

Employee Performance Through Employee Engagement in Cargo Companies

*Performance and
Engagement in
Cargo Companies*

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Submitted:
JANUARY 2025

Accepted:
APRIL 2025

ABSTRACT

This research seeks to investigate how self-efficacy and discipline affect employee performance, both directly and indirectly, with employee engagement serving as a mediating factor, in cargo companies located in DKI Jakarta. A quantitative descriptive approach was applied, the study employed purposive sampling involving 337 respondents, and the data were analyzed using SmartPLS. The findings indicate that self-efficacy and discipline both exert a positive and significant influence on employee engagement and performance. Employee engagement also has a positive and significant effect on employee performance. Furthermore, self-efficacy positively influences employee performance through employee engagement, whereas discipline does not show a significant indirect effect through engagement. These findings offer practical implications for human resource management in the cargo sector to enhance employee performance by fostering self-efficacy and engagement. This study is limited to a specific geographical area and time frame, suggesting the need for broader future research.

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

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh efikasi diri dan disiplin terhadap kinerja karyawan, baik secara langsung maupun melalui keterlibatan karyawan sebagai variabel mediasi, pada perusahaan kargo di DKI Jakarta. Penelitian ini menggunakan metode kuantitatif dengan teknik purposive sampling terhadap 337 responden, dan analisis data dilakukan menggunakan SmartPLS. Hasil penelitian menunjukkan bahwa efikasi diri dan disiplin berpengaruh positif dan signifikan terhadap keterlibatan karyawan serta kinerja karyawan. Keterlibatan karyawan juga terbukti berpengaruh positif dan signifikan terhadap kinerja karyawan. Efikasi diri berpengaruh signifikan terhadap kinerja melalui keterlibatan karyawan, namun pengaruh mediasi keterlibatan

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 13 No. 2, 2025
pp. 1249 - 1256
IBI Kesatuan
ISSN 2337 - 7860
E-ISSN 2721 - 169X
DOI: 10.37641/jimkes.v13i2.3400

karyawan terhadap hubungan antara disiplin dan kinerja tidak signifikan. Temuan ini memberikan implikasi praktis bagi manajemen perusahaan kargo untuk meningkatkan kinerja melalui penguatan efikasi diri dan keterlibatan karyawan. Penelitian ini terbatas pada ruang lingkup wilayah DKI Jakarta dan periode waktu yang terbatas.

Kata Kunci: Kinerja Karyawan, Keterlibatan Karyawan, Efikasi Diri, Disiplin

INTRODUCTION

Background of the Problem

Global trade has required every country to participate in opening up product exchange activities, to improve economic welfare and encourage the provision of employment for the community, [1]. In the global market, a country can offer its goods or commodities to other countries, and vice versa, to meet their needs. So that the national needs of each country can be properly met, [2].

In realizing domestic fulfillment through global trade, every country needs business units that are engaged in sectors related to the supply chain. One of the business units related to global trade is the cargo company. A cargo company is a company engaged in the field of freight forwarding and distribution services, both domestically and internationally. The main task of this company is to ensure that goods from the sender can reach the recipient safely, on time, and in good condition. Cargo companies are an important part of the supply chain because they help to facilitate the flow of goods between regions, countries, and even continents.

Because of their crucial role in supporting the national logistics and distribution system, cargo companies are required to always maintain the reliability and effectiveness of their operations. This reliability depends heavily on the availability and management of adequate resources, one of which is human resources. With sufficient resources, companies are expected to be able to carry out their operational activities optimally. Therefore, employee engagement and employee performance are two important indicators that reflect the effectiveness of the organization's operations.

The development of the logistics and cargo industry in Indonesia, especially in DKI Jakarta, has shown significant growth in the last decade. The contribution of the transportation and warehousing sectors continues to increase and contributes to the gross domestic product (GDP) in the first quarter of 2024 by 5.93% and in the second quarter of 2024 to 6.24%, (Kementerian Koordinator Bidang Perekonomian Republik Indonesia, 2024). The cargo industry, as the backbone of goods distribution, plays a crucial role in supporting economic activity, especially in metropolitan areas such as Jakarta, which is a center for national business and trade. However, behind this growth, cargo companies in DKI Jakarta face major challenges in managing human resources, especially regarding employee engagement and suboptimal employee performance. A survey conducted Thenniarti, (2025), reveals that the level of employee engagement in cargo companies is only 58%, lower than the national average for the logistics sector of 65%. This is reflected in the high employee turnover rate of 15% per year, well above the industry standard of ideally less than 10%. This phenomenon is of concern because previous research has proven a positive correlation between employee engagement and improved employee performance.

Based on the graph of the Employee Engagement Index for the Logistics Sector in DKI Jakarta 2023, it can be seen that the level of employee engagement in the logistics sector still varies greatly depending on aspects of basic needs to self-actualization. This graph groups the aspects of engagement based on Maslow's hierarchy of needs theory, namely physiological needs, security, social, awards, and self-actualization. From this data, the aspect of self-actualization recorded the highest percentage, which was 30%, indicating that many employees in the logistics sector in DKI Jakarta feel involved when they feel able to realize their potential and get space to develop personally and professionally. This

aspect is a positive signal that opportunities for self-development and individual empowerment have a strong influence on work engagement.

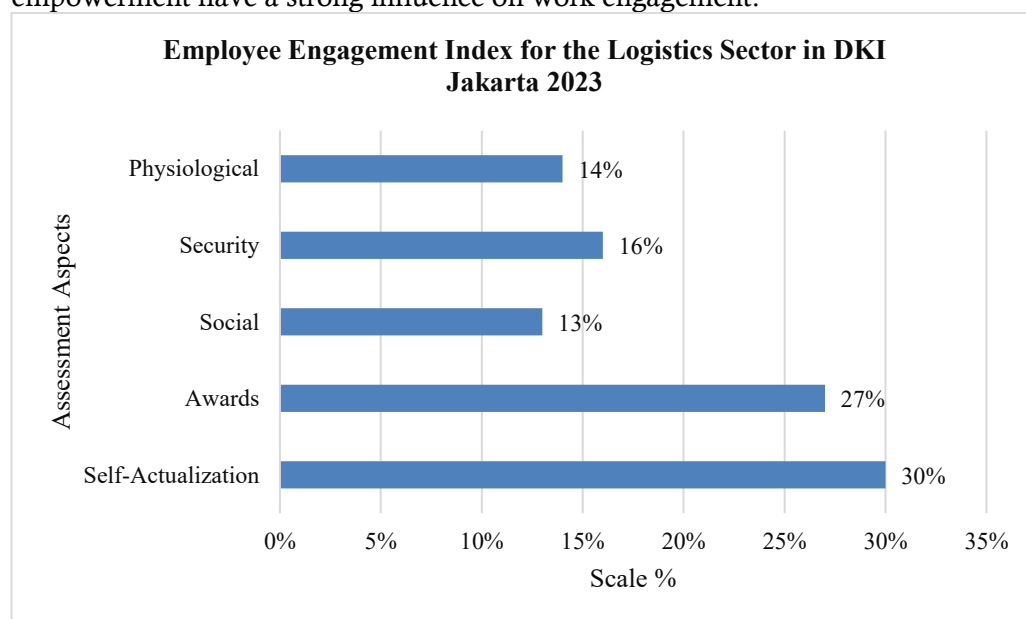


Figure 1. Employee Engagement Index for the Logistics Sector in DKI Jakarta 2023

Furthermore, the aspect of awards is in second place with 27%, which indicates that recognition of work achievements and a fair reward system also encourage work enthusiasm and employee engagement. However, basic aspects such as social needs (13%), physiological (14%), and security (16%) are at the lowest level. This indicates that there are still challenges in meeting basic needs and a sense of security at work, such as job stability, relationships between employees, and the balance between workload and physical condition.

The low score on these basic aspects could be the main cause of the low involvement of some employees, especially for those who have not received guarantees of basic employment rights. Therefore, cargo companies in DKI Jakarta need to pay attention to the basic needs of employees to create a solid foundation for improving overall involvement.

In light of the problem background presented above, the following research questions are formulated for cargo companies in DKI Jakarta: 1) Does self-efficacy influence employee engagement?; 2) Does discipline influence employee engagement?; 3) Does self-efficacy influence employee performance?; 4) Does discipline influence employee performance?; 5) Does employee engagement influence employee performance?; 6) Does self-efficacy impact employee performance through employee engagement?; and 7) Does discipline impact employee performance through employee engagement?

LITERATURE REVIEW

Employee Performance

Employee performance refers to the observable outcomes of an individual's efforts in fulfilling job responsibilities in alignment with organizational standards. This encompasses several key aspects, including the volume of work produced, the accuracy and excellence of task execution, adherence to deadlines, and overall contribution toward achieving organizational objectives. Performance is typically assessed through four main indicators: (1) **Work quantity**, which reflects the amount of output completed within a specific timeframe in accordance with targeted goals; (2) **Work quality**, which evaluates the thoroughness, precision, and excellence in task execution; (3) **Timeliness**, which measures the ability to accomplish tasks within set deadlines; and (4) **Task comprehension**, which gauges how effectively employees understand their roles,

procedures, and organizational expectations. Numerous prior studies have examined employee performance as a variable, including those conducted by [7], [8], and [9].

Employee Engagement

Employee engagement refers to the degree of enthusiasm, emotional attachment, and proactive involvement an individual exhibits toward their job and the organization. This engagement is evident in their motivation to deliver optimal performance, demonstrate loyalty, and develop a strong sense of belonging within the workplace [10]. Key dimensions of employee engagement include: (1) **Work Enthusiasm**, which illustrates an employee's passion and energy in carrying out daily tasks; (2) **Organizational Commitment**, indicating a sense of responsibility and dedication to advancing the organization; (3) **Emotional Connection**, which reflects the emotional bond employees feel toward their job and workplace; and (4) **Extra-Role Behavior**, describing the willingness of employees to exceed their formal duties to achieve superior outcomes [11]. The concept of employee engagement has been examined in several prior studies, including those by [12], [13], and [14].

Self-Efficacy

Self-efficacy is an individual's belief in his or her own ability to perform tasks, overcome challenges, and achieve desired goals, which influences a person's mindset, motivation, and persistence in performing activities [15]. The indicators or dimensions contained in self-efficacy include: 1) Confidence in Ability: Shows the individual's level of confidence in performing certain tasks; 2) Self-Control when Facing Challenges: The ability to remain calm and confident when faced with obstacles or work pressures; 3) Diligence in Completing Tasks: Demonstrating persistence and not giving up easily in achieving goals; 4) Perception of Achievable Results: Assessing the extent to which individuals are confident that their efforts will produce the expected results [16]. The self-efficacy variable has been researched and is relevant to research conducted by: [17], [18], [19].

Discipline

Discipline refers to an individual's conduct and attitude in adhering to established rules, norms, and job responsibilities. It is typically reflected through timely attendance, compliance with instructions from superiors, and the ability to uphold ethical standards and integrity within the workplace environment [20]. The main indicators of discipline include: (1) **Rule Adherence**, which reflects how well employees follow organizational policies and procedures; (2) **Timeliness**, indicating consistent punctuality and the completion of tasks within designated deadlines; (3) **Accountability**, which assesses the degree to which employees recognize and fulfill their job duties reliably; and (4) **Ethical and Professional Conduct**, which highlights respectful, ethical, and cooperative behavior towards colleagues and supervisors [21]. Discipline as a variable has been widely studied and supported by findings in previous research such as those conducted by [22], [23], and [24].

Research Hypothesis

Based on the problem formulation and previous research, the hypotheses in this study are as follows: 1) Self-efficacy exhibits a significant and positive influence on employee engagement; 2) Discipline has a meaningful and favorable impact on employee engagement; 3) Self-efficacy significantly enhances employee performance in a positive direction; 4) Discipline contributes positively and significantly to improving employee performance; 5) Employee engagement significantly and positively affects overall employee performance.; 6) Self-efficacy positively and significantly improves employee performance indirectly through employee engagement; and 7) Discipline exerts a positive

and significant influence on employee performance when mediated by employee engagement.

METHODS

The method used in this study is descriptive quantitative. The number of samples in this study was 337 respondents. The object of this research was a cargo company in DKI Jakarta. The sampling technique used was purposive sampling. The data used in this study were primary data, obtained from questionnaires, and secondary data obtained Based on relevant prior studies, this research employed SmartPLS as the analytical tool. The tests conducted included validity testing, reliability testing, evaluation of the inner model, assessment of the outer model, and hypothesis testing.

RESULTS

Outer Model Validity Test Result

Convergent Validity - The validity is considered high if the correlation coefficient is > 1 or = 1. The table below shows the results of the outer model convergent validity test, [25].

Table 1. Convergent Validity Analysis

Indicator	Self-Efficacy	Discipline	Employee Engagement	Employee Performance
X1.01	0,700			
X1.02	0,808			
X1.03	0,809			
X1.04	0,775			
X1.05	0,771			
X2.01		0,822		
X2.02		0,762		
X2.03		0,769		
X2.04		0,843		
X2.05		0,715		
Y1.01			0,795	
Y1.02			0,775	
Y1.03			0,759	
Y1.04			0,721	
Y1.05			0,762	
Y2.01				0,805
Y2.02				0,770
Y2.03				0,806
Y2.04				0,777

Source: Processed data by SmartPLS (2025)

Referring to the results presented in Table 1, all variables utilized in this study are considered valid, as each indicator within the variables demonstrates a loading factor greater than 0.60. This indicates that the indicators for each variable are appropriate for use in the research.

The AVE (Average Variance Extracted) analysis shows that the latent variables, on average, account for more than 50% of the variance in their respective indicators.

Table 2. AVE Analysis Result

Variable	Average Variance Extracted (AVE)
Self-Efficacy	0,599
Discipline	0,614
Employee Engagement	0,582
Employee Performance	0,624

As shown in Table 2, the AVE values for the variables are as follows: self-efficacy (0.599), discipline (0.614), employee engagement (0.582), and employee performance (0.624). These results indicate that all variables have AVE scores above 0.5, signifying that each variable demonstrates strong discriminant validity.

Reliability Test of the Outer Model

Composite Reliability — This test is conducted to assess the consistency and relevance of respondents' answers in completing the questionnaire, in relation to the questions provided.

Table 3. Composite Reliability Analysis

Variable	Composite Reliability
Self-Efficacy	0,882
Discipline	0,888
Employee Engagement	0,874
Employee Performance	0,869

Based on the test results in table 3 above, the composite reliability value of the self-efficacy variable is 0.882, the composite reliability scores are as follows: discipline (0.888), employee engagement (0.874), and employee performance (0.869). These values all exceed the threshold of 0.7, indicating that each variable demonstrates a high level of reliability.

Cronbach's Alpha — The reliability indicated by composite reliability can be further supported through Cronbach's alpha. According to the reliability criteria, a variable is considered reliable if its Cronbach's alpha value is greater than 0.7., [26].

Table 4. Cronbach's Alpha Analysis

Variable	Cronbach's Alpha
Self-Efficacy	0,833
Discipline	0,844
Employee Engagement	0,820
Employee Performance	0,800

Based on the test results in table 4 above, the Cronbach's alpha value for the self-efficacy variable is 0.833, the Cronbach's alpha values for the variables are as follows: discipline (0.844), employee engagement (0.820), and employee performance (0.800). Since all values exceed the 0.7 threshold, it can be concluded that each variable meets the reliability criteria.

Structural Model Analysis (Inner Model)

The purpose of testing the structural model is to evaluate the relationships and effects between constructs, including assessing their significance levels and the R Square values

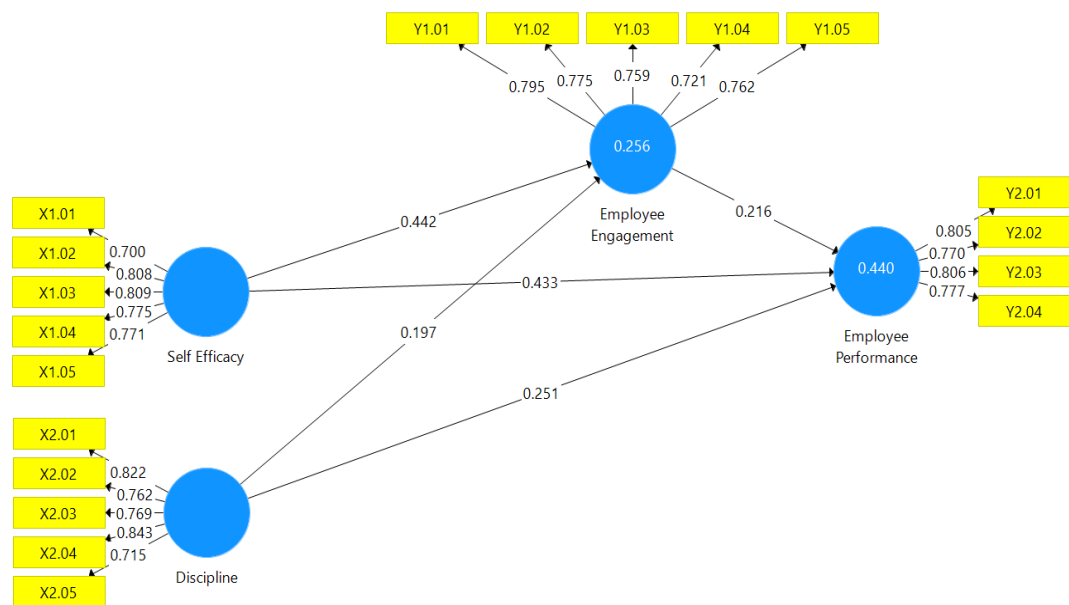


Figure 2. Inner Model Output

Source: Processed data by SmartPLS (2025)

Hypothesis Testing Results (Significance Test)

Table 5. Hypothesis Testing Results (Bootstrapping)

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Self-Efficacy -> Employee Engagement	0,442	0,450	0,070	6,315	0,000
Discipline -> Employee Engagement	0,197	0,198	0,087	2,263	0,024
Self-Efficacy -> Employee Performance	0,433	0,433	0,066	6,540	0,000
Discipline -> Employee Performance	0,251	0,256	0,103	2,450	0,015
Employee Engagement -> Employee Performance	0,216	0,219	0,084	2,564	0,011
Self-Efficacy -> Employee Engagement -> Employee Performance	0,095	0,098	0,040	2,361	0,019
Discipline -> Employee Engagement -> Employee Performance	0,043	0,045	0,030	1,433	0,152

Effect of Self-Efficacy on Employee Engagement

The results of the first hypothesis test, as outlined in Table 5, reveal that self-efficacy has a significant impact on employee engagement. The analysis produced a path coefficient of 0.442, a T-statistic value of 6.315, and a P-value of 0.000. Given that the T-statistic surpasses the threshold of 1.971 and the P-value falls below the 0.05 significance level, it can be concluded that the relationship is both statistically significant and positive. Thus, self-efficacy exerts a meaningful and favorable influence on employee engagement among cargo company employees in DKI Jakarta, confirming the acceptance of hypothesis H1.

Effect of Discipline on Employee Engagement

The findings from the second hypothesis test, as detailed in Table 5, indicate that discipline significantly contributes to employee engagement. With a path coefficient of 0.197, a T-statistic of 2.263, and a P-value of 0.024, the results exceed the critical T-value of 1.971 and fall below the 0.05 significance threshold. These figures confirm a statistically significant and positive association. Therefore, it can be concluded that discipline has a meaningful and favorable impact on employee engagement in cargo companies operating in DKI Jakarta, supporting hypothesis H2.

Effect of Self-Efficacy on Employee Performance

Referring to the results of the third hypothesis test shown in Table 5, self-efficacy is found to have a notable impact on employee performance. The analysis indicates a path coefficient of 0.433, a T-statistic of 6.540, and a P-value of 0.000. As the T-statistic exceeds the critical value of 1.971 and the P-value is well below the 0.05 significance level, the relationship can be considered both positive and statistically meaningful. Consequently, self-efficacy significantly contributes to improving employee performance in cargo companies across the DKI Jakarta area, thereby supporting hypothesis H3.

Effect of Discipline on Employee Performance

As presented in Table 5, the findings from the fourth hypothesis test demonstrate that discipline exerts a significant influence on employee performance. The analysis reveals a path coefficient of 0.251, a T-statistic of 2.450, and a P-value of 0.015. Given that the T-statistic surpasses 1.971 and the P-value falls below the 0.05 significance level, these results validate that discipline has a positive and statistically significant effect on employee performance among cargo companies in the DKI Jakarta region. Thus, hypothesis H4 is supported.

Effect of Employee Engagement on Employee Performance

The findings of the fifth hypothesis test, as outlined in Table 5, highlight the impact of employee engagement on performance outcomes. The analysis reveals a path coefficient of 0.216, with a T-statistic of 2.564 and a P-value of 0.011. Since the T-statistic exceeds the critical value of 1.971 and the P-value is below the 0.05 threshold, the relationship is confirmed to be both positive and statistically significant. Thus, employee engagement positively and significantly influences employee performance in cargo companies operating in DKI Jakarta, leading to the acceptance of hypothesis H5.

Influence of Self-Efficacy on Employee Performance Mediated by Employee Engagement

The sixth hypothesis test results, as detailed in Table 5, indicate that self-efficacy affects employee performance indirectly through employee engagement. The analysis reports a path coefficient of 0.095, a T-statistic of 2.361, and a P-value of 0.019. Given that the T-statistic exceeds 1.971 and the P-value falls below the 0.05 significance level, the indirect relationship is deemed both positive and statistically significant. Thus, self-efficacy positively and significantly contributes to employee performance through the mediating role of employee engagement in cargo companies within DKI Jakarta (H6 Accepted).

Influence of Discipline on Employee Performance Mediated by Employee Engagement

The seventh hypothesis test, as illustrated in Table 5, examines the indirect effect of discipline on employee performance via employee engagement. The results show a path coefficient of 0.043, a T-statistic of 1.433, and a P-value of 0.152. Since the T-statistic does not meet the minimum threshold of 1.971 and the P-value exceeds 0.05, the effect is statistically insignificant. Consequently, discipline does not exert a meaningful or significant influence on employee performance when mediated by employee engagement in cargo companies in DKI Jakarta (H7 Rejected).

DISCUSSION

Influence of Self-Efficacy on Employee Engagement the findings from hypothesis testing and data analysis indicate that self-efficacy positively and significantly impacts employee engagement. To enhance employee engagement by strengthening self-efficacy, cargo company leaders in DKI Jakarta should take the following actions: 1) Belief in ability: Employees need to be given training and support so that they are confident in their ability to complete the assigned tasks. When employees believe in their competence, they will be more active and confident in getting the job done; 2) Self-control when facing challenges: Employees must be coached to be able to manage work pressure and difficult situations calmly and with focus; 3) Perseverance in completing tasks: A work culture that values perseverance needs to be instilled because persistent employees will continue to involve themselves even when faced with obstacles; and 4) Perception of achievable results: Management must foster the belief that the efforts made will produce something meaningful. If cargo companies in DKI Jakarta can apply belief in their abilities, self-control when facing challenges, perseverance in completing tasks, and perceptions of achievable results, it will have an impact on employee engagement, which includes: 1) Enthusiasm for work: Employees will show high morale when carrying out their daily tasks; 2) Commitment to the organization: They feel they have a moral responsibility to support the company's success; 3) Emotional involvement: Employees feel emotionally connected to their work and take pride in what they do; and 4) Willingness to work extra:

They are willing to put in more effort, even without being asked, because they feel their work is meaningful and challenging.

The findings of this research are consistent with previous studies by [13], [27], and [28], which demonstrate that self-efficacy has a significant and favorable effect on employee engagement. **Impact of Discipline on Employee Engagement** — Based on the hypothesis testing and analysis, discipline is shown to have a meaningful and statistically significant influence on employee engagement.

To improve employee engagement by fostering discipline, the management of cargo companies in DKI Jakarta should implement the following measures: 1) Compliance: Employees need to be accustomed to complying with all company regulations and policies. Compliance with the rules creates order in the work and builds a greater sense of responsibility; 2) Punctuality: Management must foster a culture of valuing time, both in terms of attendance and task completion; 3) Responsibility for tasks: Employees who are aware of their responsibilities will be more focused and active in completing work to the highest quality, which demonstrates high engagement; 4) Ethics and positive behavior in the workplace: Encouraging polite, honest, and professional behavior helps create a healthy and harmonious work environment, which increases employee comfort and emotional engagement.

If cargo companies in DKI Jakarta can implement compliance, punctuality, responsibility for tasks, ethics and positive behavior in the workplace, it will have an impact on employee engagement, which includes: 1) Enthusiasm for work: Disciplined employees will be more enthusiastic about their work routine because they feel comfortable and organized; 2) Commitment to the organization: Discipline shapes a loyal attitude and a desire to contribute more to the company; 3) Emotional involvement: Employees feel connected to the organization's values because they are accustomed to following rules and work ethics; and 4) Willingness to work extra: Discipline fosters a high sense of responsibility, encouraging employees to do more than expected. The results of this study are in line with research conducted by [29], [30], [31], which states that discipline has a positive and significant effect on employee engagement.

The Influence of Self-Efficacy on Employee Performance – The findings from the hypothesis testing and data analysis indicate that self-efficacy has a significant and positive impact on employee performance. In order to enhance employee performance through self-efficacy, management of cargo companies in DKI Jakarta should implement the following measures: 1) Belief in ability: Employees who are confident in their abilities will be more confident in completing complex tasks; 2) Self-control when facing challenges: High self-efficacy helps employees stay calm and focused in stressful situations, so they are able to make the right decisions and remain productive; 3) Perseverance in completing tasks: Perseverance reflects high fighting spirit. Employees with strong self-efficacy will continue to try until the task is completed, even when faced with obstacles; and 4) Perceptions of achievable outcomes: If employees are confident that the results of their efforts will be successful, their motivation to work better will increase.

When cargo companies in DKI Jakarta prioritize employees' belief in their abilities, their capacity to manage challenges, persistence in task completion, and confidence in achieving expected outcomes, it can positively influence various aspects of employee performance. These include: (1) **Work quantity**, as motivated and self-assured employees are more likely to accomplish a higher volume of tasks; (2) **Work quality**, since strong self-efficacy fosters greater attention to detail, creativity, and accountability; (3) **Timeliness**, as confidence helps employees work more systematically and complete tasks within deadlines; and (4) **Task comprehension**, where employees with high self-efficacy are typically more proactive in understanding their duties without needing constant oversight. These findings are consistent with prior studies by [27], [32], and [33], which affirm that self-efficacy has a significant and positive impact on employee performance.

Effect of Discipline on Employee Performance the findings from hypothesis testing and data analysis demonstrate that discipline has a positive and significant influence on employee performance. To enhance employee performance by strengthening discipline, the management of cargo companies in DKI Jakarta should take the following actions: 1) Compliance: Employees who comply with work rules and procedures will work according to established standards, thus reducing errors and improving output quality; 2) Punctuality: Being disciplined about respecting time, both in attendance and task completion, helps maintain productivity and ensures that all work runs according to schedule; 3) Responsibility for tasks: Responsible employees will be more focused and serious in completing their work, so that their performance is more measurable and reliable; 4) Ethics and positive behavior in the workplace: A disciplined attitude in maintaining ethics and positive behavior creates a conducive work atmosphere, improves teamwork, and strengthens professionalism.

If cargo companies in DKI Jakarta can implement belief in abilities, self-control when facing challenges, perseverance in completing tasks, and perceptions of achievable results, it will have an impact on employee performance, including: 1) Work quantity: Discipline encourages employees to work regularly and consistently so that they can complete more tasks; 2) Quality of work: Compliance with work procedures and responsibilities encourages more accurate and quality work results; 3) Punctuality: Disciplined employees will complete tasks according to deadlines, so that operations run efficiently; and 4) Understanding of tasks: Discipline creates the habit of understanding instructions and completing work independently and completely. The results of this study are in line with research conducted by [34], [31], [35], [36], which states that discipline has a positive and significant effect on employee performance.

Effect of Employee Engagement on Employee Performance - Based on the results of the hypothesis test and data analysis that have been carried out, it shows that employee engagement has a positive and significant effect on employee performance. To improve employee performance through employee engagement, the cargo company management in DKI Jakarta must do the following: 1) Enthusiasm for work: Enthusiastic employees tend to work with enthusiasm, take initiative, and not easily feel bored or burdened by the tasks given; 2) Commitment to the organization: Commitment shows the sincerity of employees in supporting the company's vision and mission, as well as loyalty to make the best contribution; 3) Emotional involvement: Employees who feel emotionally connected to their work will care more about the results achieved and feel proud to be part of a team; and 4) Willingness to work extra: Involved employees will voluntarily give more time and energy than required, for the success of the organization.

If cargo companies in DKI Jakarta can apply enthusiasm for work, commitment to the organization, emotional involvement and willingness to work extra, it will have an impact on employee performance which includes: 1) Work quantity: Involved employees will have high motivation to complete more work with enthusiasm and their own initiative; 2) Work quality: Emotional involvement and commitment encourage employees to produce more accurate, creative, and high-quality work; 3) Punctuality: Enthusiastic and responsible employees will be more disciplined in completing tasks on schedule; and 4) Understanding of tasks: Involved employees will be more active in seeking information, understanding their roles, and completing work with a thorough understanding. The results of this study are in line with research conducted by [37], [38], [39], [40], which states that employee engagement has a positive and significant effect on employee performance.

Effect of Self-Efficacy on Employee Performance through Employee Engagement The results of hypothesis testing and data analysis indicate that self-efficacy positively and significantly impacts employee performance through employee engagement. To enhance employee performance by strengthening both engagement and self-efficacy, cargo company management in DKI Jakarta should focus on the following aspects: 1) Belief in ability: Confident employees are more likely to take initiative, complete tasks independently, and find solutions to work challenges; 2) Self-control when facing

challenges: The ability to remain calm and focused when facing work pressures allows employees to remain productive without being affected by excessive stress; 3) Perseverance in completing tasks: Persistent employees do not give up easily, so they can complete tasks thoroughly even when faced with obstacles; 4) Perception of achievable results: When employees believe that their efforts will produce something worthwhile, they will be more motivated to contribute optimally; 5) Enthusiasm for work: Enthusiasm will foster the spirit of completing tasks well and looking for new ways to improve work results; 6) Commitment to the organization: Commitment reflects loyalty to the company's goals and the desire to continue to contribute consistently; 7) Emotional involvement: Employees who are emotionally connected to their work will care more about the quality of their work; and 8) Willingness to work extra: Fully engaged employees are willing to put in extra time and energy for the success of the team and the organization.

If cargo companies in DKI Jakarta apply belief in their abilities, self-control when facing challenges, perseverance in completing tasks and perceptions of achievable results, enthusiasm for work, commitment to the organization, emotional involvement and willingness to work extra, it will have an impact on employee performance, including: 1) Work quantity: Employees are able to complete more tasks in the available time because they have a strong internal drive; 2) Quality of work: Self-efficacy and involvement increase accuracy and better standards of work output; 3) Punctuality: Employees become more disciplined and able to complete tasks according to deadlines; and 4) Understanding of tasks: Employees understand their roles and responsibilities better so that they can work effectively and efficiently. The results of this study are in line with research conducted by [41], [42], [43], which states that self-efficacy has a positive and significant effect on employee performance through employee engagement.

Effect of Discipline on Employee Performance through Employee Engagement - Based on the results of the hypothesis test and data analysis that have been carried out, it shows that discipline does not have a positive and insignificant effect on employee performance through employee engagement. To improve employee performance through employee engagement and discipline, cargo company management in DKI Jakarta does not need to pay attention to: 1) Compliance: Where even though it does not have a significant effect in the statistical model, compliance is still fundamental to creating an orderly and safe work environment; 2) Punctuality: Punctuality demonstrates professionalism and responsibility, and influences the smooth flow of the team's workflow. Not being significant in statistical analysis does not mean that it is not operationally important; 3) Responsibility for tasks: Where it has a major impact in the long term even though it does not appear strongly through involvement in this study; 4) Ethics and positive behavior in the workplace: Where positive ethics and behavior enhance a healthy and collaborative work atmosphere. Although statistically not significantly impactful in the tested model, an ethical work culture remains the mainstay of a sustainable organization; 5) Enthusiasm for work: Where enthusiasm is closely related to engagement, although it may not appear as a dominant factor in quantitative research results; 6) Commitment to the organization: Commitment plays a role in retaining talent in the long term, although it does not always directly affect performance; 7) Emotional involvement: Although it is not a significant mediating variable in the influence of discipline on performance, employee involvement is still important for creating a cohesive team; and 8) Willingness to work extra: In practice, the willingness to work extra often makes the difference between ordinary and extraordinary employees.

If a cargo company in DKI Jakarta does not apply belief in ability, self-control when facing challenges, perseverance in completing tasks and perceptions of achievable results, enthusiasm for work, commitment to the organization, emotional involvement and willingness to work extra, then it will not impact employee performance which includes: 1) Quantity of work: Where the results or amount of work completed by employees will remain in accordance with predetermined targets; 2) Quality of work: Employees will carry out work in accordance with predetermined SOPs (Standard Operating Procedures);

3) Punctuality: Where employees will still be able to do their work on time; and 4) Understanding of tasks: That is, employees are still able to understand the tasks or work that has been assigned. The results of this study are in line with research conducted by [44] and [45], which states that discipline has no positive and insignificant effect on employee performance through employee engagement.

CONCLUSION

Drawing from the problem formulation, hypotheses, research findings, and discussion, the following conclusions can be made regarding the study conducted on cargo companies in DKI Jakarta: (1) Self-efficacy has a positive and significant effect on employee engagement; (2) Discipline also shows a statistically significant and favorable influence on employee engagement; (3) Self-efficacy plays a critical role in boosting employee performance; (4) Discipline positively and significantly enhances employee performance; (5) Employee engagement significantly contributes to improving performance outcomes; (6) Self-efficacy indirectly strengthens employee performance through its effect on engagement; and (7) Discipline does not have a significant indirect effect on employee performance when mediated by engagement.

A key limitation of this study lies in the sample size, which does not represent the entire population due to the high workload of employees at cargo companies. Moreover, time constraints in the research process limited the scope of data collection and analysis.

In light of these findings, it is recommended that cargo companies in DKI Jakarta place greater emphasis on fostering employee engagement and optimizing performance, particularly by involving employees more actively in operational activities such as cargo handling and delivery processes.

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