

# Analysis Assessment, Training, and Counseling on Employee Performance is Mediated by Job Satisfaction

*Determinants  
of Employee  
Performance*

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## **ABSTRACT**

*This study aims to analyze the effects of assessment, training, mentoring, and counseling on employee performance, with job satisfaction as a mediating variable, in sea cargo expedition companies in Jakarta. A descriptive quantitative approach was used, with data collected through a Likert-scale questionnaire (1–5) from 88 respondents selected using a census technique. Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method via SmartPLS version 4.1.0.0. The results show that assessment and training have a positive and significant effect on job satisfaction, while mentoring and counseling have no significant effect. Assessment also has a direct and significant effect on employee performance, whereas training, mentoring, and counseling do not. Job satisfaction is found to significantly mediate the relationship between assessment and employee performance. These findings highlight the importance of effective assessment practices in enhancing job satisfaction and employee performance, while suggesting the need to improve the implementation of training, mentoring, and counseling programs.*

**Keywords:** *Employee Performance, Job Satisfaction, Assessment, Training, Counseling*

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## **INTRODUCTION**

### **Background of the Problem**

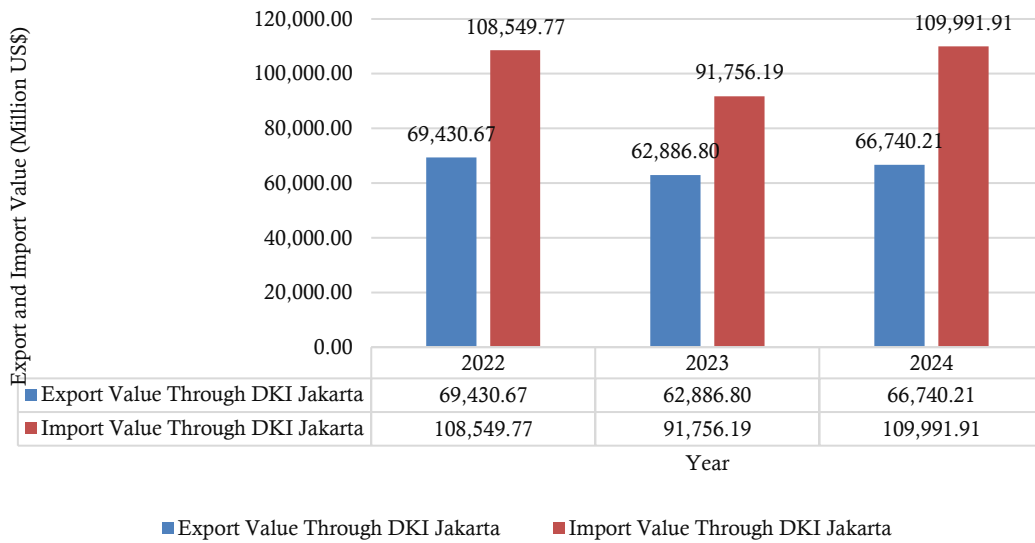
Amidst the rapid development of international trade in the Industry 5.0 era, the sea freight forwarding sector faces complex challenges, (Ismail & Nugroho, 2022). To meet domestic needs, each country has the opportunity to trade in both exports and imports. The main purpose of exports and imports themselves is to fulfill domestic commodities, besides that, exports have the purpose of being an instrument of state income or input, (Silano et al., 2023). In trading activities, one of the industrial sectors involved is the expedition or shipping company, (Chairunnisa et al., 2023). These companies serve various routes, tailored to specific destinations. Shipping companies can serve land, sea and air routes. Each of these service routes has its advantages and disadvantages, (Susanto et al., 2021).

Transportation companies, including sea freight forwarders, play a strategic role in facilitating global logistics and trade flows, especially in DKI Jakarta as Indonesia's main business center and port, (Sianturi et al., 2023). However, this industry faces complex challenges, ranging from the volatility of global logistics prices, intense competition, to operational efficiency issues, (Hidayat et al., 2023). One of the key factors that is often overlooked is employee performance, which directly affects the speed, accuracy, and reliability of service, (Sitanggang et al., 2022). Employee performance is a determining factor in the operational success of a freight forwarding company, especially in DKI Jakarta which plays a role as Indonesia's logistics and international trade center (Gultom et al., 2022). However, the industry faces serious challenges related to employee productivity and job satisfaction, which impact overall supply chain efficiency. Based on data Mabrori, (2023), Indonesia ranks 63rd out of a total of 139 countries in the Logistics Performance Index (LPI), with a score of 3.0 on six indicators (customs, infrastructure, international shipments, logistics competence and quality, timelines, and tracking & tracing). This indicates that human resource performance issues in the logistics sector, including freight forwarding, are a major obstacle to national competitiveness.

The graph above shows the development of export and import values through DKI Jakarta over the past three years, from 2022 to 2024. The data shown in millions of US dollars illustrates that during this period, the value of imports was always higher than the value of exports, which indicates a trade balance deficit through DKI Jakarta. In 2022, the value of exports through DKI Jakarta was recorded at US\$ 69,430.67 million, while the value of imports reached US\$ 108,549.77 million. This significant difference shows that the volume of imported goods is much greater than that of exported goods. At the beginning of 2023, the value of exports decreased to 62,886.80 million US dollars, while the value of imports also decreased to 91,756.19 million US dollars. This decline can be caused by external factors such as the global economic condition, inflation, or international trade policies.

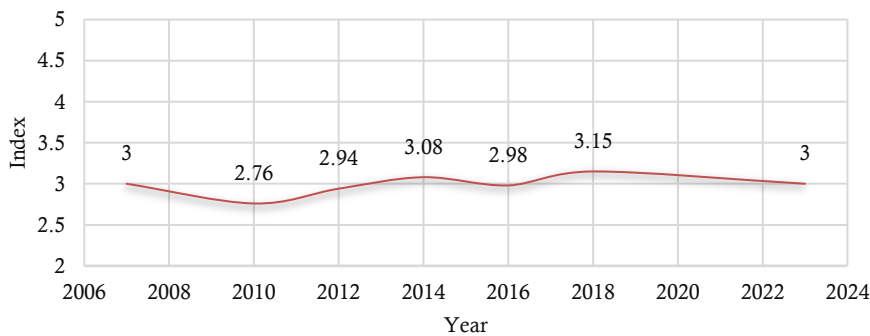
However, in 2024, the export value increased to 66,740.21 million US dollars, indicating a recovery in export performance. Meanwhile, the import value increased significantly again to 109,991.91 million US dollars, even surpassing the import value in 2022. This may indicate an increase in domestic demand for imported goods or an increased dependence on raw materials and foreign products. Overall, this graph shows that despite fluctuations in the value of exports and imports, the dominance of imports is still the main characteristic of DKI Jakarta's foreign trade. Therefore, strategic efforts are needed to increase the value of exports in order to achieve a trade balance, such as increasing the competitiveness of local products, diversifying export markets, and incentive policies for exporters. Below is the development of Indonesia's LPI from 2007 to 2023.

**Value of Exports and Imports Through DKI Jakarta 2022-2024 (Million US\$)**



**Figure 1.** Value of Exports and Imports Through DKI Jakarta 2022-2024 (Million US\$)  
Source: (Central Statistics Agency, 2024)

**Development of the Indonesian Logistics Performances Index from 2007 to 2023**



**Figure 2.** Development of the Indonesian Logistics Performances Index from 2007 to 2023  
Source: (Fajarini, 2023)

Indonesia's LPI score remained in the range of 2.50-3.20 from 2007 to 2023. Based on this score, Indonesia is still categorized as a partial player, with logistical constraints most evident in low- and middle-income countries. These logistical constraints can take the form of inadequate infrastructure, lack of technological development, geographical and demographic conditions, human resources and connectivity of logistics networks. In terms of regulations, the government has issued Minister of Manpower Regulation No. 20 of 2023 concerning Guidelines for Manpower Management in the Logistics Sector, which requires companies to fulfill the basic rights of employees, including decent wages, humane working hours, and access to training. However, implementation is still weak, especially in small and medium-sized freight forwarding companies in Jakarta.

**Study Aim and Hypothesis**

The purpose of this study is to determine the extent to which assessment, training, mentoring, and counseling influence employee performance through job satisfaction. This study hypothesizes that these factors have a positive and significant effect on employee performance through job satisfaction, both partially and simultaneously.

**LITERATURE REVIEW**

### **Employee Performance**

Employee performance refers to the level of success an individual has in completing tasks according to company standards, including aspects of quantity, quality, and timeliness. The performance evaluation encompasses the quality, quantity, efficiency, and timeliness of the work performed. Employee performance is a critical component of organizational effectiveness, as it directly correlates with the overall productivity of the organization and significantly impacts the achievement of its strategic objectives, (Susanto, Hidayat, et al., 2023). The following indicators or dimensions have been identified as pertinent to the evaluation of employee performance: 1) Quantity of Work: This term refers to the number of work results completed in a given period of time. The performance of an individual is directly proportional to the number of tasks they complete with high precision. Secondly, the quality of work is indicative of the level of accuracy, precision, and neatness exhibited in the execution of tasks. The ability to produce high-quality work is indicative of a high level of competence. The objective of this measure is to ascertain the extent to which work can be completed according to the specified deadline. Punctuality has been demonstrated to be a reliable indicator of work efficiency, (Widodo, 2017). Employee performance variables have been studied by previous research conducted by: (Widodo & Hapzi, 2017), (Silitonga et al., 2017), (Saputra et al., 2023).

### **Job Satisfaction**

Job satisfaction is defined as the sense of pleasure or dissatisfaction that employees feel about their work, based on their perceptions of working conditions, relationships with colleagues and supervisors, pay, opportunities for development, and the work environment in general. It has been demonstrated that elevated levels of job satisfaction have a tendency to motivate employees to exhibit optimal performance and to extend their tenure with the company, (Putri et al., 2023). Indicators or dimensions of job satisfaction include: 1) Satisfaction with Salary and Benefits: Relates to feelings of satisfaction with the financial compensation received; 2) Social Relations at Work: Describes the comfort of employees in interacting with colleagues and superiors; 3) Career Development Opportunities: Refers to employees' perceptions of opportunities to learn and advance within the organization (Saputra et al., 2024). The job satisfaction variable has been studied by previous research conducted by: (Susanto, Sawitri, et al., 2023), (Supardi, 2023), (Romayanti, 2021).

### **Assessment**

Assessment is the process of evaluating an individual's skills, potential, or performance using various methods such as written tests, interviews, observations, or simulations. Assessment is typically used in the hiring, promotion, or development process to help the organization place individuals in the right positions (Tukan & Fatlolon, 2022). The indicators or dimensions contained in the assessment include: 1) Competency Assessment: Evaluation of employees' technical abilities and soft skills; 2) Potential Test and Psychometric Test: Assesses the cognitive potential, personality, and motivation of individuals for specific jobs; 3) Behavioral Observation: Conducted to see firsthand how employees act in real work situations (Soesanto et al., 2023). The assessment variable has been studied by previous research conducted by: (Kamilia & Nawangsari, 2023), (Schorn et al., 2021), (Refly Lumapow et al., 2022).

### **Training**

Training can be defined as a systematic effort on the part of an organization to improve the skills and knowledge of employees through learning. The objective is to enable employees to execute their professional responsibilities with greater efficacy and to equip them with the necessary competencies to address the demands of their roles as they evolve, (Sawitri et al., 2023). The indicators or dimensions contained in the training include: 1) Suitability of Material to Work Needs: The extent to which the training content is relevant to the employee's duties; 2) Improvement of Work Abilities: Whether the training is able to improve technical and non-technical skills; 3) Application of Training Results: The measure of training success is seen in the extent to which

participants apply the knowledge gained to their work (Susanto et al., 2025). Training variables have been studied by previous research conducted by: (Widodo, 2021), (Jumawan et al., 2023), (Hendarjanti et al., 2022).

**Mentoring**

Mentoring is the process of a senior or expert providing guidance to a newer or less experienced employee with the goal of building the competence and confidence of the mentee. The relationship is long-term and often informal (Susanto, 2021). The indicators or dimensions contained in mentoring include: 1) Frequency and Quality of Interaction: How routine and meaningful the relationship between mentor and mentee is; 2) Improvement of Professional Competence: Mentee shows progress in knowledge and skills after the mentoring process; 3) Emotional Support and Motivation: Mentor encourages, directs, and helps mentee in facing work challenges (Budiharjo & Nur, 2024). The mentoring variable has been studied by previous research conducted by: (Sherenn et al., 2023), (Meqdadı et al., 2020), (Rustiawan et al., 2023).

**Counseling**

Counseling is the process of helping employees who are experiencing personal or work problems to overcome emotional barriers, stress, or conflict that affect their performance and well-being (Riyanti, 2024). The indicators or dimensions found in counseling include: 1) Active Listening: Counselors are able to understand employees' problems without judging; 2) Identification of Personal or Work Issues: The counseling process is effective if it is able to explore the root causes that affect performance; 3) Provision of Solutions or Assistance: Good counseling helps individuals find solutions or strategies to overcome their problems (Susanto et al., 2024). The counseling variable has been studied by previous research conducted by: (Budiharjo & Nur, 2024), (Susanto et al., 2025), (Rahman et al., 2023).

**METHODS**

This study employed a descriptive research design by surveying employees of freight forwarding companies in Jakarta, Indonesia. The respondents were employees of sea freight forwarding companies. The census technique was used for sampling. A total of 88 respondents participated in the study. Data were collected using a questionnaire. A reliability test was carried out on the entire scale of data before use. The reliability test was conducted according to the specified standards Sugiyono, (2024) It states that if the Cronbach's alpha correlation result is closer to 1, then it can be interpreted as reliable. Hypothesis testing is carried out using the SmartPLS partial least squares structural equation modeling (SEM-PLS) method. Previously, a hypothesis test was conducted, followed by a validity and reliability test. The scale to be used has also been tested for validity and reliability.

**RESULTS AND DISCUSSION**

The present study encompasses the empirical evaluation of both the outer model and the inner model:

**Outer Model Validity Test**

*1. Convergen Validity*

If the correlation coefficient is greater than or equal to 1, the validity is considered high. The table below shows the results of the outer model convergent validity test, (Sugiyono, 2022).

**Table 1.** Convergent Validity Analysis

Assessment	Training	Mentoring	Counseling	Job Satisfaction	Employee Performance
X1.01	0,743				
X1.02	0,819				
X1.03	0,802				
X1.04	0,766				
X1.05	0,778				

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X2.01	0,821		
X2.02	0,787		
X2.03	0,770		
X2.04	0,767		
X2.05	0,716		
X3.01		0,852	
X3.02		0,844	
X3.03		0,798	
X3.04		0,741	
X3.05		0,788	
X4.01			0,842
X4.02			0,764
X4.04			0,735
X4.05			0,791
Y1.01			0,797
Y1.02			0,742
Y1.03			0,752
Y1.04			0,711
Y1.05			0,726
Y2.01			0,814
Y2.02			0,773
Y2.03			0,804
Y2.04			0,746

Source: Processed data by SmartPLS (2025)

All variables were declared valid based on a loading factor value  $>0.60$ , indicating consistency of the indicators in measuring the construct, as shown in Table 1. It is clear that the indicators of each variable are eligible for research.

## 2. AVE Analysis (Average Variance Extracted)

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

Table 2. AVE Analysis

Variable	Average Variance Extracted (AVE)
Assessment	0,612
Training	0,597
Mentoring	0,649
Counseling	0,615
Job Satisfaction	0,556
Employee Performance	0,616

Based on Table 2, the AVE values are as follows: Assessment = 0.612; Training = 0.597; Mentoring = 0.649; Counseling = 0.615; Job Satisfaction = 0.556; and Employee Performance = 0.616. These values indicate that the variables in this study have good discriminant validity.

## Outer Model Reliability Test

### 1. Composite Reliability

This reliability test measures how consistently and accurately a respondent answers a given questionnaire. Based on the test results in Table 3, the composite reliability values are as follows: Assessment, 0.887; Training, 0.881; Mentoring, 0.902; Counseling, 0.864; Job Satisfaction, 0.862; and Employee Performance, 0.865. These values indicate that the overall reliability of each variable is greater than 0.7.

Table 3. Composite Reliability Analysis

Variable	Composite Reliability
Assessment	0,887
Training	0,881
Mentoring	0,902
Counseling	0,864
Job Satisfaction	0,862
Employee Performance	0,865

### 2. Cronbach's Alpha

Cronbach's alpha is the key to strengthening the reliability test with composite reliability. The variable is reliable if its Cronbach's alpha value is greater than 0.7, (M. Dewi, 2024).

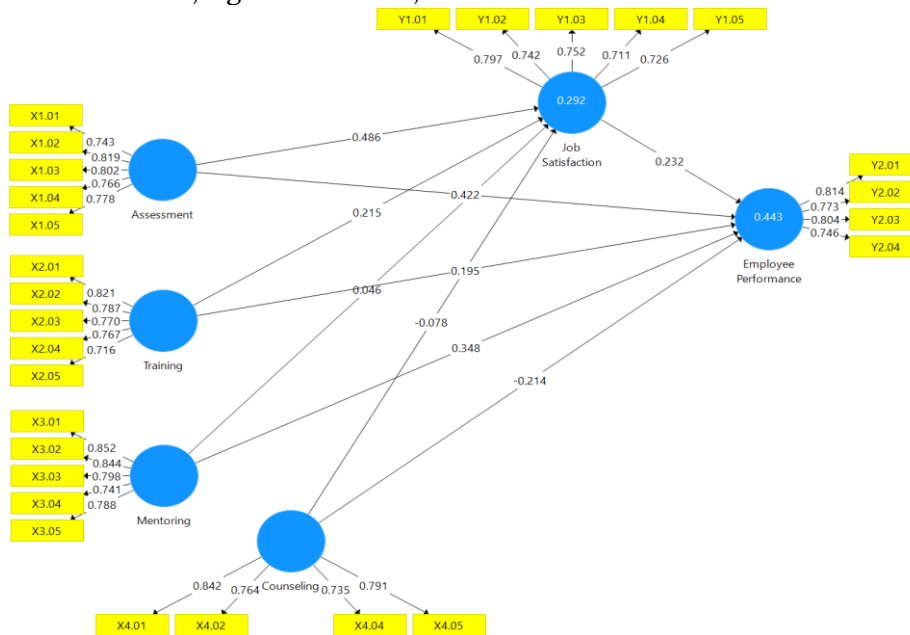
**Table 4.** Cronbach's Alpha Analysis

Variable	Cronbach's Alpha
Assessment	0,842
Training	0,833
Mentoring	0,866
Counseling	0,795
Job Satisfaction	0,800
Employee Performance	0,793

The results presented in Table 4 show that the Cronbach's alpha values for each variable are as follows: Assessment (0.842), Training (0.833), Mentoring (0.866), Counseling (0.795), Job Satisfaction (0.800), and Employee Performance (0.793). Since all values exceed the threshold of 0.7, it can be concluded that all variables demonstrate strong internal consistency and are considered reliable.

**Structural Model Analysis (Inner Model)**

The testing of this structural model definitively identifies the relationship or influence between the construct, significant value, and R<sup>2</sup>:



**Figure 3.** Inner Model Output

**1. Hypothesis Testing Results (Significance Test)**

**Table 5.** Hypothesis Testing Results (Bootstrapping)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O-STDEV)	P Values
Assessment -> Job Satisfaction	0,486	0,481	0,079	6,172	0,000
Training -> Job Satisfaction	0,215	0,214	0,103	2,081	0,038
Mentoring -> Job Satisfaction	0,046	0,096	0,336	0,138	0,890
Counseling -> Job Satisfaction	-0,078	-0,111	0,358	0,217	0,828
Assessment -> Employee Performance	0,422	0,419	0,075	5,647	0,000
Training -> Employee Performance	0,195	0,191	0,116	1,680	0,094
Mentoring -> Employee Performance	0,348	0,341	0,327	1,065	0,287
Counseling -> Employee Performance	-0,214	-0,204	0,314	0,681	0,496
Job Satisfaction -> Employee Performance	0,232	0,234	0,090	2,573	0,010
Assessment -> Job Satisfaction -> Employee Performance	0,113	0,112	0,046	2,472	0,014
Training -> Job Satisfaction -> Employee Performance	0,050	0,052	0,036	1,399	0,162
Mentoring -> Job Satisfaction -> Employee Performance	0,011	0,022	0,077	0,140	0,889
Counseling -> Job Satisfaction -> Employee Performance	-0,018	-0,023	0,082	0,220	0,826

*Effect of Assessment on Job Satisfaction*

The findings from the initial hypothesis test reveal the influence of assessment on job satisfaction, as detailed in Table 5. The analysis produced a path coefficient (O) of 0.486, with a T-statistic of 6.172 and a P-value of 0.000. Since the T-statistic exceeds the critical value of 1.987 and the P-value is below 0.05, the result is considered statistically significant and indicates a positive effect. These findings confirm that assessment significantly influences job satisfaction, particularly through objective competency evaluations within freight forwarding companies (H1 is supported).

*Effect of Training on Job Satisfaction*

The findings from the second hypothesis test clearly show that training influences job satisfaction, as presented in Table 5. The analysis produced a path coefficient (O) of 0.215, with a T-statistic of 2.081 and a P-value of 0.038. Since the T-statistic exceeds the critical threshold of 1.987 and the P-value is below 0.05, the result is statistically significant and indicates a positive relationship. Thus, training has a significant and positive impact on job satisfaction within freight forwarding companies (H2 is supported).

*Effect of Mentoring on Job Satisfaction*

The third hypothesis test results reveal the influence of mentoring on job satisfaction, as shown in Table 5. The analysis produced a path coefficient (O) of 0.046, with a T-statistic of 0.138 and a P-value of 0.890. Since the T-statistic is below the critical value of 1.987 and the P-value exceeds 0.05, the effect is deemed statistically insignificant and lacks a positive influence. These findings confirm that mentoring does not have a significant or positive impact on job satisfaction within freight forwarding companies (H3 is rejected).

*Effect of Counseling on Job Satisfaction*

The results of the fourth hypothesis test indicate the influence of counseling on job satisfaction, as presented in Table 5. The analysis produced a path coefficient (O) of -0.078, with a T-statistic of 0.217 and a P-value of 0.828. Since the T-statistic is below the critical value of 1.987 and the P-value exceeds 0.05, the effect is statistically insignificant and not positive. These findings confirm that counseling does not have a significant or positive impact on job satisfaction in freight forwarding companies (H4 is rejected).

*Effect of Assessment on Employee Performance*

The fifth hypothesis test results clearly show the influence of assessment on employee performance, as displayed in Table 5. The analysis revealed a path coefficient (O) of 0.422, with a T-statistic of 5.647 and a P-value of 0.000. Since the T-statistic is well above the critical value of 1.987 and the P-value is well below 0.05, the effect is statistically significant and positive. This confirms that assessment has a significant and positive impact on employee performance in freight forwarding companies (H5 is supported).

*Effect of Training on Employee Performance*

The results of the sixth hypothesis test reveal the effect of training on employee performance, as shown in Table 5. The analysis produced a path coefficient (O) of 0.195, with a T-statistic of 1.680 and a P-value of 0.094. Since the T-statistic is below the critical value of 1.987 and the P-value exceeds 0.05, the effect is neither significant nor positive. Thus, training does not have a significant positive impact on employee performance in sea cargo expedition companies (H6 is rejected).

*Effect of Mentoring on Employee Performance*

The results of the seventh hypothesis test indicate the influence of mentoring on employee performance, as presented in Table 5. The analysis showed a path coefficient (O) of 0.348, with a T-statistic of 1.065 and a P-value of 0.287. Since the T-statistic is below the threshold value of 1.987 and the P-value exceeds 0.05, the effect is statistically insignificant and not positive. These findings confirm that mentoring does not have a significant or positive effect on employee performance in ocean freight forwarding companies (H7 is rejected).

#### *Effect of Counseling on Employee Performance*

The eighth hypothesis test results show the effect of counseling on employee performance, as detailed in Table 5. The analysis produced a path coefficient (O) of -0.214, with a T-statistic of 0.681 and a P-value of 0.496. Since the T-statistic falls below the critical value of 1.987 and the P-value exceeds 0.05, the effect is statistically insignificant and lacks a positive association. This confirms that counseling does not have a significant or positive impact on employee performance in sea cargo expedition companies (H8 is rejected).

#### *Effect of Job Satisfaction on Employee Performance*

The results of the ninth hypothesis test clearly indicate the effect of job satisfaction on employee performance, as shown in Table 5. The analysis produced a path coefficient (O) of 0.232, with a T-statistic of 2.573 and a P-value of 0.010. Since the T-statistic exceeds the critical value of 1.987 and the P-value is below 0.05, the effect is statistically significant and positive. These findings confirm that job satisfaction has a notable and meaningful influence on employee performance in freight forwarding companies (H9 is accepted).

#### *Effect of Assessment on Employee Performance through Job Satisfaction*

The tenth hypothesis test results show the effect of assessment on employee performance through job satisfaction, as presented in Table 5. The analysis produced a path coefficient (O) of 0.113, with a T-statistic of 2.472 and a P-value of 0.014. Since the T-statistic is above the critical value of 1.987 and the P-value is below 0.05, the effect is statistically significant and positive. These results confirm that assessment has a meaningful and positive influence on employee performance through job satisfaction in freight forwarding companies (H10 is accepted).

#### *Effect of Training on Employee Performance Through Job Satisfaction*

The eleventh hypothesis test results indicate the influence of training on employee performance through job satisfaction, as shown in Table 5. The analysis produced a path coefficient (O) of 0.050, with a T-statistic of 1.399 and a P-value of 0.162. Since the T-statistic is below the critical value of 1.987 and the P-value exceeds 0.05, the effect is not statistically significant and lacks a positive impact. This confirms that training does not have a significant or positive effect on employee performance through job satisfaction in freight forwarding companies (H11 is rejected).

#### *Effect of Mentoring on Employee Performance through Job Satisfaction*

The twelfth hypothesis test highlights the effect of mentoring on employee performance, as shown in Table 5, with job satisfaction serving as a mediating variable. The analysis produced a path coefficient (O) of 0.011, a T-statistic of 0.140, and a P-value of 0.889. Since the T-statistic is well below the critical value of 1.987 and the P-value is significantly above 0.05, the effect is statistically insignificant and not positive. These findings clearly indicate that mentoring does not have a significant or positive impact on employee performance through job satisfaction in ocean freight forwarding companies (H12 is rejected).

#### *Effect of Counseling on Employee Performance through Job Satisfaction*

The results of the thirteenth hypothesis test show the effect of counseling on employee performance through job satisfaction, as presented in Table 5. The analysis resulted in a path coefficient (O) of -0.018, with a T-statistic of 0.220 and a P-value of 0.826. Since the T-statistic is below the critical value of 1.987 and the P-value exceeds 0.05, the effect is not statistically significant and lacks a positive influence. These findings confirm that counseling does not have a significant or positive impact on employee performance through job satisfaction in freight forwarding companies (H13 is rejected).

Based on the results of the above tests, the discussion of the research conducted on startup companies in Jakarta is as follows:

#### ***The Effect of Assessment on Job Satisfaction in Sea Freight Forwarding Companies***

Based on the results of hypothesis testing and data analysis, it has been shown that assessment has a positive and significant effect on job satisfaction. To improve job satisfaction through assessment, the management of a sea freight forwarding company

should do the following: 1) Competency Assessment: Management needs to assess employees' technical and non-technical abilities periodically and objectively to suit the demands of the job; 2) Potential Test and Psychometric Test: The implementation of potential and psychometric tests is useful for exploring individual talents, personalities, and work styles; and 3) Behavior Observation: Through direct observation, companies can understand patterns of employee behavior in work situations.

If a sea freight forwarding company can implement Competency Assessment, Potential Test and Psychometric Test, Behavior Observation, it will have an impact on job satisfaction which includes: 1) Satisfaction with Salary and Benefits: Employees who feel fairly assessed tend to believe that the company's compensation system is merit-based, thus increasing satisfaction with salary and benefits; 2) Social Relations in the Workplace: A transparent and fair assessment process can create a healthy work environment, encourage cooperation, and improve harmony in relationships between coworkers; and 3) Career Development Opportunities: Accurate assessment will be the basis for decision making in promotion, training, and job rotation, so that employees feel they have opportunities to develop and achieve a better career in the company. The results of this study are in line with research conducted by (Saefullah, 2022) and (Sudiatmaja, 2024), which states that assessment has a positive and significant effect on job satisfaction.

#### ***The Effect of Training on Job Satisfaction in Sea Freight Forwarding Companies***

Based on the results of hypothesis testing and data analysis, it has been shown that training has a positive and significant effect on job satisfaction. To improve job satisfaction through training, the management of a sea freight forwarding company must do the following: 1) Suitability of Materials to Job Requirements: The training provided must be relevant and in accordance with the duties and responsibilities of the employee; 2) Improvement of Work Abilities: The training program must be designed to truly improve the technical skills and soft skills of the employee; and 3) Application of Training Results: Training will have maximum impact if the results can be directly applied in the work environment. Management needs to provide space or opportunities for employees to implement what they have learned. This will make employees feel valued and give meaning to their learning process.

If a sea freight forwarding company can implement Material Suitability with Work Needs, Improvement of Work Abilities, Application of Training Results, it will have an impact on job satisfaction which includes: 1) Satisfaction with Salary and Benefits: Employees who feel more productive and skilled will usually see added value to their contribution, and this can encourage the perception that the compensation provided is fair and adequate; 2) Social Relations in the Workplace: Training that involves interaction between employees can strengthen teamwork, strengthen social relationships, and build more open communication in the work environment; and 3) Career Development Opportunities: Continuous and competency-based training programs will open up opportunities for job promotions, job rotations, or more challenging tasks, which in turn increase job satisfaction through clearer career development. The results of this study are in line with research conducted by (Sesen & Ertan, 2022) and (Nguyen, 2020), which states that training has a positive and significant effect on job satisfaction.

#### ***The Effect of Mentoring on Job Satisfaction in Sea Freight Expedition Companies***

Based on the results of hypothesis testing and data analysis that have been carried out, it shows that mentoring does not have a positive and insignificant effect on job satisfaction. To improve job satisfaction through mentoring, the management of a sea cargo expedition company needs to pay attention to: 1) Frequency and quality of interaction: Mentoring will be effective if it is carried out consistently and in an atmosphere of quality interaction. Meetings that are too infrequent or are only formalities make the mentoring process meaningless; 2) Increased Professional Competence: Mentoring programs should not only focus on work adaptation, but also on the development of technical and leadership skills; and 3) Emotional Support and Motivation: The role of a mentor is not only as a technical guide, but also as a source of psychological support and motivation.

If the sea cargo expedition company pays attention to the Frequency and Quality of Interaction, Increased Professional Competence, Emotional Support and Motivation, it will have an impact on job satisfaction which includes: 1) Satisfaction with Salary and Benefits: Although mentoring is not directly related to compensation, increased competence and confidence through mentoring can open up opportunities for salary increases and benefits based on work performance; 2) Social Relationships in the Workplace: Good mentoring can strengthen interpersonal relationships between senior and junior employees, as well as create an inclusive and collaborative work culture; and 3) Career Development Opportunities: Employees who receive direction and support from mentors will be better prepared to take on new challenges, opening up opportunities for faster and more directional career development. The results of this study are in line with research conducted by (Kumari et al., 2022) and (Chatterjee et al., 2021), which states that mentoring has no positive and insignificant effect on job satisfaction.

#### ***The Effect of Counseling on Job Satisfaction in Sea Freight Forwarding Companies***

Based on the results of hypothesis testing and data analysis that have been carried out, it shows that Counseling does not have a positive and insignificant effect on Job Satisfaction. To increase Job Satisfaction through Counseling, the management of sea cargo expedition companies needs to pay attention to: 1) Active Listening: Supervisors must have the ability to really listen to employee complaints and problems attentively without judging; 2) Identification of Personal or Work Issues: The counseling process must be able to identify the sources of stress, conflict, or obstacles faced by employees in both personal and work aspects; and 3) Providing Solutions or Assistance: After the problem has been identified, the next step is to provide concrete and applicable advice, solutions, or referrals. Employees will feel helped and better prepared to deal with work pressures if they are given clear direction and real support from management.

If a shipping company pays attention to Active Listening, Identifying Personal or Work Issues, Providing Solutions or Assistance, it will have an impact on job satisfaction which includes: 1) Satisfaction with Salary and Benefits: Although it does not directly affect compensation, effective counseling services can help employees manage financial stress or salary dissatisfaction through psychological approaches and healthier coping strategies; 2) Social Relationships in the Workplace: With decreased emotional pressure and increased mental stability, employees tend to be better able to interact positively with coworkers, making social relationships in the workplace more harmonious; and 3) Career Development Opportunities: Employees who receive good emotional and mental support from the counseling process tend to be more focused, productive, and motivated, which ultimately opens up opportunities for broader career development. The results of this study are in line with research conducted by (Sari & Fauzi, 2023) and (Adam & Efni, 2021), which states that counseling has no positive and insignificant effect on job satisfaction.

#### ***The Effect of Assessment on Employee Performance at Sea Freight Expedition Companies***

Based on the results of hypothesis testing and data analysis that have been carried out, it shows that Assessment has a positive and significant effect on Employee Performance.

To improve Employee Performance through Assessment, the management of a sea cargo expedition company must do the following: 1) Competency Assessment: Measuring the extent to which employees' skills, knowledge, and work attitudes are in accordance with the demands of the position held. By knowing the actual competencies of employees, management can design training, rotations, or promotions more objectively and precisely; 2) Potential Tests and Psychometric Tests: Measuring the basic abilities, work styles, personalities, and logical and analytical thinking capacities of employees. The results can be a reference in career development planning and the formation of a more productive work team; and 3) Behavior Observation: Through direct observation in the work environment, the company can realistically assess work attitude, initiative, teamwork, and individual responsibility. This approach is important to ensure that the assessment is not only based on work results, but also on the daily work processes and work ethics.

If the sea freight forwarding company can implement Competency Assessment, Potential Test and Psychometric Test, Behavior Observation, it will have an impact on employee performance which includes: 1) Quantity of Work: Employees with the right competencies and potential tend to be able to get more work done in the same amount of time without compromising quality; 2) Quality of Work: With proper assessment, employees can work to expected standards, producing neat, detailed, and error-free outputs; and 3) Punctuality: Appropriate placement based on assessment results allows employees to complete tasks on schedule, reducing delays and improving operational efficiency. The results of this study are in line with research conducted by (Damayanti et al., 2018) and (Shuibin et al., 2020), which states that assessment has a positive and significant effect on employee performance.

***The Effect of Training on Employee Performance in Sea Freight Forwarding Companies***

Based on the results of the hypothesis test and data analysis that have been carried out, it shows that training does not have a positive and insignificant effect on employee performance. To improve employee performance through training, the management of a sea freight forwarding company needs to pay attention to: 1) The suitability of the material to the needs of the job: the training material must be designed to be relevant to the employee's daily duties and responsibilities. If the training is only theoretical or too general, the benefits will not be felt directly in improved performance; 2) Improvement of work ability: Effective training should improve employees' technical and non-technical abilities, such as communication skills, problem-solving, and the use of the latest tools or technology; and 3) Application of Training Results: Management needs to ensure follow-up of training results, such as supervision, small projects, or periodic evaluations, so that the knowledge gained is not simply lost and is actually applied in the daily work process.

If a sea freight forwarding company pays attention to the suitability of materials with work needs, improvement of work abilities, and application of training results, it will have an impact on employee performance, including: 1) Quantity of work: employees with better and more efficient skills will be able to complete more work in the same amount of time; 2) Quality of work: The application of training results will produce better, more accurate, and error-free outputs, so that work standards will be better maintained; and 3) Punctuality: With better understanding and ability from training, employees will complete their tasks faster according to set deadlines. The results of this study are in line with research conducted by (Andayani & Hirawati, 2021) and (Hendra, 2020), which states that training has no positive and insignificant effect on employee performance.

***The Effect of Mentoring on Employee Performance in Sea Freight Forwarding Companies***

Based on the results of the hypothesis test and data analysis that have been carried out, it shows that mentoring does not have a positive and insignificant effect on employee performance. To improve employee performance through mentoring, the management of sea freight forwarding companies needs to pay attention to: 1) Frequency and Quality of Interaction: Management needs to schedule mentoring sessions regularly and ensure that the discussions that take place are constructive and relevant to work needs; 2) Improving Professional Competence: A mentoring program should ideally be able to develop mentees' technical and non-technical competencies through the transfer of knowledge, experience, and direct learning; and 3) Emotional Support and Motivation: Mentoring should also create space for employees to gain emotional support, confidence, and work motivation. A supportive mentor relationship can shape a healthy work climate and indirectly support improved work performance.

If a shipping company pays attention to the Frequency and Quality of Interaction, Increased Professional Competence, Emotional Support and Motivation, it will have an impact on employee performance, including: 1) Quantity of Work: With proper direction and motivation, employees can work more productively and complete more tasks; 2) Quality of Work: The knowledge and experience shared by mentors can help mentees produce better work with fewer mistakes; and 3) Punctuality: Employees who receive guidance and motivation will be more disciplined in managing time and completing tasks on time. The results of this study are in line with research conducted by (Usman et al.,

2024) and (Lalitaratri, 2023), which states that mentoring has no positive and insignificant effect on employee performance.

#### ***The Effect of Counseling on Employee Performance at Sea Freight Expedition Companies***

Based on the results of the hypothesis test and data analysis that have been carried out, it shows that counseling has no positive and insignificant effect on Employee Performance. To improve employee performance through counseling, the management of a sea cargo expedition company needs to pay attention to: 1) Active Listening: Counselors must be able to give full attention, not interrupt, and show empathy when employees raise problems; 2) Identification of Personal or Work Issues: Effective counseling is not only about listening, but also being able to identify the root causes of problems experienced by employees, both personal and work-related; and 3) Providing Solutions or Assistance: After understanding the problem, the counselor or management must be able to provide alternative solutions, advice, or concrete support relevant to the employee's condition.

If a sea cargo expedition company pays attention to Active Listening, Identification of Personal or Work Issues, Provision of Solutions or Assistance, it will have an impact on employee performance, including: 1) Quantity of Work: Employees who receive psychological and emotional support tend to work more consistently and productively in completing tasks; 2) Quality of Work: A good emotional balance affects the accuracy and precision of work results; and 3) Punctuality: Employees who feel cared for and get help when facing problems will have higher work enthusiasm and discipline in completing tasks on time. The results of this study are in line with research conducted by (Azra, 2020) and (Baya et al., 2023), which states that counseling does not have a positive and insignificant effect on employee performance.

#### ***The Effect of Job Satisfaction on Employee Performance in Sea Freight Forwarding Companies***

Based on the results of the hypothesis test and data analysis, it has been shown that job satisfaction has a positive and significant effect on employee performance. To improve employee performance through job satisfaction, the management of a sea freight forwarding company must do the following: 1) Satisfaction with salary and benefits: Employees who feel that their salaries and benefits are in line with their workload, responsibilities, and living needs tend to have higher work enthusiasm; 2) Social Relations in the Workplace: Harmonious working relationships between employees and with superiors can create a pleasant and collaborative work environment; and 3) Career Development Opportunities: Providing opportunities for employees to develop skills, move up the ladder, or undergo training will increase confidence and commitment.

If a sea freight forwarding company can implement Satisfaction with Salary and Benefits, Social Relations in the Workplace, and Career Development Opportunities, it will have an impact on employee performance, including: 1) Quantity of Work: Employees are motivated to work harder and complete more tasks in a given time; 2) Quality of Work: A high level of satisfaction encourages precision, accuracy, and seriousness in carrying out work; and 3) Punctuality: Employees who are satisfied with their work tend to have good time management and complete tasks according to deadlines. The results of this study are in line with research conducted by (Sembiring et al., 2021) and (Ariansy & Kurnia, 2022), which states that job satisfaction has a positive and significant effect on employee performance.

#### ***The Effect of Assessment on Employee Performance through Job Satisfaction at Sea Freight Expedition Companies***

Based on the results of hypothesis testing and data analysis that have been carried out, it shows that Assessment has a positive and significant effect on Employee Performance through Job Satisfaction. To improve employee performance through job satisfaction and assessment, the management of a sea cargo expedition company must do the following: 1) Competency assessment: Regularly assess employees' technical abilities, knowledge, and skills so that they understand the standards that must be achieved; 2) Potential tests and psychometric tests: It is important to explore deep individual characteristics and identify hidden potential that can be developed further; 3) Behavior Observation: Directly

in the workplace, it is useful to assess work attitude, discipline, and social interaction, so that the company can provide personally constructive feedback; 4) Satisfaction with Salary and Benefits: This must be maintained by ensuring that the compensation provided is proportional to workload and competence; 5) Social Relations in the Workplace: This must be created through an inclusive, harmonious, and mutually supportive work culture; and 6) Career Development Opportunities: These must be provided through training programs, job rotations, and promotions so that employees feel valued and have clear career prospects.

If a sea freight forwarding company can implement Competency Assessment, Potential Tests and Psychometric Tests, Behavior Observation, Satisfaction with Salary and Benefits, Social Relations in the Workplace, and Career Development Opportunities, it will have an impact on employee performance, including: 1) Quantity of Work: Increases because employees become more motivated and productive; 2) Quality of Work: Improves because employees have the appropriate competencies and feel satisfied at work; and 3) Punctuality: In completing tasks because employees feel responsible and have high work enthusiasm. The results of this study are in line with research conducted by (Hariadi et al., 2025) and (A. S. Dewi & David, 2023), which states that assessment has a positive and significant effect on employee performance through job satisfaction.

#### ***The Effect of Training on Employee Performance through Job Satisfaction at Sea Freight Forwarding Companies***

Based on the results of hypothesis testing and data analysis that have been carried out, it shows that training does not have a positive and insignificant effect on employee performance through job satisfaction. To improve employee performance through job satisfaction and training, the management of the sea cargo expedition company needs to pay attention to: 1) Material suitability with job needs: By adjusting the training content to the tasks and challenges faced by employees in the field; 2) Improving Work Abilities: It must be the main focus of training so that participants not only acquire theoretical knowledge, but also practical skills relevant to daily operations; 3) Application of Training Results: In a real way in work, for example by monitoring performance after training and providing space for experimentation in applying new knowledge; 4) Satisfaction with Salary and Benefits: It needs to be maintained so that employees feel valued for their efforts and abilities; 5) Social Relations in the Workplace: It must be fostered in an atmosphere of collaboration and mutual support, so that the training process can also be an arena for building positive relationships; and 6) Career Development Opportunities: It must be expanded by making training results one of the indicators for promotion or new assignments, so that employees see training as a path to personal and professional advancement.

If the sea cargo expedition company pays attention to the suitability of materials with job requirements, improvement of work abilities, application of training results, satisfaction with salaries and benefits, social relationships in the workplace, and career development opportunities, it will have an impact on employee performance, including: 1) Quantity of work: Which increases because employees become more skilled and confident in completing tasks; 2) Quality of Work: Which improves due to the consistent application of new competencies; and 3) Punctuality: In completing work because training is able to improve work efficiency as a whole. The results of this study are in line with research conducted by (Winarno, 2023) and (Bunga et al., 2023), which states that training has no positive and insignificant effect on employee performance through job satisfaction.

#### ***The Effect of Mentoring on Employee Performance through Job Satisfaction in Sea Freight Forwarding Companies***

Based on the results of hypothesis testing and data analysis, it has been shown that mentoring has no positive and insignificant effect on employee performance through job satisfaction. To improve employee performance through job satisfaction and mentoring, the management of a sea freight forwarding company needs to pay attention to: 1) Frequency and quality of interaction between mentor and mentee. A regular and quality

relationship allows for the exchange of experiences, in-depth discussions, and more personal supervision; 2) Improvement of professional competence By providing direction, input, and challenges relevant to the career development and work skills of employees; 3) Emotional Support and Motivation: The mentor also plays a role in building the mentee's confidence and psychological comfort, which ultimately has an impact on job satisfaction; 4) Satisfaction with Salary and Benefits: It must be maintained so that mentoring is not only an approach to work relations, but is also linked to forms of reward and welfare; 5) Social Relations in the Workplace: It needs to be built with a supportive environment, so that communication between mentor and mentee is more open and effective; and 6) Career Development Opportunities: It must be linked to the results of the mentoring process, so that employees see mentoring as a path to professional advancement and recognition.

If a shipping company pays attention to the Frequency and Quality of Interaction, Increased Professional Competence, Emotional Support and Motivation, Satisfaction with Salary and Benefits, Social Relationships in the Workplace, and Career Development Opportunities, it will have an impact on employee performance, including: 1) Quantity of Work: Increased due to motivation and increased skills; 2) Quality of Work: Better due to ongoing guidance and feedback; and 3) Punctuality: In completing tasks because employees have clarity of purpose and a strong drive to work efficiently. The results of this study are in line with research conducted by (Lalitaratri, 2023) and (Romayanti, 2021), which states that mentoring has no positive and insignificant effect on employee performance through job satisfaction.

#### ***The Effect of Counseling on Employee Performance through Job Satisfaction at Sea Freight Expedition Companies***

Based on the results of the hypothesis test and data analysis that have been carried out, it shows that counseling has no positive and insignificant effect on Employee Performance through job satisfaction. To improve employee performance through job satisfaction and counseling, the management of a sea cargo expedition company needs to pay attention to: 1) Active Listening: Management must train superiors or internal counselors to listen to employee complaints, input, or ideas without interruption; 2) Identification of Personal or Work Issues: Use tools such as anonymous questionnaires or focus group discussions (FGDs) to uncover the root causes, whether related to workload, conflict, or personal circumstances; 3) Provision of Solutions or Assistance: Provide concrete solutions such as flexible working hours, stress management training, or access to professional counseling; 4) Satisfaction with Salary and Benefits: Benchmark salaries against industry standards and evaluate non-financial benefits (insurance, performance bonuses, or health incentives); 5) Social Relationships in the Workplace: Build a collaborative work culture through team-building activities or a buddy/mentor system for new employees; and 6) Career Development Opportunities: Provide technical training (e.g., international logistics) or transparent promotion paths.

If a sea freight forwarding company pays attention to Active Listening, Identification of Personal or Work Problems, Provision of Solutions or Assistance, Satisfaction with Salary and Benefits, Social Relations at Work, and Career Development Opportunities, it will have an impact on employee performance, including: 1) Quantity of Work: Employees are able to complete more tasks because emotional burdens are reduced and motivation increases; 2) Quality of Work: Work errors (such as documentation errors or cargo handling) decrease because employees are more focused and satisfied; and 3) Punctuality: Projects or deliveries are on schedule (on-time delivery) due to better team coordination and controlled work stress. The results of this study are in line with research conducted by (Sutaguna, 2022) and (Yeni & Widhiastuti, 2023), which states that counseling has no positive and insignificant effect on employee performance through job satisfaction.

## CONCLUSION

Based on the previously stated problem formulation, research findings, and discussion, the conclusions drawn from the study conducted on sea freight forwarding companies are as follows: (1) Assessment has a significant and positive impact on job satisfaction; (2) Training also positively and significantly influences job satisfaction; (3) Mentoring does not have a positive or significant effect on job satisfaction; (4) Similarly, counseling shows no significant or positive influence on job satisfaction; (5) Assessment has a strong and significant effect on employee performance; (6) Training does not significantly affect employee performance; (7) Mentoring also lacks a significant impact on performance; (8) Counseling has a minimal and insignificant effect on employee performance; (9) Job satisfaction significantly contributes to improving employee performance; (10) Job satisfaction plays a mediating role in the relationship between assessment and performance; (11) Training does not significantly influence employee performance through job satisfaction; (12) Mentoring shows no significant mediating effect on employee performance via job satisfaction; and (13) Counseling also fails to significantly affect employee performance through the mediation of job satisfaction.

## Limitation

The limitation is that not all respondents filled out the questionnaire as expected, perhaps due to the work conditions they experienced, resulting in incomplete data.

## Suggestion

Based on the results of this study, it is recommended that companies pay attention to management involvement and performance to ensure that employees can participate and engage in every company activity.

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