# The Role Of Competence As A Mediator In Employee Performance In Logistics Companies

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**ABSTRACT**

This research aims to analyze the influence of Training, Work Motivation, Work Discipline, and Workload on Employee Performance Competence. The research sample includes 301 respondents who are employees in logistics companies in Batam City, using a quantitative research method. The measurement tool used in this study is Smart PLS. The results show that Training, Competence, Work Discipline, and Workload have a significant influence on employee performance. However, the influence of employee performance mediated by competence shows varied results. Training and Work Discipline mediated by competence have a significant relationship with employee performance, while Work Motivation is not significant. This provides important insights into the factors affecting the performance of logistics companies post-COVID-19 pandemic and provides a basis for the development of effective management strategies to address the challenges faced by this industry.

## INTRODUCTION

During the COVID-19 pandemic, the manufacturing sector has faced significant impacts due to disruptions in supply chains and a slowdown in global economic activity. Movement restrictions and temporary factory closures, along with a decline in orders from customers due to difficult economic conditions, have led to a decrease in overall production and sales of manufactured products. Manufacturers have also struggled to obtain the raw materials and components needed to produce their goods because of disruptions in international supply chains. Additionally, economic uncertainty and changes in government policies have made business owners in the manufacturing sector feel unstable in planning their production and marketing strategies. Efforts to comply with health and safety protocols, such as capacity restrictions in factories, have also hindered production efficiency. Although some companies have switched to online business models or expanded product diversification to address these challenges, (Primadoc, 2022). One of the main impacts felt by the manufacturing industry is related to the availability of raw materials. Many manufacturing companies rely on importing raw materials from other countries, particularly from regions severely affected by the pandemic. International movement restrictions and port closures have hampered the import of raw

materials, creating shortages and increasing raw material prices. As a result, manufacturing companies have difficulty producing goods at competitive costs.

In addition, the manufacturing industry has also faced challenges in distributing their finished products to the market. Movement restrictions and the implementation of health protocols have caused shipping delays and difficulties in reaching consumers. Many companies face challenges in organizing shipping logistics and distribution due to the disruption of various modes of transportation, including land, sea, and air, all of which have been affected by movement restrictions.

Besides issues with availability and distribution, consumer demand patterns for manufactured products have also changed significantly during the pandemic. Non-essential products, such as luxury items or non-critical products, have seen a sharp decline in demand. Conversely, products relevant to the pandemic situation, such as medical equipment, personal protective equipment (PPE), and hygiene products, have experienced a high increase in demand.

**Figure 1. Growth Rate Of The Transportation And Warehousing Sector**



| Lapangan Usaha | ( y-on-y ) | | |
|---|---|---|---|
| | Q3/20 | Q2/20 | Q3/19 |
| (1) | (2) | (3) | (4) |
| Transportasi dan Pergudangan | -16,70 | -30,80 | 6,66 |
| 1. Angkutan Rel | -51,11 | -63,75 | 2,87 |
| 2. Angkutan Darat | -5,03 | -17,65 | 10,43 |
| 3. Angkutan Laut | -5,27 | -17,28 | 13,93 |
| 4. Angkutan Sungai Danau dan Penyeberangan | -13,51 | -26,66 | 5,78 |
| 5. Angkutan Udara | -63,88 | -80,25 | -11,45 |
| 6. Pergudangan dan Jasa Penunjang Angkutan; Pos dan Kurir | -17,57 | -38,53 | 11,29 |

Source : Logisticnews (2021)

The COVID-19 pandemic has had a significant impact on the logistics industry. Several sectors have experienced disruptions, such as air freight forwarders, trailer trucks, sea forwarders, and warehousing activities. Conversely, services such as motorcycle courier transportation, e-commerce logistics, and delivery services have seen an increase. For the advancement of the logistics industry, it is necessary to improve connectivity between regions through the integration of transportation infrastructure. Infrastructure development based on commodities, national connectivity development plans, and standardization of essential raw materials are important. Supply chain efficiency, standardization of business processes, and risk management are required from logistics service providers. Regulations should focus on the integration of supply chain planning, inter-agency coordination, and the integration of information systems in transportation (Logistiknews, 2021).

In facing the impacts of the COVID-19 pandemic, logistics companies in Batam City, including PT Synergi Tharada, PT Nongsa Terminal Bahari, and PT Pelabuhan Indonesia (Persero), require high levels of training, motivation, and discipline from their employees. Efficient time management is also crucial for handling the increased workload due to changes in demand. Close collaboration between logistics companies and the manufacturing industry is key, enabling open and efficient information exchange and facilitating better supply chain planning. With this approach, they can collectively address the challenges of the pandemic and improve the performance of the manufacturing industry in Batam City.

## LITERATURE REVIEW

### Training

Training is a step to enhance employees' skills in performing their tasks, allowing them to be more effective (Maizar & Indra Nara Persada, 2023). This process not only changes employees' attitudes, abilities, and knowledge but also aims to achieve short-term operational goals while preparing employees for long-term challenges (Razak, 2021). According to research (Adrie F. Assa, B.Amelia Kenina, 2022), training is a brief, structured, and systematic education specifically designed for non-managerial employees to improve job-related skills. It is a learning activity intended to enhance performance in a short period. Productivity can be increased through training programs tailored to the company's development (Dearny & Chrystabella Hetharie, 2021). Employee education is also important for providing specialized knowledge and new skills, thereby adding value to the company's human capital.

### Work Motivation

According to research by  (Nurwin & Frianto, 2021) and (Mon et al., 2023) work motivation is an internal drive that influences an individual's behavior and actions. In an organizational context, motivation plays a crucial role in enhancing employee performance. Research by (Andani, 2020) and (Nelson, 2019) suggests that strong motivation can achieve optimal results in the workplace. It is a psychological process that affects an individual's behavior, alongside other factors such as perception, personality, and environment. Work motivation is a mental state that drives activity and leads to the fulfillment of needs for satisfaction (Yani Maryani, Mohammad Entang, 2021). Motivation drives individuals to act in order to achieve goals, meet needs, and improve performance (Nuraeni Nuraeni, Gofur Ahmad, Moh. Matin, Suhendar Sulaiman, 2022). This action aims to ensure survival, create tranquility, and a sense of security (Hendra, 2020).

### Work Discipline

Work discipline plays a crucial role in a company, aiding in the achievement of goals and coordination. Employee adherence to and implementation of rules is a critical aspect that contributes to the development of the company (Dinar Nur Affini, 2021). Discipline involves the awareness of adhering to company regulations and social norms (Tri Ariprabowo, 2021). The benefits of discipline are significant for both the company and employees; it ensures order and smooth task execution while creating a pleasant and motivated work environment (Nasution & Priangkatara, 2022). Discipline norms such as adherence to working hours, efficient time allocation, and punctuality are part of the company's work culture (Setia Putri et al., 2022).Discipline reflects the strength and success of task execution, facilitates the achievement of company goals, and enhances individual employee performance (Dearny & Chrystabella Hetharie, 2021).

### Workload

(Asmara Fitra Abadi, 2022) and (Arga Christian Sitohang, Tri Andjarwati, 2022) emphasize that excessive workload, in terms of quantity, quality, or complexity, can hinder employees from performing their tasks effectively, thus affecting their performance, quality, and work time. Workload is a crucial factor influencing employee performance. Companies must consider the condition of human resources, as individuals have limitations in handling workload (Dewi Rucci Manulang, Iskandarini, 2021). Workload includes the activities that need to be completed within a specific time period and is influenced by time pressure, work schedules, role conflicts, noise, information overload, responsibilities, and self-esteem  (Arga Christian Sitohang, Tri Andjarwati, 2022). Evaluation and adjustment of workload are necessary to improve team productivity and well-being (Asmara Fitra Abadi, 2022).

### Competence

Competence is a fundamental characteristic of an individual that affects how they think and act based on their knowledge, skills, and attitudes. Competence encompasses motives, traits, self-concept, knowledge, and skills. High-quality human resources are those who possess adequate competence. Staff competence can mean authority in addressing company problems or the ability to manage operational and managerial tasks (Mardi et al., 2019). Competence is the ability to perform tasks with the required skills, knowledge, and work attitudes. The alignment of competence with job roles determines the maximum performance of employees (Junianto & Kesy Garside, 2021). Employees' expertise in their job field will allow tasks to be completed more quickly and with better quality, leading to improved work outcomes (Pratama & Riana, 2022). Competence refers to the ability to carry out a job or task based on skills and knowledge, supported by the work attitudes required for the job (Setia Putri et al., 2022).

### Employee Performance

In the era of modern organizations, work skills are important and need to be prioritized (Yunico Tampubolon & Abadi, 2022). Training programs are necessary to enhance skills and performance. Employees play a crucial role in organizational performance (Yani Maryani, Mohammad Entang, 2021), not only in technical aspects but also in human aspects (Affan Ghofuri, Supriyanto Supriyanto, 2022). Skilled and responsible employees are valuable assets to the organization, helping to achieve company goals. Employee performance contributes to the achievement of organizational objectives and market sustainability. Investing in skill development and understanding performance factors is key to organizational success.

### Hypothesis

When a company wants to improve their employees' performance, they believe that training is the key to enhancing employee competence. They believe that, along with strong work motivation and discipline, training will form a solid foundation for creating a competent team. However, they also recognize that workload can be a significant challenge. Therefore, the researchers formulated a hypothesis regarding the influence of training, work motivation, work discipline, and workload on employee competence, and how this competence affects performance. Here is the framework of the research model:

**Figure 2. Research Model**
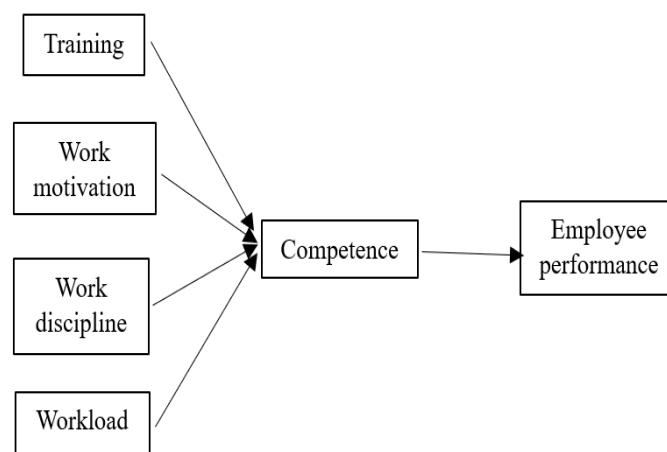


Hypothesis Formulation
1. H1: Training has a significant influence on Competence.
2. H2: Work motivation has a significant influence on Competence.

3. H3: Work discipline has a significant influence on Competence.
4. H4: Workload has a significant influence on Competence.
5. H5: Training has a significant influence on Employee Performance.
6. H6: Work motivation has a significant influence on Employee Performance.
7. H7: Work discipline has a significant influence on Employee Performance.
8. H8: Workload has a significant influence on Employee Performance.
9. H9: Competence has a significant influence on Employee Performance.
10. H10: The relationship between Training and Employee Performance is mediated by Competence.
11. H11: The relationship between Work Discipline and Employee Performance is mediated by Competence.
12. H12: The relationship between Work Motivation and Employee Performance is mediated by Competence.
13. H13: The relationship between Workload and Employee Performance is mediated by Competence

## METHODS

This research employs quantitative research methods (Sinaga et al., 2021) Quantitative research methods have roots in positivist philosophy and are used to investigate specific populations or samples. The sampling process is usually conducted randomly, while data collection is carried out using established research tools. Subsequently, the collected data is analyzed quantitatively with the main objective of testing the formulated hypotheses  (A. Purwanto & Nugroho, 2021).

In the context of quantitative research, researchers have the obligation to explain in detail how the investigated variables influence each other. The main objective of this research is to analyze the significance of the influence of factors such as Training, Work Motivation, and Work Discipline on employee workload. Additionally, this research aims to understand the mediating role of competence in the relationship between these variables. The selection of logistics companies as the research object is based on the important role these companies play as an integral part of the export and import process in Batam City.

The training variable is measured using indicators such as training materials, training methods, and training instructors. The motivation variable is measured using indicators such as work spirit, rewards, challenges, and responsibilities. The work discipline variable is measured using indicators such as time, initiative, and accuracy. The competence variable is measured using indicators such as knowledge, understanding, and skills, as sourced from (Christy, 2022), The workload variable is measured using time load, mental effort load, and psychological stress load, as sourced from (Sumiyati & Siregar, 2021).

In the research, there are 6 variables with a total of 30 indicators. Therefore, the recommended sample size is 30 multiplied by 10, resulting in 300 respondents needed for the study. By the end of the research period, the number of collected samples was 301 respondents. To analyze the collected data, this study uses the Smart PLS measurement tool. This tool was chosen for its capability to manage and analyze data with a high level of accuracy, providing valid results to support the objectives of this research.

Consequently, the use of Smart PLS is expected to significantly contribute to producing meaningful findings regarding the influence of Training, Work Motivation, and Work Discipline on employee workload, mediated by competence, in the context of logistics companies in Batam City.

## RESULTS

### Descriptive Statistics Test
**Table 1 Respondent Characteristics**

| charateristics | Criteria | Total | Frequency |
|---|---|---|---|
| Sex | Male | 177 | 58.8% |
| | Female | 124 | 41.2% |
| | | **301** | **100%** |
| Age | < 20 years old | 35 | 11.63% |
| | 21-25 years old | 202 | 67.11% |
| | 26-30 years old | 53 | 17.61% |
| | 31.40  years old | 11 | 3.65% |
| | | **301** | **100%** |
| Education | SLTA | 145 | 48.17% |
| | Diploma | 6 | 1.99% |
| | S1 | 150 | 49.83% |
| | | **301** | **100%** |
| Company | PT. Synergi Tharada | 75 | 24.92% |
| | PT. Nongsa Terminal Bahari | 19 | 6.31% |
| | PT Pelabuhan Indonesia (Persero) | 207 | 68.77% |
| | | **301** | **100%** |
| Status karyawan | Permanent Employee | 180 | 59.8% |
| | Contract Employee | 121 | 40.2% |
| | | **301** | **100%** |
| Employee Status | < 2 years | 61 | 20.0% |
| | 2-5 years | 203 | 67.0% |
| | 6-9 years | 37 | 12.0% |
| | | **301** | **100%** |

Source : Processed Primary Data (2024)

**Validity test**

Outer loadings are values used to test how well questions in a questionnaire represent the concept being measured. If the outer loading value is greater than 0.6, it indicates that the question effectively represents the concept being measured and can be considered valid. Below are the results of the outer loading values from the processed model:

**Table 2 Validity test**

| Variable | Nilai | Result |
|---|---|---|
| C1 | 0.778 | Valid |
| C2 | 0.762 | Valid |
| C3 | 0.748 | Valid |
| C4 | 0.722 | Valid |
| C5 | 0.761 | Valid |
| EP1 | 0.754 | Valid |
| EP2 | 0.728 | Valid |

| EP3 | 0.739 | Valid |
| EP4 | 0.801 | Valid |
| EP5 | 0.607 | Valid |
| T1 | 0.821 | Valid |
| T2 | 0.796 | Valid |
| T3 | 0.786 | Valid |
| T5 | 0.764 | Valid |
| WD1 | 0.873 | Valid |
| WD2 | 0.805 | Valid |
| WD3 | 0.793 | Valid |
| WL1 | 0.732 | Valid |
| WL3 | 0.740 | Valid |
| WL4 | 0.776 | Valid |
| WL5 | 0.754 | Valid |
| WM1 | 0.779 | Valid |
| WM2 | 0.794 | Valid |
| WM3 | 0.708 | Valid |
| WM4 | 0.754 | Valid |
| WM5 | 0.763 | Valid |

Source : Processed Primary Data (2024)

Based on the data above, it can be concluded that each indicator in the model shows values above 0.6, indicating that each variable has a strong relationship with its indicators. This suggests that training, motivation, discipline, and workload in the logistics company have a significant contribution to employee performance, mediated by competence. The high outer loading values indicate that these indicators consistently measure the intended construct well, meeting the criteria for convergent validity.

**Reliability test**

Composite reliability is a measure used to assess the reliability of a construct or composite variable in a measurement model or factor analysis. This reliability indicates how well the composite variable measures the desired concept or construct being studied. Composite reliability is considered reliable if its value exceeds 0.6. The test results conducted by the researcher show that all variables listed in the following table exhibit reliable composite reliability

**Table 3** Reliability test

| Variable | Composite Reliability | Result |
| --- | --- | --- |
| T | 0.871 | Reliable |
| C | 0.868 | Reliable |
| EP | 0.849 | Reliable |
| WD | 0.864 | Reliable |
| WM | 0.872 | Reliable |
| WL | 0.838 | Reliable |

Source : Processed Primary Data (2024)

## DISCUSSION

### Direct Effect Dan Indirect Effect Test

In statistical analysis, the direct effect refers to the direct influence of one independent variable on the dependent variable without involving any mediator or control variables. In other words, the direct effect measures how much change in the dependent variable is directly caused by changes in the independent variable. On the other hand, the indirect effect refers to the influence of the independent variable on the dependent variable through one or more mediator or control variables. This indicates that the impact of the independent variable on the dependent variable is not solely direct. Test results are considered significant if the t-statistic value is greater than 1.96 and if the p-value is less than 0.05. Below are the results of the Direct Effect and Indirect Effect tests

**Table 4 Direct Effect Dan Indirect Effect Test**

| Variable | Original sample | T Statistic | P.Value | Result |
|---|---|---|---|---|
| T→C | 0.151 | 2.358 | 0.019 | Significant |
| T→EP | 0.184 | 2.791 | 0.005 | Significant |
| C→EP | 0.148 | 2.454 | 0.014 | Significant |
| WD→C | 0.231 | 3.854 | 0.000 | Significant |
| WD→EP | 0.24 | 2.356 | 0.022 | Significant |
| WM→C | 0.13 | 1.489 | 0.137 | Not Significant |
| WM→EP | 0.29 | 3.974 | 0.000 | Significant |
| WL→C | 0.267 | 3.773 | 0.000 | Significant |
| WL→EP | 0.188 | 2.916 | 0.004 | Significant |
| T→C→EP | 0.022 | 1.853 | 0.064 | Not Significant |
| WD→C→EP | 0.034 | 2.019 | 0.044 | Significant |
| WM→C→EP | 0.019 | 1.196 | 0.232 | Not Significant |
| WL→C→EP | 0.04 | 2.294 | 0.022 | Significant |

Source : Processed Primary Data (2024)

Training has a significant impact on competence, with a t-statistic value of 2.358 and a p-value of 0.019. This indicates that training plays a crucial role in developing the skills and knowledge needed to address new challenges in a business environment affected by the pandemic. In the post-pandemic situation, logistics companies in Batam City may face various changes and new demands in supporting the performance of the manufacturing industry. Therefore, focused and relevant training can help improve employees' ability to adapt to these changes and maintain optimal industry performance. These test results are consistent with (Pramono, 2022),(Adrie F. Assa, B.Amelia Kenina, 2022) and (Sari, 2022).

Training has a significant impact on employee performance, with a t-statistic value of 2.791 and a p-value of 0.005. This indicates the importance of training in improving employee performance, especially in the post-pandemic context in Batam City. In the post-pandemic situation, logistics companies in Batam City may face new challenges affecting the overall performance of the manufacturing industry. By providing relevant training, companies can enhance employees' ability to handle these changes. Thus, training can be an effective strategy to improve manufacturing industry performance in Batam City after the COVID-19 pandemic. These test results are consistent with (Pratama & Riana, 2022),(Yunico Tampubolon & Abadi, 2022) and (Pratama & Riana, 2022).

Competence has a significant impact on employee performance, with a t-statistic value of 2.454 and a p-value of 0.014. This highlights the importance of competence in influencing employee performance, especially in the post-pandemic context in Batam City. Amidst the

changes and challenges of the post-COVID-19 pandemic, having employees with relevant and strong competencies is a key factor in improving the overall performance of the manufacturing industry. Therefore, employee competency development strategies become a crucial focus for companies in their efforts to enhance manufacturing industry performance in Batam City. These test results are consistent with (Nurwin & Frianto, 2021),(K. Purwanto, 2020) ,(Affan Ghofuri, Supriyanto Supriyanto, 2022) dan (Priscilla & Riady, 2023).

Work discipline has a significant impact on competence, with a t-statistic value of 3.854 and a p-value of 0.000. This indicates that the level of employee work discipline plays a crucial role in acquiring and maintaining the necessary skills in a changing and challenging work environment. Amidst the post-COVID-19 pandemic challenges, work discipline becomes a key factor in employees' ability to adapt and grow. Therefore, companies need to focus on encouraging and maintaining work discipline as part of their strategy to improve manufacturing industry performance in Batam City post-pandemic. These test results are consistent with (Nuraeni et al., 2022),(Ferine & Sugiarto, 2023) and (Muhiddin et al., 2022).

Work discipline has a significant impact on employee performance, with a t-statistic value of 2.356 and a p-value of 0.022. This indicates that work discipline has a meaningful positive effect on employee performance in logistics companies in Batam City post-COVID-19. Work discipline includes adherence to rules, punctuality, and consistency in completing tasks, all of which contribute to employee productivity and reliability. Therefore, companies need to continue enforcing and enhancing work discipline through policies, training, and development programs, as this has proven effective in improving overall employee performance. These test results are consistent with (Yhonanda Harsono, 2023),(Chusminah & Haryati, 2020),(Lestari & Afifah, 2020) and (Siska Agustina Dewi, 2020).

Work motivation does not have a significant effect on competence, with a t-statistic value of 1.489 and a p-value of 0.137. This indicates that, in the post-COVID-19 context within logistics companies in Batam City, work motivation does not significantly influence employee competence. Nevertheless, companies should still focus on and encourage work motivation as part of their efforts to enhance performance amidst post-pandemic conditions. These test results are consistent with (Nuraeni et al., 2022).

Work motivation has a significant impact on employee performance, with a t-statistic value of 3.974 and a p-value of 0.000. This indicates that work motivation is a crucial factor in driving employees to deliver optimal performance, especially in the post-pandemic situation within logistics companies in Batam City. In the changing and challenging post-pandemic environment, high levels of work motivation can help employees navigate changes and adapt quickly. Therefore, companies need to focus on encouraging and maintaining work motivation as part of their strategy to enhance performance amidst the post-COVID-19 conditions. By strengthening work motivation, companies can maximize employee contributions towards achieving business goals and addressing future challenges. These test results are consistent with (Febriyarso & Ruslan, 2021) and (Yani Maryani, Mohammad Entang, 2021).

Workload has a significant impact on competence, with a t-statistic value of 3.773 and a p-value of 0.000. This indicates that the level of workload significantly affects employee competence, particularly in the post-pandemic context within logistics companies in Batam City. In the post-pandemic situation, companies may experience increased workloads due to various reasons, such as changes in work processes, operational adjustments, or increased customer demand. Therefore, it is crucial for companies to pay attention to and manage employee workload as part of their strategy to improve performance in the post-COVID-19 era. By keeping the workload within manageable limits, companies can help employees remain productive and high-performing in the face of future challenges. These test results are consistent with (Sumiyati & Siregar, 2021) dan (Putra et al., 2021).

Workload has a significant impact on employee performance, with a t-statistic value of 2.916 and a p-value of 0.004. This indicates that the level of workload significantly affects

employee performance, especially in the post-pandemic context within logistics companies in Batam City. In the post-pandemic situation, companies may experience increased workloads due to various reasons, such as changes in work processes, operational adjustments, or increased customer demand. Therefore, it is essential for companies to pay attention to and manage employee workload as part of their strategy to improve performance in the post-COVID-19 era. By keeping workload within manageable limits, companies can help employees remain productive and high-performing while facing future challenges. These test results are consistent with (Sa'adah et al., 2023) dan (Made Dwiky Mahendra Kusuma, I Ketut Setia Sapta, 2022).

Training influenced by Employee Performance, mediated by Competence, shows an insignificant relationship with a t-statistic value of 1.853 and a p-value of 0.064. This indicates that the relationship between training, employee performance, and competence is not statistically significant. However, it should still be considered that other factors may play a role in the impact of training on employee performance and their capabilities in a logistics company in Batam, especially in the context of the post-COVID-19 pandemic. The results of this test are consistent with  (Yusri, 2020) and (Christy, 2022).

Work Discipline influenced by Employee Performance, mediated by Competence, shows a significant relationship with a t-statistic value of 2.019 and a p-value of 0.044. This indicates a strong relationship among the three variables. It signifies that work discipline, employee performance, and the skills possessed collectively have an important impact in the context of a logistics company in Batam, especially after the COVID-19 pandemic. The results of this test are consistent with (Oyihoe, 2021) and (Muhiddin et al., 2022).

Work motivation influenced by employee performance, mediated by competence, shows an insignificant relationship with a t-statistic value of 1.196 and a p-value of 0.232. This indicates that, in the context of a logistics company in Batam post-COVID-19 pandemic, employee competence does not significantly mediate the relationship between work motivation and employee performance. In other words, while work motivation and employee performance are important, employee competence does not play a meaningful mediating role in this relationship. Therefore, the company may need to consider other factors that more directly affect employee performance when trying to enhance work motivation.

Workload influenced by employee performance, mediated by competence, shows a significant relationship with a t-statistic value of 2.294 and a p-value of 0.022. This indicates that, in the context of a logistics company in Batam post-COVID-19 pandemic, employee competence plays a meaningful mediating role in the relationship between workload and employee performance. In other words, improving employee competence can help them manage their workload more effectively, which in turn enhances their performance. Therefore, the company should focus on developing employee competence as a strategy to improve performance through better workload management.

**Adjusted R Squares test**
**Table 5 Adjusted R Squares Test**

| Variable | R Squares Adjusted | Result |
|---|---|---|
| Competence | 0.424 | Weak |
| Employee Performance | 0.473 | Weak |

Source : Processed Primary Data (2024)

Based on the data above, it can be concluded that the adjusted R-squared value for the competence variable is 0.424, while for the employee performance variable it is 0.473. This indicates that the model can explain approximately 42.4% of the variation in competence and about 47.3% of the variation in employee performance. The conclusion that can be drawn is that the model's predictions for both variables are categorized as "weak." This suggests that there are

other factors beyond the model that play a role in explaining a greater variability in both variables.

**Quality Index Test**
**Table 6 Quality Index Test**

| Communality | R Squares | GoF | Result |
|---|---|---|---|
| 0.591 | 0.449 | 0.515 | Strong |

Source : Processed Primary Data (2024)

Based on the data above, the GoF value of 0.515 indicates a "Strong" category. This suggests that the model has a high level of fit with the collected data. Therefore, the GoF value of 0.515 means the model can be considered to have a strong fit with the collected data.

## CONCLUSION

Based on the data analysis results, it can be concluded that training has a significant impact on both competence and employee performance. Competence also significantly affects employee performance, indicating that more competent employees tend to perform better. Work discipline significantly affects both competence and performance, while work motivation significantly affects performance but not competence. Workload is also significant for both competence and performance. In terms of mediation, competence proves to be a significant mediator between work discipline and workload on performance, but not between training and work motivation. Therefore, it is recommended that logistics companies enhance their training programs to be more specific in improving employee competence. Companies should also reinforce work discipline through consistent and fair policies, and manage workload to match employees' capabilities. Motivation programs that can directly drive performance, such as incentives and rewards, need to be developed. Regular evaluation and adjustment of training programs should be carried out to ensure their effectiveness. By implementing these recommendations, it is hoped that employee performance in logistics companies can continue to improve.

## LIMITATION

Based on the above research, the author recommends that logistics companies enhance their training programs to be more specific in improving employee competence, considering that competence as a mediator in this relationship is not significant. Companies should also continue to strengthen work discipline through consistent and fair policies. Properly managed workload can improve employee competence and performance, so it should be adjusted to match employees' capabilities. Additionally, motivation programs that can directly drive employee performance, such as incentives and rewards, need to be developed. Evaluation and adjustment of training programs should be conducted to ensure that the materials and methods used are truly effective in enhancing relevant competencies. By implementing these recommendations, it is hoped that employee performance in logistics companies can continue to improve through the management of factors that have been proven significant in this study.

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