


Analysis of Training, Self-Efficacy, and Discipline on Employee Performance Mediated by Employee Engagement: A Study in Freight Forwarding

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<p>Revised: 2025-02-08</p> <p>Published: 2024-12-19</p> <p>Keywords: Employee Performance; Employee Engagement, Training, Self-Efficacy, Discipline</p> <p>Copyright holder: © Author/s (2025)</p> <p>This article is under:</p>  <p>How to cite: Susanto, P. C., Murdiono, J., & Susita, D. (2025). Analysis of Training, Self-Efficacy, and Discipline on Employee Performance Mediated by Employee Engagement: A Study in Freight Forwarding. <i>Bulletin of Counseling and Psychotherapy</i>, 7(1). https://doi.org/10.51214/002025071248000</p> <p>Published by: Kuras Institute</p> <p>E-ISSN: 2656-1050</p>	<p>ABSTRACT: This research aims to see the influences that cause increased performance. The research method used is Quantitative Descriptive. The data used is primary data, obtained from a questionnaire instrument with a Likert scale measurement scale of 1-5 (strongly disagree to strongly agree), filled in by employees at 6 freight forwarding companies in Jakarta, Indonesia. The sampling technique used purposive sampling with a sample size of 108 participants. The analysis software utilized is SmartPLS 4.1.0.0. The results are: 1) Training and self-efficacy have a positive and significant effect on employee engagement; 2) Discipline has no positive and insignificant effect on employee engagement; 3) Training has a positive and significant effect on employee performance; 4) Self-efficacy and discipline have no positive and insignificant effect on employee performance; 5) Employee engagement has a positive and significant effect on employee performance; 6) Training and self-efficacy have a positive and significant effect on employee performance throughout the employee's existence; and 7) Discipline has no positive and insignificant effect on employee performance through the presence of employees. To improve employee performance, it is supported by providing continuous training.</p>
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INTRODUCTION

In the current era of globalization, the freedom to carry out business and industrial activities is increasingly open. The freedom to establish a business can be exercised by every individual or group, without exception. With certain goals such as meeting market demand, there are market opportunities and so on. So that mutual benefit is created between business actors and consumers. One type of business that is quite important in the current era is freight forwarding companies. With massive globalization in trade activities, freight forwarding companies have quite good business opportunities. Freight forwarding companies must be able to meet global needs, so they are required to have good performance (Van Asch, 2021).

However, in meeting market needs, freight forwarding companies often experience complex challenges, one of which is human resources. The obstacles faced are employee performance which is unable to meet its work targets. This can have an impact on the company's performance later. Therefore, freight forwarding companies must be able to know the factors that influence employee performance and are unable to achieve the given targets (Archetti & Peirano, 2020).

Employee performance is one of the key factors that determines the success of an organization, especially in a competitive industry such as shipping goods. In Jakarta, which is the centre of trade and logistics in Indonesia, several goods delivery service companies face significant challenges in maintaining optimal employee performance. According to research conducted by Sitanggang et al., (2022), The logistics sector in Indonesia grew rapidly. On the other hand, many companies are struggling to maintain employee productivity levels.

Employee performance in the freight forwarding industry is crucial in ensuring the smooth logistics and distribution of goods processes. As the spearhead of operations, employees are responsible for managing various aspects, such as shipping planning, and customs documentation, to coordinating with various parties such as clients, agents, and transportation providers Susanto et al., (2024). The high level of performance allows the company to provide fast, accurate, and reliable services, which is a differentiating factor amidst fierce competition in the industry. Furthermore, optimal employee productivity also has an impact on operational cost efficiency, increase customer satisfactions and strengthens the company's reputation as a trusted logistics partner Ko et al., (2021). Therefore, investing in developing employee competencies such as providing incentives and create an supportive work environment is the key to the long-term success of freight forwarding companies (Anggorowati, 2018).

Employee performance research in the freight forwarding industry has a strategic role in identifying factors that influence productivity, efficiency, and service quality. By conducting research, companies can understand more deeply the aspects that influence performance, such as technical capabilities, job satisfaction, management systems, and the technology used (Poliak & Salamakhina, 2023) The results of this research can be used to design performance improvement strategies, such as more targeted training, optimizing work processes, or developing more collaborative work culture. Research also helped companies to anticipate future challenges, such as changes in international regulations or global market dynamics. So, they can continue to compete and provide the best service. Thus, employee performance research not only impacts operational efficiency but also strengthens the company's position in the global logistics chain.

Based on the background of the problem above, the problem formulation was determined in the research conducted at the Freight Forwarding Company as follows: 1) Does training affect to employee engagement?; 2) Does self-efficacy affect to employee engagement?; 3) Does discipline affect to employee engagement?; 4) Does training affect to employee performance; 5) Does self-efficacy affect to employee performance; 6) Does discipline affect to employee performance?; 7) Does employee engagement affect to employee performance; 8) Does training affect to employee performance through the worker involvement?; 9) Does self-efficacy affect to employee performance through the worker involvement; and 10) Does discipline affect to employee performance through the worker involvement?

Study Aim and Hypothesis

This research aims to determine the magnitude of the influence of training, self-efficacy, and discipline on employee performance and employee engagement both partially and simultaneously. This research hypothesizes that training, self-efficacy, and discipline have a positive and significant effect on employee performance and employee engagement both partially and simultaneously.

METHODS

Design

This research uses a descriptive study research design, using a survey of employees at six freight forwarding companies in Jakarta, Indonesia. Dispersing surveys by giving them specifically to harbour operations, back Likert may be a psychometric scale that's commonly utilized in questionnaires and the scale most broadly utilized in inquiries about within the shape of studies,

the employers Likert to carry out estimations. Filling out a survey with a closed articulation nature tended to operational representatives of cargo-sending companies in Jakarta to survey preparation, training, self-efficacy, discipline, employee engagement, and worker execution, which can be spoken to by operational workers. Likert is utilized to degree states of mind, suppositions, and discernments of an individual or gather of individuals almost social marvels. With Likert estimation, the factors to be measured are deciphered into indicator variables. At the point, these markers are utilized as a premise for compiling instrument things within the shape of articulations or questions. The response to each instrument thing that employments Likert estimation contains degree from exceptionally positive to exceptionally negative. The response to each instrument thing that employments Likert estimation contains a degree from exceptionally positive to exceptionally negative.

Table 1. Likert Measurement

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

Source: Sugiyono, 2009.

Participants

The respondents in this study were employees who worked at 6 freight forwarding companies in Jakarta. The sampling technique uses a purposive sampling technique. However, after the data was collected, only 108 people could be used with certain characteristics. The respondents included in this inquiry were operational staff at seaports with the taking after respondent characteristics, which appeared within the table below:

Table 2. Demography Respondent

Respondent Identity	Category	Amount
Citizenship	Indonesia	108
Gender	Male	108
Age	18 - 25 Year	20
	26 - 33 Year	23
	33 - 40 Year	12
	41 - 47 Year	37
	48 - 55 Year	16
Education	Senior High School	43
	Academy	28
	Bachelor	37
Duration of work	< 1 Year	15
	1 - 2 Year	22
	2 - 3 Year	27
	4 - 5 Year	19
	> 5 Year	25

Instruments

The data collection technique was carried out using a questionnaire instrument (questionnaire). Before use, a reliability test is carried out on the data for all scales that will be used.

Reliability tests are carried out using standards determined by Hair (2020) which states that if the Cronbach's alpha correlation results are closer to 1 then this can be interpreted as reliable.

Data Analysis

Hypothesis testing was carried out using quantitative methods, using structural equation modelling partial least squares (SEM-PLS) SmartPLS version 4.1.0.0. Previously, a hypothesis test was carried out, then validity and reliability tests were carried out as a prerequisite. The scale to be used has also been tested for validity and reliability before use. Data was processed with SmartPLS software version 4.1.0.0 for Windows.

RESULTS AND DISCUSSION

Results

Employee Performance

Employee performance is the level of success of person in carrying out assigned duties and responsibilities in accordance with the standards set by the organization. This performance includes aspects of quantity, quality, timeliness, efficient use of resources, and adherence to work procedures. Good performance shows that employees, both individually and as a team, are able to make a significant contribution to achieving organizational goals.

Indicators or dimensions contained in Employee Performance include: 1) Work quantity: The amount of output produced per the specified targets; 2) Work Quality: The level of conformity of work results with predetermined standards; 3) Punctuality: The ability to complete tasks within the specified time; 4) Work Efficiency: Optimal use of resources to achieve the best results; 5) Initiative: Ability to take proactive steps without direct direction; and 6) Collaboration: The ability to work effectively with other team members. Employee Performance Variables have been studied by previous research (Abdelwahed et al., 2022; Afrasiabi et al., 2022; Alqudah et al., 2022; Benitez et al., 2022; Fein et al., 2023; Huo & Jiang, 2023; Liu et al., 2023; Qalati et al., 2022; van Triest et al., 2023; Yagil et al., 2023)

Employee Engagement

Employee engagement refers to the level of emotional, intellectual, and physical involvement that employees have in their work and the organization they work for. Employees who are emotionally engaged typically show pride, loyalty, and enthusiasm for their work. The indicators of this involvement include active participation in work tasks, a sense of responsibility, and harmonious relationships with co-workers and management. Employee engagement play an important role for increasing of productivity, reducing employee turnover, and creating a positive work culture within the organization.

Indicators or dimensions contained in Employee Engagement include: 1) Emotional Commitment: A sense of pride and emotional commitment to the organization; 2) Work Motivation: Level of enthusiasm in doing work; 3) Organizational commitment: Willingness to stay with the organization in the long term; 4) Sense of Meaningfulness: Perception that work has a positive impact; 5) Social Interaction: Harmonious relationships with colleagues and superiors; and 6) Commitment: The level of focus and effort put into work tasks. Employee Engagement variables have been studied by previous research (Bailey, 2022; Chaudhary et al., 2021; Han et al., 2022; Lee et al., 2022; Lemon & Boman, 2022; Li et al., 2021; Prentice et al., 2023; Sinha & Laghate, 2023; Tkalac Verčič & Men, 2023; Zhang et al., 2022)

Training

Training is a systematic process designed to improve employees' skills, knowledge, and competencies so that they can do their jobs effectively and efficiently. Training can be theoretical,

practical, or a combination of both, with a focus on technical and behavioural development. Good training programs are designed around the specific needs of organizations and individuals, ensuring relevance to the work being done. The design of training not only to increase productivity but also to motivate employees and prepare them to face future work challenges.

Indicators or dimensions contained in training include: 1) Relevance of material: suitability of training material to job needs; 2) Trainer Quality: The trainer's ability to provide effective training; 3) Training Methods: Approaches and tools used in training, such as practicums or simulations; 4) Training Facilities: Facilities that support the implementation of training, such as space and technology; 5) Competency Improvement: Significant changes in skills and knowledge after training; and 6) Training Evaluation: Assessment of training effectiveness by participants. Training variables have been researched by previous research (Al-Tit et al., 2022; Amrutha & Geetha, 2021; Ast & Nyhuis, 2022; Kulkarni et al., 2022; T. Q. Nguyen et al., 2021; Pham et al., 2020; Sas et al., 2021; Xie et al., 2020)

Self-Efficacy

Self-efficacy is an individual's belief in his or her ability to complete a task or face a challenge. Albert Bandura is the first person who was introduced this concept in social learning theory, emphasizes the importance of self-confidence in determining individual behaviour and performance. Employees with high self-efficacy tend to be more motivated, more resilient in facing obstacles, and more productive than employees who have low self-efficacy. Self-efficacy is influenced by previous successful experiences, social support, and mastery of skills through learning and practice.

Indicators or dimensions contained in Self-Efficacy include: 1) Ability Confidence: Level of self-confidence to carry out certain tasks; 2) Ability to overcome obstacles: Perception that the individual can overcome job challenges; 3) Stress Management: Ability to handle work pressure well; 4) Skill Mastery: The belief that one has sufficient technical skills; 5) Problem-Solving: The ability to find effective solutions to difficult situations; and 6) Self-Motivation: Internal drive to achieve goals despite facing difficulties. The Self-Efficacy variable has been studied by previous research conducted by: (Fida et al., 2022; Hofmann et al., 2022; Hur et al., 2022; D. Kumar et al., 2022; Ma et al., 2021; Maran et al., 2022; Pekkala & van Zoonen, 2022; Qiu et al., 2020; Tang & Sun, 2021; Wang et al., 2022)

Discipline

Discipline is the extent to which employees comply with the rules, policies, and work standards set by the organization. Discipline reflects a person's responsibility to carry out their duties on time, efficiently, and by applicable procedures. Good work discipline will create an orderly work environment, increase productivity, and minimize conflict in the workplace.

Indicators or dimensions contained in Discipline include: 1) Compliance: Consistency in following organizational policies and procedures; 2) Punctuality: The level of attendance at work according to a predetermined schedule; 3) Commitment to Work Schedule: Consistent completion of work hours and responsibilities; 4) Behavioral Consistency: The tendency to act following organizational values; 5) Effective Use of Time: Ability to manage work time well; and 6) Discipline in Completing Tasks: Completing work according to targets and deadlines. Discipline variables have been studied by previous research (Dadan & Nasrudin, 2022; García-Lillo et al., 2024; Goldman, 2023; Kennedy, 2019; Krskova & Breyer, 2023; V. Kumar et al., 2025; Priono & Akos, 2022; Quispe, 2023; Walter et al., 2021; Welsh, 2023)

Outer Model Validity Test**Convergent Validity**

If the correlation coefficient is > 1 or $= 1$, then the validity measure is considered high. In table 1 below are the results of the outer model convergent validity test (Sugiyono, 2022).

Table 3. Convergent Validity Analysis

Statement Number	Training	Self-Efficacy	Discipline	Employee Engagement	Employee Performance
X1.01	0,814				
X1.02	0,764				
X1.03	0,807				
X1.04	0,810				
X1.05	0,798				
X2.01		0,748			
X2.02		0,819			
X2.03		0,813			
X2.04		0,762			
X2.05		0,793			
X3.01			0,838		
X3.02			0,850		
X3.03			0,716		
X3.04			0,792		
X3.05			0,803		
Y1.01				0,709	
Y1.02				0,772	
Y1.03				0,819	
Y1.04				0,785	
Y1.05				0,769	
Y2.01					0,792
Y2.02					0,773
Y2.03					0,799
Y2.04					0,750
Y2.05					0,733

Based on the output in table 3 above, all the variables used in this research can be declared valid, because each indicator for each variable obtained a loading factor value > 0.60 , so it can be stated that the indicators for each variable meet the requirements for research.

AVE (Average Variance Extracted)

Latent variables can explain on average more than half of the variance of the indicators.

Table 4. Analysis AVE

Variable	Average Variance Extracted (AVE)
Training	0.638
Self-Efficacy	0.620
Discipline	0.642
Employee Engagement	0.595
Employee Performance	0.593

Based on table 4 above, the AVE value obtained from the Training variables is 0.565, Self-Efficacy 0.620, Discipline 0.642, Employee Engagement 0.595, and Employee Performance 0.593. 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 Reliability Test Model

Composite Reliability

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

Table 5. Analysis Composite Reliability

Variable	Composite Reliability
Training	0.898
Self-Efficacy	0.891
Discipline	0.899
Employee Engagement	0.880
Employee Performance	0.879

Based on the test results in table 5 above, the composite reliability value for the Training variable is 0.898, the composite reliability value for Self-Efficacy is 0.891, the composite reliability value for Discipline is 0.899, the composite reliability value for Employee Engagement is 0.880 and the composite reliability value for Employee Performance is 0.879. Where the overall value of the variable is greater (>) than 0.7, meaning that the entire variable is declared reliable.

Cronbach's Alpha

Reliability testing with composite reliability can be strengthened with Cronbach's alpha. The variable assessment criteria is if the Cronbach's alpha value for each variable is > 0.7, then it can be declared reliable (Dewi, 2024).

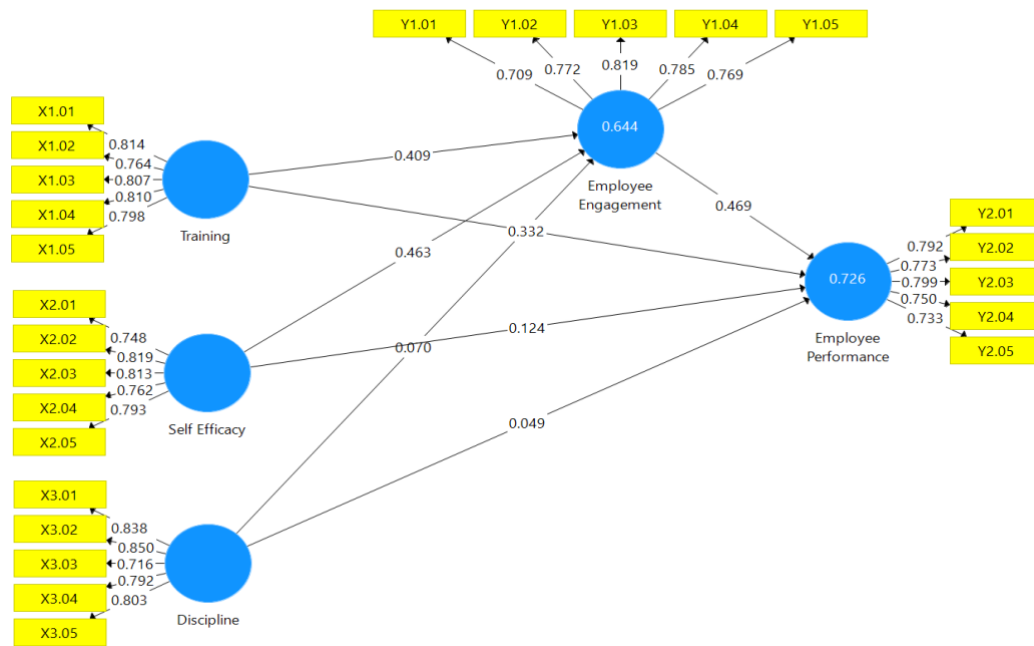
Table 6. Analysis *Cronbach's Alpha*

Variable	Cronbach's Alpha
Training	0.858
Self-Efficacy	0.847
Discipline	0.860
Employee Engagement	0.830
Employee Performance	0.828

Based on the test results in table 6 above, the Cronbach's alpha value for the Training variable is 0.858, the Cronbach's alpha value for Self-Efficacy is 0.847, the Cronbach's alpha value for Discipline is 0.860, the Cronbach's alpha value for Employee Engagement is 0.830 and the Cronbach's alpha value for Employee Performance is 0.828. This shows that all variables are greater than 0.7, so all variables are declared reliable.

Structural Model Analysis (Inner Model)

This structural model testing aims to see the existence of a relationship or influence between constructs, significant values and R Square:



Hypothesis Testing Results (Significance Test)

Hypothesis testing uses output path coefficients and indirect effects:

Table 7. Hypothesis Test Results

Relationship Between Variables	O	M	STDEV	O/STDEV	P
Training -> Employee Engagement	0,409	0,408	0,074	5,519	0,000
Self-Efficacy -> Employee Engagement	0,463	0,461	0,080	5,793	0,000
Discipline -> Employee Engagement	0,070	0,077	0,057	1,229	0,220
Training -> Employee Performance	0,332	0,338	0,070	4,724	0,000
Self-Efficacy-> Employee Performance	0,124	0,120	0,072	1,733	0,084
Discipline -> Employee Performance	0,049	0,059	0,061	0,799	0,425
Employee Engagement -> Employee Performance	0,469	0,461	0,078	6,009	0,000
Training -> Employee Engagement -> Employee Performance	0,192	0,187	0,044	4,368	0,000
Self-Efficacy -> Employee Engagement -> Employee Performance	0,217	0,214	0,056	3,863	0,000
Discipline -> Employee Engagement -> Employee Performance	0,033	0,035	0,027	1,214	0,225

The purpose of this bootstrapping test is to determine the magnitude of the influence and significance of the research data. The following are the results of the bootstrapping test:

The Effect of Training on Employee Engagement

The first results of hypothesis test show the effect of training on employee engagement, as seen in Table 7. The test analysis obtained a value (O) where the path coefficient was 0.409 with a statistical T value of 5.519 and a P value of 0.000. This value is greater (>) than the t table value (1.982) and the P value is smaller (<) 0.05, meaning it has a positive and significant effect. So, training has a positive and significant effect on employee engagement with Freight Forwarding Companies in Jakarta (H1 Accepted).

The Influence of Self-Efficacy on Employee Engagement

The second results of hypothesis test show the influence of self-efficacy on employee engagement, as seen in Table 7. The test analysis obtained a value (O) where the path coefficient was 0.463 with a statistical T value of 5.793 and a P value of 0.000. This value is greater (>) than the t table value (1.982) and the P value is smaller (<) 0.05, meaning it has a positive and significant

effect. So self-efficacy has a positive and significant effect on employee engagement with Freight Forwarding Companies in Jakarta (H2 Accepted).

The Influence of Discipline on Employee Engagement

The third results of hypothesis test show the effect of training on employee engagement, as seen in Table 7. The test analysis obtained a value (O) where the path coefficient was 0.070 with a statistical T value of 1.229 and a P value of 0.220. This value is smaller (<) than the t table value (1.982) and the P value is greater (>) 0.05, meaning it has a positive and significant effect. So, discipline has no positive and insignificant effect on employee engagement with Freight Forwarding Companies in Jakarta (H3 Rejected).

The Effect of Training on Employee Performance

The fourth results of hypothesis test show the effect of training on employee performance, as seen in Table 7. The test analysis obtained a value (O) where the path coefficient was 0.332 with a statistical T value of 4.724 and a P value of 0.000. This value is greater (>) than the t table value (1.982) and the P value is smaller (<) 0.05, meaning it has a positive and significant effect. So, training has a positive and significant effect on employee performance at Freight Forwarding Companies in Jakarta (H4 Accepted).

The Influence of Self-Efficacy on Employee Performance

The fifth results of hypothesis test show the influence of self-efficacy on employee performance, as seen in Table 7. The test analysis obtained a value (O) where the path coefficient was 0.124 with a statistical T value of 1.733 and a P value of 0.084. This value is smaller (<) than the t table value (1.982) and the P value is greater (>) 0.05, meaning it has no positive effect and is not significant. So, self-efficacy has no positive and insignificant effect on employee performance at Freight Forwarding Companies in Jakarta (H5 Rejected).

The Influence of Discipline on Employee Performance

The sixth results of hypothesis test show the influence of discipline on employee performance, as seen in Table 7. The test analysis obtained a value (O) where the path coefficient was 0.049 with a statistical T value of 0.799 and a P value of 0.425. This value is smaller (<) than the t table value (1.982) and the P value is greater (>) 0.05, meaning it has no positive effect and is not significant. So, discipline has no positive and insignificant effect on employee performance at Freight Forwarding Companies in Jakarta (H6 Rejected).

The Effect of Employee Engagement on Employee Performance

The seventh results of hypothesis test show the influence of representative engagement on worker execution, as seen in Table 7. The test analysis obtained a value (O) where the path coefficient was 0.469 with a statistical T value of 6.009 and a P value of 0.000. This value is greater (>) than the t table value (1.982) and the P value is smaller (<) 0.05, meaning it has a positive and significant effect. So, employee engagement has a positive and significant effect on employee performance at Freight Forwarding Companies in Jakarta (H7 Accepted).

The Effect of Training on Employee Performance through Employee Engagement

The eighth results of hypothesis test show the influence of training on employee performance through employee engagement, as seen in Table 7. The test analysis obtained a value (O) where the path coefficient was 0.192 with a statistical T value of 4.368 and a P value of 0.000. This value is greater (>) than the t table value (1.982) and the P 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 engagement with Freight Forwarding Companies in Jakarta (H8 Accepted).

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

The ninth results of hypothesis test show the influence of self-efficacy on employee performance through employee engagement, as seen in Table 7. The test analysis obtained a value (O) where the path coefficient was 0.217 with a statistical T value of 3.863 and a P value of 0.000. This value is greater (>) than the t table value (1.982) and the P value is smaller (<) 0.05, meaning it has a positive and significant effect. So, Self-Efficacy has a positive and significant effect on employee performance through employee engagement with Freight Forwarding Companies in Jakarta (H9 Accepted).

The Influence of Discipline on Employee Performance through Employee Engagement

The tenth results of hypothesis test show the influence of discipline on employee performance through employee engagement, as seen in Table 7. The test analysis obtained a value (O) where the path coefficient was 0.033 with a statistical T value of 1.214 and a P value of 0.225. This value is smaller (<) than the t table value (1.982) and the P value is greater (>) 0.05, meaning it has no positive effect and is not significant. So, discipline has no positive and insignificant effect on employee performance through employee engagement with Freight Forwarding Companies in Jakarta (H10 Rejected).

Discussion

The Effect of Training on Employee Engagement

The research shows that training has a positive and significant effect on employee engagement at Freight Forwarding Companies in Jakarta. The training is an important element in human resource development which aims to increase employee retention. Well-designed training, particularly the relevance of training materials for job requirements, provides a strong foundation for employees to feel more connected to their work. The relevance of the material not only ensures that training is practically useful but also increases the sense of meaningfulness of work for employees. So, they feel that organization cares about their professional development. In line with previous research (Aglina Ulfah & Nilasari, 2023; Bhakuni & Saxena, 2023; Johnson et al., 2021; Siddiqui & Sahar, 2019).

The Influence of Self-Efficacy on Employee Engagement

The research shows that Self-Efficacy has a positive and significant effect on Employee Engagement at Freight Forwarding Companies in Jakarta. The self-efficacy is a key element in increasing employee involvement in the organization. Employees who are confident in their abilities tend to approach tasks with a high level of self-confidence, allowing them to do their jobs well. This belief plays a role in strengthening employees' emotional commitment to the organization, because they feel valued for their skills and contributions. In addition, mastery beliefs increase work motivation because employees feel capable of overcoming work challenges and achieving optimal, in line with previous research: (Asli et al., 2020; Etik Darul Muslikah et al., 2020; Fulaedzah et al., 2022; Na-Nan et al., 2021).

The Influence of Discipline on Employee Engagement

The research shows that discipline has no positive and insignificant effect on employee engagement at Freight Forwarding Companies in Jakarta. The work discipline is often considered an important factor that influences various aspects of organizational performance, including employee engagement. However, several studies have found that discipline, which includes obedience to

rules, punctuality, commitment, consistency of behavior, effective use of time, and discipline in completing tasks, does not positively and significantly impact employee engagement. This indicates that discipline as a formal element is not necessarily the most important factor in making employees feel emotionally attached or committed to the organization, in line with previous research: (Anita et al., 2024; Sataruno et al., 2023).

The Effect of Training on Employee Performance

The research shows that training has a positive and significant effect on employee performance at Freight Forwarding Companies in Jakarta. The effective training is one of the most important factors in improving employee performance. One aspect that influences the success of training is the relevance of the topics presented in the training material. When training directly addresses job challenges and needs, employees are more likely to apply the knowledge and skills they learn in their daily work. This relevance increases employees' understanding and skills, which in turn helps improve the quality and quantity of their work, in line with previous research (Okumu et al., 2019; Pramono & Prahiawan, 2021; Rivaldo & Nabella, 2023; Widia Astuti, 2023).

The Influence of Self-Efficacy on Employee Performance

The research shows that self-efficacy has no positive and insignificant effect on employee performance at Freight Forwarding Companies in Jakarta. Although, many studies highlight the importance of self-efficacy in improving employee performance, the finding that self-efficacy does not have a positive and significant influence on employee performance requires further investigation. Self-efficacy, which includes belief in abilities, ability to overcome obstacles, stress management, skill mastery, problem-solving, and self-motivation, is often considered an important factor in influencing individual behavior and performance. However, in some contexts, this influence does not always prove significant, in line with previous research (Na-Nan & Sanamthong, 2020; Saleem et al., 2022; Walumbwa et al., 2011; Yagil et al., 2023).

The Influence of Discipline on Employee Performance

The research shows that discipline has no positive and insignificant effect on employee performance at Freight Forwarding Companies in Jakarta. Although, discipline is often considered to be one of the most important factors influencing employee performance, the finding that discipline has no positive and insignificant effect on employee performance needs to be analysed in more detail. Discipline, which includes obedience to rules, punctuality, commitment to work schedules, consistency of behavior, effective use of time, and discipline in completing tasks, should be able to improve performance, but in some contexts, this is not always the case, in line with previous research: (Effendy et al., 2021; Kirana et al., 2022; Prayogi & Siregar, 2019; Rivaldo & Nabella, 2023).

The Influence of Employee Engagement on Employee Performance

The research shows that employee engagement has a positive and significant effect on employee performance at Freight Forwarding Companies in Jakarta. The employee involvement is an important factor that can have a significant impact on employee performance. One aspect that plays a role in employee engagement is emotional engagement, where employees feel personally connected to the organization and their work. When employees have strong emotional engagement, they tend to be more motivated to do their best at work. This has a positive impact on the amount of work done because employees who feel valued and emotionally connected will be more enthusiastic about completing their tasks, in line with previous research (Ali et al., 2020; Ayu Putu Widani Sugianingrat et al., 2019; H. M. Nguyen & Nguyen, 2022; Obuobisa-Darko, 2020).

The Effect of Training on Employee Performance through Employee Engagement

The research shows that training has a positive and significant effect on employee performance through employee engagement at Freight Forwarding Companies in Jakarta. The effective training can improve employee performance through several aspects that influence employee engagement. Firstly, the relevance of the topics discussed in training is very important to ensure that the material provided is appropriate to the needs and challenges faced by employees in their daily work. Relevant training can increase employees' motivation to work because they feel that the skills, they learn are directly useful in doing their job, which in turn increases the quantity and quality of their work, in line with previous research (Mohamed, 2024; Sannagy et al., 2023).

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

The research shows that self-efficacy has a positive and significant effect on employee performance through employee engagement with Freight Forwarding Companies in Jakarta. The effective training can improve employee performance through several aspects that influence employee engagement. Firstly, the relevance of the topics discussed in training is very important to ensure that the material provided is appropriate to the needs and challenges faced by employees in their daily work. Relevant training can increase employees' motivation to work because they feel that the skills, they learn are directly useful in doing their job, which in turn increases the quantity and quality of their work, in line with previous research (Arifin et al., 2021; Jamillah et al., 2023; Sofiyan et al., 2022).

The Influence of Discipline on Employee Performance through Employee Engagement

The research shows that discipline has no positive and insignificant effect on employee performance through employee engagement at Freight Forwarding Companies in Jakarta. This means that work discipline such as obedience, punctuality, and adherence to work schedules are important factors in the workplace. Research shows that these factors do not always positively and significantly impact employee performance, in terms of quantity, quality, efficiency, and collaboration. The discipline probably seen as an important indicator of time management and task completion, but does not always motivate employees to achieve better results in their work. Disciplines only focus on mechanical aspects such as punctuality and task completion are insufficient to foster the emotional connection needed to improve performance quality, in line with previous research (Fajri et al., 2022; Irenita et al., 2024; Murdiono et al., 2024; Sutianingsih & Ahmad, 2023).

Implications

The implication of this research is to provide insight for companies regarding to factors that influence employee performance and engagement. Identifying the type of training, self-efficacy, and type of discipline, it can improve the employee performance and engagement in future.

Limitations and Further Research

The limitation is all of respondents are not filled out the questionnaire as well as expected, may be caused by the working conditions they are experiencing, disruption of concentration causes data entry to be incomplete and hopefully this research will be continued in other organizations with different methods.

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this research are: training has a positive and significant effect on employee engagement, self-efficacy has a positive and significant effect on employee engagement, discipline has no positive and insignificant effect on employee engagement, training has a positive and significant effect on

employee performance, self-efficacy has no positive and insignificant effect on employee performance, discipline has no positive and insignificant effect on employee performance, employee engagement has a positive and significant effect on employee performance, training has a positive and significant effect on employee performance through employee involvement, self-efficacy has a positive and significant effect on employee performance through employee involvement, and discipline has no positive and insignificant effect on employee performance through employee involvement.

ACKNOWLEDGMENTS

Thank you to the Editor of the Bulletin of Counseling and Psychotherapy for assisting in the publication of this article.

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