

Analysis of motivation, competence and remuneration on employee performance through job satisfaction at PT XYZ cargo area

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Abstract

Purpose: The purpose of this study was to see the effect of motivation, competence, and remuneration on employee performance through job satisfaction at PT XYZ cargo division.

Research Methodology: The method used in this study was descriptive quantitative. The sample consisted of 86 employees. Census was used as the sampling technique. Primary and secondary data were used in this study. The analysis tool used in this study was SmartPLS. The tests carried out in this study included the Validity Test, Reliability Test, Inner Model Test, Outer Model Test, and Hypothesis Test.

Results: The results of the research conducted at PT XYZ in the cargo sector include the following: 1) Motivation has a positive and significant effect on job satisfaction; 2) Competence has a positive and significant effect on job satisfaction; 3) Remuneration has no positive and insignificant effect on job satisfaction; 4) Motivation has a positive and significant effect on employee performance; 5) Competence has a positive and significant effect on employee performance; 6) Remuneration has no positive and insignificant effect on employee performance; 7) Job satisfaction has a positive and significant effect on employee performance; 8) Motivation has a positive and significant effect on employee performance through job satisfaction; 9) Competence has a positive and significant effect on employee performance through job satisfaction; and 10) Remuneration has no positive and insignificant effect on employee performance through job satisfaction.

Conclusions: The study at PT XYZ (cargo sector) concludes that motivation and competence significantly and positively affect both job satisfaction and employee performance, both directly and through job satisfaction. In contrast, remuneration shows no significant positive effect on job satisfaction or employee performance, either directly or indirectly.

Limitations: This study's focus on specific companies limits generalizability, and potential bias may arise from self-reported data. Its cross-sectional design restricts causal inferences. Future studies should consider mixed methods to obtain deeper insights.

Contribution: This study contributes to the understanding of employee performance and job satisfaction in cargo companies, with a focus on motivation, competence, and remuneration factors.

Keywords: *Employee Performance, Job Satisfaction, Motivation, Competency, Remuneration*

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1. Introduction

In meeting every need in their country, some countries are able to produce or create their own products to fulfill them. However, not all countries are able to meet their needs. Therefore, some countries import to meet their needs ([Ali, Karimi, & Febriamansyah, 2020](#)). Import-export activities occur because there is a need for both parties, whether between countries or groups. Exporting countries benefit from the sale of goods, while importing countries benefit from meeting their needs ([Sukarmi, Widhiyanti, R., Ula, & Madjid, 2021](#)).

In these activities, it is important to have a cargo industry that is the main pawn in import-export activities ([Harahap & Susanto, 2020](#)). The cargo industry plays an important role in supporting distribution and logistics activities, especially in transporting goods from one location to another, both domestically and internationally ([Utami, 2022](#)). In Indonesia, this industry plays a strategic role because of the nature of the country's archipelago, making the distribution of goods highly dependent on land, sea, and air transportation. The transportation industry includes various services, such as freight forwarding, warehousing, and supply chain management to ensure that goods arrive at their destinations safely, on time, and in good condition ([Achir, Suryawan, Maulina, & Tannady, 2022](#)).

As an archipelago with over 17,000 islands, the distribution of goods through cargo services is the backbone of national logistics ([Setyowati et al. 2023](#)). PT XYZ, one of the cargo companies in Indonesia, faces complex challenges ranging from intense competition and demand for efficiency to fluctuating market dynamics. However, one of the determining factors for the success of this company is the performance of its employees, which is influenced by motivation, competence, and the remuneration system and is mediated by job satisfaction ([Tohir, Primadi, & Akmalia, 2023](#)).

According to data [BPS \(2022\)](#), the number of cargo shipments in Indonesia, both domestic and overseas, fluctuated in 2018, 2019, and 2021, driven by the growth of e-commerce and industrialization. However, this growth has not been matched by a corresponding improvement in service quality. Problems such as late delivery, damaged goods, and customer complaints still occur frequently ([Ali, Susanto, & Saputra, 2024](#)). One of the causes is the less-than-optimal performance of employees, especially in operational areas, such as sorting, packaging, and distribution ([Susanto, Sawitri, Ali, & Rony, 2024](#)).

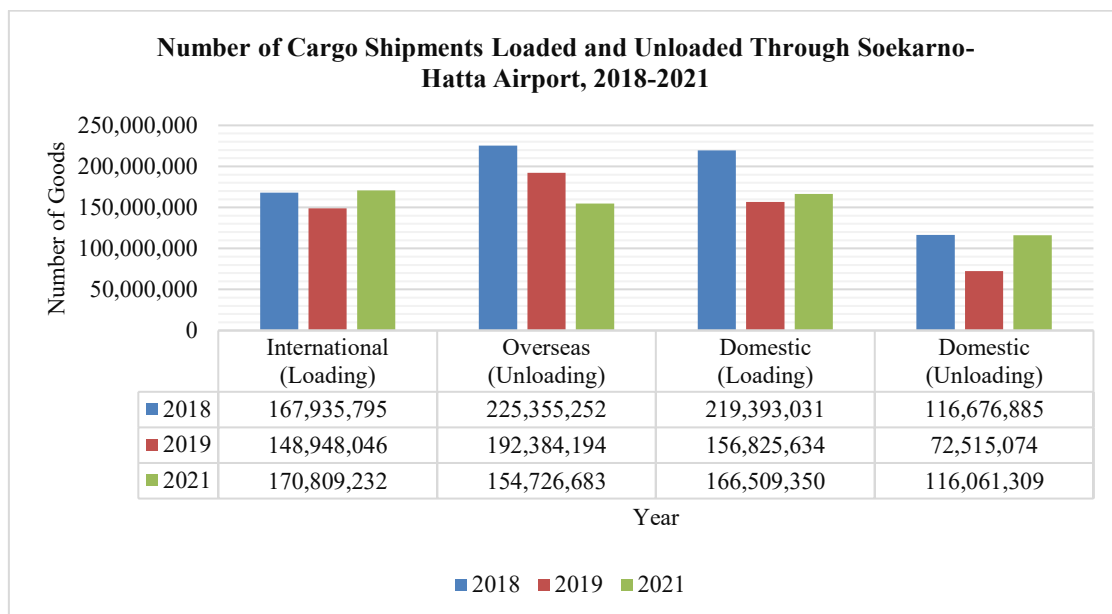


Figure 1. Number of Cargo Shipments Loaded and Unloaded Through Soekarno-Hatta Airport, 2018-2021

Source: [BPS \(2022\)](#)

The graph shows the number of cargo shipments loaded (loading) and unloaded (unloading) through Soekarno-Hatta Airport from 2018 to 2021. There are four categories of cargo: international cargo (loading), overseas cargo (unloading), domestic cargo (loading), and domestic cargo (unloading). In the international cargo (loading) category, the cargo volume is relatively stable with slight fluctuations. In 2018, there were 167,935,795 cargo units, slightly decreasing to 148,948,046 units in 2019 and then increasing to 170,809,232 units in 2021. For the Overseas (Loading and Unloading) category, there was a significant downward trend. It reached 225,355,252 units in 2018, decreased to 192,384,194 units in 2019, and continued to decrease to 154,726,683 units in 2021. In the domestic (loaded) category, the number of loads decreased from 219,393,031 in 2018 to 156,825,634 in 2019. Although there was a slight increase in 2021 to 166,509,350 units, this number is still lower than that in 2018.

In the domestic category (loading and unloading), the number of unloaded goods decreased from 116,676,885 units in 2018 to 72,515,074 units in 2019. However, in 2021, the number increased again to 116,061,309 units. From these data, it can be concluded that the trend in international cargo tends to be stable, while overseas cargo has decreased significantly. On the other hand, domestic cargo experienced a decline in 2019 but began to show signs of recovery in 2021. These fluctuations reflect the dynamics of the cargo industry, which is influenced by external factors such as the COVID-19 pandemic and changes in market demand.

Employee performance is a key factor in organizational success, particularly in service industries such as logistics. Despite adequate facilities and operational resources in PT XYZ's cargo division, there have been concerns regarding inconsistent employee performance. Preliminary observations suggest that factors such as motivation, competence, and remuneration may influence job satisfaction and performance. If these issues are not examined and addressed, they may lead to lower service quality, reduced productivity, and higher turnover. Therefore, it is necessary to investigate how these variables affect job satisfaction and employee performance to provide strategic insights into organizational development.

In recent times, PT XYZ's cargo division has encountered a critical issue related to inconsistent employee performance despite the availability of adequate facilities and operational support. This problem is particularly evident during peak operational periods when employee output fails to meet the expected performance standards. Consequently, the company has experienced a decline in service efficiency, longer cargo handling times, and reduced customer satisfaction, which could potentially undermine its competitiveness in the logistics sector. This issue primarily affects employees, whose morale and job satisfaction may be affected, as well as management and clients who rely on reliable and timely cargo services. Therefore, to formulate effective improvement strategies, it is essential to examine the underlying factors that contribute to this performance issue, including motivation, competence, and remuneration.

1.1. Problem Formulation

Based on the background of the above problem, the problem formulation in the research conducted at PT XYZ in the cargo sector is as follows: 1) Does motivation affect job satisfaction? 2) Does compensation affect job satisfaction? 3) Does remuneration affect job satisfaction? 4) Does motivation affect employee performance? 5) Does competence affect employee performance? 6) Does remuneration affect employee performance? 7) Does job satisfaction affect employee performance? 8) Does motivation affect employee performance through job satisfaction? 9) Does competence affect employee performance through job satisfaction? 10) Does remuneration affect employee performance through job satisfaction?

2. Literature review

Based on the background of the problem and the problem formulation above, the literature review and hypotheses in this study are as follows:

2.1 Employee Performance

Employee performance is the result of individuals carrying out their duties and responsibilities in the workplace in accordance with company standards. This performance includes the quantity and quality of work, punctuality, and level of discipline in carrying out work procedures. Good performance indicates that employees can perform their work effectively and efficiently, thereby making a positive contribution to the achievement of company goals. Factors that influence employee performance include skills, experience, work environment, and motivation level ([Susanto, Soehaditama, Febrina, Setiadi, & Pramukty, 2023](#)).

The indicators or dimensions of employee performance include: 1) Workload: Refers to the number of tasks or work that employees can complete in a given period of time. The higher the quantity of work completed without compromising quality, the better the employee's performance; 2) Quality of Work: Refers to precision, neatness, and final results that meet the standards set by the company. Good quality indicates that employees have adequate competence; and 3) Punctuality: Reflects the extent to which employees are able to complete tasks according to established deadlines without compromising work results ([Sawitri, Susanto, Suroso, & Sihombing, 2023](#)).

Employee performance variables have been studied and are relevant to research conducted by: [AR, Saribanon, Rahmawati, Sucipto, and Susanto \(2024\)](#), [Widodo \(2021\)](#), [Saputra et al. \(2023\)](#).

2.2 Job Satisfaction

Job satisfaction is a positive feeling that occurs when employees feel that their needs, expectations, and aspirations are met in the work environment. Job satisfaction is influenced by a number of factors, including adequate compensation, a positive work environment, good relationships with colleagues, and opportunities for growth. Employees who are satisfied tend to be more loyal, productive, and enthusiastic about their work. Conversely, disengaged employees risk decreased motivation and reduced productivity, and are more likely to look for other job opportunities ([Sitanggang, Anggiani, Djasfar, & Arafah, 2022](#)).

The indicators or dimensions of job satisfaction include: 1) fair compensation: salary, benefits, and incentives commensurate with job responsibilities will increase employee satisfaction; 2) relationships with coworkers: good communication, solid teamwork, and a supportive social environment create a sense of well-being in the workplace; and 3) Career Development Opportunities: Opportunities for training, education, or career advancement increase employee motivation and satisfaction ([Susanto, Sawitri, et al., 2024](#)).

The job satisfaction variable has been studied and is relevant to research conducted by: [Saputra and Mahaputra \(2022\)](#), [Sudiantini and Saputra \(2022\)](#), [Harini, Luddin, and Ali \(2020\)](#).

2.3 Motivation

Motivation is an internal and external drive that encourages individuals to take action to achieve specific goals. In the workplace, motivation plays an important role in inspiring employees to improve their performance and contribute to the organization. Motivation can come from internal factors, such as the desire to grow, achieve, or be recognized, as well as external factors, such as rewards, promotions, and a supportive work environment. Highly motivated employees tend to be more enthusiastic, innovative, and capable of handling work challenges ([Widodo, 2017](#)).

The indicators or dimensions found in motivation include: 1) Recognition and Appreciation: Employees who receive recognition for their accomplishments or hard work tend to be more eager to improve their performance; 2) Job Responsibilities: Giving employees authority and responsibility according to their abilities can increase their confidence and work motivation; and 3) Comfortable work environment: A supportive work atmosphere, adequate facilities and infrastructure, and harmonious working relationships can influence employee motivation ([Ali, Sastrodiharjo, & Saputra, 2022](#)).

The motivational variable has been researched and is relevant to research conducted by [Maharani and Saputra \(2021\)](#), [Susanto, Simarmata, Febrian, Wahdiniawati, and Suryawan \(2024\)](#), and [Supardi \(2023\)](#).

2.4 Competence

Competence is a combination of the knowledge, skills, and attitudes that an individual possesses to perform tasks and responsibilities effectively. Competence includes technical and interpersonal skills, and an understanding of work processes relevant to the job. Employees with high levels of competency tend to perform better, adapt more quickly to change, and contribute significantly to organizational growth ([Gultom et al. 2022](#)).

The indicators or dimensions contained in the competency include: 1) Knowledge: A good understanding of the tasks, procedures, and work standards relevant to the employee's position; 2) Skills: Technical and non-technical skills that support the effective and efficient performance of tasks; and 3) Attitude: Positive behaviors such as discipline, responsibility, and cooperation that contribute to optimal performance ([Widodo & Silitonga, 2017](#)).

The competency variable has been researched and is relevant to research conducted by: [Susanto, Setiawan, and Yandi \(2023\)](#), [Nguyen, Yandi, and Mahaputra \(2020\)](#), [Herawaty and Cahyadi \(2020\)](#).

2.5 Remuneration

Remuneration is a form of reward given by the company to employees in return for their contributions and performance. Remuneration includes basic salaries, allowances, incentives, bonuses, and additional facilities that support employee needs. A fair and competitive remuneration system plays an important role in increasing employee motivation, job satisfaction, and loyalty. However, remuneration that is not in accordance with responsibilities and workload can reduce work morale and affect overall employee performance ([Joniaková, Míkle, Blštáková, & Taha, 2022](#)).

The indicators or dimensions contained in remuneration include: 1) Base Salary: Fixed compensation received by employees based on position, responsibility, and work experience; 2) Benefits: Financial supplements provided to support specific needs such as transportation, food, or health; and 3) Performance Bonus: Compensation awarded based on the achievement of specific goals as a form of recognition for outstanding performance ([Kibambila & Ismail, 2021](#)).

The remuneration variable has been researched and is relevant to the research conducted by: [Putra, Siolemba, and Fauzi \(2023\)](#), [Didit and Nikmah \(2020\)](#), [Susanto, Sugiyanto, Rachman, Saepudin, and Ismail \(2024\)](#).

2.6 Previous Research

Based on the problem formulation and the literature above, previous research relevant to this study is as follows:

Table 1. Relevant Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	da Cruz Carvalho, Riana, and Soares (2020)	-Motivation variables affect Job Satisfaction -Motivation variables affect Employee Performance	In this article, there is a similarity in examining the Motivation variable as the independent variable, and examining the Job Satisfaction variable as the dependent variable.	The difference is that there is an Employee Performance variable as another dependent variable.

2	Amin (2022)	-Organizational Commitment Variables Influence Job Satisfaction -Organizational Competence Variables Influence Job Satisfaction	This article has similarities in examining the Competency variable in its independent variable, and examining the Job Satisfaction variable in its dependent variable.	The difference is that the Organizational Commitment variable is present as another independent variable.
3	AR et al. (2024)	-Remuneration variables affect Job Satisfaction -Leadership Behavior variables affect Job Satisfaction -Work Conditions variables affect Job Satisfaction	This article has similarities in researching the Remuneration variable in its independent variable, and researching the Job Satisfaction variable in its dependent variable	The difference lies in the Leadership Behavior and Work Conditions variables as other independent variables.
4	Winarsih and Hidayat (2022)	-Organizational Culture Variables Influence Employee Performance -Motivation Variables Influence Employee Performance	This article has similarities in researching the Motivation variable in its independent variable, and researching the Employee Performance variable in its dependent variable	The difference is that the Organizational Culture variable is present as another independent variable.
5	Santoso, Naim, Suroso, Hayudini, and Shrestha (2023)	-The Work Environment variable affects Employee Performance -The Employee Competency variable affects Employee Performance	This article has similarities in researching the Competency variable in its independent variable, and researching the Employee Performance variable in its dependent variable	Another difference is that the Work Environment variable is included as another independent variable.
6.	Paulus (2023)	-Variable Remuneration affects Employee Performance -Variable Employee Work Discipline affects Employee Performance	This article has similarities in researching the Remuneration variable in its independent variable, and researching the Employee Performance variable in its dependent variable	Another difference is that Work Discipline is included as another independent variable.
7.	Rinny, Purba, and Handiman (2020)	-Compensation Variable affects Employee Performance -Employee Job Promotion Variable affects Employee Performance -The Employee Job Satisfaction Variable affects Employee Performance	This article has similarities in researching the Compensation and Job Satisfaction variables in its independent variables, and researching the Employee Performance variable in its dependent variable.	Another difference is that there is a Job Promotion variable as another independent variable.
8.	Febrianti and Suharto (2020)	- The Career Development Variable affects Employee Performance through Job Satisfaction at PT Jabar Jaya Perkasa - The Motivation Variable affects Employee Performance through Job Satisfaction at PT Jabar Jaya Perkasa	This article has similarities in examining the Motivation variable in its independent variable, examining the Employee Performance variable in its dependent variable and examining the Job	Different from previous research, this research was conducted at PT Jabar Jaya Perkasa.

			Satisfaction variable in the intervening variable.	
9.	Sugiono, Darmadi, and Efendi (2021)	-The Compensation Variable affects Employee Performance through Job Satisfaction at the Indonesian Ministry of Agriculture's Center for Data and Information. -The Leadership Style Variable affects Employee Performance through Job Satisfaction at the Indonesian Ministry of Agriculture's Center for Data and Information. -The Competency Variable affects Employee Performance through Job Satisfaction at the Indonesian Ministry of Agriculture's Center for Data and Information.	This article has similarities in researching the Competency variable in its independent variable, researching the Employee Performance variable in its dependent variable and researching the Job Satisfaction variable in the intervening variable.	Different from previous research, this research was conducted at the Indonesian Ministry of Agriculture's Center for Data and Information.
10.	Chandra and Kodrat (2024)	-The Remuneration Variable affects Employee Performance through Job Satisfaction at PT Jaya Utama Bearings -The Work Environment Variable affects Employee Performance through Job Satisfaction at PT Jaya Utama Bearings -The Employee Characteristics Variable affects Employee Performance through Job Satisfaction at PT Jaya Utama Bearing	This article has similarities in researching the Remuneration variable in its independent variable, researching the Employee Performance variable in its dependent variable and researching the Job Satisfaction variable in the intervening variable.	Different from previous research, this research was conducted at PT Jaya Utama Bearings

2.7 Research Hypothesis

Based on the problem formulation and previous research, the hypotheses of this study are as follows: 1) motivation has a positive and significant effect on job satisfaction; 2) competence has a positive and significant effect on job satisfaction; 3) remuneration has a positive and significant effect on job satisfaction; 4) motivation has a positive and significant effect on employee performance; 5) competence has a positive and significant effect on employee performance; 6) remuneration has a positive and significant effect on employee performance; 7) job satisfaction has a positive and significant effect on employee performance; 8) motivation has a positive and significant effect on employee performance through job satisfaction; 9) competence has a positive and significant effect on employee performance through job satisfaction; and 10) remuneration has a positive and significant effect on employee performance through job satisfaction.

3. Methodology

The method used in this study was descriptive quantitative. The number of participants in this study was 86 employees in the cargo division of PT XYZ. Census sampling was used, which means that the entire population was selected as the sample because the total number of employees in the cargo division is relatively small and manageable. The data used in this study were primary data obtained from questionnaires and secondary data obtained from relevant previous research. The analysis tool used in this study was SmartPLS. The tests carried out in this study included the Validity Test, Reliability Test, Inner Model Test, Outer Model Test, and Hypothesis Test.

4. Results and discussions

4.1. Results

In this study, the research results include testing the outer and inner models:

4.1.1. Outer Model Validity Test

4.1.1.1. Convergen Validity

If the correlation coefficient is > 1 or $= 1$, the validity is considered high. The following table shows the results of the outer model convergent validity test ([Tahir et al. 2023](#)).

Table 2. Convergent Validity Analysis

Indicator	Motivation	Competence	Remuneration	Job Satisfaction	Employee Performance
X1.01	0,738				
X1.02	0,815				
X1.03	0,804				
X1.04	0,772				
X1.05	0,783				
X2.02		0,813			
X2.03		0,806			
X2.04		0,757			
X3.01			0,789		
X3.02			0,787		
X3.03			0,754		
X3.04			0,716		
X3.05			0,770		
Y1.01				0,845	
Y1.03				0,765	
Y1.04				0,786	
Y2.01					0,785
Y2.02					0,776
Y2.03					0,773
Y2.04					0,768

Source: Processed data by SmartPLS (2025)

Based on the output in Table 2 above, the overall variables used in this study can be declared valid, because each indicator in each variable obtains a loading factor value > 0.60 , so it can be stated that the indicators of each variable are eligible for research.

4.1.1.2. AVE Analysis (Average Variance Extracted)

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

Table 3. AVE Analysis

Variable	Average Variance Extracted (AVE)
Motivation	0.613
Competence	0.628
Remuneration	0.583
Job Satisfaction	0.639
Employee Performance	0.602

Based on Table 3, the AVE value of the motivation variable is 0.613, compensation is 0.628, remuneration is 0.583, job satisfaction is 0.639, and employee performance is 0.602. This shows that the overall variables in this study obtained a value of more than ($>$) 0.5, meaning that each variable had good discriminant validity.

4.1.2. Outer Model Reliability Test

4.1.2.1. Composite Reliability

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

Table 4. Composite Reliability Analysis

Variable	Composite Reliability
Motivation	0.888
Competence	0.835
Remuneration	0.875
Job Satisfaction	0.841
Employee Performance	0.858

Based on the test results in Table 4, the composite reliability value of the motivation variable is 0.888, the composite reliability value of competence is 0.835, the composite reliability value of remuneration is 0.875, the composite reliability value of job satisfaction is 0.841, and the composite reliability value of employee performance is 0.858. This shows that the overall value of the variable is greater (>) than 0.7, meaning that the overall variable is declared reliable.

4.1.2.2. Cronbach's Alpha

A reliability test with composite reliability can be strengthened using Cronbach's alpha. The variable assessment criterion is that if the Cronbach's alpha value of each variable is > 0.7, it can be declared reliable ([Santosa, 2018](#)).

Table 5. Cronbach's Alpha Analysis

Variable	Cronbach's Alpha
Motivation	0.842
Competence	0.703
Remuneration	0.822
Job Satisfaction	0.716
Employee Performance	0.780

Based on the test results in Table 5, the Cronbach's alpha value for the motivation variable is 0.842, the Cronbach's alpha value for competence is 0.703, the Cronbach's alpha value for remuneration is 0.822, the Cronbach's alpha value for job satisfaction is 0.716, and the Cronbach's alpha value for employee performance is 0.780. This shows that the overall variable was greater than 0.7, indicating that the overall variable was reliable.

4.1.3. Structural Model Analysis (Inner Model)

The testing of this structural model aims to see the relationship or influence between the construct, significant value, and R Square.

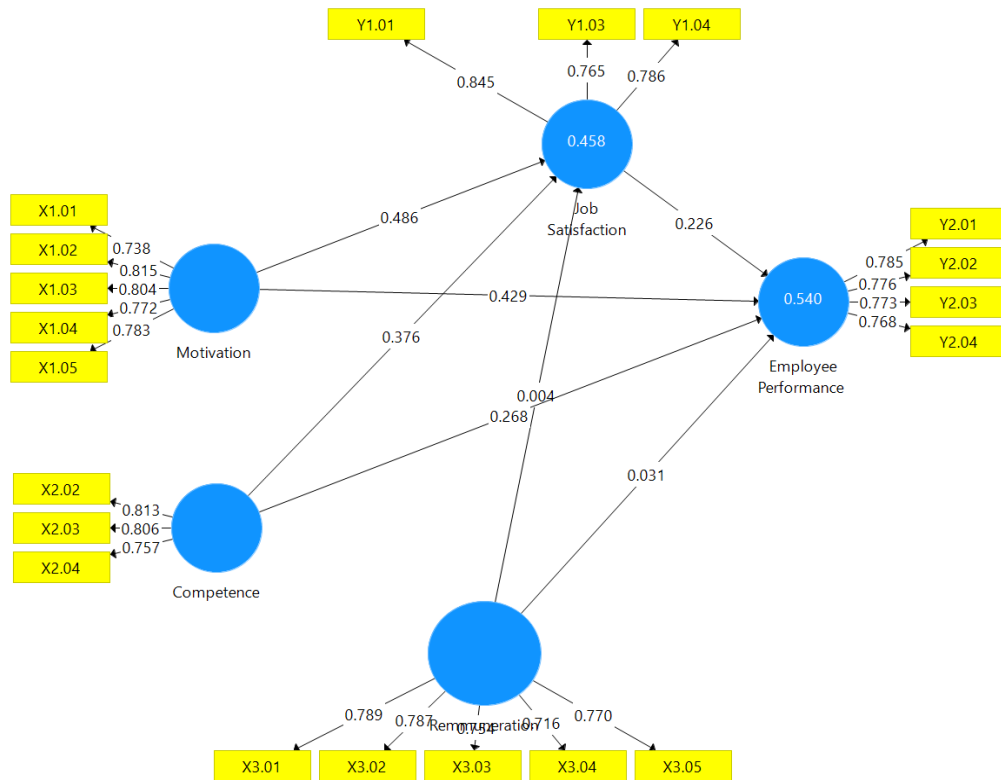


Figure 2. Output Inner Model
Source: Processed data by SmartPLS (2025)

4.1.4. Hypothesis Testing Results (Significance Test)

Hypothesis testing uses the path coefficient and indirect effect outputs:

Table 6. Hypothesis Testing Results (Bootstrapping)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Motivation -> Job Satisfaction	0,486	0,490	0,080	6,097	0,000
Competence -> Job Satisfaction	0,376	0,371	0,084	4,474	0,000
Remuneration -> Job Satisfaction	0,004	0,025	0,108	0,033	0,973
Motivation -> Employee Performance	0,429	0,423	0,083	5,190	0,000
Competence -> Employee Performance	0,268	0,252	0,099	2,712	0,007
Remunerasi -> Employee Performance	0,031	0,039	0,088	0,359	0,720
Job Satisfaction -> Employee Performance	0,226	0,231	0,095	2,371	0,018
Motivation -> Job Satisfaction -> Employee Performance	0,467	0,464	0,056	8,325	0,000
Competence -> Job Satisfaction -> Employee Performance	0,151	0,146	0,052	2,908	0,004
Remuneration -> Job Satisfaction -> Employee Performance	-0,008	-0,009	0,015	0,524	0,601

Table 6 shows the results of hypothesis testing (bootstrapping), as follows:

4.1.4.1. The Effect of Motivation on Job Satisfaction

The results of the first hypothesis test showed the effect of motivation on job satisfaction, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient was 0.486 with a T-statistic value of 6.097 and a P Value of 0.000. The value is greater (>) than the t-table value (1.987), and the P-value is less (<) than 0.05, meaning it has a positive and significant effect.

Thus, motivation has a positive and significant effect on job satisfaction in the PT XYZ cargo department (**H1 Accepted**).

4.1.4.2. The Influence of Competence on Job Satisfaction

The results of the second hypothesis test showed the influence of competence on job satisfaction, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient was 0.376 with a T-statistic value of 4.474 and a P Value of 0.000. The value is greater (>) than the t-table value (1.987), and the P-value is less (<) than 0.05, meaning that it has a positive and significant effect.

Thus, competence has a positive and significant effect on job satisfaction in the PT XYZ cargo department (**H2 Accepted**).

4.1.4.3. The Effect of Remuneration on Job Satisfaction

The results of the third hypothesis test show the effect of remuneration on job satisfaction, as shown in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient was 0.004 with a T-statistic value of 0.033 and a P Value of 0.973. This value is less (<) than the t-table value (1.987), and the P-value is greater (>) than 0.05, meaning that it has no positive and insignificant effect.

Therefore, remuneration has no positive or insignificant effect on job satisfaction in the cargo department of PT XYZ (**H3 Rejected**).

4.1.4.4. The Effect of Motivation on Employee Performance

The results of the fourth hypothesis test show the effect of motivation on employee performance, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient was 0.429 with a T statistic value of 5.190 and a P value of 0.000. This value is greater (>) than the t-table value (1.987), and the P-value is less (<) than 0.05, meaning that it has a positive and significant effect.

Thus, motivation has a positive and significant effect on employee performance in the PT XYZ cargo department (**H4 Accepted**).

4.1.4.5. The Effect of Competence on Employee Performance

The results of the fifth hypothesis test show the effect of competence on employee performance, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient was 0.268 with a T-statistic value of 2.712 and a P Value of 0.007. The value is greater (>) than the t-table value (1.987), and the P-value is less (<) than 0.05, meaning it is significant and has an effect.

Therefore, competence has a positive and significant effect on employee performance in the PT XYZ cargo department (**H5 Accepted**).

4.1.4.6. Effect of Remuneration on Employee Performance

The results of the sixth hypothesis test show the effect of remuneration on employee performance, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient was 0.031 with a T-statistic value of 0.359 and a P Value of 0.720. The value is less (<) than the t-table value (1.987), and the P-value is greater (>) 0.05, meaning that it has no effect and is insignificant.

Therefore, remuneration has no positive and significant effect on employee performance in the PT XYZ cargo department (**H6 Rejected**).

4.1.4.7. The Effect of Job Satisfaction on Employee Performance

The results of the seventh hypothesis test show the effect of job satisfaction on employee performance, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient was 0.226 with a T-statistic value of 2.371 and a P Value of 0.018. This value is greater (>) than the t-table value (1.987), and the P-value is less (<) than 0.05, meaning it is significant and has an effect.

Therefore, job satisfaction has a positive and significant effect on employee performance in the PT XYZ cargo department (**H7 Accepted**).

4.1.4.8. The Effect of Motivation on Employee Performance through Job Satisfaction

The results of the eighth hypothesis test show that the effect of motivation on employee performance is mediated by job satisfaction, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient was 0.467 with a T-statistic value of 8.325 and a P Value of 0.000. The value is greater (>) than the t-table value (1.987), and the P-value is less (<) than 0.05, meaning it is significant and has an effect.

Therefore, motivation has a positive and significant effect on employee performance with job satisfaction as a mediating variable at the PT XYZ cargo department (**H8 Accepted**).

4.1.4.9. The Effect of Competence on Employee Performance through Job Satisfaction

The results of the ninth hypothesis test show that the effect of competence on employee performance is mediated by job satisfaction, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient was 0.151 with a T-statistic value of 2.908 and a P Value of 0.004. This value is greater (>) than the t-table value (1.987), and the P-value is less (<) than 0.05, meaning it is significant and has an effect.

Therefore, competence has a positive and significant effect on employee performance with job satisfaction as a mediating variable in the PT XYZ cargo department (**H9 Accepted**).

4.1.4.10. The Effect of Remuneration on Employee Performance through Job Satisfaction

The results of the tenth hypothesis test show that the effect of remuneration on employee performance is mediated by job satisfaction, as seen in Table 6. The results of the hypothesis test analysis obtained an (O) value where the path coefficient was -0.008 with a T-statistic value of 0.524 and a P Value of 0.601. This value is less (<) than the t-table value (1.987), and the P-value is greater (>) than 0.05, meaning that it has no effect and is not significant.

Therefore, remuneration has no effect and is not significant on employee performance with job satisfaction as a mediating variable in the PT XYZ cargo department (**H10 Rejected**).

4.2. Discussion

Based on the results of the above tests, the discussion of the research conducted at the cargo department of PT XYZ is as follows.

4.2.1. The Effect of Motivation on Job Satisfaction

Based on the results of hypothesis testing and data analysis, it has been shown that motivation has a positive and significant effect on job satisfaction at the PT XYZ cargo division.

To increase job satisfaction through motivation, the management of the PT XYZ cargo division must do the following: 1) Recognition and rewards: Employees who feel valued for their achievements and contributions tend to be more motivated at work. This recognition can take the form of direct praise, certificates, or performance bonuses. This step will foster a sense of pride and increase employee loyalty; 2) Job Responsibility: Giving more responsibility to employees will create a sense of ownership and an active role in achieving company goals; and 3) A Comfortable Work Environment: A positive work environment makes employees feel comfortable and increases their motivation.

If PT XYZ cargo division can implement Recognition and Rewards, Job Responsibilities, and provide a comfortable work environment, it will have an impact on employee job satisfaction, which includes: 1) Fair compensation: ensuring employees feel financially rewarded according to the contribution they make; 2) Relationships with colleagues: where good relationships with colleagues create a harmonious working atmosphere, encouraging solid teamwork; and 3) Career development opportunities: where employees are encouraged to continue developing, so that they feel they have a bright future in the company.

The results of this study are in line with the research conducted by [da Cruz Carvalho et al. \(2020\)](#), which states that motivation has a positive and significant effect on job satisfaction.

4.2.2. The Effect of Competence on Job Satisfaction

Based on the results of hypothesis testing and data analysis, it has been shown that competence has a positive and significant effect on Job Satisfaction at PT XYZ in the cargo sector.

To improve Job Satisfaction through Competence, the management of PT XYZ in the cargo sector must: 1) Knowledge: Provide routine training on the latest operational procedures, logistics technology, and cargo risk management; 2) Skills: Train employees to use warehouse management systems (WMS) and sophisticated loading and unloading tools to reduce manual errors; and 3) Attitude: Build a proactive and collaborative work culture through team development programs and reward systems.

If PT XYZ cargo division can implement Knowledge, Skills, and Attitude, it will have an impact on employee job satisfaction, which includes: 1) Fair compensation: High-performing employees will feel that their contributions are recognized, enabling a transparent performance-based pay system; 2) Relationships with coworkers: Improved collaboration and communication skills will create a harmonious work environment, reduce inter-team conflict, and strengthen cohesiveness; and 3) Career development opportunities: Training and certification programs provide a clear career path, such as from warehouse worker to logistics manager, so that employees are motivated to develop.

The results of this study are in line with research conducted by [Amin \(2022\)](#), [Hajiali, Kessi, Budiandriani, Prihatin, and Sufri \(2022\)](#), [Yanita, Yusniar, Iis, Abubakar, and Maimunah \(2023\)](#), which states that competence has a positive and significant effect on job satisfaction.

4.2.3. The Effect of Remuneration on Job Satisfaction

Based on the results of the hypothesis test and data analysis that have been carried out, it shows that Remuneration has no positive and insignificant effect on Job Satisfaction at PT XYZ in the cargo sector.

To increase Job Satisfaction through Remuneration, the management of PT XYZ in the cargo sector needs to pay attention to: 1) Basic Salary: Adjust the salary structure based on workload, experience, and responsibility, not just position; 2) Allowances: Provide more comprehensive benefits, such as family health insurance, transportation/logistics benefits, or pension programs; and 3) Performance Bonuses: Offer non-financial incentives (e.g., paid vacation, shopping) as an additional form of appreciation.

If the PT XYZ cargo sector pays attention to basic salary, allowances, and performance bonuses, it will have an impact on employee job satisfaction, which includes 1) fair compensation: employees will feel financially rewarded, reducing complaints about pay inequity and increasing intrinsic motivation; 2) relationships with coworkers: transparent compensation reduces unhealthy competition among employees and creates a more supportive work environment; and 3) career development opportunities: a performance-based bonus system can motivate employees to improve their skills because they see a direct relationship between competence, performance, and financial gain.

The results of this study are in line with the research conducted by [Nurhidayah and Munari \(2022\)](#), which states that remuneration has no positive or insignificant effect on job satisfaction.

4.2.4. The Effect of Motivation on Employee Performance

The results of hypothesis testing and data analysis show that motivation has a positive and significant effect on employee performance in PT XYZ in the cargo sector.

To improve employee performance through motivation, the management of PT XYZ cargo division must do the following: 1) Recognition and rewards: Provide non-material rewards, such as direct praise from superiors or announcements of achievements in internal forums, which can increase a sense of being valued; 2) Job responsibility: Establish measurable and transparent key performance indicators

(KPIs) so that employees understand their direct contribution to the company's success; and 3) Comfortable Work Environment: Provide adequate work facilities, such as proper toilets and ergonomic equipment, especially for field and warehouse teams.

If PT XYZ cargo division can implement Recognition and Rewards and Job Responsibilities and provide a comfortable work environment, it will have an impact on employee performance, which includes: 1) Workload: Motivated employees tend to perform tasks more efficiently, so the workload feels more evenly distributed; 2) Quality of Work: High motivation encourages employees to do their best, such as reducing errors in cargo handling or improving the accuracy of shipping documents; and 3) Punctuality: With a high work ethic, the operational team can meet delivery deadlines without excessive overtime, while reducing logistics costs.

The results of this study are in line with research conducted by [Winarsih and Hidayat \(2022\)](#), who stated that motivation has a positive and significant effect on employee performance.

4.2.5. The Effect of Competence on Employee Performance

Based on the results of hypothesis testing and data analysis, it has been shown that competency has a positive and significant effect on Employee Performance at PT XYZ in the cargo sector.

To improve Employee Performance through Competency, the management of PT XYZ in the cargo sector must do the following: 1) Knowledge: Implement training programs on the latest cargo standard operating procedures (SOPs), current logistics regulations, and delivery risk management; 2) Skills: Implement industry-recognized logistics competency certification to ensure appropriate skill standards; and 3) Attitude: Build a professional and responsible work culture through training in work ethics and excellent customer service.

If PT XYZ cargo division can implement Knowledge, Skills, and Attitude, it will have an impact on employee performance, which includes: 1) Workload: Competent employees can perform tasks more efficiently, so that the workload is more evenly distributed and balanced; 2) Quality of Work: Good packing skills increase the level of shipping security and reduce customer claims; and 3) Punctuality: Good mastery of SOPs means that work can be completed on schedule without having to repack.

The results of this study are in line with the research conducted by [Santoso et al. \(2023\)](#), which states that competence has a positive and significant effect on employee performance.

4.2.6. The Effect of Remuneration on Employee Performance

Based on the results of the hypothesis test and data analysis that have been carried out, it shows that Remuneration has no positive and insignificant effect on Employee Performance at PT XYZ in the cargo sector.

To improve employee performance through remuneration, the management of PT XYZ cargo needs to pay attention to: 1) basic salary: potential brain drain as competent employees choose to move to other cargo companies that offer better compensation; 2) Allowances: Operational employees who work in the field lose their work ethic due to lack of social support; and 3) Performance Bonus: An unclear reward system causes a loss of motivation to excel among employees.

If PT XYZ cargo does not implement Basic Salary, Allowances, and Performance Bonuses, it will have an impact on employee performance, including: 1) Workload: The division of tasks becomes disproportionate because many employees work poorly; 2) Quality of Work: Human error in cargo handling increases due to lack of motivation; and 3) Punctuality: Delivery delays occur more frequently due to a lack of incentive to work efficiently.

The results of this study are in line with those of [Firdaus, Manurung, Widjanarko, Khan, and Fikri \(2024\)](#), who state that remuneration has no positive or insignificant effect on employee performance.

4.2.7. Effect of Job Satisfaction on Employee Performance

Based on the results of hypothesis testing and data analysis, it has been shown that job satisfaction has a positive and significant effect on employee performance at PT XYZ in the cargo sector.

To improve Employee Performance through Job Satisfaction, the management of PT XYZ cargo division must do the following: 1) fair compensation: Providing compensation in accordance with employee responsibilities, performance, and contributions will increase their sense of appreciation and motivate them to work more optimally; 2) relationships with coworkers: building harmonious relationships with coworkers. Good communication, solid teamwork, and a positive social environment will create a comfortable work atmosphere; 3) Career development opportunities: Provide clear career development opportunities. Training programs, workshops, and open promotion opportunities will encourage employees to continue to improve their skills and competencies. Employees with good career prospects are more eager to deliver their best work.

If the PT XYZ cargo division can implement fair compensation, relationships with coworkers, and career development opportunities, it will have an impact on employee performance, including: 1) Workload: Employees will be able to manage their workload better because they feel valued and have a supportive work environment; 2) Quality of Work: The quality of work produced will increase along with motivation and developing expertise; and 3) Punctuality: Employees will be better able to meet targets with optimal punctuality due to a high sense of responsibility for their work. Thus, the implementation of fair compensation, positive working relationships, and open career opportunities will create more productive and loyal employees who contribute significantly to the progress of PT XYZ in the cargo sector.

The results of this study are in line with the research conducted by [Rinny et al. \(2020\)](#), which states that job satisfaction has a positive and significant effect on employee performance.

4.2.8. Effect of Motivation on Employee Performance through Job Satisfaction

Based on the results of data testing and analysis using SmartPLS software, the Specific Indirect Effect output discusses the indirect effect of Motivation on Employee Performance through Job Satisfaction. It states that Job Satisfaction is able to fully mediate Motivation on Employee Performance significantly. So, what the cargo division of PT XYZ must do is: 1) Recognition and Rewards: Provide recognition and rewards in accordance with employee achievements, such as giving appreciation, monthly awards, or direct praise for good work. This will motivate employees to continue improving their performance; 2) Job Responsibility: Encourage job responsibility by providing clear roles, effective delegation of tasks, and opportunities for employees to make decisions; and 3) Comfortable Work Environment: Creating a comfortable work environment, such as a clean workspace, adequate facilities, and harmonious social relationships.

If the cargo division management of PT XYZ implements this, it will have an impact on Job Satisfaction with Employee Performance, such as: 1) Workload: Satisfied employees tend to be able to manage their workload better because they feel supported and have a healthy work-life balance; 2) Quality of Work: Will increase because employees are more enthusiastic and focused on completing tasks; and 3) Punctuality: employees will be more disciplined and able to meet targets with good timekeeping because they are highly motivated and feel valued for their work.

It can be concluded that Job Satisfaction has a positive and significant effect in mediating Motivation on Employee Performance. This is because job satisfaction can transform employee motivation into a more concrete drive to increase productivity, responsibility, and commitment to the company.

The results of this study are in line with research conducted by [Febrianti and Suharto \(2020\)](#), which states that there is a positive and significant influence between Motivation and Employee Performance through Job Satisfaction.

4.2.9. Effect of Competence on Employee Performance through Job Satisfaction

Based on the results of data testing and analysis using SmartPLS software, where the Specific Indirect Effect output discusses the indirect effect of Competence on Employee Performance through Job Satisfaction, Job Satisfaction can fully mediate the significant effect of Competence on Employee Performance. Therefore, the actions that PT XYZ's cargo division must take are: 1) Knowledge: Improve employee knowledge by providing routine training, workshops, or educational programs related to the cargo industry; 2) Skills: Develop skills through continuous work practices, such as simulating goods handling, using modern logistics devices, or applying the latest technology in cargo delivery systems; and 3) Attitude: Build positive work attitudes, such as discipline, responsibility, and the ability to work in a team.

If the cargo management of PT XYZ implements this, it will have an impact on Job Satisfaction with Employee Performance, such as: 1) Workload: Employees who are highly competent and satisfied with their work tend to be better able to manage their workload well, because they have sufficient understanding and skills to complete tasks effectively; 2) Quality of Work: This will increase because employees are able to apply their knowledge and skills properly, so that the work results are more accurate and up to standard; and 3) Punctuality: Employees who are highly competent and satisfied tend to be more disciplined in completing tasks, so that punctuality in completing work will also be better. It can be concluded that Job Satisfaction has a positive and significant effect in mediating Competence on Employee Performance. This is because employees who have good knowledge, adequate skills, and a positive work attitude tend to feel more confident, valued, and comfortable in their work, so they are encouraged to give their best performance to the company.

The results of this study are in line with research conducted by [Sugiono et al. \(2021\)](#), which states that there is a positive and significant influence between Competence and Employee Performance through Job Satisfaction.

4.2.10. Effect of Remuneration on Employee Performance through Job Satisfaction

Based on the results of testing and data analysis carried out using SmartPLS software, in the Specific Indirect Effect output discusses the indirect effect between Remuneration and Employee Performance through Job Satisfaction. It states that Job Satisfaction is not able to fully mediate the Remuneration on Employee Performance significantly. Therefore, the PT XYZ cargo division does not have to do: 1) Basic Salary: Where a stable salary is important, but if it is not supported by other factors such as work motivation, emotional involvement, or good working conditions, then the impact on employee performance tends to be limited; 2) Allowances: Large allowances without a strong emotional bond with the company are not always able to encourage improved performance; and 3) Performance Bonus: Although effective in the short term, it does not always guarantee continuous performance improvement if non-material aspects such as recognition, work environment, or interpersonal relationships are ignored.

If the cargo management of PT XYZ does not implement this, it will have an impact on Job Satisfaction towards Employee Performance, such as: 1) Workload: A heavy workload may not be overcome by financial rewards alone if employees lack intrinsic motivation or a sense of satisfaction in their work; 2) Quality of Work: It can decrease if employees are only incentive-oriented without having a strong involvement with their work responsibilities; and 3) Punctuality: Completing tasks can be disrupted because employees may not feel sufficiently motivated to maintain high work discipline.

It can be concluded that Job Satisfaction has no positive or insignificant effect in mediating Remuneration on Employee Performance. This is due to other influential factors, such as motivation, work culture, or a more conducive work environment. This shows that although remuneration is important, companies also need to develop other strategies to optimally improve employee performance.

The results of this study are in line with research conducted by [Pangestuti and Achmad \(2024\)](#) and [Lesmana and Rivaldo \(2023\)](#), who state that remuneration has no positive or insignificant effect on Employee Performance through Job Satisfaction.

5. Conclusion

5.1. Conclusion

Based on the problem formulation, research hypothesis, results and discussion above, the conclusions of the research conducted at PT XYZ in the cargo sector are as follows: 1) Motivation has a positive and significant effect on job satisfaction; 2) Competence has a positive and significant effect on job satisfaction; 3) Remuneration has no positive and insignificant effect on job satisfaction; 4) Motivation has a positive and significant effect on employee performance; 5) Competence has a positive and significant effect on employee performance; 6) Remuneration has no positive and insignificant effect on employee performance; 7) Job satisfaction has a positive and significant effect on employee performance; 8) Motivation has a positive and significant effect on employee performance through job satisfaction; 9) Competence has a positive and significant effect on employee performance through job satisfaction; and 10) Remuneration has no positive and insignificant effect on employee performance through job satisfaction.

5.2. Limitation

This study was limited to employee performance and job satisfaction. The generalization of these findings may be limited by the focus on specific companies. In addition, although this study used a questionnaire created by the researcher to ensure its relevance, the data used may be subject to bias, such as social desirability or limited disclosure of unfavorable opinions. The nature of this cross-sectional study further increases the limitations to conclude the causality relationship between the variables under study and future research, so that it can overcome these limitations by adopting a mixed-method approach to gain deeper insights into the issues explored.

5.3. Suggestion

Based on the results of this study, it is recommended that companies pay attention to the performance and job satisfaction of their employees to ensure that employees can work with satisfaction and achieve the desired or predetermined target output.

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