

Model of Employee Performance and Employee Engagement in a Cargo Company

Aswanti Setyawati ^{1*}, Cecep Pahrudin ², Lira Agusinta ³, Rohana Sitanggang ⁴, Primadi Candra Susanto ⁵

^{1*,2,3,4,5} Institut Transportasi dan Logistik Trisakti, East Jakarta City, Special Capital Region of Jakarta, Indonesia.

Corresponding Email : aswantimurgiyanto@gmail.com ^{1*}

Abstrak. Tujuan dari penelitian ini yaitu untuk mengembangkan hipotesis terkait faktor-faktor yang mempengaruhi kinerja karyawan melalui keterlibatan kerja, terutama pada perusahaan kargo di Indonesia. Pendekatan yang digunakan dalam penelitian literature review ini yaitu kualitatif deskriptif. Teknik pengumpulan data yaitu menggunakan studi literatur atau melakukan review terhadap artikel terdahulu yang relevan. Teknik yang digunakan dalam literature review ini yaitu Analisis Komparatif. Data yang digunakan dalam pendekatan kualitatif deskriptif ini berasal dari penelitian terdahulu yang relevan dengan penelitian ini dan bersumber dari media online akademik seperti Jurnal Scopus Q2-Q4, Thomson Reuters, Springer, Taylor & Francis, Emerald, Elsevier, Sage, Web of Science, Jurnal Sinta 2-5, DOAJ, EBSCO, Google Scholar, Copernicus dan buku referensi digital. Hasil penelitian literature review ini yaitu: 1) Self-efficacy berpengaruh terhadap keterlibatan karyawan; 2) Disiplin berpengaruh terhadap keterlibatan karyawan; 3) Self-efficacy berpengaruh terhadap keterlibatan karyawan; 4) Disiplin berpengaruh terhadap keterlibatan karyawan; 5) Keterlibatan karyawan berpengaruh terhadap keterlibatan karyawan; 6) Self-efficacy berpengaruh terhadap keterlibatan karyawan melalui keterlibatan karyawan; 7) Disiplin berpengaruh terhadap keterlibatan karyawan melalui keterlibatan karyawan.

Kata kunci: Kinerja Karyawan; Keterlibatan Karyawan; Efikasi Diri; Disiplin.

Abstract. The purpose of this study is to develop hypotheses related to factors that influence employee performance through work engagement, especially in cargo companies in Indonesia. The approach used in this literature review is descriptive qualitative. The data collection technique is to use literature studies or review previous relevant articles. The technique used in this literature review is comparative analysis. The data used in this descriptive qualitative approach were obtained from previous studies relevant to this study and sourced from academic online media such as Scopus Q2-Q4 Journals, Thomson Reuters, Springer, Taylor & Francis, Emerald, Elsevier, Sage, Web of Science, Sinta 2-5 Journals, DOAJ, EBSCO, Google Scholar, Copernicus, and digital reference books. The results of this literature review are: 1) Self-efficacy influences employee involvement; 2) Discipline influences employee involvement; 3) Self-efficacy influences employee involvement; 4) Discipline influences employee involvement; 5) Employee involvement influences employee involvement; 6) Self-efficacy influences employee involvement through employee involvement; 7) Discipline influences employee involvement through employee involvement.

Keywords: Employee Performance; Employee Engagement; Self-Efficacy; Discipline.

Introduction

Human beings across the globe rely on clothing, shelter, and food as the most basic prerequisites for sustaining life, and the equitable provision of these necessities rests on systems able to distribute them efficiently (Sudirman, 2023). Because no modern society can survive without such systems, the state emerges as the primary actor mandated to guarantee their availability through policy formulation and concrete interventions (Ilham & Rahman, 2024). Whenever domestic production falls short of aggregate demand, nations turn to international markets, importing surpluses from other regions; this practice weaves an ever-denser global logistics network in which cargo companies function as indispensable nodes that connect producers and consumers across vast distances (Nofrialdi *et al.*, 2023). Cargo companies defined as business entities that specialize in the transportation of goods by land, sea, or air have therefore become central to the functioning of contemporary supply chains (Ghafar *et al.*, 2024). By synchronizing schedules, allocating multimodal capacity, and safeguarding cargo integrity, they ensure that commodities reach end-users in a timely, safe, and cost-effective manner.

In Indonesia, the sector has experienced pronounced expansion over the past two decades, fueled by the simultaneous rise of e-commerce and intensified national logistics initiatives. Yet the momentum was abruptly challenged by the COVID-19 pandemic, which exposed structural fragilities and precipitated a measurable downturn in throughput (Ali *et al.*, 2024). Official data from the Indonesia Central Statistics Agency (2025), reproduced in Figure 1, confirm that the total volume of container and non-container cargo loaded and unloaded at twenty-five strategic ports declined from 399,325 thousand tons in 2021 to 392,928 thousand tons in 2022 a contraction of 6,397 thousand tons. This downward trajectory is not merely a statistical artifact; it reflects the confluence of a post-pandemic global economic slowdown, persistent supply-chain disruptions, uneven container distribution, and pronounced regional disparities in logistics

efficiency across the archipelago. Consequently, the contraction serves as a quantitative symptom of deeper systemic challenges confronting Indonesia's maritime logistics sector. As the world's largest archipelagic state, Indonesia depends overwhelmingly on sea transport to move goods among its more than seventeen thousand islands. Any reduction in port throughput therefore reverberates throughout the national economy, threatening price stability, limiting market access for remote regions, and constraining macroeconomic growth. Within individual cargo companies, idle vessels and lighter terminal workloads translate into reduced revenue and heightened managerial pressure to safeguard operational viability. These pressures expose a critical interface where macro-level logistics performance intersects with micro-level human-resource dynamics, particularly the attitudes and behaviors of employees who must maintain service standards despite shrinking cargo volumes. Lower freight volumes paradoxically intensify performance expectations: employees are asked to sustain efficiency and service quality with fewer consignments, thereby increasing the salience of individual self-efficacy, disciplined conduct, and genuine engagement.

Managers must therefore strengthen internal capabilities rather than rely on external volume growth, making the refinement of human-resource practices an urgent strategic priority. Against this backdrop, the present study seeks to determine whether self-efficacy and discipline can enhance employee engagement and, through it, elevate employee performance, thereby offering a pathway to sustain competitiveness in a subdued market. Guided by the preceding realities, the research is organized around seven specific questions: (1) Does self-efficacy affect employee engagement in cargo companies? (2) Does discipline affect employee engagement in cargo companies? (3) Does self-efficacy directly affect employee performance in cargo companies? (4) Does discipline directly affect employee performance in cargo companies? (5) Does employee engagement influence employee performance in cargo companies? (6) Does self-efficacy influence employee performance indirectly through employee engagement? (7) Does

discipline influence employee performance indirectly through employee engagement? To address these questions, the investigation draws upon four constructs that have been extensively theorized and empirically validated. Employee performance is conceptualized as the measurable achievement of duties and responsibilities against established standards, encompassing quality, quantity, timeliness, and resource efficiency (Ariani, 2023; Potu *et al.*, 2021). Employee engagement is framed as a psychological state characterized by vigor, dedication, absorption, and proactive initiative (Permadi & Agustina, 2025; Sofiyani *et al.*, 2022). Self-efficacy is defined as an individual's belief in his or her capacity to execute the actions required to attain specific goals, reflected in confidence, perseverance, emotional regulation, and goal attainment (Lestariningsih *et al.*, 2021; Pulungan & Rivai, 2021). Discipline is understood as an internalized adherence to rules, procedures, punctuality, responsibility, and consistent behavior (Fatmasari & Badaruddin, 2022; Septiady & Padilah, 2022). By integrating these constructs into a single causal model within the specific context of Indonesian cargo enterprises, the study seeks to extend prior literature that has typically examined these variables in isolation or in other industries, and to generate actionable insights for human-resource strategies aimed at sustaining performance amid post-pandemic logistical constraints.

Research Methodology

This study employs a descriptive qualitative approach. This method was chosen because it enables researchers to comprehensively investigate and understand characteristics related to employee performance in cargo companies. Descriptive qualitative data collection and analysis enable researchers to adapt their approach to the specific requirements of their research and the characteristics of their study subjects (Azhari *et al.*, 2023). Data for this study were obtained from previous studies on self-efficacy, discipline, employee engagement, and performance. The researcher will analyze

existing literature to identify patterns and trends in employee performance. Using previous research allows the researcher to develop stronger, evidence-based arguments and contribute to a broader understanding of the factors influencing employee performance through engagement (Vebrianto *et al.*, 2020). This study uses data from various leading academic journals, including Scopus Q1-Q4, Thomson Reuters, Springer, Taylor & Francis, Emerald, Sage, Web of Science (WoS), SINTA 2-5, Directory of Open Access Journals (DOAJ), Copernicus, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. Using these sources ensures that the data collected is valid and reliable. Using diverse sources also enables researchers to gain a more comprehensive understanding of cargo company employee performance from various perspectives (Sujarweni, 2021).

Results and Discussion

Results

The Influence of Self-Efficacy on Employee Engagement

Based on a literature review and relevant previous studies, it can be stated that self-efficacy influences employee engagement in cargo companies. To enhance employee engagement through self-efficacy, cargo company management should consider the following: 1) Employees' confidence in overcoming challenges: Management should foster employees' self-confidence that they possess the ability to tackle and resolve difficult or challenging tasks in the cargo company's work environment, such as tight delivery deadlines or complex logistics issues; 2) Perseverance in facing obstacles: Management should support employees to remain persistent and not easily give up when facing difficulties, failures, or obstacles that may arise in cargo company operations, such as delivery delays or technical issues; 3) Ability to manage emotions and stress: Management needs to equip employees with the confidence to manage and control negative emotions and stress that arise when performing tasks or facing busy situations in a cargo company; 4) Achievement of goals: Management must ensure that employees have

confidence in their ability to set and achieve realistic and ambitious goals. If cargo company management implements and pays attention to employee confidence in overcoming challenges, perseverance in facing obstacles, ability to experience emotions and stress, and goal achievement, it will have an impact on employee engagement, including:

- 1) **Enthusiasm:** Employees will demonstrate high levels of energy and mental resilience at work, will not tire easily, and will be willing to go the extra mile in their work at the cargo company;
- 2) **Dedication:** Employees will feel enthusiastic, inspired, proud, and believe that their work is meaningful and challenging, leading them to fully commit to the company's goals;
- 3) **Concentration:** Employees will be fully focused and immersed in their work, where time seems to pass quickly due to their concentration and enjoyment in their work activities at the cargo company;
- 4) **Initiative and proactivity:** Employees will voluntarily take action, seek opportunities, and identify problems or areas for improvement without being asked, and actively seek ways to contribute more to the cargo company.

The results of this study are in line with previous research conducted Ashfaq *et al* (2021) and Firnanda & Wijayati (2021), which states that self-efficacy affects employee engagement.

The Influence of Discipline on Employee Engagement

Based on a literature review and relevant previous studies, it can be stated that discipline influences employee engagement in cargo companies. To improve employee engagement through discipline, cargo company management needs to pay attention to the following:

- 1) **Compliance with rules and procedures:** Management needs to ensure that employees consistently follow and comply with the rules, policies, and standard operating procedures that apply in the cargo company, such as packaging, shipping, and security procedures;
- 2) **Timeliness:** Management should encourage employees to arrive and start work on time, and adhere to schedules for shipping and other operational activities in the cargo company;
- 3) **Responsibility:** Management needs to instill awareness and commitment in employees to complete assigned tasks and

responsibilities fully and accurately, especially in cargo handling and service fulfillment;

- 4) **Consistency of behavior:** Management must ensure that employees demonstrate stable, predictable behavior that is in line with professional norms and work ethics in various situations, both when interacting with colleagues and customers. If cargo company management implements and pays attention to compliance with rules and procedures, punctuality, responsibility, and consistency of behavior, it will have an impact on employee engagement, including:

- 1) **Enthusiasm:** A disciplined work environment triggers positive energy because employees see that their contributions have a real impact on operational efficiency;
- 2) **Dedication:** Employees accustomed to discipline tend to be more loyal and willing to go the extra mile to achieve company goals;
- 3) **Concentration:** Clear rules reduce distractions, allowing employees to focus on core tasks (such as logistics or customer service);
- 4) **Initiative and proactivity:** Discipline creates a foundation for employees to take initiative (e.g., proposing improvements to the delivery process) without fear of violating norms.

The results of this study are in line with previous research conducted by Anita *et al* (2024) and Soelistya *et al* (2021), which states that discipline influences employee engagement.

The Influence of Self-Efficacy on Employee Performance

Based on a literature review and relevant previous studies, it can be stated that self-efficacy influences employee performance in cargo companies. To improve employee performance through self-efficacy, cargo company management needs to pay attention to:

- 1) **Employee confidence in overcoming challenges:** Management must actively foster and strengthen employee self-confidence. In the context of a cargo company, this means ensuring that employees are confident that they have the ability to overcome various operational challenges that often arise;
- 2) **Perseverance in facing obstacles:** Management needs to support employees to remain persistent and not give up easily when facing these obstacles. This can be done through problem-solving training, providing moral support, and creating an environment where failure is seen as a learning

experience; 3) Ability to manage emotions and stress: Management needs to equip employees with the confidence to manage and control negative emotions and stress arising from tight deadlines or high job demands; 4) Goal achievement: Management must clearly define realistic yet challenging goals for both individuals and teams, such as daily delivery targets or cargo scanning accuracy rates. If cargo company management implements and pays attention to employee confidence in overcoming challenges, perseverance in facing obstacles, ability to experience emotions and stress, and goal achievement, it will have an impact on employee performance, including: 1) Work quality: With higher confidence, employees will be more careful and thorough in every task, from cargo handling, packaging, to documentation. This will minimize errors, reduce damage to goods, and improve data accuracy, ultimately enhancing overall service quality; 2) Work quantity: Employees with high self-efficacy tend to be more productive. They will be more efficient in completing tasks, manage time better, and be able to handle a larger volume of work in the same period of time, thereby increasing the amount of cargo that can be processed or shipped; 3) Timeliness: Increased self-efficacy will make employees more confident in planning and carrying out work on schedule. They will be more motivated to meet delivery deadlines and other tasks, which are crucial in cargo operations that rely on speed and accuracy; 4) Resource efficiency: Employees who are confident in their abilities will be more innovative in finding ways to optimize the use of resources such as fuel, time, and equipment. They will think more critically to find solutions that are more cost and time efficient, without compromising quality or safety. The results of this study are in line with previous research conducted by Lestari *et al* (2024) and Lestariningsih *et al* (2021), which states that self-efficacy affects employee performance.

The Influence of Discipline on Employee Performance

Based on a review of relevant literature and previous studies, it can be stated that discipline influences employee performance in cargo companies. To improve employee performance

through discipline, cargo company management needs to pay attention to the following: 1) Compliance with rules and procedures: In the context of cargo companies, compliance is crucial. This means ensuring that every employee understands and strictly follows Standard Operating Procedures (SOPs) for cargo handling, packaging, loading, shipping, and safety procedures; 2) Timeliness: This aspect is the heart of cargo operations. Punctuality discipline does not only mean arriving and leaving work on time, but also discipline in completing each stage of work according to the set schedule; 3) Responsibility: Discipline in responsibility means that every employee, from drivers to administrative staff, has full awareness of their accountability for their tasks and work results. This includes ensuring cargo is handled properly, documentation is accurate, and any issues that arise are reported and addressed immediately; 4) Consistency of behavior: This aspect emphasizes stability and uniformity in employees' actions across various work situations. In a cargo company, this means consistently demonstrating professional and ethical behavior when interacting with customers, colleagues, and external parties.

If cargo company management implements and pays attention to compliance with rules and procedures, punctuality, responsibility, and consistency of behavior, it will have an impact on employee performance, including: 1) Work quality: With disciplined compliance with procedures and a high sense of responsibility, the quality of cargo handling, data accuracy, and service punctuality will increase significantly. Errors in packaging, labeling, or routing will be minimized, resulting in more precise and satisfying services for customers. Consistency in behavior also ensures that quality standards do not decline even under pressure; 2) Work quantity: Discipline in punctuality and efficiency will enable employees to complete more tasks in the same period of time; 3) Punctuality: This is the most direct and vital impact of discipline in a cargo company. Adherence to schedules, responsibility for meeting deadlines, and consistency in operations will ensure timely deliveries, reduce costly delays, and enhance the company's reputation for logistics reliability; 4)

Resource efficiency: Employees who are disciplined in following procedures and taking responsibility will inherently be more efficient. They will use fuel, working time, and equipment optimally, avoiding waste caused by procedural errors or negligence. The results of this study are in line with previous research conducted by Prasetyo *et al* (2021) and Siregar (2021), which states that discipline affects employee performance.

The Influence of Work Engagement on Employee Performance

Based on a literature review and relevant previous studies, it can be stated that work engagement influences employee performance in cargo companies. To improve employee performance through work engagement, cargo company management needs to pay attention to: 1) Enthusiasm: Management needs to actively foster energy and enthusiasm among employees. In the context of a cargo company, this means ensuring employees feel motivated when handling high volumes of shipments, tackling complex logistics challenges, or interacting with customers; 2) Dedication: Dedication reflects employees' emotional commitment to the cargo company's vision, mission, and goals. Management should create an environment where employees feel proud to be part of the company and believe in the importance of their role in ensuring the smooth operation of the supply chain; 3) Concentration: Concentration refers to a state where employees are fully immersed in their work, losing track of time due to intense focus; 4) Initiative and proactivity: In a cargo company, this could mean a driver proactively reporting unusual road conditions, warehouse staff identifying and proposing improvements to the sorting process, or a customer service team anticipating client needs. If cargo company management implements and pays attention to enthusiasm, dedication, concentration, initiative, and proactivity, it will have an impact on employee performance, including: 1) Work quality: Enthusiastic and highly concentrated employees will produce work with superior precision and accuracy. Their dedication drives efforts to achieve the highest quality standards at every stage of cargo handling, reducing the risk of damage or

shipping errors; 2) Work quantity: High enthusiasm and dedication encourage employees to work more efficiently and productively, completing more tasks in the same amount of time; 3) Timeliness: Employees who are emotionally and mentally engaged demonstrate a higher commitment to meeting deadlines; 4) Efficient use of resources: Engaged employees will have a greater sense of ownership and responsibility for company resources. Their dedication and concentration will encourage the more prudent use of fuel, time, and equipment. The results of this study are in line with previous research conducted by Fidyah & Setiawati (2020) and Katili *et al* (2021), which states that work engagement affects employee performance.

The Influence of Self-Efficacy on Employee Performance through Work Engagement

Based on a literature review and relevant previous studies, it is stated that self-efficacy influences employee performance through work engagement in cargo companies. To improve employee performance through work engagement and self-efficacy, cargo company management needs to pay attention to: 1) Enthusiasm: Management needs to create a supportive work environment, such as giving rewards for achievements, organizing team-building activities, and creating a pleasant environment; 2) Dedication: Management needs to emphasize the importance of dedication in achieving company goals. By providing opportunities for employees to be involved in important projects and giving them appropriate responsibilities, employees will feel more connected to their work; 3) Concentration: Management needs to create a work environment with minimal distractions and provide training on time management and focus techniques; 4) Initiative and proactivity: Management needs to encourage employees to take initiative in completing tasks and finding solutions to problems faced; 5) Employee confidence in overcoming challenges: Management needs to provide the necessary support and training to help employees feel more confident in facing challenges; 6) Perseverance in the face of obstacles: Management needs to create a culture that supports perseverance, where employees are

encouraged not to give up when faced with obstacles; 7) Ability to manage emotions and stress: Management needs to provide training on stress management and emotion management techniques so that employees can cope better with pressure; 8) Achievement of goals: Management needs to help employees set realistic goals and provide constructive feedback. If cargo company management implements and pays attention to these eight things, it will have an impact on employee performance, including: 1) Work quality: Employees who have high self-efficacy and good work engagement tend to produce quality work. They are more confident in making decisions and completing tasks well, thereby improving work quality standards; 2) Work quantity: Employees who are confident in their abilities tend to be more productive and able to complete more tasks within the specified time. High self-efficacy encourages employees to work harder and more efficiently; 3) Timeliness: Employees who have strong confidence in their ability to complete tasks tend to be more disciplined and punctual. They are better able to manage time and resources well to meet deadlines; 4) Efficiency in resource utilization: Employees who believe in their ability to manage tasks and challenges tend to be more efficient in using available resources. They can optimize the use of time, energy, and materials to achieve maximum results. The results of this study are in line with previous research conducted by Hadi (2023) and Yu *et al* (2020), which states that self-efficacy influences employee performance through employee engagement.

The Influence of Discipline on Employee Performance through Work Engagement

Based on a literature review and relevant previous studies, it is stated that discipline influences employee performance through work engagement in cargo companies. To improve employee performance through work engagement and discipline, cargo company management needs to pay attention to: 1) Enthusiasm: Management needs to create a supportive work environment, such as providing rewards for achievements, organizing team-building activities, and creating a pleasant work environment; 2) Dedication: Management

needs to emphasize the importance of dedication in achieving company goals. By giving employees opportunities to participate in important projects and assigning appropriate responsibilities, employees will feel more committed to their work; 3) Concentration: Management needs to create a work environment with minimal distractions and provide training on time management and focus techniques; 4) Initiative and proactivity: Management needs to encourage employees to take initiative in completing tasks and finding solutions to problems encountered; 5) Compliance with rules and procedures: Management needs to ensure that all employees understand and follow applicable policies and procedures. Regular training and socialization can help employees better understand the importance of compliance; 6) Punctuality: Management needs to emphasize the importance of punctuality in every aspect of work, from shipping goods to completing reports; 7) Responsibility: Management also needs to provide the necessary support and resources so that employees can carry out their responsibilities properly; 8) Consistency of behavior: Management needs to emphasize the importance of consistent and professional behavior among employees.

If the management of a cargo company implements and pays attention to these eight things, it will have an impact on employee performance, including: 1) Work quality: Disciplined and engaged employees tend to produce quality work. They are more confident in making decisions and completing tasks well, thereby improving work quality standards; 2) Work quantity: Employees who have good discipline and high work engagement tend to be more productive and able to complete more tasks within the specified time. This contributes to an increase in company output; 3) Punctuality: Employees who have good discipline tend to be more disciplined and punctual. They are better able to manage time and resources well to meet deadlines; 4) Efficiency in resource utilization: Employees who believe in their ability to manage tasks and challenges tend to be more efficient in using available resources. They can optimize the use of time, energy, and materials to achieve

maximum results. The results of this study are in line with previous research conducted by Susanto *et al* (2025), which states that discipline affects employee performance through employee engagement.

Conceptual Framework

Based on the problem formulation, relevant previous research, results and discussion above, the conceptual framework for this study is determined as follows:

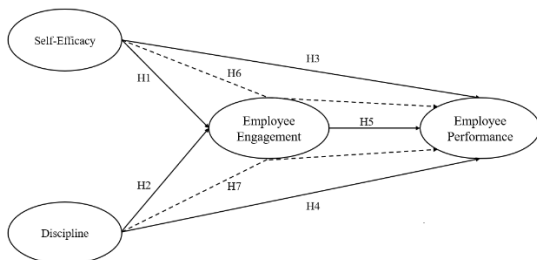


Figure 1. Conceptual Framework

Based on Figure 2 above, self-efficacy and discipline affect employee performance through employee engagement. However, in addition to self-efficacy and discipline, which influence employee performance through employee engagement, there are other variables that also have an effect, including: 1) Career Development (Iis *et al.*, 2022; Putri *et al.*, 2023; Saputra *et al.*, 2024; Susanto *et al.*, 2023); 2) Leadership Style (Ali *et al.*, 2022; Saputra & Mahaputra, 2022; Sudiantini & Saputra, 2022; Widodo, 2023); and 3) Work Motivation (Hajiali *et al.*, 2022; Maryani *et al.*, 2021; Susanto *et al.*, 2024; Widodo, 2021).

Discussion

This study highlights that self-efficacy and discipline have a significant impact on employee engagement and performance in cargo companies, aligning with several previous studies. For instance, research by Ashfaq *et al.* (2021) and Firnanda & Wijayati (2021) found that self-efficacy plays a crucial role in enhancing employee engagement, which subsequently impacts their performance. This study strengthens these findings by emphasizing that employees who believe in their abilities are more likely to be engaged and productive, particularly when faced with complex operational challenges such as tight deadlines and logistics issues.

Furthermore, studies by Anita *et al.* (2024) and Soelistya *et al.* (2021) also stress the importance of discipline in improving employee engagement. In this study, discipline is considered a key factor that enhances employee engagement by improving adherence to procedures, punctuality, and responsibility. This finding aligns with Herzberg's motivation theory, which suggests that discipline contributes to intrinsic motivation, thereby increasing employee engagement. This study further confirms that disciplined employees are more involved and perform better in their roles. Moreover, this study supports previous research by Lestari *et al.* (2024) and Lestariningsih *et al.* (2021), which found that self-efficacy directly influences employee performance. Employees with high self-efficacy tend to be more productive and efficient, leading to improved work quality and quantity. In line with this, research by Prasetyo *et al.* (2021) and Siregar (2021) indicates that discipline also significantly enhances employee performance, which is confirmed in this study where discipline drives employees to adhere to strict procedures and deadlines, thus improving efficiency in resource use. Furthermore, the study aligns with findings by Fidyah & Setiawati (2020) and Katili *et al.* (2021), which state that employee engagement directly influences performance. Employee engagement, characterized by enthusiasm, dedication, concentration, and proactive initiative, has been shown to improve the quality and efficiency of work, which is crucial in the cargo industry where timeliness and service quality are paramount. Therefore, this study concludes that enhancing self-efficacy and discipline through policies that promote employee engagement will lead to better performance, reinforcing the findings of previous research that primarily focused on individual factors in other industry contexts.

Conclusion

This literature review systematically concludes that self-efficacy and discipline are both direct and indirect catalysts of employee performance in cargo companies: strong self-efficacy and high discipline each positively shape employee engagement, which in turn enhances individual

performance, while self-efficacy and discipline also exert significant indirect effects on performance through the mediating role of employee engagement. Therefore, cargo companies should prioritize continuous programs such as targeted training, feedback mechanisms, and rule-reinforcement initiatives that simultaneously strengthen employees' self-efficacy beliefs and disciplined behaviors, thereby elevating engagement levels and ultimately securing superior operational performance.

References

- Ali, H., Sastrodiharjo, I., Saputra, F., Besar, G., Ekonomi, F., Bhayangkara, U., & Raya, J. (2022). Pengukuran organizational citizenship behavior: Beban kerja, budaya kerja dan motivasi (Studi literature review). *Jurnal Ilmu Multidisiplin*, 1(1), 83-93.
- Ali, H., Susanto, P. C., & Saputra, F. (2024). Faktor-faktor yang mempengaruhi manajemen transportasi udara: Teknologi informasi, infrastruktur dan kompetensi sumber daya manusia. *Jurnal Siber Transportasi Dan Logistik*, 1(4), 154-167.
- Anita, S. Y., Nuraeni, N., Mulyanti, R., Subagio, M., & Faisal, A. (2024). Determination of Employee Engagement and Employee Performance in the Hotel Sector: Analysis of Discipline and Competency (Study Literature Review). *Greenation International Journal of Tourism and Management*, 2(1), 28-41. <https://doi.org/10.38035/gijtm.v2i1.159>.
- Ariani, D. W. (2023). Exploring relationship of job satisfaction, organizational culture, and employee performance in small medium enterprise. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(2), 2.
- Ashfaq, F., Abid, G., & Ilyas, S. (2021). Impact of ethical leadership on employee engagement: role of self-efficacy and organizational commitment. *European Journal of Investigation in Health, Psychology and Education*, 11(3), 962-974.
- Azhari, D. S., Afif, Z., Kustati, M., & Sepriyanti, N. (2023). Penelitian mixed method research untuk disertasi. *Innovative: Journal Of Social Science Research*, 3(2), 8010-8025.
- Fatmasari, F., & Badaruddin, B. (2022). Discipline, motivation, local wisdom, and work environment on performance through job satisfaction. *Jurnal Manajemen*, 26(3), 492-511.
- Fidyah, D. N., & Setiawati, T. (2020). Influence of organizational culture and employee engagement on employee performance: job satisfaction as intervening variable. *Review of Integrative Business and Economics Research*, 9(4), 64-81.
- Firnanda, D. Y., & Wijayati, D. T. (2021). Pengaruh perceived organizational support, self efficacy dan lingkungan kerja terhadap employee engagement karyawan PT. Pesona Arnos Beton. *Jurnal Ilmu Manajemen*, 9(3), 1076-1091.
- Ghafar, A., Perwitasari, E. P., Susanto, P. C., Krisnawati, S., & Pahala, Y. (2024). Analisis Pengembangan Karir: Pelatihan, Kompetensi Dan Motivasi Karyawan Sektor Perusahaan Kargo. *Jurnal Ilmu Manajemen (JIMMU)*, 9(1), 14-26. <https://doi.org/10.33474/jimmu.v9i1.21534>.
- Hadi, P. (2023). The influence of self-efficacy on employee performance mediated by work motivation and work engagement. *International Journal of Research in Business and Social Science (2147-4478)*, 12(2), 653-661.
- Hajjali, I., Kessi, A. M. F., Budiandriani, B., Prihatin, E., & Sufri, M. M. (2022). Determination of work motivation, leadership style, employee competence on job satisfaction and employee performance. *Golden Ratio of Human Resource Management*, 2(1), 57-69.

- Iis, E. Y., Wahyuddin, W., Thoyib, A., Ilham, R. N., & Sinta, I. (2022). The effect of career development and work environment on employee performance with work motivation as intervening variable at the office of agriculture and livestock in Aceh. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAAS)*, 2(2), 227–236.
- Ilham, M., & Rahman, A. (2024). Praktik penyelenggaraan ketenteraman dan ketertiban umum. AMU Press.
- Katili, P. B., Wibowo, W., & Akbar, M. (2021). The effects of leadership styles, work-life balance, and employee engagement on employee performance. *Quantitative Economics and Management Studies*, 2(3), 199–205.
- Lestari, R., Mubarrak, J., & Eriza, E. (2024). Pengaruh Model Pembelajaran Treffinger Dengan Berbantuan Media Gambar Terhadap Berpikir Kreatif Siswa Kelas VIII SMP Negeri 1 Rambah Pada Materi Sistem Pencernaan Manusia. *Biochamp*, 1(1), 34–41. <https://doi.org/10.61761/biochamp.1.1.34-41>.
- Lestariningsih, Ma., Goenadhi, L., Mohyi, A., M. Jihadi, M. J., Musnaini, M., Desmaryani, S., & Wijoyo, H. (2021). The effect of self-efficacy, work motivation on job satisfaction and employee performance: An empirical study on palm oil company. *NVEO (Natural Volatiles & Essential Oils)*, 8, 10544–10559.
- Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies*, 2(2), 1–16.
- Nofrialdi, R., Saputra, E. B., & Saputra, F. (2023). Pengaruh Internet of Things: Analisis efektivitas kerja, perilaku individu dan supply chain. *Jurnal Manajemen Dan Pemasaran Digital (JMPD)*, 1(1), 1–13.
- Permadi, I. K. O., & Agustina, I. A. S. (2025). Green HRM on employee performance: The role of employee engagement as a mediator. *Jurnal Muara Ilmu Ekonomi Dan Bisnis*, 9(1), 1–13.
- Potu, J., Lengkong, V. P. K., & Trang, I. (2021). Pengaruh motivasi intrinsik dan motivasi ekstrinsik terhadap kinerja karyawan pada PT. Air Manado. *Jurnal EMBA*, 9(2), 387–394.
- Prasetyo, I., Endarti, E. W., Aliyyah, N., Rusdiyanto, R., Kalbuana, N., & Rochman, A. S. (2021). Effect of compensation and discipline on employee performance: A case study Indonesia. *Journal of Hunan University (Natural Sciences)*, 48(6), 277–298.
- Pulungan, P. I. S., & Rivai, H. A. (2021). Pengaruh locus of control dan efikasi diri terhadap kinerja karyawan dengan keterikatan karyawan sebagai variabel intervening pada PT Semen Padang. *Jurnal Menara Ekonomi: Penelitian Dan Kajian Ilmiah Bidang Ekonomi*, 7(1), 54–65.
- Putri, G. A. M., Fauzi, A., Saputra, F., Danaya, B. P., & Puspitasari, D. (2023). Pengaruh pengembangan karier, budaya organisasi dan beban kerja terhadap kepuasan kerja karyawan (literature review MSDM). *Jurnal Ekonomi Manajemen Sistem Informasi (Jemsi)*, 5(2), 99–110.
- Saputra, F., & Mahaputra, M. R. (2022). Effect of job satisfaction, employee loyalty and employee leadership style (human resource literature study). *Dinasti International Journal of Management Science*, 3(4), 762–772.
- Saputra, F., Putri, G. A. M., Puspitasari, D., & Danaya, B. P. (2024). Pengaruh pengembangan karier dan budaya kerja terhadap loyalitas karyawan dengan kepuasan kerja sebagai variabel

- intervening pada PT Graha Sarana Duta Cabang STO Gambir. *Trending: Jurnal Ekonomi, Akuntansi Dan Manajemen*, 2(1), 168–186.
- Septiady, A., & Padilah, P. (2022). Pengaruh disiplin kerja dan fasilitas kerja terhadap produktivitas kerja karyawan PT. Haleyora Power Area. *Ekonomi Bisnis*, 28(01), 122–134.
- Siregar, B. A. (2021). Relationship of self-efficacy to improving employee performance: A study in Medan City. *Strategic Management Business Journal*, 1(01), 58–70.
- Soelistya, D., Warindra, A. S., Rosyihudin, M., & Nugroho, M. I. H. (2021). The effect of integrity and work discipline on employee engagement: Motivation as an intervening variable. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 4(4), 8270–8286.
- Sofiyani, S., Agustina, T., Siahaan, R., Simatupang, S., & Sudirman, A. (2022). Testing the relationship between employee engagement and employee performance: The urgency of self-efficacy and organizational justice as predictors. *KnE Social Sciences*, 425–440.
- Sudiantini, D., & Saputra, F. (2022). Pengaruh gaya kepemimpinan: Kepuasan kerja, loyalitas pegawai dan komitmen di PT Lensa Potret Mandiri. *Formosa Journal of Sustainable Research (FJSR)*, 1(3), 467–478.
- Sudirman, R. A. (2023). Strategi pemenuhan kebutuhan dasar dalam aktivitas ekonomi rumah tangga single parent (Studi kasus Kelurahan Tumpas, Kecamatan Unaaha, Kabupaten Konawe). IAIN Kendari.
- Sujarweni, V. W. (2021). *Metodologi penelitian bisnis & ekonomi*. Pustaka Baru Press.
- Susanto, P. C., Murdiono, J., & Susita, D. (2025). Analysis of training, self-efficacy, and discipline on employee performance mediated by employee engagement: A study in freight forwarding. *Bulletin of Counseling and Psychotherapy*, 7(1).
- Susanto, P. C., Soehaditama, J. P., & Benned, M. (2023). Determination of motivation and career development: Analysis of training, competence. *Tel*, 2(2), 273–279.
- Susanto, P. C., Supardi, S., Suhendra, A., Soeprapto, A., & Saepudin, T. H. (2024). Productivity employee: Analysis of employee behavior, competence, task performance, and work motivation. *Dinasti International Journal of Digital Business Management (DIJDBM)*, 5(5).
- Vebrianto, R., Thahir, M., Putriani, Z., Mahartika, I., & Ilhami, A. (2020). Mixed methods research: Trends and issues in research methodology. *Bedelau: Journal of Education and Learning*, 1(2), 63–73.
- Widodo, D. S. (2021). Determination of Employee Resign Decision: Corporate Culture and Career Development. *Journal of Accounting and Finance Management*, 2(5), 242–248.
- Widodo, D. S. (2023). The effect of leadership style on turnover intention and job satisfaction. *International Journal of Psychology and Health Science*, 1(1), 19–29.
- Yu, J., Ariza-Montes, A., Giorgi, G., Lee, A., & Han, H. (2020). Sustainable relationship development between hotel company and its employees: Linking job embeddedness, job satisfaction, self-efficacy, job performance, work engagement, and turnover. *Sustainability*, 12(17), 7168.