



DOI: <https://doi.org/10.38035/dijemss.v7i6>
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The Influence of Self-Efficacy, Employee Retention and Discipline on Employee Performance Mediated by Employee Engagement in Logistics Companies in Indonesia

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Abstract: This study aims to analyze the influence of self-efficacy, employee retention, and discipline on employee performance through employee engagement at logistics companies in Indonesia. Employee performance is a critical factor determining the success of logistics companies in Indonesia in facing business competition and increasing demands for service quality. However, achieving optimal performance is influenced by various factors, including self-efficacy, employee retention, discipline, and employee engagement as a mediating variable. This study employs a descriptive qualitative approach using a literature review of 60 scientific articles published between 2021 and 2026 and sourced from Springer, Wiley, ProQuest, Emerald, Taylor & Francis, Sage, SINTA, Copernicus, and Google Scholar. The data were analyzed through data reduction, descriptive and comparative presentation, and synthesis of research findings. The results of the study indicate that: 1) Self-efficacy influences employee engagement; 2) Employee retention influences employee engagement; 3) Discipline influences employee engagement; 4) Self-efficacy influences employee performance; 5) Employee retention influences employee performance; 6) Discipline influences employee performance; 7) Employee engagement influences employee performance; 8) Self-efficacy influences employee performance, mediated by employee engagement; 9) Employee retention influences employee performance, mediated by employee engagement; 10) Discipline influences employee performance, mediated by employee engagement.

Keywords: Employee Performance, Employee Engagement, Self-Efficacy, Employee Retention, Discipline

INTRODUCTION

The logistics sector is one of the key pillars of Indonesia's national economy because it serves as a link in the supply chain from upstream to downstream, ranging from the manufacturing and trade sectors to the distribution of daily necessities (Primadi & Tohir, 2023). According to data from the Central Statistics Agency (BPS), the logistics sector contributed approximately 6.08% to the national Gross Domestic Product (GDP), with the warehousing

subsector growing by 9.01% and the transportation subsector growing in the range of 8.52% to 8.62% over the last three quarters of 2025 far surpassing the national economic growth of just 5.11% during the same period. This growth was driven by the expansion of e-commerce, the development of toll road infrastructure, and various strategic government programs. Indonesia's logistics market value is projected to reach USD 139.35 billion in 2026 and continue to rise to USD 188.38 billion by 2031 (Sera, 2026).

Although the growth of the logistics industry in Indonesia shows a very positive trend, this development has not been fully matched by the readiness and quality of human resources. Indonesia's Logistics Performance Index (LPI) score remains in the medium category, indicating that operational efficiency and the quality of national logistics services still have significant room for improvement, partly due to workforce-related factors. The nature of work in logistics companies, which demands high physical endurance, tight delivery deadlines, and a demanding operational routine at the levels of couriers, pickers, packers, and fleet drivers makes this sector vulnerable to low job engagement and high employee turnover (Elya et al., 2025).

The Indonesian Chamber of Commerce and Industry (Kadin) Institute., (2026) A Gallup survey indicates that employee engagement in Indonesia stands at just 27%, slightly above the global average of 21% to 22%, while turnover intentions among Generation Z employees in the logistics sector are reported to be extremely high. This situation underscores that the issue of employee performance at logistics companies in Indonesia is not merely an operational issue, but also a complex psychological and managerial one; therefore, it is important to conduct an in-depth analysis through the variables of self-efficacy, employee retention, discipline, and employee engagement (Susanto, Setiawan, Yandi, et al., 2024).



Figure 1. Indicators of Logistics Sector Growth and Employee Engagement in Indonesia

Source: Central Statistics Agency/BPS (2025); FIATA/ALFI (2025); Mordor Intelligence (2026); Gallup, State of the Global Workplace (2025); Dwita (2024), adapted.

Based on Figure 1 above, there is a striking disparity between the high growth of the logistics industry (contribution to GDP, growth in warehousing, and growth in transportation all of which exceed the national economic growth average) and the low level of employee engagement (27%) as well as the high potential for turnover intention among Generation Z employees in the logistics sector. This gap between the pace of business growth and the readiness of human resources is the primary focus of this study, as optimal employee performance is essential to sustaining the growth of the national logistics sector.

Table 1. Summary of Supporting Data on Human Resource Conditions in Indonesia's Logistics Sector

No	Indicator	Value/Condition	Source
1	Contribution of the logistics sector to national GDP (2025)	6.08%	BPS (2025)
2	Growth of the warehousing subsector (2025)	9.01%	BPS (2025)
3	Growth of the transportation subsector (2025)	8.52%–8.62%	BPS (2025)

4	Projected Value of Indonesia's Logistics Market (2026)	USD 139.35 billion	Mordor Intelligence (2026)
5	Employee engagement rate in Indonesia	27%	Gallup (2025)
6	Global average employee engagement	21%–22%	Gallup (2025)
7	Turnover intention among Gen Z employees in the logistics sector	82%	Dwita (2024)

Various previous studies have examined the effects of self-efficacy, employee retention, discipline, and employee engagement on employee performance; however, most of these studies were conducted in isolation, focusing on only one or two variables and across different sectors, such as banking, government, and insurance companies. Research that specifically integrates self-efficacy, employee retention, and discipline as exogenous variables affecting employee performance mediated by employee engagement in the context of logistics companies in Indonesia remains relatively limited in number, creating a research gap that needs to be addressed. In fact, the characteristics of jobs in the logistics sector are unique compared to other service sectors, particularly in terms of delivery time pressures, the intensity of physical labor, and the wide distribution of work locations.

The novelty of this study lies in the integration of five variables self-efficacy, employee retention, discipline, employee engagement, and employee performance into a single, comprehensive conceptual model, specifically applied to the context of logistics companies in Indonesia, a rapidly growing sector that has yet to receive comprehensive human resources research.

The uniqueness of this study lies in its literature review approach, which synthesizes the latest international and national research findings from 2021 to 2026, resulting in a discussion relevant to current logistics business dynamics, including the impact of digitalization, the growth of e-commerce, and the challenges posed by Generation Z workers in modern logistics operations.

METHOD

This study adopts a descriptive qualitative method using a literature review approach to explore, analyze, and integrate various empirical and theoretical findings related to the effects of self-efficacy, employee retention, and work discipline on employee performance within logistics companies in Indonesia, with employee engagement acting as a mediating variable. The research relies exclusively on secondary data collected from previously published scholarly works, including peer-reviewed journal articles, conference papers, and research reports that are closely aligned with the variables under investigation.

To ensure the comprehensiveness and credibility of the review, literature sources were obtained from a range of reputable national and international academic databases, including Springer, Wiley, ProQuest, Emerald, Taylor & Francis, Sage Publications, SINTA, Index Copernicus, and Google Scholar. A total of 60 scientific publications issued between 2021 and 2026 were selected and analyzed. The inclusion of these sources was guided by several criteria, namely their academic rigor, publication quality, methodological soundness, and direct relevance to the study objectives. Through a systematic examination of the selected literature, this study seeks to provide a comprehensive understanding of the relationships among self-efficacy, employee retention, work discipline, employee engagement, and employee performance in the Indonesian logistics sector (Susanto, Arini, Marlita, et al., 2024).

Data collection was conducted through a literature review of selected articles, which were subsequently analyzed through the stages of data reduction, descriptive and comparative data presentation, and drawing conclusions by integrating all research findings. The validity and reliability of the research results were ensured through source triangulation by comparing various previous research findings and identifying dominant themes, recurring patterns, and convergence of findings across studies to produce a comprehensive synthesis and conceptual model, (Zulfikar et al., 2024).

RESULTS AND DISCUSSION

Results

Based on the research questions outlined above, the findings of this literature review are as follows:

Employee Performance

Employee performance is a construct that describes the extent to which an employee successfully carries out their tasks, responsibilities, and duties in accordance with standards established by the organization over a specific period. Performance is measured not only by the final results of the work but also by how the work is carried out, including quality, quantity, timeliness, effectiveness, efficiency, and the ability to collaborate with coworkers (Susanto et al., 2025).

The indicators or dimensions included in employee performance variables are as follows: 1) Work Quality: This dimension measures the level of perfection in an employee's work output compared to the standards or targets set by the company. Quality is assessed based on accuracy, neatness, a low *error rate*, and the alignment of work results with the specified task requirements; 2) Work Quantity: This indicator refers to the volume or number of work outputs completed by an employee within a specific time period. Quantity is measured by the achievement of numerical targets, such as the number of product units produced, the number of files processed, or the sales volume successfully recorded; 3) Timeliness: This dimension measures an employee's ability to complete tasks and fulfill responsibilities in accordance with predetermined deadlines. Timeliness reflects the efficient use of working hours and the individual's good time management skills (AR et al., 2022).

The employee performance variables are consistent with previous studies conducted by: (Saputra et al., 2023), (Wasserbauer & Saputra, 2024), (Candra & Amanda, 2023).

Employee Engagement

Employee engagement is a positive psychological state that reflects an employee's level of emotional, cognitive, and behavioral commitment to their job and the organization where they work. Employees with high engagement demonstrate enthusiasm, dedication, motivation, and a willingness to give their best effort to achieve organizational goals (Susanto, Sawitri, Ali, et al., 2024).

The indicators or dimensions of the employee engagement variable include: 1) Physical or Behavioral Engagement: This dimension is characterized by high levels of energy, mental resilience, and employees' willingness to invest extra effort (discretionary effort) in their work, even when facing difficult or high-pressure situations; 2) Emotional Engagement: This indicator measures the strength of employees' sense of ownership, pride, enthusiasm, and inspiration toward their work and their organization. Employees feel that their work has significant meaning and value; 3) Cognitive Engagement: This dimension describes the level of concentration and deep focus employees exhibit while working. Cognitively engaged employees often feel that time flies by because they thoroughly enjoy and are fully immersed in their tasks (Susanto & Sawitri, 2022).

The employee engagement variable is relevant to previous studies conducted by: (Ramadhan & Budiono, 2023), (Dami et al., 2022), (Dewi et al., 2021).

Self-Efficacy

Self-efficacy is an individual's belief in their own ability to organize and carry out the actions necessary to achieve a goal or complete a specific task. This construct emphasizes a person's perception of their capacity to face challenges, overcome obstacles, and achieve expected outcomes (Susanto et al., 2025).

The indicators or dimensions of the self-efficacy variable include: 1) Level of Difficulty: This dimension refers to the level of difficulty of tasks that an employee believes they are capable of completing. Employees will assess whether they are only capable of performing

easy, routine tasks, or whether they feel capable of tackling complex tasks that present new challenges; 2) Strength of Belief: This indicator measures how strong or firm an individual's belief in their own abilities is. Strong confidence is not easily shaken by initial failures or external obstacles; individuals remain confident in their ability to complete the task even when circumstances are unfavorable; 3) Generalization of Ability: Describes the extent to which self-confidence can be applied to various situations or different types of work. Individuals with high generalizability are able to adapt to various work conditions (Masruroh & Prayekti, 2021).

The self-efficacy variable is relevant to previous studies conducted by: (Susanto, Setiawan, & Yandi, 2024), (E. Liana et al., 2025), (Pulungan & Rivai, 2021b).

Employee Retention

Employee retention refers to an organization's ability to retain employees with high competence, potential, and performance so that they continue to work within the organization for the long term. Retention is not only related to low turnover rates but also reflects the organization's success in creating a work environment capable of meeting employees' professional and personal needs (Susanto, Kamsariaty, Murdiono, et al., 2024).

The indicators or dimensions of the employee retention variable include: 1) Desire to Continue Working: Indicates an employee's willingness to remain part of the organization in the long term. This indicator reflects loyalty to the company; 2) Commitment to the Organization: Describes an employee's emotional attachment, sense of belonging, and willingness to continue contributing to the organization's success. The higher the commitment, the greater the likelihood of retention; 3) Satisfaction with the Organization: Indicates the level of employee satisfaction with the work environment, compensation, career development opportunities, and relationships with supervisors and coworkers that encourage them to stay with the organization (Sepahvand & Bagherzadeh Khodashahri, 2021).

The employee retention variable is relevant to previous studies conducted by: (Susanto & Rony, 2023), (Citraningtyas et al., 2022), (Suryani et al., 2023).

Discipline

Work discipline refers to the attitudes, behaviors, and willingness of employees to comply with all regulations, procedures, norms, and work standards established by the organization, whether voluntarily or out of personal awareness. Discipline not only reflects adherence to working hours and company rules but also demonstrates individual responsibility in performing one's duties consistently and professionally (Rachman et al., 2025).

The indicators or dimensions of the discipline variable include: 1) Compliance with regulations: Describes employees' willingness to adhere to all organizational policies, procedures, and rules without the need for constant supervision; 2) Attendance or punctuality: Reflects employees' consistency in showing up for work according to schedule and arriving and leaving on time in accordance with company regulations; 3) Responsibility toward work: Describes employees' dedication to completing tasks according to standards, maintaining company facilities, and taking responsibility for the results of their work (Susanto et al., 2025).

The discipline variable is relevant to previous studies conducted by: (Rovinda & Syarifuddin, 2021), (Pakpahan & Novandy Aulia, 2022).

Previous Research

Based on the findings above and previous studies, the research discussion is formulated as follows:

Table 2. Results of Relevant Previous Research

No	Author (Year)	Research Findings	Similarities with This Study	Differences from This Study	Hip
1	(Febrianti & Wibowo, 2022)	The variables of Self-Efficacy and Psychological Contract influence Job Commitment among Production Department Employees	Similarities in the independent variables Self-Efficacy, and the dependent variable Job Commitment	Difference in the other independent variable, namely Psychological Contract	H1
2	(Musfirah & Syukri, 2025)	The Variables of Employee Retention and Digital Technology Influence Employee Engagement	The relationship between the independent variable Employee Retention and the dependent variable Work Engagement	The difference lies in the other independent variable, namely Digital Technology	H2
3	(Ramirez-Lozano et al., 2023)	The variables Leadership, Discipline, and Job Satisfaction influence Employee Engagement and the Sustainability of Family Businesses in Latin America	The similarity lies in the independent variable Discipline and the dependent variable Employee Engagement	The difference lies in the other independent variables, namely Leadership and Job Satisfaction	H3
4	(Yusuf & Darmawan, 2024)	The variables Self-Efficacy and Organization Citizenship Behavior (OCB) influence Employee Performance	The similarity lies in the independent variable Self-Efficacy and the dependent variable Employee Performance	Differences in the other independent variable, namely Organization Citizenship Behavior (OCB)	H4
5	(Suka, 2022)	The variables Employee Retention, Organizational Commitment, and Turnover Intention influence Employee Performance at PT Cigna Insurance	Equation involving the independent variable Employee Retention and the dependent variable Employee Performance	Differences in the other independent variables, namely Organizational Commitment and Turnover Intention	H5
6	(Tarigan & Priyanto, 2021)	The variables Motivation and Discipline influence Employee Performance at PT Bank DBS South Tangerang	Similarities in the independent variable Discipline and the dependent variable Employee Performance	-Differences in the other independent variable, namely Motivation -The research was conducted at PT Bank DBS South Tangerang	H6
7	(Y. Liana et al., 2024)	The variables of employee engagement, job loyalty, and teamwork influence employee performance at PT Trans Indonesia Supercorridor	The equation involves the independent variable, Employee Engagement, and the dependent variable, Employee Performance	-Differences in the other independent variables, namely Job Loyalty and Teamwork -The research was conducted at PT Trans Indonesia Supercorridor	H7
8	(Pratomo, 2022)	The Self-Efficacy variable influences Employee Performance, mediated by Employee Engagement at PT Taspen (Persero) Jambi Branch Office	The relationship involves the independent variable Self-Efficacy, the dependent variable Employee Performance, and the intervening variable Employee Engagement	The research was conducted at PT Taspen (Persero) Jambi Branch Office	H8
9	(Achmada & Soetjipto, 2022)	The variables of Employee Retention and Talent Management influence Employee Performance, mediated by Employee Engagement at PT XYZ in Surabaya	The equation includes the independent variable Employee Retention, the dependent variable Employee Performance, and the intervening variable Employee Engagement	-Differences in the other independent variable, namely Talent Management -The research was conducted at PT XYZ in Surabaya	H9
10	(Iskandar et al., 2026)	The variables of Supervision and Work Discipline influence Employee Performance, mediated by Employee Engagement at the Padang High Court	The equation includes the independent variable Discipline, the dependent variable Employee Performance, and the intervening variable Employee Engagement	-Differences in the other independent variable, namely Supervision -The research was conducted at the Padang High Court	H10

Discussion

Based on the research question, research objectives, and previous research findings outlined above, the discussion in this study which focuses on logistics companies in Indonesia is as follows:

1. The Effect of Self-Efficacy on Employee Engagement in Logistics Companies in Indonesia

Based on a literature review and relevant previous studies, it is known that self-efficacy influences employee engagement in logistics companies in Indonesia.

To increase employee engagement at logistics companies in Indonesia, management or company leaders must pay attention to three key indicators of self-efficacy, which include: 1) Level of difficulty: Management must be discerning when assigning tasks (managing new distribution routes, modernizing the warehousing system/WMS, or achieving courier Key Performance Indicator targets); 2) Strength of conviction: Management must strengthen employees' mental resilience so that their confidence does not waver easily when a crisis occurs; 3) Generalization of skills: Management can foster this through job rotation programs and periodic cross-training so that employees become accustomed to applying their competencies in various operational situations.

If the management or leadership of a logistics company is able to consistently pay attention to these three indicators of self-efficacy, it will have a positive impact on employee engagement at logistics companies in Indonesia, including: 1) Physical or behavioral engagement: When logistics employees have high self-efficacy (confidence in their ability to overcome challenges and mental resilience), they will demonstrate exceptional physical energy and vitality on the job; 2) Emotional engagement: Employees who feel competent and fully supported by management to grow across various areas (generalization of skills) will form strong emotional bonds with the company. They no longer view logistics work merely as the activity of moving goods from point A to point B, but rather as a dedication to keeping the lifeblood of the economy flowing smoothly or ensuring the happiness of consumers awaiting their packages; 3) Cognitive engagement: Strong self-efficacy eliminates excessive anxiety in the workplace. As a result, employees' attention and cognitive capacity can be fully absorbed in the task at hand.

The results of this study are consistent with previous research conducted by (Febrianti & Wibowo, 2022), which found a relationship between self-efficacy and employee engagement at logistics companies in Indonesia.

2. The Effect of Employee Retention on Employee Engagement in Logistics Companies in Indonesia

Based on a literature review and relevant previous research, it is known that employee retention influences employee engagement in logistics companies in Indonesia.

To increase employee engagement at logistics companies in Indonesia, management or company leaders must focus on three key indicators of employee retention, which include: 1) Desire to remain employed: Management must create conditions that lead employees—from warehouse operations staff to fleet drivers—to consciously choose to stay with the company for the long term; 2) Commitment to the organization: Company leaders must be able to align employees' personal values with the company's vision. This commitment is built not out of economic necessity, but because employees feel valued; 3) Satisfaction with the organization: Logistics management needs to provide adequate work facilities (reliable warehouse technology systems or a well-maintained fleet) and adopt a supportive leadership style.

If the management or leadership of a logistics company is able to consistently monitor these three employee retention indicators, it will have a positive impact on employee engagement at logistics companies in Indonesia, including: 1) Physical or behavioral engagement: Employees who have a strong desire to remain with the company tend to invest their physical energy fully. In logistics operations that demand high physical endurance—such as timely loading and unloading or multi-route deliveries—staff who intend to stay long-term will not hesitate to go the extra mile; 2) Emotional engagement: A strong commitment to the organization automatically fosters emotional dedication. Employees no longer view the task of distributing goods merely as a mechanical routine, but rather as a moral responsibility to uphold

the company's reputation in the eyes of clients; 3) Cognitive engagement: High satisfaction with the organization frees employees from cognitive distractions, such as anxiety about job insecurity or the desire to look for openings elsewhere. As a result, their focus and concentration can be fully directed toward solving complex operational problems.

The results of this study are consistent with previous research conducted by the (Musfirah & Syukri, 2025), which found a relationship between employee retention and employee engagement at logistics companies in Indonesia.

3. The Effect of Discipline on Employee Engagement in Logistics Companies in Indonesia

Based on a literature review and relevant previous studies, it is known that discipline influences employee engagement in logistics companies in Indonesia.

To increase employee engagement at logistics companies in Indonesia, management or company leaders must focus on three key indicators of discipline, which include: 1) Compliance with regulations: Company leaders must enforce operational rules fairly and transparently, ranging from procedures for handling sensitive goods to the use of personal protective equipment (PPE) in warehouses; 2) Attendance and punctuality: The global supply chain operates on a minute-by-minute basis. A delay in just one element will disrupt the entire distribution schedule. Management must monitor arrival times, break times, and fleet departure schedules in real time; 3) Accountability for work: Management can address this aspect by clearly defining key performance indicators (KPIs) so that employees understand the impact of their responsibilities on the success of the entire team.

If the management or leadership of a logistics company is able to consistently pay attention to these three indicators of discipline, it will have a positive impact on employee engagement at logistics companies in Indonesia, including: 1) Physical or behavioral engagement: Punctual attendance and adherence to SOPs mechanically train employees' physical energy to work efficiently. Once work discipline becomes a habit, logistics operational employees (couriers, pickers, and packers) will demonstrate high vitality and physical endurance in the field; 2) Emotional engagement: When accountability for work is consistently enforced across all levels, a sense of group fairness emerges. Employees feel proud to be part of an operational system that is professional, reliable, and free from negligence; 3) Cognitive engagement: A highly disciplined work environment automatically eliminates operational chaos and internal conflicts resulting from coworkers' negligence. A predictable and orderly work situation made possible by strict adherence to regulations provides psychological peace of mind for employees.

The results of this study are consistent with previous research conducted by (Ramirez-Lozano et al., 2023), which found a relationship between discipline and employee engagement at logistics companies in Indonesia.

4. The Effect of Self-Efficacy on Employee Performance in Logistics Companies in Indonesia

Based on a literature review and relevant prior research, it is known that self-efficacy influences employee performance at logistics companies in Indonesia.

To improve employee performance at logistics companies in Indonesia, management or company leaders must pay attention to three key indicators of self-efficacy, which include: 1) Level of difficulty: Logistics operations involve various levels of complexity, ranging from manually organizing goods in a warehouse to managing a global digital supply chain. Management must be able to assign tasks appropriately based on employees' cognitive capacities; 2) Confidence: Company leaders must strengthen this indicator by providing psychological safety nets—such as a no-blame culture, supportive guidance, and clear crisis mitigation SOPs—to ensure employees' morale does not falter when situations deteriorate; 3) Generalization of skills: Management must encourage this generalization by conducting

periodic cross-departmental job rotation programs and cross-skill training to broaden employees' adaptability.

If the management or leadership of a logistics company is able to consistently pay attention to these three indicators of self-efficacy, it will have a positive impact on the performance of logistics employees in Indonesia, including: 1) Work quality: Logistics employees with high levels of self-efficacy tend to work with great precision and caution. Because they are confident in their abilities, they possess the mental composure to ensure every detail of the job is fulfilled; 2) Work output: Strong self-confidence enables employees to self-motivate to achieve greater output. They view work volume targets as enjoyable challenges, not daunting burdens; 3) Timeliness: Employees with good generalization skills and strong self-confidence are able to make quick tactical decisions when the main route is blocked. They do not waste time panicking or simply waiting passively for instructions when a crisis occurs.

The results of this study are consistent with previous research conducted by the (Yusuf & Darmawan, 2024), which found a relationship between self-efficacy and employee performance at logistics companies in Indonesia.

5. The Effect of Employee Retention on Employee Performance in Logistics Companies in Indonesia

Based on a literature review and relevant prior research, it is known that employee retention influences employee performance in logistics companies in Indonesia.

To improve employee performance at logistics companies in Indonesia, management or company leaders must focus on three key indicators of employee retention, which include: 1) Desire to remain employed: Management must create a sense of financial and non-financial security so that employees choose to stay long-term; 2) Commitment to the organization: Company leaders must be able to build psychological attachment so that employees feel they are an important part of the company's progress; 3) Satisfaction with the organization: Logistics management must provide adequate supporting infrastructure, such as a well-maintained transportation fleet, an error-minimized warehouse IT system, and supportive leadership.

If the management or leadership of a logistics company is able to consistently pay attention to these three indicators of self-efficacy, it will have a positive impact on the performance of logistics company employees in Indonesia, including: 1) Work quality: Employees who have high satisfaction with the organization and intend to stay for the long term have generally navigated the learning curve successfully. They have a thorough understanding of operational SOPs, safe handling procedures, and damage risk mitigation; 2) Work output: A strong organizational commitment encourages employees to work productively beyond minimum standards. Because they feel valued and see a future with the company, they are motivated to produce an optimal volume of work; 3) Timeliness: Team stability, driven by this desire to remain with the company, ensures that the entire delivery process (from first-mile to last-mile delivery) can be executed on time in accordance with the Service Level Agreement (SLA) targets promised to customers.

The results of this study are consistent with previous research conducted by (Suka, 2022), which found a relationship between employee retention and employee performance at logistics companies in Indonesia.

6. The Effect of Discipline on Employee Performance in Logistics Companies in Indonesia

Based on a literature review and relevant previous studies, it is known that discipline affects employee performance in logistics companies in Indonesia.

To improve employee performance at logistics companies in Indonesia, management or company leaders must focus on three key indicators of discipline, which include: 1) Compliance with regulations: Management must ensure full compliance across all areas,

ranging from procedures *for handling* hazardous materials, zoning for the placement of goods in warehouses, to protocols for the use of heavy equipment such as forklifts; 2) Attendance and punctuality: Management must monitor punctuality in arriving for work, adherence to shift rotation schedules, and the punctuality of courier departures; 3) Accountability for work: Management can encourage this aspect by establishing clear and transparent Key Performance Indicators (KPIs) for each individual.

If the management or leadership of a logistics company is able to consistently monitor these three indicators of discipline, it will have a positive impact on the performance of logistics employees in Indonesia, including: 1) Work quality: Disciplined employees will work with high precision, ensuring goods are packed safely, sorting packages according to area codes without errors, and maintaining the accuracy of warehouse inventory. The impact on work quality is very tangible, namely a decrease in the rate of damaged goods, an elimination of customer complaints regarding misdeliveries, and an increase in the accuracy of inbound and outbound goods data recorded in the Warehouse Management System (WMS); 2) Work output: Employees who take their responsibilities seriously will make optimal use of their effective working hours. As a result, daily output volume or work quantity will rise steadily; 3) Punctuality: When employees demonstrate a high level of discipline regarding attendance and internal punctuality, the workflow from pickup, sorting/transit, to final delivery will run smoothly and on schedule.

The results of this study are consistent with previous research conducted by the (Tarigan & Priyanto, 2021), which found a correlation between discipline and employee performance at logistics companies in Indonesia.

7. The Effect of Employee Engagement on Employee Performance in Logistics Companies in Indonesia

Based on a literature review and relevant previous studies, it is evident that employee engagement influences employee performance at logistics companies in Indonesia.

To improve employee performance at logistics companies in Indonesia, management or company leaders must pay attention to or implement the three key indicators of employee engagement, which include: 1) Physical or behavioral engagement: Management must create a work environment that maintains employees' energy, vitality, and physical resilience (especially front-line staff such as couriers, pickers, and packers); 2) Emotional engagement: Company leaders must address employees' psychological well-being so they feel a deep sense of purpose, pride, and inspiration from their work. Management can foster this through a culture of appreciation (such as an "Employee of the Month" award for fleet drivers), a supportive leadership style, and clear communication of the vision that logistics is the lifeblood driving the economy; 3) Cognitive engagement: Logistics management can facilitate cognitive engagement by providing reliable technology systems (such as a Warehouse Management System or route navigation apps with minimal lag or errors) and a workspace with minimal bureaucratic interference.

If the management or leadership of a logistics company is able to consistently monitor or implement these three indicators of employee engagement, it will have a positive impact on the performance of logistics company employees in Indonesia, including: 1) Work quality: Employees with high levels of cognitive and emotional engagement will work with a high degree of precision. In logistics operations, this directly improves work quality by reducing instances of misdeliveries or incorrectly affixed shipping labels issues that frequently trigger customer complaints; 2) Work output: They are less likely to feel fatigued or burned out by demanding operational routines. The impact on work quantity is massive, reflected in the increased number of packages successfully sorted per hour at the sorting center; 3) Timeliness: Employees who are fully engaged (physically, emotionally, and cognitively) have a strong sense of urgency regarding time. They do not procrastinate on fleet loading and unloading processes and are quick to make tactical decisions.

The results of this study are consistent with previous research conducted by the (Y. Liana et al., 2024), which found a relationship between employee engagement and employee performance at logistics companies in Indonesia.

8. The Effect of Self-Efficacy on Employee Performance Mediated by Employee Engagement in Logistics Companies in Indonesia

Based on a literature review and relevant prior research, it is evident that self-efficacy influences employee performance, mediated by employee engagement, in logistics companies in Indonesia.

To improve employee performance at logistics companies in Indonesia, management or company leaders must focus on six key indicators of self-efficacy and employee engagement, which include: 1) Level of difficulty: Logistics management must design operational assignments (such as operating warehouse automation systems or implementing new distribution routes) in a phased manner using the “mastery experiences” method; 2) Strength of confidence: Leaders must strengthen staff’s mental resilience through supportive coaching and clear mitigation SOPs, so that their self-confidence remains strong when a crisis occurs; 3) Generalization of skills: Management needs to foster employee flexibility through cross-training programs so they feel confident, reliable, and adaptable when reassigned to various logistics operational roles; 4) Physical or behavioral engagement: As a result of strong self-confidence, field employees (couriers, drivers, warehouse staff) will invest high levels of physical energy and mental resilience without easily becoming bored or fatigued while pursuing daily targets; 5) Emotional engagement: Employees who feel capable and valued by the organization will develop a deep sense of pride; 6) Cognitive engagement: Employees can become fully immersed with deep focus while analyzing routes, calculating fleet capacity loads, and ensuring the accuracy of inventory counts.

If the management or leadership of a logistics company is able to consistently monitor these six indicators of self-efficacy and employee engagement, it will have a positive impact on the performance of employees at logistics companies in Indonesia, including: 1) Work quality: In logistics operations, this directly results in superior work quality by reducing the error rate in manifest/receipt data entry into the WMS (Warehouse Management System), ensuring the safe packaging of sensitive goods in accordance with health, safety, and environmental (K3) procedures, and achieving a zero-damage rate during loading and unloading processes; 2) Work volume: Daily work volume increases significantly: package sorting capacity at hub centers rises rapidly, the number of delivery stops successfully completed by couriers per day becomes more optimal, and the processing of shipping orders can be handled in larger volumes; 3) Timeliness: Employees with well-rounded skills, driven by full engagement in their work, will demonstrate extremely quick tactical responses.

The results of this study are consistent with previous research conducted by (Pratomo, 2022), (Pulungan & Rivai, 2021a), which found that the relationship between self-efficacy and employee performance is mediated by employee engagement in logistics companies in Indonesia.

9. The Effect of Employee Retention on Employee Performance, Mediated by Employee Engagement, in Logistics Companies in Indonesia

Based on a literature review and relevant prior research, it is known that employee retention affects employee performance, mediated by employee engagement, in logistics companies in Indonesia.

To improve employee performance at logistics companies in Indonesia, management or company leaders must focus on six key indicators of employee retention and engagement, which include: 1) Desire to remain employed: Logistics management must alleviate employees’ anxiety about the future by providing career certainty, clarity regarding employment status, and a competitive compensation package in the market; 2) Commitment to

the organization: Leaders must foster a sense of belonging and shared values; 3) Satisfaction with the organization: Regular maintenance of the transportation fleet, a reliable warehouse IT system, and supportive leadership to minimize workplace stress; 4) Physical or behavioral engagement: As a direct result of satisfaction and the desire to stay, field employees (couriers, warehouse staff, drivers) will demonstrate high vitality and physical resilience in pursuing daily targets without easily becoming burned out; 5) Emotional engagement: A strong commitment to the organization transforms employees' perceptions. They no longer view distribution activities as a routine task of moving goods, but rather as a noble dedication to maintaining the smooth operation of the national supply chain; 6) Cognitive engagement: When satisfaction is met and there is no intention to look for job openings elsewhere, employees' cognitive focus is free from distractions. They can fully immerse themselves mentally while checking manifests, analyzing routes, or managing warehouse space.

If the management or leadership of a logistics company is able to consistently monitor these six indicators of employee retention and engagement, it will have a positive impact on the performance of employees at logistics companies in Indonesia, including: 1) Work quality: Employees who are successfully retained over the long term (high retention) have a well-developed learning curve and know the company's SOPs by heart; 2) Work output: Output in terms of work volume also rises steadily, as reflected in the increased capacity of packages successfully sorted at the hub center; 3) Punctuality: Loyal, experienced employees (a retention factor) possess tactical knowledge of alternative routes and critical time windows along distribution routes.

The results of this study are consistent with previous research conducted by the (Achmada & Soetjipto, 2022), which found that the relationship between employee retention and employee performance is mediated by employee engagement at logistics companies in Indonesia.

10. The Effect of Discipline on Employee Performance Mediated by Employee Engagement in Logistics Companies in Indonesia

Based on a literature review and relevant prior research, it is known that discipline influences employee performance, mediated by employee engagement, in logistics companies in Indonesia.

To improve employee performance at logistics companies in Indonesia, management or company leaders must focus on six key indicators of employee discipline and engagement, which include: 1) Compliance with regulations: Logistics management must enforce Standard Operating Procedures (SOPs) and Occupational Safety and Health (OSH) regulations strictly and without favoritism, ranging from warehouse zoning protocols to procedures for handling hazardous materials; 2) Attendance or punctuality: Leaders must monitor punctuality in clocking in and shift rotations in real time using technology (geo-tagging-based attendance tracking); 3) Responsibility toward work: Employees are guided to complete assignments (accurate inventory counts or shipment confirmations) out of a sense of professional responsibility, not merely due to the pressure of constant supervision; 4) Physical or behavioral engagement: Managers can demonstrate optimal work vitality and resilience while pursuing daily targets; 5) Emotional engagement: Fair enforcement of discipline fosters a sense of organizational justice; 6) Cognitive engagement: Creating an orderly and rule-abiding work environment minimizes operational chaos and internal conflicts resulting from coworkers' negligence.

If the management or leadership of a logistics company is able to consistently monitor these six indicators of employee discipline and engagement, it will have a positive impact on the performance of employees at logistics companies in Indonesia, including: 1) Work quality: Work discipline through strict adherence to regulations and SOPs is the primary safeguard against human error. Once this operational order has been internalized and supported by employees' cognitive and emotional engagement, they will work with a very high level of

precision; 2) Work output: Employees who take their responsibilities seriously will not waste their productive time needlessly. When this sense of responsibility is combined with physical engagement, employees are motivated to consistently exceed the established minimum standards; 3) Punctuality: When employees demonstrate high discipline regarding attendance and internal punctuality, the entire delivery chain (from first-mile, mid-mile, to last-mile) will run in perfect synchronization, like a relay race.

The results of this study are consistent with previous research conducted by the (Iskandar et al., 2026), which found that the relationship between discipline and employee performance is mediated by employee engagement at logistics companies in Indonesia.

Conceptual Framework

The conceptual framework was determined based on the research question, the research objectives, and previous studies relevant to the subject matter of this literature review:

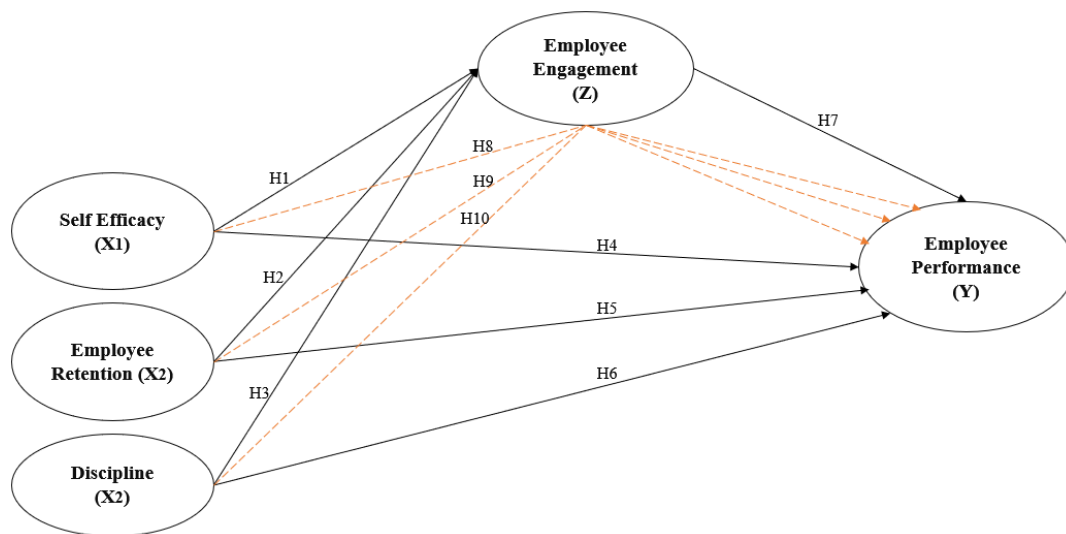


Figure 2. Conceptual Framework

Based on Figure 2 above, self-efficacy, employee retention, and discipline influence employee performance through employee engagement in logistics companies in Indonesia. However, in addition to the variables of self-efficacy, employee retention, discipline, and employee engagement that influence employee performance, there are other influencing variables, including:

- 1) Organizational Culture: (Sitanggang et al., 2026), (Susanto, Simarmata, Febrian, et al., 2024), (Wasserbauer & Saputra, 2024), (Ali et al., 2022).
- 2) Work Environment: (Supardi et al., 2025), (Saputra et al., 2023), (Sudiarso, 2022), (Saputra & Mahaputra, 2022).
- 3) Organizational Support: (Ferawati, 2023), (Sivalingam & Arulrajah, 2022), (Lubis & Nurhayati, 2020).

CONCLUSION

Based on the research questions, results, and discussion above, the conclusions of this literature review and case study of logistics companies in Indonesia are as follows: 1) Self-efficacy influences employee engagement; 2) Employee retention influences employee engagement; 3) Discipline influences employee engagement; 4) Self-efficacy influences employee performance; 5) Employee retention influences employee performance; 6) Discipline influences employee performance; 7) Employee engagement influences employee performance; 8) Self-efficacy influences employee performance, mediated by employee engagement; 9) Employee retention influences employee performance, mediated by employee

engagement; 10) Discipline influences employee performance, mediated by employee engagement.

Based on the findings of the literature review, several practical recommendations can be proposed for management within logistics companies in Indonesia. First, organizations should place greater emphasis on strengthening employee self-efficacy, as it has been consistently identified as a key factor influencing employee engagement and overall performance. This can be achieved through structured and continuous training programs, competency development initiatives, coaching, mentoring, and opportunities for employees to gain practical experience in solving work-related challenges. By increasing employees' confidence in their abilities, organizations can foster higher levels of motivation, commitment, and productivity.

Second, logistics companies should develop and implement effective employee retention strategies. Retaining talented employees is increasingly important in a highly competitive business environment characterized by rapid technological change and growing demand for skilled labor. Management should establish transparent career development pathways, provide fair and competitive compensation packages, offer performance-based incentives, and create a supportive work environment that promotes employee well-being and professional growth. Such initiatives can reduce turnover intentions while simultaneously enhancing employee engagement and organizational loyalty.

Third, work discipline should be maintained and enforced consistently across all organizational levels. Clear policies, equitable enforcement of rules, regular performance monitoring, and effective communication regarding organizational expectations can contribute to a culture of accountability and professionalism. Consistent discipline practices not only improve operational efficiency but also encourage employees to demonstrate greater responsibility and commitment to organizational objectives.

In addition to the practical implications for management, future researchers are encouraged to empirically examine the conceptual relationships identified in this study through quantitative research methods. The proposed model involving self-efficacy, employee retention, work discipline, employee engagement, and employee performance can be tested using survey data collected from employees working in specific logistics companies across Indonesia. Such empirical investigations would provide stronger evidence regarding the magnitude and significance of the relationships among these variables.

Despite its contributions, this study has several limitations. The analysis relies primarily on secondary data obtained from previous studies, national statistical reports, and general workforce surveys. Consequently, the findings may not fully capture the unique characteristics and operational conditions of individual logistics companies. Furthermore, the industry data related to sector growth, employee engagement, and turnover rates are based on broad national trends and may not adequately reflect differences across organizations, business segments, or geographic regions. Therefore, caution should be exercised when generalizing the findings to all logistics companies in Indonesia.

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