

Literature review: Analysis of the influence of competence, motivation, and organizational commitment on employee performance through employee engagement

Ernie Pratiwi Perwitasari¹, Cecep Pahrudin², Rr Endang Wahyuni³, Esterlinus Edwin Lermatan⁴, Sugiyanto Sugiyanto⁵

Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia^{1,2,3,4,5}

ernie_pratiwi@yahoo.com¹, cpahrudin@yahoo.co.id², rrendangwahyuni@gmail.com³,
edwinlermatan@gmail.com⁴, sugiyantopade68@gmail.com⁵



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Abstract

Purpose: The purpose of this study is to develop hypotheses related to factors that influence employee engagement and performance, especially in cargo companies.

Research Methodology: The approach used in this literature review is descriptive qualitative. The data collection technique is to use literature studies or review relevant previous articles. The data used in this descriptive qualitative approach comes from previous research relevant to this study and is sourced from academic online media such as Thomson Reuters Journals, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage Q2-Q4, Web of Science, Sinta Journals, DOAJ, EBSCO, Google Scholar, and digital reference books.

Results: The findings of this literature review indicate that competence, motivation, and organizational commitment each have a direct impact on employee engagement in cargo companies. These three variables also directly influence employee performance. In addition, employee engagement itself plays a significant role in shaping employee performance. Furthermore, competence, motivation, and organizational commitment are also found to influence employee performance indirectly through the mediating role of employee engagement within cargo companies.

Conclusions: Competence, motivation, and commitment enhance employee engagement and performance in cargo companies.

Limitations: This study examines competence, motivation, and commitment influencing engagement performance.

Contribution: This study examines competence, motivation, and commitment affecting performance.

Keywords: Competence, Employee Engagement, Employee Performance, Motivation, Organizational Commitment

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1. Introduction

In the rapidly growing global logistics and transportation sectors, optimizing human resources is critical for improving efficiency and competitiveness. Strategic Human Resource Management (HRM) practices are essential in this context, as they help logistics companies navigate the complexities of the global marketplace by focusing on talent acquisition, training, and performance management (Akkartal

& Mızrak, 2024). The integration of advanced decision support models, such as the Best Worst Method (BWM) and Combined Compromise Solution (CoCoSo), has been proven to improve the personnel selection process, especially for critical roles such as transportation managers and drivers, by emphasizing competencies such as leadership, decision-making, and regulatory knowledge (Andrejić & Pajić, 2023). Performance management systems are also important for optimizing supply chain efficiency by focusing on employee performance, teamwork, and process design (Wan, 2023).

However, cargo companies in developing countries face significant challenges related to low employee performance, which affects operational delays and customer satisfaction. High employee turnover and inadequate performance metrics are common issues, as seen at TNP, where turnover disrupts operations and indicates dissatisfaction, while inconsistent KPI achievement points to inefficiency (Ulhaq & Febriansyah, 2023). Research shows that competence significantly affects employee performance, as demonstrated by studies that show a positive correlation between these variables (Purwanto & Hartono, 2022).

Furthermore, broad employee involvement is recognized as an effective mediation mechanism that strengthens the relationship between various organizational factors and employee performance (Milisani, Devi, & Naser, 2024). Research on the interaction between organizational competence, motivation, and commitment to performance through employee involvement in the cargo industry remains rare. However, a study conducted by Nazarwin (2024) shows that motivation significantly influences performance, surpassing the effects of competence and compensation, highlighting the important role of motivation as a key driver of employee performance in various sectors, including public services and port authorities.

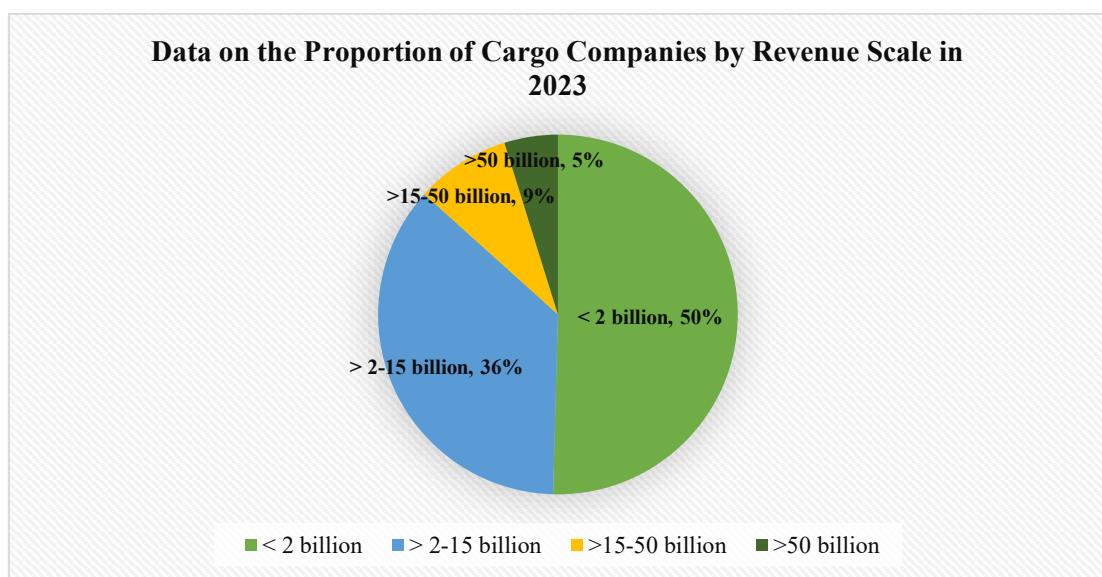


Figure 1. Data on the Proportion of Cargo Companies by Revenue Scale in 2023
Source: (Central Statistics Agency of the Republic of Indonesia, 2024)

Based on Figure 1, the distribution of cargo companies according to revenue scale in 2023 shows that most companies are in the low-revenue category, namely, < 2 billion rupiah (50%). Companies with revenues of 2–15 billion account for 36%, 15–50 billion account for 9%, and only 5% have revenues above 50 billion. These data indicate that more than half of Indonesia's cargo companies are still dominated by micro and small-scale businesses, which likely face limitations in terms of infrastructure, human resources, and structured management systems. In this context, employee performance becomes critical, as human resources in small-scale companies are typically burdened with high workloads, multitasking, and minimal, systematic training (Widodo, 2021).

This inequality in income distribution indicates an imbalance in the operational capacity among cargo companies, which directly impacts the performance of individuals and teams within them. Large

companies are likely to have the resources to implement performance management strategies such as competency development, productivity-based incentive systems, and the use of modern logistics technology. Conversely, small companies often face budget and human resource constraints; therefore, efforts to improve employee performance tend to be informal and not systematically measured (Soesanto, Saputra, Puspitasari, & Danaya, 2023).

In the context of inter-variable relationships, competence, motivation, and organizational commitment play a crucial role in bridging this gap. Companies with low revenues will benefit greatly if they can maximize basic competencies, work enthusiasm, and employee loyalty, even without the support of a sophisticated HRM system. This can be achieved through increased employee engagement, which has been proven in many studies to be a key determinant of performance in work environments with structural limitations (Ali & Saputra, 2023; Amin, Mustafidah, Nabila, & Maharani, 2025).

Therefore, the data in Figure 1 reflect not only the economic strength of cargo businesses but also emphasize the importance of a human resource-based approach to overcoming structural challenges in small companies. This study is relevant because it fills a gap in the literature on how psychological and internal organizational factors such as motivation and commitment can play a role in effectively improving employee performance, even in the context of companies with limited revenue (Saputra, Ali, Hadita, Sawitri, & Navanti, 2024).

Research on human resource management (HRM) strategies in cargo companies is crucial in the context of globalization and digitalization, as it addresses the diverse challenges these companies face. The shipping industry, a vital component of global trade, is under pressure from globalization, technological advancement, and the need for environmental sustainability. Effective HRM strategies, such as skill development, recruitment, and retention, are essential for enhancing productivity and financial performance in this sector (Raihansyah, Ardiansyah, Auliya, Puspita, & Radiano, 2024). In addition, the transition of the maritime sector to digitalization requires new skills and training, highlighting the importance of HRD in maintaining its competitiveness and safety. Furthermore, the logistics sector requires a readiness framework for digitalization, emphasizing organizational culture and top management support as key factors. Aligning HRM practices with international standards and promoting diversity and inclusion are also important for enhancing professionalism and ethical leadership in the maritime environment (Wulandari, 2024).

Overall, this study enriches the academic literature and provides practical recommendations for developing HRM strategies that enable cargo companies to navigate the complexities of globalization and digitalization effectively. The research gap identified lies in the limited exploration of the mediating role of employee engagement within cargo companies, particularly in developing economies, where structural and financial constraints often hinder HRM implementation. Therefore, this study aims to enrich the existing literature by offering a more comprehensive theoretical model that links individual competencies and organizational factors to employee performance through the mechanism of engagement.

2. Literature review and hypothesis/es development

Building on the previous discussion, this literature review sharpens the theoretical framework by integrating perspectives from Social Exchange Theory (SET) and Self-Determination Theory (SDT) to explain how competence, motivation, and organizational commitment collectively influence employee engagement and performance. The SET provides a foundation for understanding the reciprocal relationship between employees and organizations, in which engagement emerges as a response to perceived organizational support and fair exchange. SDT emphasizes the intrinsic motivation that drives employees to perform effectively when their psychological needs for autonomy, competence, and relatedness are fulfilled.

SET, originally developed by Ahmad, Nawaz, Ishaq, Khan, and Ashraf (2023), posits that social behavior results from an exchange process in which individuals seek to maximize benefits and minimize

costs. In the organizational context, employees who perceive fair treatment, appreciation, and support from their organization reciprocate with higher levels of engagement, loyalty, and performance. This theoretical foundation explains how competence, motivation, and organizational commitment act as antecedents that foster employee engagement, which, in turn, enhances performance outcomes. Therefore, SET serves as a comprehensive framework linking internal employee attributes and organizational factors to behavioral and performance results, providing a strong theoretical basis for examining the dynamics of cargo companies.

2.1. Employee Performance

Employee performance refers to the work or output an employee achieves while carrying out their duties and responsibilities according to the standards, targets, and objectives set by the organization (Purwanto & Hartono, 2022). Indicators or dimensions of employee performance include: 1) Work quality: The level of accuracy and neatness of work results that meet organizational standards; 2) Work Quantity: The amount of work completed within a given timeframe; and 3) Timeliness: The extent to which tasks are completed by the specified deadline (Kartono, Setiawan, Sunaryo, & Moko, 2023). Employee performance variables have been studied and are relevant to the research conducted by (Astuti, 2023; Widodo, 2022).

2.2. Employee Engagement

Employee engagement is the degree to which employees feel emotionally connected to and committed to the organization and motivated to perform at their best. Engaged employees demonstrate loyalty, enthusiasm, and a high level of willingness to perform their work (Sofiyah, Agustina, Siahaan, Simatupang, & Sudirman, 2022). Indicators or dimensions of employee engagement include: 1) Vigor (energy): High energy and endurance; not easily fatigued; 2) Dedication (commitment): Pride, meaning, enthusiasm, and emotional involvement in work; and 3) Absorption (engagement): Total involvement in work to the point of forgetting time (Susanto, Murdiono, & Susita, 2025). Employee engagement variables have been studied and are relevant to the research conducted by (Abror, Patrisia, Syahrizal, Sarianti, & Dastgir, 2020; Kibambila & Ismail, 2021).

2.3. Competence

Competence is a combination of knowledge, skills, attitudes, and behaviors required to perform a job effectively. It is a fundamental characteristic directly related to effective or superior work performance (Putra & Gupron, 2020). The indicators or dimensions contained in the competencies include: 1) Knowledge: Understanding of the field of work and the necessary technical procedures; 2) Skills: Technical or practical ability to perform tasks efficiently; and 3) Attitude: Ways of thinking and behaving that support cooperation, responsibility, and work ethics. Competency variables have been studied and are relevant to the research conducted by (Jumawan, Hadita, & Widjanarko, 2023; Nazarwin, 2024; Syahruddin, Hermanto, & Wardini, 2020).

2.4. Motivation

Motivation is an internal or external force that influences an individual's actions or work toward a specific goal. Motivation can be divided into intrinsic motivators, such as achievement and recognition, and extrinsic motivators, such as salary and working conditions. Motivation influences enthusiasm, productivity, and work success (Khalik, Musyaffa, & Ali, 2021). Indicators or dimensions of motivation include: 1) intrinsic motivation: internal drives, such as a sense of achievement, challenge, or self-development; 2) extrinsic motivation: external drives, such as salary, rewards, or promotions; and 3) personal goals: the extent to which individuals have clarity and commitment to their personal goals at work (Retnowati & Putra, 2021). Motivational variables have been studied and are relevant to the research conducted by (Ali, Istianingsih, & Farhan, 2022; Badrianto & Ekhsan, 2021; Susanto, Simarmata, Febrian, Wahdiniawati, & Suryawan, 2024).

2.5. Organizational Commitment

Organizational commitment refers to the extent to which an employee is dedicated to and wants to remain a part of an organization (Badrianto & Ekhsan, 2021). Indicators or dimensions of organizational commitment include: 1) Affective commitment: Emotional attachment to the organization and

happiness being part of it; 2) Continuance commitment: Consideration of the losses incurred by leaving the organization; 3) Normative commitment: A sense of moral obligation to remain in the organization (Hubais, Islam, & Atiya, 2023). Organizational commitment variables have been studied and are relevant to the research conducted by (Mahaputra & Saputra, 2021; Rahayu, 2020; Shoaib et al., 2021).

2.6. Previous Research

Based on the above findings and previous studies, the research discussion is formulated as follows.

Table 1. Results of Previous Relevant Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Veriyanti & Nurhayati, 2022)	<ul style="list-style-type: none"> • Competence variable affects Employee Engagement through Leader Member Exchange • Innovative Behavior variable affects Employee Engagement through Leader Member Exchange • Career Development variable affects Employee Engagement through Leader Member Exchange 	This article has similarities in examining the variable Competence in the independent variable and examining the variable Employee Involvement in the dependent variable.	Another difference lies in the other independent variables studied, including Innovative Behavior and Career Development.
2	(Engidaw, 2021)	<ul style="list-style-type: none"> • Motivational variables influence employee engagement in the public sector in North Wollo Zone 	This article has similarities in examining the variable of Motivation as the independent variable and examining the variable of Employee Involvement as the dependent variable.	There are research objects conducted in the Public Sector of North Wollo Zone.
3	(Susanto, 2022)	<ul style="list-style-type: none"> • Organizational Commitment affects Employee Engagement • Compensation affects Employee Engagement • Career Development variable affects Employee Engagement 	This article has similarities in examining the variable Organizational Commitment as the independent variable and examining the variable Employee Involvement as the dependent variable.	Another difference lies in the independent variables, where previous studies examined Compensation and Career Development variables.
4	(Santoso, Naim, Suroso, Hayudini, & Shrestha, 2023)	<ul style="list-style-type: none"> • Work Environment Variables affect Employee Performance • Employee Competency Variables affect Employee Performance 	This article has similarities in examining the variable of Competence in the independent variable and examining the variable of Employee Performance in the dependent variable.	Another difference lies in the independent variables, where previous studies examined the Work Environment variable.
5	(Gandung, 2024)	<ul style="list-style-type: none"> • Discipline variables affect employee performance 	This article has similarities in examining the variable of	Another difference lies in the independent

		<ul style="list-style-type: none"> • Work motivation variables affect employee performance 	Motivation as the independent variable and examining the variable of Employee Performance as the dependent variable.	variables, where previous studies examined the variable Discipline.
6	(Paramita, Lumbanraja, & Absah, 2020)	<ul style="list-style-type: none"> • Organizational Culture Variables Affect Employee Performance through Job Satisfaction at PT. Bank Mandiri (Persero), Tbk • Organizational Commitment Variables Affect Employee Performance through Job Satisfaction at PT. Bank Mandiri (Persero), Tbk 	<p>This article has similarities in examining the variable of Organizational Commitment as the independent variable and examining the variable of Employee Performance as the dependent variable.</p>	<p>-Another difference is in the independent variables, such as organizational culture</p> <p>-The research was conducted at PT. Bank Mandiri (Persero), Tbk</p>
7	(Heslina & Syahruni, 2021)	<ul style="list-style-type: none"> • Information Technology variables affect Employee Performance • Human Resource Competency variables affect Employee Performance • Employee Involvement variables affect Employee Performance 	<p>This article has similarities in examining the variable of Employee Involvement as the independent variable and examining the variable of Employee Performance as the dependent variable.</p>	<p>Other differences are found in independent variables such as Information Technology and Human Resource Competence.</p>
8	(Fetriah & Herminingsih, 2023)	<ul style="list-style-type: none"> • The variable Perceived Organizational Support affects Employee Performance mediated by Employee Involvement • The variable Work Motivation affects Employee Performance mediated by Employee Involvement • The variable Competence affects Employee Performance mediated by Employee Involvement 	<p>This article has similarities in examining the variables of Competence and Work Motivation as independent variables, Employee Performance as the dependent variable, and Employee Involvement as the intervening/mediating variable.</p>	<p>Another difference is in the independent variables, such as Perceived Organizational Support.</p>
9	(Riyanto, Endri, & Herlisha, 2021)	<ul style="list-style-type: none"> • Work Motivation Variables affect Employee Performance mediated by Employee Involvement • Job Satisfaction Variables affect Employee Performance mediated by Employee Involvement 	<p>This article has similarities in examining the variable of Work Motivation as the independent variable, the variable of Employee Performance as the dependent variable, and the variable of Employee Involvement as the intervening/mediating variable.</p>	<p>Another difference is in the independent variables, such as job satisfaction.</p>

10	(Saragih & Hermansyur, 2022)	• Organizational Commitment Variables Affect Employee Performance through Employee Engagement at PT Graha Mandiri Barata Medan	This article has similarities in examining the independent variable of Organizational Commitment, the dependent variable of Employee Performance, and the intervening/mediating variable of Employee Involvement.	There are research objects conducted at PT Graha Mandiri Barata Medan.
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3. Methodology

This study used a qualitative descriptive approach with an exploratory-comparative literature review method. The main objective of this design was to explore and compare various empirical and conceptual findings relevant to the factors that determine employee engagement and performance. This study not only describes the variables that influence employee engagement and performance but also evaluates the logical relationships and practical implications between competencies, motivation, and organizational commitment toward employee performance in a cargo company context.

The data in this study were obtained from secondary sources, specifically scientific journal articles indexed in Scopus, Web of Science, DOAJ, and Sinta, as well as official documents from international organizations such as the International Maritime Organization (IMO) and national technical reports from the Indonesian Ministry of Transportation. The literature analyzed was selected based on relevant topics, namely, competence, motivation, and organizational commitment. Data were collected by reviewing articles published between 2020 and 2025. Articles meeting the selection criteria were then organized into a tabular format to facilitate comparative analysis (Susanto, Sawitri, Ali, & Rony, 2024).

Data analysis was conducted using a literature-based comparative analysis. Each article was analyzed using thematic techniques based on the emergence of concepts, empirical findings, and relevance to the four main variables. The researcher grouped each article into thematic categories, after which the analysis was continued by comparing the relationships between the variables and the findings across studies. The results of the comparison were cross-checked to avoid bias and strengthen the generalization of the findings. To ensure validity, the researchers conducted literature triangulation between sources, comparing the results of local (Indonesian) studies with international studies. Data reliability was strengthened by evaluating the impact factors of journals, data collection methods in each study, and consistency of results in several similar studies.

4. Results and discussion

4.1. The Influence of Competence on Employee Engagement

Based on a review of the literature and relevant previous studies, it can be concluded that competence influences employee engagement positively. To influence employee engagement through competence, cargo companies need to implement or provide: 1) Knowledge: Referring to the technical, procedural, and conceptual understanding required in logistics and cargo work; 2) Skills: The practical and technical abilities needed to complete work effectively and efficiently; and 3) Attitude: Refers to positive values such as responsibility, initiative, work ethic, and service orientation.

If cargo companies can provide knowledge, skills, and attitude, this will have an impact on employee engagement, which includes: 1) Enthusiasm: The right knowledge and skills make employees feel capable of facing work challenges without excessive stress, so they work enthusiastically; 2) Dedication: When they know what they are doing (knowledge), can do it (skills), and have a positive attitude toward their work (attitude), they are more motivated to be dedicated to their work and the organization; and 3) Engagement: Competence creates confidence and comfort in performing tasks, making employees more deeply engaged without feeling overwhelmed.

By providing knowledge and skills and instilling a positive work attitude, cargo companies will be able to develop competent employees. This competence will become a strong foundation for building enthusiasm, dedication, and high involvement in work and the organization, which will ultimately increase overall employee productivity and loyalty. The results of this study are in line with those of Veriyanti and Nurhayati (2022), who stated that there is a relationship between competence and employee engagement.

4.2. The Influence of Motivation on Employee Engagement

Based on a review of the literature and relevant previous studies, it can be concluded that motivation influences employee engagement. To influence employee engagement through motivation, cargo companies need to implement or provide the following: 1) intrinsic motivation: Companies can provide meaningful work challenges and encourage creativity; 2) extrinsic motivation: Companies can provide performance-based incentive systems, such as bonuses for on-time deliveries; and 3) personal goals: Companies can provide individual aspirations that align with organizational goals, such as the desire to grow, have a stable career, or achieve work-life balance.

If a cargo company can provide intrinsic motivation, extrinsic motivation, and personal goals, this will impact employee engagement, which includes: 1) Enthusiasm: Strong motivation, both internal and external, makes employees more enthusiastic and less prone to fatigue when completing tasks; 2) Dedication: When employees' intrinsic motivation and personal goals are fulfilled, they will show pride and loyalty to their work; and 3) Engagement: Motivation makes employees enjoy their work and experience "flow" in completing tasks, thereby increasing productivity without excessive mental strain. By providing intrinsic and extrinsic motivation and supporting employees' personal goals, cargo companies can increase employee morale, dedication, and total involvement in their tasks. This will ultimately have a positive impact on operational efficiency, customer satisfaction, and the overall organizational performance.

The results of this study are in line with previous research conducted by Engidaw (2021), which stated that there is a relationship between motivation and employee engagement. In the cargo industry, the relationship between motivation and employee engagement is more complex because of its operational characteristics, such as strict delivery schedules, time-sensitive performance indicators, and dynamic incentive systems. Intrinsic motivation in this sector is often driven by the pride of ensuring punctual and safe deliveries despite external constraints, whereas extrinsic motivation is derived from incentive-based pay, overtime compensation, and recognition for achieving delivery targets. Studies by Nusraningrum, Rahmawati, Wider, Jiang, and Udang (2024) reveal that intrinsic motivation (e.g., pride in ensuring on-time delivery) and extrinsic motivation (e.g., incentive-based pay tied to punctual shipments) significantly enhance engagement and reduce absenteeism.

Therefore, cargo companies should tailor their human resource strategies to these operational conditions. For instance, management could design motivation systems that reward not only performance quantity but also consistency and compliance with the safety protocols. Additionally, engagement programs should focus on cultivating employees' sense of belonging by linking personal goals to the organization's service reliability objectives. This approach ensures that the discussion of motivation and engagement is not merely theoretical but reflects the real-world dynamics of the cargo industry, providing more actionable implications for HR policy development and operational excellence.

4.3. The Influence of Organizational Commitment on Employee Engagement

Based on a review of the literature and relevant previous studies, it can be concluded that organizational commitment influences employee engagement. To influence employee engagement through organizational commitment, cargo companies need to implement or provide the following: 1) Affective commitment: Cargo companies can build emotional attachment among employees by creating a supportive work environment, open communication, and recognition of employee contributions; 2) Continuance commitment: Cargo companies can provide competitive benefits, stable career opportunities, and long-term job security; 3) Normative commitment: Companies can strengthen the

internalization of company values, provide ethics training, and foster an organizational culture that values respect and integrity.

If a cargo company can provide affective, continuity, and normative commitments, this will impact employee engagement, which includes: 1) Enthusiasm: Strong organizational commitment makes employees energetic, enthusiastic, and resilient to work pressure; 2) Dedication: Employees feel proud and find meaning in the work they do; and 3) Involvement: Employees will be focused, immersed in their work, and tend to enjoy what they do. The results of this study are in line with those of Susanto (2022), who stated that there is a relationship between organizational commitment and employee involvement.

4.4. The Influence of Competence on Employee Performance

Based on a review of the literature and relevant previous studies, it can be concluded that competence influences employee performance. To influence employee performance through competence, cargo companies need to implement or provide the following: 1) Knowledge: In a cargo company, this includes understanding supply chain management, shipping procedures, the use of logistics technology, and export-import regulations; 2) Skills: Where the company ensures employees' ability to operate digital logistics systems, manage shipping documents, communicate effectively with customers, and make quick decisions in emergency situations; 3) Attitude: A dynamic and sometimes stressful work environment is common in the cargo industry, so a positive attitude is essential to maintain optimal performance.

If a cargo company can provide knowledge, skills, and attitude, it will have an impact on employee performance, including: 1) Work quality: With good competencies, work results will be more accurate, error-free, and meet the quality standards expected by the company and its customers. Employees will be able to complete their work more thoroughly and professionally; 2) Work quantity: Optimal competence enables employees to work faster and more efficiently, thereby increasing the volume of work that can be completed in a given period without compromising quality; and 3) Timeliness: Employees who have knowledge of work procedures, time management skills, and a disciplined attitude are more likely to complete tasks on time. In the cargo industry, timeliness is a crucial aspect that determines customer trust and company's reputation.

Improving knowledge, skills, and attitudes as part of employee competency development will greatly contribute to improving the quality, quantity, and timeliness of task execution. Therefore, cargo companies must consistently develop the competencies of their human resources through training, periodic evaluations, and strengthening a positive work culture to encourage excellent and highly competitive employee performance. The results of this study are in line with those of Santoso et al. (2023), who stated that there is a relationship between employee competence and performance.

4.5. The Influence of Motivation on Employee Performance

Based on a review of the literature and relevant previous studies, it can be concluded that motivation influences employee performance. To influence employee performance through motivation, cargo companies need to implement or provide: 1) Intrinsic motivation: Companies can provide room for creativity and participation in decision-making; 2) Extrinsic motivation: Companies can provide opportunities for career development or promotion based on performance; 3) Personal goals: Companies provide work flexibility that allows employees to balance their personal and professional lives.

If cargo companies can provide intrinsic motivation, extrinsic motivation, and personal goals, this will have an impact on employee performance, including: 1) Work quality: Motivated employees tend to be more careful, creative, and attentive to their work results. They strive to produce work that meets standards and minimizes errors; 2) Quantity of work: Motivation increases energy and productivity, enabling employees to complete more tasks within the available time; and 3) Timeliness: Employees with strong work drive tend to work efficiently and disciplined, completing tasks according to the specified deadlines.

Motivation, whether intrinsic, extrinsic, or related to personal goals, improves the quality, quantity, and timeliness of employee performance. Therefore, cargo companies must design comprehensive and sustainable motivation strategies to create productive, loyal, and highly committed employees dedicated to achieving organizational goals. The results of this study are in line with previous research conducted by Gandung (2024), which states that there is a relationship between motivation and employee performance.

4.6. The Influence of Organizational Commitment on Employee Performance

Based on a review of the literature and relevant previous studies, it can be concluded that organizational commitment influences employee performance. To influence employee performance through organizational commitment, cargo companies need to implement or provide: 1) affective commitment, where companies can reward employees for their contributions; 2) continuance commitment, where companies can provide stable career opportunities and clear promotion paths; and 3) normative commitment, where companies can foster a sense of responsibility and pride in the company.

If a cargo company can provide affective, continuance, and normative commitment, this will impact employee performance, including: 1) Work quality: Employees produce accurate, neat, and standard-compliant outputs; 2) Work quantity: Employees can complete large volumes of work with high efficiency; and 3) Timeliness: Tasks and responsibilities are completed on time, supporting the smooth operation of a cargo company that is highly dependent on delivery times. Organizational commitment, whether emotional (affective), rational (continuity), or moral (normative), plays an important role in shaping high-performing employees' behavior. Therefore, cargo companies must design human resource management policies and practices that can strengthen these three forms of commitment sustainably manner in order to improve the quality, quantity, and timeliness of employee performance. The results of this study are in line with previous research conducted by Paramita et al. (2020), which states that there is an influence between organizational commitment and employee performance.

4.7. The Influence of Employee Involvement on Employee Performance

Based on a review of the literature and relevant previous studies, it can be concluded that employee involvement influences employee performance. To influence employee performance through employee involvement, cargo companies need to implement or provide the following: 1) Enthusiasm: Creating a pleasant work environment that supports physical and mental health; 2) Dedication: Cargo companies can involve employees in decision-making or work process improvements; and 3) Involvement: Companies can implement flexible work systems that suit individual strengths.

If cargo companies can provide enthusiasm, dedication, and involvement, this will impact employee performance, including: 1) Work quality, which will improve because tasks are performed with attention and responsibility; 2) Work quantity, where the number/output of tasks will increase because high energy and motivation enable employees to work more productively; and 3) Timeliness: Achieved through increased focus and discipline in completing tasks by deadlines. The results of this study are in line with those of previous research conducted by Heslina and Syahruni (2021), which states that there is a relationship between employee involvement and employee performance.

4.8. The Influence of Competence on Employee Performance through Employee Involvement

Based on a review of the literature and relevant previous studies, it can be concluded that competence influences employee performance through involvement. To influence employee performance through employee involvement and competence, cargo companies need to implement or provide: 1) Enthusiasm: Where the level of energy and mental toughness in facing work pressure; 2) Dedication: Creating a sense of pride and attachment to the job; 3) Involvement: The company provides deep focus and immersion in work activities; 4) Knowledge: The company provides theoretical and practical understanding of tasks and work processes; 5) Skills: The company provides technical and non-technical abilities to complete work effectively; and 6) Attitude: Creating a mindset, work ethic, and commitment to organizational values.

If a cargo company can implement or provide all six of these things, it will have an impact on employee performance, which includes: 1) Work quality: Which will improve because work is done with high skills and full responsibility; 2) Work quantity: Where work results will increase because enthusiasm and work capacity increase; and 3) Timeliness: Employees can complete their work according to the predetermined schedule because their focus and work discipline are higher. The results of this study are in line with those of Fetriah and Herminingsih (2023), who stated that there is a relationship between competence and employee performance through employee involvement.

4.9. The Influence of Motivation on Employee Performance through Employee Involvement

Based on a review of the literature and relevant previous studies, it can be concluded that motivation influences employee performance through their involvement. To influence employee performance through employee involvement and motivation, cargo companies need to implement or provide: 1) Enthusiasm: Cargo companies can create this enthusiasm by giving autonomy in completing tasks and highlighting the positive impact of their work on the company's success and customer satisfaction; 2) Dedication: Companies can give recognition for their contributions, either through verbal appreciation, awards, or promotion opportunities; 3) Involvement: Management needs to implement a participatory culture, where employees are given the opportunity to provide input and participate in decision-making related to workflows or operational improvements; 4) Intrinsic motivation: Cargo companies can foster intrinsic motivation by providing challenging work, offering opportunities for self-development, and ensuring employees see the meaning and purpose of their work; 5) Extrinsic motivation: Cargo companies must ensure that their reward systems, including salaries, bonuses, or incentives, are fair, competitive, and transparent; and 6) Personal goals: Management needs to help employees set and align their personal goals with the company's goals.

If cargo companies can implement or provide all six of these things, it will have an impact on employee performance, including: 1) Work quality: Motivated and engaged employees will pay more attention to detail, resulting in higher-quality work. They will be more careful in handling cargo, accurate in documentation, and provide better customer service, ultimately minimizing errors and losses; 2) Work quantity: Enthusiasm, dedication, and strong motivation encourage employees to work more efficiently and productively. They will be able to process a larger volume of work in the same amount of time, thereby increasing the number of daily shipments or cargo handling; 3) Timeliness: Increased motivation and engagement will make employees feel fully responsible for meeting every deadline. They strive to ensure that each stage of the work is completed on schedule, which is the most crucial factor in the cargo industry and the key to building customer trust. The results of this study are in line with those of Riyanto et al. (2021), who stated that there is a relationship between motivation and employee performance through employee engagement.

4.10. The Influence of Organizational Commitment on Employee Performance through Employee Engagement

Based on a review of the literature and relevant previous studies, it can be concluded that organizational commitment influences employee performance through employee engagement. To influence employee performance through employee involvement and organizational commitment, cargo companies need to implement or provide the following: 1) Enthusiasm: When employees feel a strong emotional bond with the company and are proud to be part of it, they will show greater enthusiasm in completing their daily tasks; 2) Dedication: Cargo companies need to recognize their hard work, whether in the form of bonuses, promotions, or verbal appreciation; 3) Involvement: Management needs to encourage active employee participation in decision-making that is relevant to their work; 4) Affective commitment: Cargo companies can foster affective commitment by creating a positive work culture, providing opportunities for growth, and ensuring employees feel valued and recognized for their contributions; 5) Continuance commitment: Cargo companies can maintain this commitment by providing competitive compensation and benefits, as well as clear career development opportunities; 6) Normative commitment: Cargo companies can foster this commitment by investing in employees and treating them fairly and ethically.

If cargo companies can implement or provide all six of these things, it will have an impact on employee performance, including: 1) Work quality: Affective and normative commitment will encourage employees to do their work more thoroughly and carefully. High involvement makes them more attentive to details, thereby minimizing errors in cargo handling, packaging, or documentation; 2) Work quantity: High enthusiasm and dedication make employees more productive. They will work with more energy and use time efficiently, enabling them to process or ship more cargo in the same period of time; 3) Timeliness: Committed and engaged employees will feel personally responsible for meeting deadlines. They strive to ensure that every shipment is made on schedule, which is the most crucial factor in the cargo industry. The results of this study are consistent with those of Saragih and Hermansyur (2022), who stated that there is a relationship between organizational commitment and employee performance through employee engagement.

4.11. Conceptual Framework

The conceptual framework is determined based on the problem formulation, research objectives, and previous studies relevant to the discussion in this literature review.

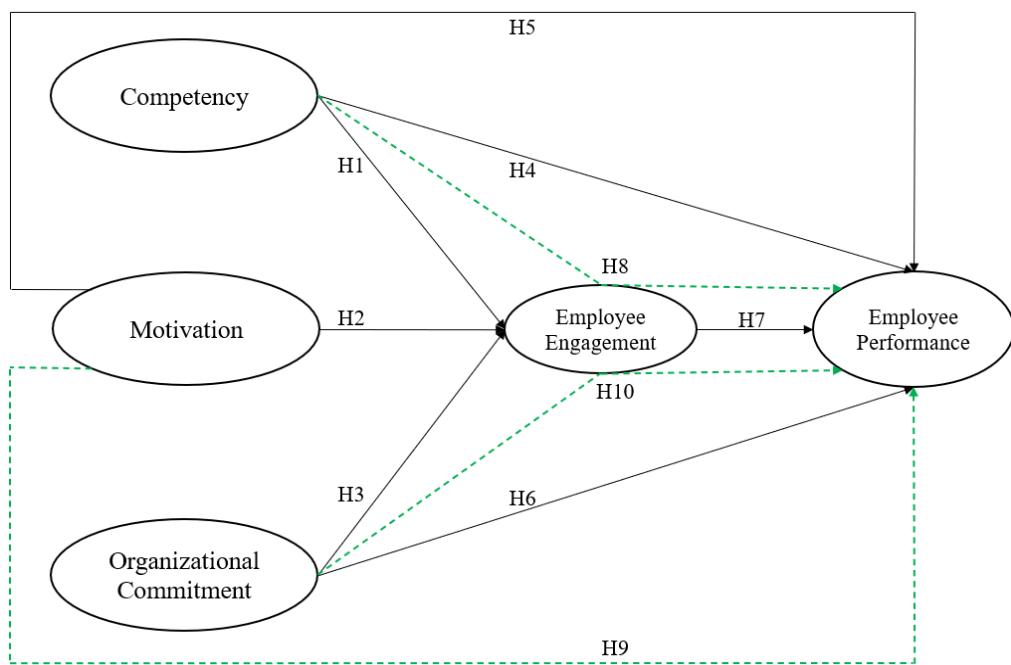


Figure 2. Conceptual Framework

Based on Figure 2, competence, motivation, and organizational commitment influence employee performance through employee involvement. However, in addition to the variables of competence, motivation, and organizational commitment that influence employee performance through employee involvement, there are other variables that influence it, including:

- 1) Leadership Style (Kahfi, Wibowo, & Widodo, 2022; Mahaputra & Saputra, 2021)
- 2) Work Culture (Ali et al., 2022; Putri, Fauzi, Saputra, Danaya, & Puspitasari, 2023)
- 3) Career Development (Nurhayati, Asih, Kasm, & Santosa, 2024; Pronajaya, Anindita, & Pamungkas, 2021)

5. Conclusions

5.1. Conclusion

Based on the problem formulation, results, and discussion above, the conclusions of this literature review focused on cargo companies are as follows: 1) Competence influences employee engagement in cargo companies; 2) Motivation influences employee engagement in cargo companies; 3) Organizational commitment influences employee engagement in cargo companies; 4) Competence influences employee performance in cargo companies; 5) Motivation influences the performance of cargo company employees; 6) Organizational commitment influences the performance of cargo

company employees; 7) Employee involvement influences the performance of cargo company employees; 8) Competence influences the performance of cargo company employees through employee involvement; 9) Motivation influences employee performance through employee involvement in cargo companies; and 10) Organizational commitment influences employee performance through employee involvement in cargo companies.

In summary, this literature review shows that competence, motivation, and organizational commitment are interconnected factors that jointly determine employee engagement and performance in cargo companies. Competence provides the foundation for effective work, motivation drives sustained enthusiasm, and organizational commitment strengthens loyalty and focus. Employee involvement acts as a bridge linking these factors, ensuring that skills and motivation translate into increased productivity. Overall, the findings emphasize that employee performance in the cargo industry results from an integrated system of human resource factors rather than isolated ones.

5.2. Suggestions

Based on the results of this study, we recommend that cargo company leaders, especially directors and operational managers, focus on organizational competence, motivation, and commitment.

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