Enhancing Employee Performance in Logistic Companies: The Influence of Competency Development and Remuneration with Job Satisfaction as a Mediating Factor

Halimah Husna Jonneli[1], Alex Winarno[2], Romat Saragih[3]

[1,2,3] School of Economics and Business, Telkom University, Indonesia

ABSTRACT: The research objective is to examine the effect of competency development and remuneration systems on job satisfaction and its impact on companies' employee performance in Indonesia's postal and logistics service industry. Quantitative data collected using research instruments were analyzed using SmartPLS software version 3.2.9. The sample size was 84 randomly selected employees. The results show that well-planned competency development and a remuneration system that considers internal and external equity can positively and significantly increase job satisfaction. Job satisfaction, in turn, has a positive and significant impact on efforts to improve employee performance. This research uniquely contributes to the concurrent direct and indirect effects of competency development and remuneration systems on enhancing employee performance of companies operating in industrial sectors experiencing rapid changes in the business environment.

KEYWORDS: Competency development, remuneration system, job satisfaction, employee performance.

I. INTRODUCTION

In the rapidly evolving business environment, organizations must continuously innovate and adapt their human resource management practices to remain competitive. Effective human resource management, particularly in terms of remuneration and competency development, is crucial for organizational success. Armstrong (2005) highlights remuneration as a key policy in human resource management, essential for supporting effective work productivity. Lestari et al. (2020) emphasize that knowledgeable and skilled employees are significant differentiators in competitive business environments. Recognizing the importance of these factors, one of the leading postal and logistics companies in Indonesia has implemented a remuneration system that includes performance-based benefits, special allowances, and awards for best performance. This study examines the impact of competency development and remuneration systems on employee job satisfaction and its effect on employee performance within this context. The topic is compelling due to observed fluctuations in employee satisfaction and performance, indicating dissatisfaction with competency development and remuneration systems. The study addresses the issue of employee dissatisfaction with these systems and aims to answer how these factors affect job satisfaction and overall employee performance.

The Top Brand Index (TBI) for various courier service companies in Indonesia from 2020 to 2023 shows the performance trends of these companies. PT Pos Indonesia (Persero), one of Indonesia's oldest logistics companies, has demonstrated stable performance over this period, although it is outperformed by J&T Express, JNE Express, and TIKI. In 2020, PT Pos Indonesia (Persero) had a TBI of 7.70%, which increased to 8.50% in 2021 and 2022, but then dropped to 7.30% in 2023. Despite this slight decline, PT Pos Indonesia (Persero) has maintained its market position, indicating its resilience. However, to compete more effectively with other companies that are more aggressive in their marketing strategies and technology adoption, PT Pos Indonesia (Persero) needs to continue innovating and improving its service quality. According to Yunita Utami in Setiyawan (2021:7), strategies in information and communication technology are a potential element that could significantly impact the company in the coming years.

In 2024, Indonesia's logistics sector continues to show significant growth, driven by the rapid development of e-commerce and increased demand for goods delivery. According to projections by Supply Chain Indonesia (SCI), the contribution of the transportation and warehousing sector in 2024 is estimated to reach IDR 1,436 trillion, up 14.16% from the previous year. Several large logistics companies in Indonesia have successfully become the backbone of delivery and distribution, adapting advanced technology and building extensive and efficient distribution networks.

Enhancing Employee Performance in Logistic Companies: The Influence of Competency Development and Remuneration with Job Satisfaction as a Mediating Factor

This paper provides a unique contribution by simultaneously analyzing the direct and indirect effects of competency development and remuneration systems on employee performance through job satisfaction. Prior research has not adequately explored these relationships in this particular context. A quantitative approach with descriptive analysis was employed, utilizing SmartPLS version 3.2.9 software. The sample consisted of 84 employees selected through satisfied random sampling. The study found that both competency development and remuneration systems positively and significantly affect job satisfaction. Job satisfaction, in turn, positively and significantly impacts employee performance. Specifically, competency development and remuneration systems indirectly influence employee performance through job satisfaction. The findings imply that enhancing competency development and remuneration systems can significantly improve job satisfaction, which in turn boosts employee performance. The study highlights the need for postal and logistics companies in Indonesia to focus on these areas to achieve better employee outcomes and overall organizational performance. By providing an in-depth analysis of the remuneration system, this research contributes to the literature on human resource management, particularly in the context of performance-based remuneration and talent retention. The findings offer practical recommendations for organizations seeking to implement or enhance their remuneration systems to achieve higher employee satisfaction and performance.

II. LITERATUR REVIEW

A. Human Resource Management (HRM)

Human Resource Management (HRM) is crucial for optimizing the use of human resources to achieve organizational goals. According to Hasibuan (2019), HRM involves managing labor relations and roles to ensure both organizational success and employee satisfaction. Mathis and Jackson (2012) describe HRM as a structured framework for effectively utilizing human talents. Sinambela (2016) views HRM as encompassing planning, organizing, implementation, and control to enhance organizational performance. Overall, HRM is about managing human resources to support organizational objectives. HRM aims to guide management in HR policy decisions for a motivated workforce (Cushway in Sutrisno, 2017), implement HR policies to align with organizational goals, support HR-related strategies and interactions between employees and management, and maintain organizational rules and regulations. These objectives highlight HRM's role in optimizing human resource utilization to meet organizational goals. The functions of HRM are crucial for organizational success and include planning, which involves developing human resource programs (Flippo in Hasibuan, 2013); organizing, which structures the organization for effective work relationships; directing, which motivates employees for efficiency; and controlling, which monitors and adjusts performance. Operational functions encompass recruitment, development, compensation, integration, maintenance, and separation (Dessler, 2020). HRM is influenced by internal factors such as organizational structure and strategic plans, as well as external factors like market trends and economic conditions (Stoner & Freeman in Siagian, 2015). These elements collectively shape the effectiveness and efficiency of HRM practices within an organization.

B. Competency Development

Competency development focuses on enhancing skills, knowledge, and abilities to align with organizational goals. McShane (2017) defines competencies as skills, knowledge, and personal attributes essential for superior performance. Sedarmayanti (in Soetrisno, 2018) views competencies as crucial for organizational productivity. Nur (in Dessler, 2018) highlights competencies' role in achieving strategic goals. Competencies are categorized into general competencies and specific competencies. General competencies include interpersonal, managerial, and personal competencies applicable across various roles (Peter E. Williams, 2003). Specific competencies are relevant to particular roles or tasks. Juni Priansa (2014) identifies common competency types such as interpersonal, managerial, and personal competencies. Factors influencing competency development include beliefs and values, skills, experience, personality characteristics, motivation, emotional issues, and intellectual capabilities (Zwell in Siregar, 2022). Key dimensions of competency development include knowledge, skills, and attitude. Knowledge is acquired through education and training, skills refer to the ability to perform tasks effectively, and attitude encompasses ethical values and behaviors (Edison in Soetrisno, 2018; Gordon in Sutrisno, 2011).

C. Remuneration System

Remuneration refers to all forms of compensation provided to employees. Ruky (2016) describes it as including direct payments and other benefits. Sikula in Hasibuan (2013) defines it as compensation for services rendered. Jusmalini (2011) views remuneration as encompassing all expenditures by organizations for employee benefits, both direct and indirect. The objectives of a remuneration system include meeting employees' economic needs and improving their well-being (Handoko, 2011), ensuring balance and fairness by matching remuneration to job requirements and creating equity, reflecting organizational success and progress, and enhancing productivity through appropriate compensation. The dimensions of a remuneration system consist of various components. Base salary is the fixed monthly compensation based on position and rank (Darmadji, 2012). Allowances are additional payments, which can be fixed (e.g., position allowances) or variable (e.g., performance allowances). Benefits are non-

monetary rewards such as healthcare and services. Bonuses are additional rewards given for exceptional performance (Mangkunegara, 2014).

D. Employee Job Satisfaction

Job satisfaction refers to the alignment between employee expectations and reality. Gani et al. (2021) define it as satisfaction with what is received compared to what was expected. Handoko (in Kurniawati, 2021) describes it as emotional contentment with one's job. Chandra & Margono (2021) emphasize that job satisfaction impacts employee attitudes and performance. The impact of job satisfaction is significant, enhancing employee behavior, customer satisfaction, and overall life satisfaction. It can lead to positive outcomes such as improved performance and reduced absenteeism and turnover (Robbins & Judge, 2018; Colquitt et al., 2019; Priansa, 2017). Factors affecting job satisfaction include the fulfillment of individual needs through the job (Kreitner & Kinicki in Sudaryo et al., 2018), the alignment of expectations with reality, the achievement of work-related values, perceived fairness in treatment and compensation, and individual traits and genetic factors (Kreitner & Kinicki in Sudaryo et al., 2018). The dimensions of job satisfaction encompass several aspects. These include intrinsic satisfaction from job responsibilities and opportunities (Luthan in Akbar & Sari, 2021), the level of compensation as a motivational factor, opportunities for career advancement, the support and behavior of supervisors, and the relationship and support from colleagues.

E. Employee Performance

Performance refers to the output of work, measured in terms of both quality and quantity. Fauzi & Hidayat (in Sila, 2022) describe it as the results of work. Kasmir (2018) defines it as work results and behaviors observed during task completion. Mangkunegara (2017) adds that performance involves both the quality and quantity of output. Benardin & Russel (in Priansa, 2014) and Afandi (2018) emphasize that performance is the result of tasks accomplished ethically and legally. Factors affecting employee performance include individual factors such as skills, motivation, and commitment (Armstrong, 2018). Leadership factors, including support and guidance from leaders, also play a crucial role. Team factors involve support from team members, while system factors pertain to the organizational systems and methods in place. Contextual or situational factors encompass environmental pressures and changes that may impact performance. The dimensions of employee performance encompass various indicators. Quality refers to the work quality measured against standards, while quantity pertains to the volume of work produced. Time is the adherence to deadlines, and cost control involves budget adherence. Supervision includes the influence of work environment changes, and interpersonal relations pertain to teamwork and relationships with colleagues (Kasmir, 2018).

F. Impact of Competency Development on Job Satisfaction

Competency development enhances job satisfaction by improving employees' ability to meet job requirements. Narimawati (in Deswarta, 2017) views competencies as integral to intellectual capital, while Lawler's theory suggests skills impact job satisfaction (Kusumastuti et al., 2019). Research shows a positive correlation between competency development and job satisfaction (Siti Khuzaimah, 2017; Andriani, 2014).

H1: Competency development has a significant positive effect on employee job satisfaction

G. Impact of Remuneration System on Job Satisfaction

Remuneration significantly influences job satisfaction. Risni Fitria et al. (2014) note that remuneration impacts employee well-being and productivity. Theories such as Discrepancy Theory, Equity Theory, and Two Factor Theory explain how remuneration affects job satisfaction. Studies indicate a positive relationship between remuneration and job satisfaction (Wildan Avian Pratama & Arik Prasetya, 2017; Elmira Apriliani, 2020).

H2: The remuneration system has a significant positive effect on employee job satisfaction

H. Impact of Competency Development on Employee Performance

Competency development enhances performance by improving skills and abilities (McShane, 2017; Sedarmayanti in Soetrisno, 2018). Research supports that high competency levels lead to better performance outcomes.

H3: Competency development has a significant positive effect on employee performance

I. Impact of Remuneration System on Employee Performance

Adequate remuneration motivates better performance. Low salaries can negatively impact performance, while proper compensation encourages high performance (Ruky, 2016; Suswanto, 2011; Bangun, 2012). Studies confirm that remuneration positively affects performance (Sri Gusti Bima Harya Teja, 2017; Said Muhammad Rauf & Syarifuddin, 2019).

H4: The remuneration system has a significant positive effect on employee performance

J. Impact of Job Satisfaction on Employee Performance

Job satisfaction enhances performance by increasing motivation and reducing turnover (Sutrisno, 2017; Robbins & Judge, 2018). Satisfied employees tend to perform better and exhibit positive work behaviors (Colquitt et al., 2019; Priansa, 2017).

H5: Employee job satisfaction has a significant positive effect on employee performance

Enhancing Employee Performance in Logistic Companies: The Influence of Competency Development and Remuneration with Job Satisfaction as a Mediating Factor

K. Impact of Competency Development and Remuneration System on Employee Performance: The Mediating Role of Job Satisfaction

According to Troter in Soetrisno, A.P., and Gilang, A (2018), competency refers to the inherent traits of a person that enable them to achieve superior performance in their job. They define a competent individual as someone who can perform their tasks smoothly, quickly, intuitively, and rarely, if ever, makes mistakes. According to Ruky (2016: 8), remuneration refers to all elements of compensation received by employees directly at regular intervals or after completing certain tasks. If an employee receives low compensation, it can affect their level of well-being. A study conducted by Damayanti, Hanafi, and Cahyadi (2018) states that employee job satisfaction has a positive and significant impact on employee performance. Employee job satisfaction plays a crucial role in the development of a company to improve employee efficiency and performance.

H6: Employee job satisfaction mediates the significant positive effect of competency development and the remuneration system on employee performance.
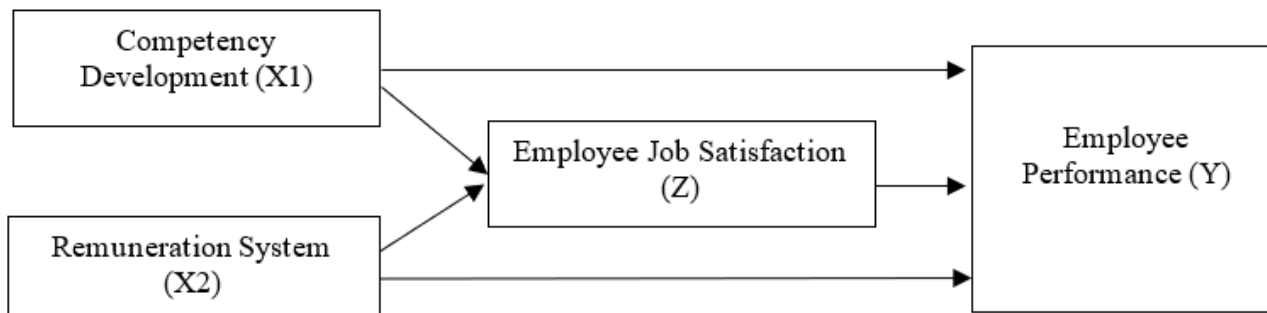

Figure 1. Conceptual Framework

**III. METHOD, DATA, AND ANALYSIS**

The study focuses on employees of PT Pos Indonesia (Persero) located at Bandung, with a total population of 507 employees as of December 2023. To ensure a representative sample, the Slovin formula was applied, resulting in a sample size of 84 employees, accounting for a 10% margin of error. The sample was selected using probability sampling, specifically satisfied random sampling. This approach ensures that while respondents are chosen randomly, they must have positive perspectives or experiences relevant to the study's focus. This method is designed to provide a balanced view of the employees' perceptions and experiences. Data were collected from both primary and secondary sources. Primary data were gathered through structured questionnaires and semi-structured interviews. The questionnaires were designed to capture data on competency development, remuneration systems, job satisfaction, and employee performance using Likert scales to quantify responses. Semi-structured interviews provided qualitative insights into employees' experiences and perceptions. Secondary data included organizational reports, previous research studies, and internal documents from PT Pos Indonesia (Persero), which offered contextual background and additional information relevant to the study. The analysis involved both descriptive and advanced statistical methods. Descriptive statistics provided an overview of the dataset's general trends, including means, medians, and standard deviations. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to examine the relationships between variables. The outer model assessed the validity and reliability of the constructs, using metrics like Average Variance Extracted (AVE), cross-loadings, and reliability scores. The inner model evaluated the structural relationships between constructs, with R-Square indicating explanatory power, and effect size (f^2) and predictive relevance (Q^2) determining the impact and predictive capability of the model. Hypothesis testing was conducted to assess the effects of competency development and remuneration systems on job satisfaction and employee performance, with job satisfaction also tested as a mediator in these relationships.

IV. RESULT AND DISCUSSION

A. Validity and Reliability

The validity of the indicators was confirmed through cross-loadings, showing that each indicator had the highest loading on its corresponding construct, ensuring good discriminant validity. The reliability of constructs was assessed using Cronbach's Alpha and Composite Reliability, with all constructs exceeding the recommended threshold of 0.7, indicating high reliability across all variables.

Enhancing Employee Performance in Logistic Companies: The Influence of Competency Development and Remuneration with Job Satisfaction as a Mediating Factor
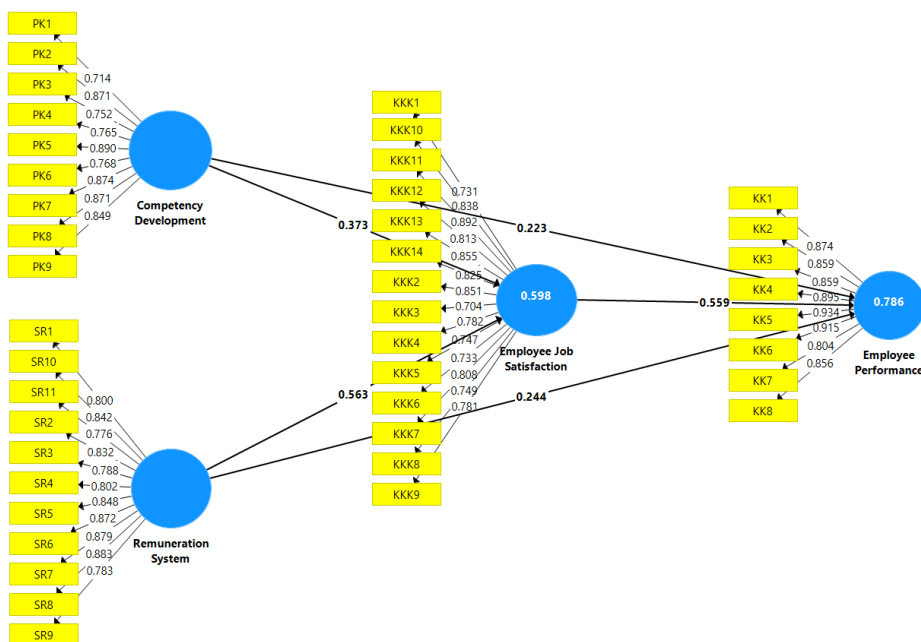
Figure 2. Measurement Model Results (Outer Model)
Source: Data processed SmartPLS (2024)

Table 1. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Competency Development	0.672
Remuneration System	0.687
Employee Job Satisfaction	0.633
Employee Performance	0.766

Source: Data processed SmartPLS (2024)

Table 2. Cronbach's Alpha and Composite Reliability Values

| Variable	Cronbach's Alpha	Critical Values	Composite Reliability	Critical Values
Competency Development	0.938		0.948	
Remuneration System	0.954	>0,7	0.960	>0,7
Employee Job Satisfaction	0.955		0.960	
Employee Performance	0.956		0.963	

Source: Data processed SmartPLS (2024)

B. Structural Model Analysis
Path Coefficients

The path coefficient testing was conducted using the bootstrapping method. This method produces a diagram that explains the relationships between variables with T-Statistics and path coefficient values included. To determine the significance, the extent to which the independent variables affect the dependent variable, and to test the hypotheses, an evaluation of the path coefficients between constructs was performed. The significance level of hypothesis testing is indicated by the path coefficient or inner model value. To support a two-tailed hypothesis, the T-statistics value must be greater than 1.96.

Path coefficient analysis via bootstrapping revealed the relationships between variables. Job satisfaction exhibited the strongest effect on employee performance, with a path coefficient of 6.018. This suggests job satisfaction is the most significant predictor of employee performance. The impact of remuneration systems on job satisfaction was the second highest (path coefficient of 5.754), followed by the effect of competency development on job satisfaction (path coefficient of 3.194). The effects of remuneration systems and competency development on employee performance were comparatively smaller, with path coefficients of 2.690 and 2.217, respectively. All path coefficients were positive, indicating positive relationships between independent and dependent variables. The results of data processing using the bootstrapping method are presented in the following figure.

Enhancing Employee Performance in Logistic Companies: The Influence of Competency Development and Remuneration with Job Satisfaction as a Mediating Factor
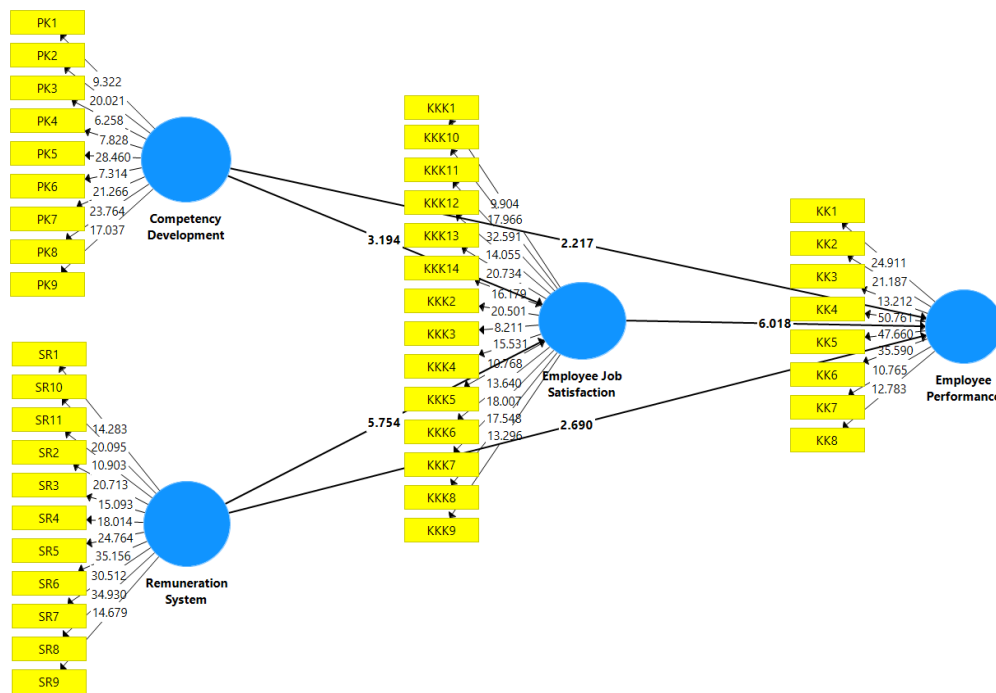
Figure 3. Path Diagram Inner Model (Bootstrapping)
Source: Data processed SmartPLS (2024)

R-Square (R²)
Table 3. R-Square Values

Variable	R-square	R-square adjusted
Employee Job Satisfaction	0.598	0.588
Employee Performance	0.786	0.778

Source: Data processed SmartPLS (2024)

The R-Square values reflect the explanatory power of the model. Job satisfaction had an R-Square of 0.598, indicating a moderate model fit. Employee performance had a stronger model fit with an R-Square of 0.786, suggesting that the variables in the study explain a significant portion of the variance in performance. Specifically, job satisfaction was explained 59.8% by competency development and remuneration systems, while employee performance was explained 78.6% by these variables plus job satisfaction.

Predictive Relevance (Q²)
Table 4. Results of Predictive Relevance Test

Variable	Q²predict	Description
Employee Job Satisfaction	0.547	The predictive relevance value is strong
Employee Performance	0.614	The predictive relevance value is strong

Source: Data processed SmartPLS (2024)

The Q-Square values for job satisfaction (0.547) and employee performance (0.614) were above 0.5, indicating strong predictive relevance. This suggests the model has substantial predictive accuracy for both variables.

Effect Size (F²)
Table 5. Results of the F-Square Test

Variable	Employee Job Satisfaction	Employee Performance
Competency Development	0,306	0,158
Remuneration System	0,698	0,145
Employee Job Satisfaction		0,587

Enhancing Employee Performance in Logistic Companies: The Influence of Competency Development and Remuneration with Job Satisfaction as a Mediating Factor

The effect sizes varied among variables. Competency development had a medium effect on job satisfaction ($F^2 = 0.306$) but a smaller effect on employee performance ($F^2 = 0.158$). Remuneration systems had a large effect on job satisfaction ($F^2 = 0.698$) and a smaller effect on employee performance ($F^2 = 0.145$). Job satisfaction had a large effect on employee performance ($F^2 = 0.587$), highlighting its crucial role in enhancing performance.

Goodness of Fit (GoF) Model

Table 6. Results of the Goodness of Fit Test for the Model

	Saturated Model	*Estimated Model*
SRMR	0,076	0,076
d_ULS	5,180	5,180
d_G	5,544	5,544
Chi-Square	1810,672	1810,672
NFI	0,621	0,621
Rms Theta	0,171	

The GoF analysis revealed that the model fit was not ideal according to RMS Theta and NFI values. However, the SRMR value was within an acceptable range, suggesting an overall fit with the data. This implies that while the model's fit is not perfect, it still provides a reasonable representation of the data.

C. Hypothesis Testing

The hypothesis testing was conducted using bootstrapping methods. The hypotheses were tested to validate theoretical propositions against empirical data. T-Statistics and P-values from the bootstrapping analysis are used to determine the significance of hypotheses. The practical rule for hypothesis testing is that the T-Statistics should be greater than 1.96. If P-values < 0.05, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is accepted; if P-values > 0.05, H0 is accepted, and H1 is rejected (Ghozali, 2021:71). The results of hypothesis testing are presented in Table 7.

Table 7. Results of the Hypothesis Test

Hypothesis	Variable	*Original Sample (O)*	*Sample Mean (M)*	*Standard Deviation (STDEV)*	T Statistics (|O/STDEV|)	P Values	Description
H1	Competency Development → Employee Job Satisfaction	0,373	0,376	0,111	3,346	0,001	Accepted (Significant)
H2	Remuneration System → Employee Job Satisfaction	0,563	0,558	0,100	5,648	0,000	Accepted (Significant)
H3	Competency Development → Employee Performance	0,223	0,242	0,095	2,343	0,020	Accepted (Significant)
H4	Remuneration System → Employee Performance	0,244	0,244	0,083	2,927	0,004	Accepted (Significant)
H5	Employee Job Satisfaction → Employee Performance	0,559	0,541	0,086	6,517	0,000	Accepted (Significant)
H6	Competency Development → Employee Job Satisfaction → Employee Performance	0,208	0,206	0,075	2,759	0,006	Accepted (Significant)
H7	Remuneration System→ Employee Job Satisfaction → Employee Performance	0,315	0,300	0,067	4,715	0,000	Accepted (Significant)

Based on the table above, all seven hypotheses (H1 to H7) were accepted as the T-Statistics values were greater than 1.96 and the P-Values were less than 0.05, indicating significant results.

Enhancing Employee Performance in Logistic Companies: The Influence of Competency Development and Remuneration with Job Satisfaction as a Mediating Factor

D. Discussion

Impact of Competency Development on Job Satisfaction

Competency development has a significant positive impact on job satisfaction (T-Statistics 3.346 and P-Value 0.001). Employees feel more confident and competent after receiving training, which enhances their job satisfaction. The medium effect size ($F^2 = 0.306$) underscores its role in improving job satisfaction.

Role of Remuneration Systems

Remuneration systems have a highly significant positive effect on job satisfaction (T-Statistics 5.648 and P-Value 0.000). Fair and competitive remuneration enhances job satisfaction by providing rewards that align with employee contributions. The large effect size ($F^2 = 0.698$) emphasizes the critical role of a well-structured remuneration system in achieving high job satisfaction.

Influence of Competency Development on Employee Performance

Competency development positively and significantly affects employee performance (T-Statistics 2.343 and P-Value 0.020). Skill and knowledge training improve employees' effectiveness in performing their tasks. However, the smaller effect size ($F^2 = 0.158$) suggests that while competency development is beneficial, its direct impact on performance is less pronounced compared to other factors.

Effect of Remuneration Systems on Employee Performance

Remuneration systems have a significant positive effect on employee performance (T-Statistics 2.927 and P-Value 0.004). Adequate incentives and compensation encourage employees to perform better and achieve higher productivity. The smaller effect size ($F^2 = 0.145$) indicates that while important, the effect of remuneration on performance is relatively less direct.

Role of Job Satisfaction

Job satisfaction significantly influences employee performance (T-Statistics 6.517 and P-Value 0.000). Satisfied employees are more motivated and committed, leading to better performance. The large effect size ($F^2 = 0.587$) highlights the crucial role of job satisfaction in enhancing employee performance.

Mediation Role of Job Satisfaction

Job satisfaction plays a significant mediating role between competency development and employee performance as well as between remuneration systems and employee performance (T-Statistics 2.759 and 4.715, with P-Values below 0.05). Job satisfaction enhances the positive effects of both competency development and remuneration systems on employee performance.

The results underscore job satisfaction as a key factor in enhancing employee performance, with remuneration systems significantly influencing job satisfaction. Competency development contributes positively to job satisfaction but has a smaller direct impact on performance. The model shows strong predictive relevance, though there are areas for improving fit. Overall, focusing on financial and developmental aspects is crucial for maximizing employee.

CONCLUSIONS

Based on the research findings and discussions, several key conclusions and suggestions can be drawn. Firstly, competency development at PT Pos Indonesia (Persero) has been found to have a positive and significant impact on both job satisfaction and employee performance. This indicates that effective competency development programs are instrumental in enhancing employees' skills, thereby boosting their confidence and job satisfaction. Investing in such programs not only improves the quality of work but also enhances overall employee performance. Similarly, the remuneration system positively and significantly influences job satisfaction. Fair and competitive compensation, including salaries, allowances, and bonuses, plays a crucial role in making employees feel valued, which in turn increases their motivation and productivity. Job satisfaction also significantly affects employee performance. Employees who are comfortable and supported in their work environment tend to perform better, as job satisfaction contributes to psychological well-being and reduces stress. This, in turn, fosters higher productivity and work quality. Additionally, employee performance is positively influenced by competency development, remuneration systems, and job satisfaction. Employees who are well-skilled and satisfied with their rewards and work environment show better performance, thus supporting the company's operational efficiency and achievement of targets. Competency development and remuneration systems both significantly enhance job satisfaction, which is critical for motivating employees and maintaining workforce stability. Moreover, competency development, remuneration systems, and job satisfaction all positively influence employee performance. Effective competency development and fair remuneration directly boost performance, while high job satisfaction further amplifies these effects. This highlights the importance of a fulfilling work environment to maximize the benefits of competency development and remuneration strategies.

For future research, it is recommended to explore additional factors influencing employee performance, such as workload, work stress, and leadership. Including these variables could offer a more comprehensive understanding of performance determinants. Furthermore, investigating the impact of competency development and remuneration on other outcomes like customer satisfaction, employee retention, and innovation could enrich the findings. Expanding the research scope to include various companies across different sectors will allow for broader comparisons and generalizations, providing a more holistic view of best practices in

Enhancing Employee Performance in Logistic Companies: The Influence of Competency Development and Remuneration with Job Satisfaction as a Mediating Factor

competency development, remuneration systems, and job satisfaction. Finally, addressing the limitations of this study, such as sample size or scope, and incorporating a combination of qualitative and quantitative methods will enhance the validity and reliability of future research.

REFERENCES

1) Afandi, P. (2018). Manajemen Sumber Daya Manusia: teori, konsep dan indikator. Riau: Zanafa Publishing.
2) Ahmad Ari Setiyawan, N. R. (2021). Analisa Sistem Pendukung Keputusan untuk Manajemen Operasi Rantai Pasokan. Abdi Bisnis Digital Interdisiplin Jurnal, 7. https://doi.org/10.34306/abdi.v2i2.488
3) Alwina Febri Rosanna Siregar, A. W. (2022). Pengaruh Komunikasi dan Kompetensi Karyawan terhadap Kinerja Karyawan Badan Narkotika Nasional Tapanuli Selatan. Telkom University.
4) Andriani, R. (2014). Pengaruh Budaya Organisasi dan Kompetensi terhadap Kepuasan Kerja Karyawan pada Bank Tabungan Negara di Bandung. Jurnal Ekonomi, Manajemen dan Bisnis.
5) Armstrong, M. (2018). Handbook Manajemen Sumber Daya Manusia SDM (edisi kesepuluh). Jakarta: PT Elex Media.
6) Bangun, W. (2012). Manajemen Sumber Daya Manusia. Jakarta: Erlangga.
7) Colquitt, J. A. (2019). Organizational Behavior Improving Performance and Commitment in The Workplace. McGraw-Hill.
8) Darmadji, B. H. (2012). Remuneraction : efek bius remunerasi. Surabaya: Imajiner Publishing.
9) Deka Anggun Lestari, E. D. (2020). Pengaruh Payment Gateway terhadap Kinerja Keuangan UMKM. Jurnal Bisnis, Manajemen, dan Ekonomi. https://doi.org/10.47747/jbme.v1i1.20
10) Dessler, G. (2018). Manajemen sumber daya manusia (Jilid 2). Jakarta: Prenhalindo.
11) Dessler, G. (2020). Human Resource Management (16th ed.). New York: Pearson Education.
12) Deswarta. (2017). Pengaruh Kompetensi dan Motivasi terhadap Kepuasan Kerja dan Kinerja Dosen Fakultas Tarbiyah dan Keguruan Uin Sultan Syarif Kasim Riau. Jurnal Valuta.
13) Eka Kurniawati, E. S. (2021). Kepuasan Kerja sebagai Mediasi Efek Locus of Control Terhadap Kedisiplinan Karyawan. Jurnal Ekonomi Modernisasi, 161. https://doi.org/10.21067/jem.v17i3.5735
14) Elmira Apriliani, N. H. (2020). Hubungan Remunerasi dan Motivasi Kerja dengan Kepuasan Kerja Perawat di RS PKU Muhammadiyah Gamping. Jurnal Ilmiah Universitas Batanghari Jambi. https://doi.org/10.33087/jiubj.v20i1.777
15) Fitria, R. (2014). Pengaruh Remunerasi, Motivasi dan Kepuasan Kerja terhadap Kinerja Pegawai di Kantor Pengadilan Tinggi Agama Samarinda. Portal Karya Ilmiah Fakultas Ilmu Sosial dan Ilmu Politik Universitas Mulawarman.
16) Ghozali, I. (2023). Partial Least Square dengan Smart PLS 4.0. Semarang: Badan Penerbit Universitas Diponegoro.
17) Handoko, T. H. (2011). Manajemen Personalia dan Sumber Daya Manusia (Edisi 2). Yogyakarta: BPFE.
18) Hasibuan, M. S. (2013). Manajemen Sumber Daya Manusia (rev). Jakarta: Bumi Aksara.
19) Ita Kusumastuti, N. i. (2019). Analisis Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan Dimediasi oleh Kepuasan Kerja Karyawan Pada SP Alumunium di Yogyakarta. Jurnal REKOMEN (Riset Ekonomi Manajemen). https://doi.org/10.31002/rn.v3i1.1540
20) Jusmalini. (2011). Pengelolaan Sumber Daya Insani. Jakarta: Bumi Aksara.
21) Kasmir. (2018). Manajemen sumber daya manusia (teori dan praktik). Depok: PT Rajagrafindo Persada.
22) Mangkunegara, A. A. (2017). Manajemen Sumber Daya Manusia. Bandung: Remaja Rosdakarya.
23) Mathis, R. L. (2012). Manajemen Sumber Daya Manusia Buku 1. Jakarta: Salemba Empat.
24) Muhamad Rizqan Lutfi Akbar, F. P. (2021). Job Satisfaction Factors Influence on Turnover Intention of PT Bank BRI Syariah Employees. EAI, 14-16.
25) Nur Asni Gani, R. E. (2021). Perilaku Organisasi. Jakarta: Mirqat.
26) Priansa, D. J. (2014). Perencanaan dan Pengembangan SDM. Bandung: Alfabeta.
27) Ruky, A. S. (2016). Strategi, kebijakan & cara penataan upah, gaji dan remunerasi. Jakarta: Intipesan Pariwara.
28) Said Muhammad Rauf, S. S. (2019). Pengaruh Remunerasi Terhadap Kinerja Karyawan Halmahera Group Di Rumah Sakit Khusus Bedah Halmahera Siaga. Telkom University.
29) Siagian, S. P. (2015). Manajemen Sumber Daya Manusia. Jakarta: PT. Bumi Aksara.
30) Sila, M. U. (2022). Peran Pelatihan dan Kompetensi dalam Meningkatan Kinerja. Telkom University.
31) Sinambela, L. P. (2016). Manajemen Sumber Daya Manusia . Jakarta: PT. Bumi Aksara.
32) Siti Khuzaimah, R. R. (2017). Pengaruh Pengembangan Karir, Kompetensi dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan pada PT. Bank Riau Kepri Kantor Pusat Pekanbaru. Jurnal Online Mahasiswa Fakultas Ekonomi Universitas Riau.
33) Soetrisno, A. P. (2018). Pengaruh Kompetensi Terhadap Kinerja Karyawan (Studi di PT. Telekomunikasi Indonesia Tbk Witel Bandung). Jurnal Riset Bisnis dan Manajemen. https://doi.org/10.34010/jurisma.v8i1.998

34) Stephen P. Robbins, T. A. (2018). Human Resources Management. Ebook, Global Edition.

35) Steven Lattimore McShane, M. A. (2017). Organizational Behavior: Emerging realities for the workplace revolution (4th ed.). McGraw-Hill/Irwin.

36) Sudaryono. (2018). Metodologi Penelitian. Depok: Rajawali Pers.

37) Suswanto, D. J. (2011). Manajemen SDM. Bandung: Alfabeta.

38) Sutrisno, E. (2017). Manajemen Sumber Daya Manusia. Jakarta: Kencana prenada media group.

39) Teja, S. G. (2017). Pengaruh Remunerasi Dan Motivasi Kerja Terhadap Kinerja Karyawan (Studi Kasus Pada Kantor Pengawasan Dan Pelayanan Bea Dan Cukai Surakarta). Universitas Muhammadiyah Surakarta.

40) Veranita Chandra, Y. C. (2021). The Effect of Satisfaction at Work In Employee Turnover Intention. Jurnal Riset Ekonomi dan Bisnis. https://doi.org/10.26623/jreb.v14i3.4311

41) Wildan Avian Pratama, A. P. (2017). Pengaruh Sistem Remunerasi Terhadap Kepuasan Kerja dan Motivasi Kerja pada Perguruan Tinggi. Jurnal Administrasi Bisnis S1 Universitas Brawijaya.

42) Williams, P. (2003). Roles and Competencies for Distance Education Programs in Higher Education Institutions. American Journal of Distance Education. https://doi.org/10.1207/S15389286AJDE1701_4