


# Determinations of Employee Engagement: Servant Leadership, Training, Self-Efficacy Effects on Employee Performance

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<p><b>Submitted:</b> 2024-10-24</p> <p><b>Published:</b> 2024-12-29</p> <p><b>Keywords:</b> Employee Performance, Employee Engagement, Servant Leadership, Training, Self-Efficacy</p> <p><b>Copyright holder:</b> © Author/s (2024)</p> <p><b>This article is under:</b> </p> <p><b>How to cite:</b> Susanto, P. C., Sawitri, N. N., Ali, H., &amp; Rony, Z. T. (2024). Determinations of Employee Engagement: Servant Leadership, Training, Self-Efficacy Effects on Employee Performance. <i>Bulletin of Counseling and Psychotherapy</i>, 6(3). <a href="https://doi.org/10.51214/002024061144000">https://doi.org/10.51214/002024061144000</a></p> <p><b>Published by:</b> Kuras Institute</p> <p><b>E-ISSN:</b> 2656-1050</p>	<p><b>ABSTRACT:</b> This research aims to examine the influence of Employee Engagement through Servant Leadership, Training, and Self-Efficacy on Employee Performance. This research uses quantitative methods and questionnaires distributed to employees at international cargo expedition companies. The analysis tool used was SmartPLS version 3 software. The research results revealed that servant leadership had a positive impact on employee engagement in international cargo expedition companies, while training also had a positive impact. However, self-efficacy does not have a significant effect on employee engagement or performance. Theoretical contributions suggest that employee engagement can mediate the relationship between servant leadership and employee performance, and vice versa. The findings of this research are useful for the human resource department. However, this research has the limitation of researchers only focusing on employee performance and involvement in freight forwarding companies. This study recommends further research in other organizations.</p>
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## INTRODUCTION

The contemporary epoch of globalization and free trade has intensified competition among nations, where the challenges of international trade extend beyond product competitiveness to encompass timely and reliable trade transactions; the speed and punctuality of delivery are critical determinants of a nation's international trade competitiveness (Bastiaens & Postnikov, 2020). Furthermore, to enhance exports to other areas, the government is advancing the finalization of trade agreement discussions, including the Indonesia-European Union (EU) Comprehensive Economic Partnership Agreement, known as IEU-CEPA (Isaac, 2024).

Indonesia, an archipelagic nation, faces significant challenges in commodity shipping, including the necessity for exporters to allocate substantial capital for shipping expenses. In international trade, export commodities incur relatively high export duties, and the complexities of customs legality requirements remain burdensome (Sofiyandi et al., 2023). Logistical challenges in Indonesia encompass inadequate transportation infrastructure in various regions, which fails to meet expectations. Enhancements in transportation infrastructure will subsequently influence the duration and efficiency of commodity shipping in export activities. Improved transportation infrastructure will promote international trade and generate foreign exchange (Masudin et.al., 2021; Santoso et.al., 2021; Subiyanto, 2021).

The COVID-19 pandemic, which persisted for three years, impacted all worldwide supply chain operations. The enforcement of international travel laws and restrictions by several nations during the epidemic disrupted the manufacturing and delivery of commodities, leading to an increase in local demand that company owners could not completely satisfy (Ivanov, 2020; Xu et al., 2020; Yu et

al., 2022). Logistics expenses in Indonesia account for 23% of the national GDP, but in industrialized nations, they constitute just 10% of GDP (PWC Indonesia, 2024). The government must persist in its efforts to modify national logistics expenses. Comprehensive efforts are required from strategy to execution to ensure the national logistics ecosystem develops effectively and optimally (Wahyuni et al., 2020).

Freight forwarding businesses are legal corporations involved in international shipping services, with agencies overseas to facilitate export and import operations (Rajesh et al., 2023). Freight forwarding businesses provide shipping alternatives by water, land, and air. Their services include air freight, sea freight, port-to-port, door-to-door delivery, customs services, and the transportation of goods to the owner's warehouse (Ortwein & Kuchinke, 2021). The data indicates that there are 337 freight forwarding businesses in DKI Jakarta registered with the Indonesian Logistics and Forwarders Association (Susanto et.al., 2024).

The effectiveness of employees in freight forwarding companies is crucial for achieving operational success and ensuring client pleasure. Employees of freight forwarding companies, integral to logistics management and shipping, are essential in delivering effective and trustworthy services. Performance is a vital component in the success and sustainability of an organization, serving as an indicator of individual effectiveness and their contribution to organizational objectives (Peiró et.al., 2020). Employee performance encompasses many significant components that need consideration.

In recent years, six maritime shipping businesses have seen the repercussions of an unpredictable economy, resulting in a decrease in commodity shipments from exporters and importers between 2020 and 2022 (Mar, 2020). This reduction resulted in six firms incurring prolonged losses, as they were unable to meet operating expenses due to negative turnover caused by a limited number of exporters and importers engaged in international trade operations (Benguria et.al., 2022; Huang et.al., 2023).

Stievany and Jalunggono (2022) observed instability in the export and import processes in Indonesia, based on interviews with six human resource managers of freight forwarding companies. Over the past three years, six freight forwarding companies in DKI Jakarta have faced financial deficit issues (Stievany & Jalunggono, 2022). This underscores the importance of these companies continuing their operations, as they play a crucial role in driving the country's economy and generating import or export duties for the Republic of Indonesia (Susanto, et.al., 2024).

The data collected shows that the company experienced losses and many service users switched to other companies to ship commodities. Service users are no longer loyal to this company because the operational staff of the cargo company at the seaport has poor performance, resulting in loss of trust and disloyalty. From 2020 to 2022, service users in the six companies increased. This is in line with some previous related studies (Bastiaens & Postnikov, 2020; Ivanov, 2020; Masudin et al., 2021; Ortwein & Kuchinke, 2021; Peiró et al., 2020; Rajesh et al., 2023; Subiyanto, 2021; Wahyuni et al., 2020; Xu et al., 2020; Yu et al., 2022).

Table 1. Distribution Table of Factors Causing Performance Decline

No	Company	Factors affecting operational performance		
		Servant Leadership	Training	Self-Efficacy
1	A	V	V	V
2	B	V	V	V
3	C	V	V	V
4	D	V	V	V
5	E	V	V	V
6	F	V	V	V

The decline in employee performance has a significant impact on company performance, disrupts operational activities, and negatively affects the company's customer perception. Given

these findings, company management must implement strategic measures to enhance employee motivation and productivity, thereby improving work performance. It is in line with some previous related studies (Benguria et al., 2022; Huang et al., 2023; Pane & Patunru, 2023; Stievanly & Jalunggono, 2022; Susanto et.al., 2024).

The research gap in this study stems from several previous studies, including the findings of Ángeles et.al (2022) that employee empowerment does not improve employee performance and the findings of Inayat and Jahanzeb Khan (2021) that training has a positive but insignificant effect on employee performance. Servant leadership through employee engagement has a positive but insignificant effect on performance (Rabiul et.al., 2022).

An empirical gap is the difference between what was expected and what was seen or measured. For example, when management used Key Performance Indicators to evaluate employee performance, they found a gap between the goal and what happened: in 2020, the goal was 100% but only 84% were met; in 2021, the goal was 100% but only 74% were met; and in 2022, the goal was 100% but only 66% were met. The information above came from observations made at several freight forwarding companies.

Employee performance is one of the key factors that determine the success of an organization, especially in a competitive industry such as international freight and cargo shipping (Muñoz Medina et al., 2023). Despite numerous studies exploring the variables influencing employee performance, there remains a significant research gap concerning employee engagement within the context of international freight companies. Previous studies by (Zeeshan et.al., 2021; Rabiul et al., 2022) only focus on individual factors such as motivation and job satisfaction but less on how elements such as servant leadership, coaching, and self-efficacy can interact and contribute to employee performance through employee engagement.

In the context of freight forwarding, companies often face unique challenges such as logistical complexity, the need to meet tight deadlines, and high customer demand. This requires optimal employee performance and engagement. However, many companies still do not fully understand how to use a servant leadership approach to improve employee engagement. Servant leadership, which emphasizes service to others and individual development, can be an effective approach to creating a work environment that supports employee engagement. Two previous related studies indicate that servant leaders can enhance employee satisfaction and performance, but additional research is required to validate this in the freight-forwarding context (Kaya & Karatepe, 2020; Westbrook & Peterson, 2022).

In this era of globalization, cargo companies face several challenges, including increasing demand for fast and efficient delivery services, as well as fierce competition. According to a report by Fortune Business Insight (2024), the global cargo industry grew by 7.4% compared to the previous year, but many international cargo companies are still struggling to achieve their desired performance targets. One of the main causes of this performance problem is the lack of employee motivation and engagement. Research conducted by Alagarsamy, Mehrolia, and Aranha (2020) shows that only 15% of employees worldwide feel engaged in their work, which has a direct impact on productivity and work efficiency.

In international shipping companies, employee performance is often measured by indicators such as delivery timeliness, document processing error rates, and customer satisfaction. Data from the Indonesian Logistics Association (2024) shows that the average document processing error rate in international shipping companies is 20%, resulting in shipping delays and financial losses. In addition, internal surveys show that many employees feel they do not get enough support from management to improve their performance, resulting in low productivity. Therefore, it is important to identify factors that influence employee performance, including management style, training provided, and employee confidence in carrying out their duties.

## Study Aim and Hypothesis

The purpose of this research is to analyze the factors that influence employee performance, including servant leadership, training, and self-efficacy, and how these factors contribute to increasing organizational productivity in freight forwarding companies. This research aims to examine the influence of servant leadership, training, and self-efficacy on employee performance. Apart from that, this research also explores the role of employee engagement as a mediating variable on employee performance

## METHODS

### Research Design

This research uses a quantitative approach to obtain primary data as a basis for answering research problems and proving hypotheses. The method used to collect primary data in this research is a survey method given to respondents which has been designed to obtain specific information based on research instruments containing statements.

The population in this research is all freight forwarding companies in DKI Jakarta that are registered with the Indonesian Logistics and Forwarders Association. The population in this study includes all characteristics and elements relating to freight forwarding companies in DKI Jakarta with a total of 337 companies when conducting the pre-survey. So the population in this research is all freight forwarding companies in DKI Jakarta.

To obtain objective data, this research follows a purposive sampling technique, to obtain objectives data referring to the research objectives, where the sample selection technique is based on criteria or special characteristics. The approach taken by this research uses a purposive sampling technique with screening criteria for respondents who are considered appropriate to be the sample in this research. The sample in this study were operational employees of freight forwarding companies who were tasked with managing customs services at seaports.

### Instruments

Distributing questionnaires by giving them directly to port operations, support Likert is a psychometric scale that is commonly used in questionnaires and is the scale most widely used in research in the form of surveys, the author uses Likert to carry out measurements. Filling out a questionnaire with a closed statement nature addressed to operational employees of freight forwarding companies in DKI Jakarta to assess service leadership, training, self-efficacy, discipline, employee engagement, and employee performance, which can be represented by operational employees. Likert is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. With Likert measurement, the variables to be measured are translated into indicator variables. Then these indicators are used as a basis for compiling instrument items in the form of statements or questions. The answer to each instrument item that uses Likert measurement has a gradation from very positive to very negative.

Table 2. Likert Measurement (Sugiyono, 2009)

Statement	Evaluation
Strongly agree (SS)	5
Agree (S)	4
Doubtful (R)	3
Don't agree (TS)	2
Strongly Disagree (STS)	1

### Demography Respondent

Descriptive data is a description of the data used in a study. Based on the results of distributing questionnaires to freight forwarding operational staff on duty at seaports, a total of 164

questionnaires were distributed to respondents who were the unit of analysis in this research. The respondents involved in this research were operational staff at seaports with the following respondent characteristics, shown in the table below:

Table 3. Demography Respondent

Respondent Identity	Category	Amount	Percentage
Gender	Male	164	100%
Age	18 - 25 Year	54	32,9%
	26 - 33 Year	42	25,6%
	33 - 40 Year	29	17,6%
	41 - 47 Year	23	14,2%
	48 - 55 Year	16	9,7%
Education	Senior High School	83	50,6%
	Academy	44	26,8%
	Bachelor	37	22,6%
Duration of work	< 1 Year	26	15,9%
	1 - 2 Year	34	20,8%
	2 - 3 Year	55	33,5%
	4 - 5 Year	39	23,8%
	> 5 Year	10	6%

### Data Analysis

Hypothesis testing was carried out using quantitative multiple linear regression methods. previously classical tests were carried out including normality, linearity, and multicollinearity as prerequisites. The scale to be used has also been tested for validity and reliability before use. Data was processed with IBM SPSS Statistics 25 for Windows software.

## RESULTS AND DISCUSSION

### Results

This research model uses the SEM-PLS (Structural Equation Model-Partial Least Square) analysis technique. SEM PLS technique was chosen because it can be used to test mediation effects simultaneously. In conducting this SEM-PLS test, two stages of testing were carried out, namely the outer model test (measurement model) and the inner model (structural model).

Data normality, linearity, and multicollinearity are crucial assumptions in statistical analysis to ensure the validity of research results. Data normality aims to ensure that the data distribution follows a normal pattern, which is essential for analytical techniques such as linear regression or parametric tests. Linearity ensures that the relationship between independent and dependent variables is linear, making the analysis results more accurate and consistent with the model. Meanwhile, multicollinearity aims to identify whether there is a strong correlation between independent variables, which can interfere with the interpretation of regression coefficients. Meeting these three assumptions helps enhance the reliability and validity of the analysis results.

### Measurement Model Test Results (Outer Model)

A measurement model test is used to measure validity and reliability. The validity test consists of convergent validity and discriminant validity. Convergent validity is important to assess research indicators used in presenting latent variables between two measures with the same concept. The convergent validity test is declared valid or fulfilled if the loading factor value is higher  $> 0.7$  and the AVE value is higher  $> 0.5$ . Discriminant validity is measured by comparing the AVE value of each latent variable and must be higher than the square of the correlation  $R^2$  of other latent variables.

Table 4. Convergent Validity

Statement	X1	X2	X3	Y1	Y2
X1.01	0,705				
X1.02	0,770				
X1.03	0,764				
X1.04	0,762				
X1.05	0,770				
X1.06	0,763				
X1.08	0,807				
X1.09	0,784				
X1.10	0,734				
X2.01		0,755			
X2.02		0,778			
X2.03		0,751			
X2.04		0,756			
X2.05		0,741			
X2.06		0,756			
X2.07		0,775			
X2.08		0,744			
X2.09		0,741			
X2.10		0,708			
X3.01			0,803		
X3.02			0,825		
X3.03			0,719		
X3.04			0,747		
X3.05			0,732		
X3.06			0,776		
X3.07			0,757		
X3.08			0,793		
X3.09			0,797		
X3.10			0,772		
Y1.02				0,729	
Y1.03				0,735	
Y1.04				0,744	
Y1.05				0,716	
Y1.06				0,751	
Y1.07				0,739	
Y1.08				0,731	
Y1.09				0,755	
Y1.10				0,784	
Y2.01					0,755
Y2.02					0,749
Y2.03					0,764
Y2.04					0,755
Y2.05					0,713
Y2.06					0,791
Y2.07					0,777
Y2.08					0,719
Y2.09					0,738
Y2.10					0,704

Based on the output in Table 4 above, all variables used in this study can be declared valid, because each indicator in each variable obtained a loading factor value > 0.70, so it can be stated that the indicators for each variable meet the requirements for research.

Table 5. Discriminant Validity (AVE)

Variable	Average Variance Extracted (AVE)
Servant Leadership	0,582
Training	0,564
Self-Efficacy	0,597
Employee Engagement	0,552
Performance	0,558

Based on Table 5 above, the AVE value of the Servant Leadership variable is 0.582, Training 0.564, Self-Efficacy 0.597, Employee Involvement 0.552, and Employee Performance 0.558. This shows that all variables in this study obtained a value of more than (>) 0.5, meaning that each variable has good discriminant validity.

### Outer Model Reliability Test

This reliability test is intended to measure how relevant and consistent a respondent is in answering or filling out the questionnaire, related to the questionnaire given.

Table 6. Composite Reliability

Variable	Composite Reliability
Servant Leadership	0,926
Training	0,928
Self-Efficacy	0,937
Employee Engagement	0,917
Employee Performance	0,927

Based on the test results in Table 6 above, the composite reliability value of the Servant Leadership variable is 0.926, the composite reliability value of Training is 0.928, the composite reliability value of Self Efficacy is 0.937, the composite reliability value of Employee Involvement is 0.917 and the composite reliability value of Employee Performance is 0.927. Where it shows that the overall value of the variable is greater (>) than 0.7, meaning that all variables are declared reliable.

Table 7. Cronbach's Alpha

Variable	Cronbach's Alpha
Servant Leadership	0,910
Training	0,914
Self-Efficacy	0,925
Employee Engagement	0,899
Employee Performance	0,912

Reliability tests with composite reliability can be strengthened with Cronbach's alpha. The variable assessment criteria if the Cronbach's alpha value of each variable is > 0.7, then it can be declared reliable (Hair, 2020). Based on the test results in Table 5 above, the Cronbach's alpha value of the Servant Leadership variable is 0.910, the Cronbach's alpha value of Training is 0.914, the Cronbach's alpha value of Self Efficacy is 0.925, the Cronbach's alpha value of Employee Involvement is 0.899 and the Cronbach's alpha value of Employee Performance is 0.912. This shows that all variables are greater than 0.7, so all variables are declared reliable.

### Structural Model Analysis (Inner Model)

This structural model test aims to see the relationship or influence between constructs, significant values and R Square.

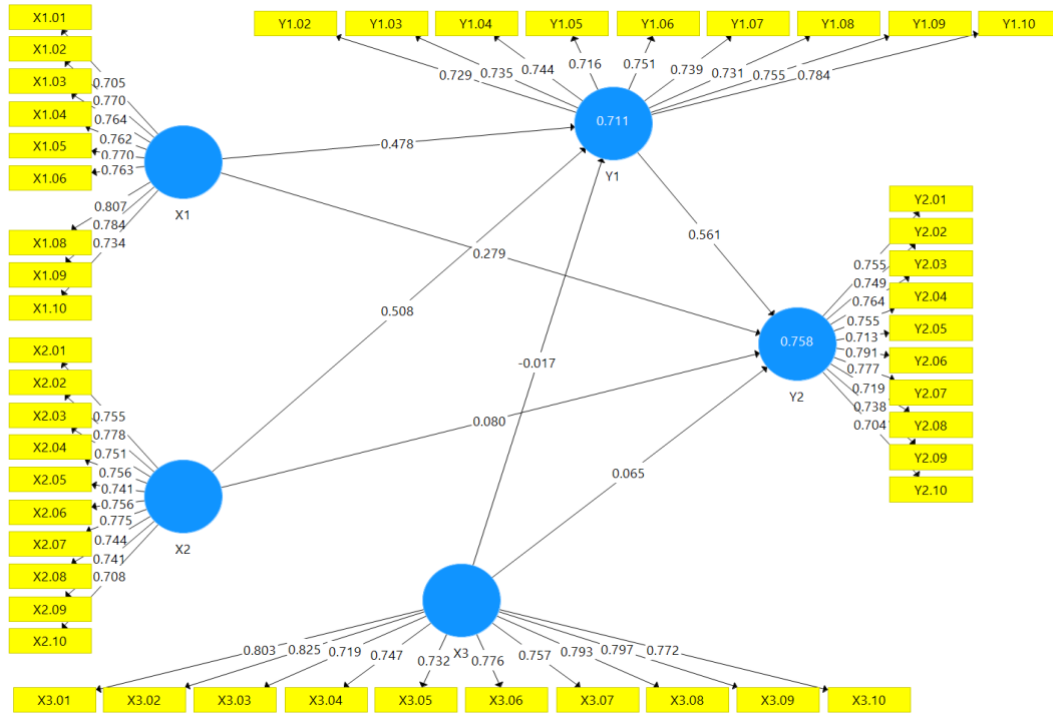


Figure 1. Output Inner Model

### Structural Model Analysis (Inner Model)

Hypothesis testing using output path coefficients and indirect effects:

Table 8. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Y1	0,478	0,480	0,050	9,581	0,000
X2 -> Y1	0,508	0,507	0,059	8,555	0,000
X3 -> Y1	-0,017	-0,015	0,046	0,364	0,716
X1 -> Y2	0,279	0,275	0,062	4,475	0,000
X2 -> Y2	0,080	0,079	0,057	1,406	0,160
X3 -> Y2	0,065	0,066	0,043	1,537	0,125
Y1 -> Y2	0,561	0,566	0,073	7,635	0,000
X1 -> Y1 -> Y2	0,268	0,272	0,044	6,047	0,000
X2 -> Y1 -> Y2	0,285	0,288	0,054	5,295	0,000
X3 -> Y1 -> Y2	-0,009	-0,009	0,026	0,357	0,721

Based on the bootstrapping output above, the analysis of the test results includes:

### Servant Leadership on Employee Engagement in International Cargo Freight Forwarding Companies

The results of the first hypothesis test show the influence of servant leadership on employee engagement, as seen in Table 8. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.478 with a T statistic value of 9.581 and a P Values value of 0.000. This value is greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning it has a positive and significant effect. So servant leadership has a positive and significant effect on employee engagement in international cargo forwarding companies (H1 Accepted).

### Training on Employee Involvement in International Cargo Freight Forwarding Companies

The results of the second hypothesis test show the effect of training on employee engagement, as seen in Table 8. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.508 with a T statistic value of 8.555 and a P Values value of 0.000. This value is



greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning it has a positive and significant effect. So training has a positive and significant effect on employee engagement in international cargo forwarding companies (H2 Accepted).

### **Self-Efficacy Towards Employee Engagement in International Cargo Freight Forwarding Companies**

The results of the third hypothesis test show the effect of self-efficacy on employee engagement, as seen in Table 8. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was -0.017 with a T statistic value of 0.364 and a P Values value of 0.716. This value is smaller (<) than the t table value (1.974) and the P Values value is greater (>) 0.05, meaning that it has no positive and insignificant effect. So self-efficacy has no positive and insignificant effect on employee engagement in international cargo forwarding companies (H3 Rejected).

### **Servant Leadership on Employee Performance in International Cargo Freight Forwarding Companies**

The results of the fourth hypothesis test show the influence of servant leadership on employee performance, as seen in Table 8. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.279 with a T statistic value of 4.475 and a P Values value of 0.000. This value is greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning it has a positive and significant effect. So servant leadership has a positive and significant effect on employee performance in international cargo forwarding companies (H4 Accepted).

### **Training on Employee Performance at International Cargo Freight Forwarding Companies**

The results of the fifth hypothesis test show the effect of training on employee performance, as seen in Table 5. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.080 with a T statistic value of 1.406 and a P-value of 0.160. This value is smaller (<) than the t table value (1.974) and the P Values value is greater (>) 0.05, meaning that it has no positive and insignificant effect. So training has no positive and insignificant effect on employee performance in international cargo forwarding companies (H5 Rejected).

### **Self-Efficacy on Employee Performance in International Cargo Freight Forwarding Companies**

The results of the sixth hypothesis test show the effect of self-efficacy on employee performance, as seen in Table 8. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.065 with a T statistic value of 1.537 and a P Values value of 0.125. This value is smaller (<) than the t table value (1.974) and the P Values value is greater (>) 0.05, meaning that it has no positive and insignificant effect. So self-efficacy does not have a positive and insignificant effect on employee performance in international cargo forwarding companies (H6 Rejected).

### **Employee Engagement on Employee Performance in International Cargo Freight Forwarding Companies**

The results of the seventh hypothesis test show the effect of employee involvement on employee performance, as seen in Table 8. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.561 with a T statistic value of 7.635 and a P Values value of 0.000. This value is greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning it has a positive and significant effect. So employee involvement has a positive and significant effect on employee performance in international cargo forwarding companies (H7 Accepted).

### **Servant Leadership on Employee Performance through Employee Involvement in International Cargo Freight Forwarding Companies**

The results of the eighth hypothesis test show the influence of servant leadership on employee performance through employee involvement, as seen in Table 8. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.268 with a T statistic value of 6.047 and a P Values value of 0.000. This value is greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning it has a positive and significant effect. So servant leadership has a positive and significant effect on employee performance through employee involvement in international cargo forwarding companies (H8 Accepted).

### **Training on Employee Performance through Employee Involvement in International Cargo Freight Forwarding Companies**

The results of the ninth hypothesis test show the effect of training on employee performance through employee involvement, as seen in Table 8. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.285 with a T statistic value of 5.295 and a P Values value of 0.000. This value is greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning it has a positive and significant effect. So training has a positive and significant effect on employee performance through employee involvement in international cargo forwarding companies (H9 Accepted).

### **Self-Efficacy on Employee Performance through Employee Involvement in International Cargo Freight Forwarding Companies**

The results of the tenth hypothesis test show the effect of self-efficacy on employee performance through employee involvement, as seen in Table 5. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was -0.009 with a T statistic value of 0.357 and a P Values value of 0.721. This value is smaller (<) than the t table value (1.974) and the P Values value is greater (>) 0.05, meaning that it has no positive and insignificant effect. So self-efficacy does not have a positive and insignificant effect on employee performance through employee involvement in international cargo forwarding companies (H10 Rejected).

## **Discussion**

### **Servant Leadership has a positive and significant influence on Employee Engagement in International Cargo Freight Forwarding Companies**

Servant leadership has a positive and significant impact on employee engagement in international freight forwarding companies because of its focus on individual needs and development. In the context of a high-stress industry like freight forwarding, where employees often face significant challenges in logistics management and communication, servant leaders can create a supportive work environment. They not only direct and assign tasks but also strive to understand and meet the needs of employees, both professionally and personally. When employees feel cared for and valued, they tend to be more engaged in their work, more passionate about what they do, and more loyal to the organization. Servant Leadership has a positive and significant effect on employee engagement, relevant to previous research (Parmar et al., 2020), (Chuah et al., 2023), (Kulachai et al., 2023), (Irmayati et al., 2023).

### **Training has a positive and significant influence on employee involvement in international cargo freight forwarding companies**

Training has a positive and significant impact on employee engagement in international freight forwarding companies because it provides employees with the knowledge and skills they need to perform their jobs more efficiently. In a highly dynamic and complex industry like freight forwarding, where accuracy and efficiency are critical, effective training can increase employee confidence in

carrying out daily tasks. When employees feel more competent and prepared to take on challenges, they tend to be more engaged in their work. Training has a positive and significant effect on employee engagement, relevant to previous research (Aglina Ulfah & Nilasari, 2023), (Siddiqui & Sahar, 2019), (Bhakuni & Saxena, 2023), (Johnson et al., 2021).

### **Self-Efficacy does not have a positive and significant influence on Employee Involvement in International Cargo Freight Forwarding Companies**

Self-efficacy, or a person's belief in their ability to complete a task, does not always have a significant positive impact on employee engagement in international freight forwarding companies. This may be due to several factors. In a highly technical and dynamic industry like freight forwarding, employee engagement is more likely to be influenced by other aspects such as the rigors of the job, the quality of leadership, and the level of support they receive from management. If self-efficacy is not supported by adequate training or hands-on experience in performing industry-specific tasks, employees may not feel sufficiently engaged even if they have high self-efficacy. Self-efficacy does not have a positive and insignificant effect on employee engagement, relevant to previous research (Darul et al., 2020), (Na-Nan et al., 2021), (Fulaedzah et al., 2022), (Susanto et.al., 2024), (Albrecht & Marty, 2020).

### **Servant Leadership has a positive and significant influence on Employee Performance at International Cargo Freight Forwarding Companies**

Servant leadership has a positive and significant impact on employee performance in international freight forwarding companies because it prioritizes the needs and well-being of employees. In this leadership style, leaders act as servants who support, guide, and empower employees to reach their full potential. This approach creates a nurturing work environment where employees feel valued and emotionally supported, which increases their motivation and commitment to the organization.

In the freight industry, which focuses on logistics efficiency and managing complex supply chains, employees often face high levels of stress and responsibility. Servant leadership can ease this burden by providing clear direction, listening to employee needs, and providing the necessary resources and support. When employees feel cared for and involved in decision-making, they tend to be more proactive, innovative and focused on achieving organizational goals. Research shows that Self Efficacy has a positive and significant effect on employee performance, relevant to research conducted by: (Saleem et.al., 2022), (Yagil et.al., 2023), (Na-Nan & Sanamthong, 2020)

### **Training does not have a positive and significant influence on Employee Performance at International Cargo Freight Forwarding Companies**

Training that does not have a positive and significant effect on employee performance in international freight forwarding companies can be caused by several factors. One possibility is that the training program implemented may not be relevant to the specific needs of employees' jobs in this industry. Freight forwarding is a highly technical and logistical field where practical knowledge and skills in document handling, customs procedures, supply chain management, and the use of certain technologies are essential. If the training provided does not match the technical skills needed or does not follow the latest developments in logistics technology, then its impact on improving performance will be very minimal. Training does not have a positive and insignificant effect on employee performance, relevant to research conducted by: (Widia Astuti, 2023), (Rantesalu et al., 2022), (Rivaldo & Nabella, 2023), (Okumu et al., 2019)

### **Self-efficacy does not have a positive and significant influence on Employee Performance at International Cargo Freight Forwarding Companies**

Self-efficacy, or employees' belief in their ability to perform specific tasks, does not always have a significant impact on employee performance in all contexts, including international freight forwarding. Although theory suggests that employees with high self-efficacy tend to be more confident and better able to overcome challenges, in some cases, this relationship is not clear-cut or significant. In freight forwarding companies, which have dynamic work environments with complex logistical demands, technical skills, and practical experience are often more important determinants of employee performance than individuals' beliefs about their abilities.

One reason why self-efficacy may not have a significant impact on performance is that employees who have high self-efficacy but are not supported by adequate skills or knowledge may not be able to meet job expectations well. In addition, in industries that focus on efficiency and timeliness, teamwork, integrated systems, and the technology used may be more dominant in determining operational success than aspects of individual self-efficacy. Self-efficacy does not have a positive and insignificant effect on employee performance, relevant to previous research (Na-Nan & Sanamthong, 2020), (Saleem et al., 2022), (Yagil et al., 2023)

### **Employee Involvement has a positive and significant influence on Employee Performance at International Cargo Freight Forwarding Companies**

Employee engagement plays a vital role in improving employee performance in international shipping companies. When employees are emotionally and intellectually involved in their work, they tend to be more motivated, committed, and productive. Engagement includes a sense of belonging to the company, a willingness to work harder, and positive relationships with coworkers and managers. Employees who feel engaged will work harder to achieve company goals, which in turn will improve their productivity and the quality of their work.

In the context of trucking companies, where efficiency and speed of service are key, employee engagement plays a vital role in ensuring that operations run smoothly. Engaged employees are more proactive in handling complex logistics tasks, managing important documents, and working with cross-functional teams. This helps companies overcome supply chain management challenges and ensure that services are delivered to customers effectively and efficiently. Employee engagement has a positive and significant effect on employee performance, relevant to previous research (Nguyen & Nguyen, 2022), (Obuobisa-Darko, 2020), (Ali et al., 2020)

### **Servant Leadership has a positive and significant influence on Employee Performance through Employee Involvement in International Cargo Freight Forwarding Companies**

Servant leadership has a significant positive impact on employee performance through employee engagement in an international freight forwarding company. This leadership style emphasizes serving team members and helping them grow professionally and personally. By paying attention to the needs, wants, and well-being of employees, servant leadership creates an inclusive and supportive work environment. This fosters employee engagement, where employees feel heard, valued, and empowered to make meaningful contributions to the organization.

Employee engagement is a critical link between servant leadership and employee performance. When employees are emotionally and intellectually engaged in their work, they are more motivated to contribute optimally. This engagement leads to greater commitment to organizational goals, which improves productivity, work quality, and operational effectiveness. In freight forwarding companies, which often face global challenges such as logistics and coordination across borders, employee engagement can contribute to improved efficiency, responsiveness, and customer service.

Servant Leadership has a positive and significant effect on employee performance, relevant to previous research (Simamora et al., 2019), (Saepudin et al., 2024), (Sannagy et al., 2023), (Mohamed, 2024)

## **Training has a positive and significant influence on Employee Performance through Employee Involvement in International Cargo Freight Forwarding Companies**

Training plays a vital role in improving employee performance through employee engagement in international freight forwarding companies. When companies provide quality training, employees not only gain relevant technical skills but also feel valued and supported by the company. This increases employee engagement as they feel part of the company's development and have the opportunity to contribute more.

Employee engagement is a key factor in bridging the gap between training and performance. Engaged employees tend to be more motivated, proactive, and committed to their work. Good training not only improves technical skills but also builds employee confidence and independence so they are better able to handle job challenges. When employees feel competent and engaged, they tend to work more efficiently and perform better. Training has a positive and significant effect on employee performance, relevant to previous research (Arifin et al., 2021), (Sofiyani et al., 2022), (Jamillah et al., 2023), (Sutianingsih & Ahmad, 2023), (Fajri et al., 2022), (Akbar & Rohmandiyas, 2021).

## **Self-efficacy does not have a positive and significant influence on Employee Performance through Employee Involvement at International Cargo Freight Forwarding Companies**

Although self-efficacy can affect individual performance, its influence on employee performance through employee engagement is not always significant. According to (Ferawati, 2023), self-efficacy can influence an individual's decision to engage in an activity, but in the context of shipping goods, external factors such as managerial support and the work environment may have a greater influence. Data from (Saleem et al., 2022), (Rabiul et al., 2022) research shows that in situations where teamwork is very important, the influence of self-efficacy on employee performance can be reduced. In the shipping industry, where many tasks require cooperation and coordination among employees, individual self-efficacy may not be enough to improve overall performance.

## **Limitations And Further Research**

This study has several limitations that should be noted: (1) Limited data collection was conducted in only a few freight forwarding companies, so the research results may not fully represent the conditions of the entire industry. (2) Discussed variables this study focuses solely on the performance of operational staff without considering external factors such as regulatory changes or global market conditions. (3) Analysis method The analysis method used is basic and could be further developed with more complex statistical approaches.

For future research, the following recommendations can be considered: (1) Comparative Study: Conduct a comparative study between companies of different sizes or scales. (2) Additional Variables: Include variables such as customer satisfaction, technology utilization, and risk management in operations. (3) Longitudinal Approach: Conduct long-term research to understand trends in operational staff performance over time.

## **CONCLUSION**

This study concludes that Servant Leadership and Training positively and significantly influence Employee Engagement in International Freight Forwarding Cargo Companies, while Self-efficacy does not exhibit a similar impact. Furthermore, Servant Leadership directly influences Employee Performance, whereas Training and Self-efficacy lack a significant direct effect on performance. Employee Engagement positively and significantly enhances Employee Performance and serves as a mediating factor through which Servant Leadership and Training further impact performance. However, Self-efficacy does not demonstrate a significant indirect influence on Employee Performance through Employee Engagement in these companies.

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