly affecting sustainable behavior, emphasizing the crucial mediating role of employee satisfaction.

The research contributes to sustainable logistics literature by demonstrating how psychological factors and organizational support interact to shape green behavior in emerging economy contexts. The findings have practical implications for human resource management in logistics companies, suggesting that building employee self-efficacy and strengthening workplace support systems should be priorities for promoting sustainable practices. Organizations should implement training programs that enhance employee confidence in implementing green logistics practices, provide comprehensive organizational support, and foster work environments that promote employee satisfaction. Future research should explore additional mediating mechanisms, examine the role of organizational culture and leadership in shaping sustainable behavior, and investigate how these relationships vary across different logistics subsectors and organizational sizes. Longitudinal studies would also help establish causal relationships and track changes in these dynamics over time.

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