

Service Quality and Working Motivation: Empirical Evidence of Freight Forwarding for Shipping Companies in Indonesia

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ABSTRACT

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Some problem questions could be formulated, including the operational delays caused by inconsistent service speed, long loading-unloading duration, less equipment for loading-unloading, and a skilled workforce that could disrupt the smooth operation and reduce customer satisfaction. This research aimed to know and analyze both the direct and indirect influences of the service quality of container loading-unloading on job satisfaction in the freight forwarding companies in Banjarmasin City. The research method used the Partial Least Square-based Structural Equation Model approach. The sample of this research was the employees of three Freight Forwarding companies in South Kalimantan, namely Indo Container Lines Banjarmasin, Fajarindo Trans Logistics, and Golden Trans Banjarmasin, with as many as 53 persons. Directly, the result of hypothesis testing between job satisfaction and employee performance was found to have a positive and significant influence. The result of this hypothesis testing, directly and indirectly, indicated that service quality and working motivation positively and significantly influenced employee performance mediated by job satisfaction. At the same time, the result of the fourth hypothesis testing indicated no significant influence between motivation and employee performance.

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1. Introduction.

The container ship has a crucial role in supporting international trade activities and the distribution of goods in various regions (Ricardianto et al., 2023a). As a means of sea transportation that can carry standard containers, container ships enable efficiency in logistic management and accelerate the movement of goods from one location to another. The service quality of container loading-unloading becomes very important. An efficient and prompt loading-unloading process is very much needed to ensure the smooth flow of goods and fulfill customer

needs. Mistakes or delays in the loading-unloading process may cause disruptions in the supply chain and potential economic loss. Therefore, ensuring the service quality of container loading-unloading at port becomes the primary focus for shipping companies like Indo Container Lines and Banjarmasin Branch. The problem is related to the influence of the service quality of container loading-unloading and working motivation on employee performance through job satisfaction in Indo Container Lines, Banjarmasin Branch. Some problem questions can be formulated, including operational delays caused by inconsistent service speed, long duration of loading-unloading, and less equipment and skilled workforce, which may disrupt smooth operations and reduce customer satisfaction. Less supervision and attention in the loading-unloading operation, lack of opportunity for career development, and less varied tasks of loading-unloading can decrease employee motivation and undermine the efficiency of the loading-unloading process.

There is also a delay problem in the company's loading-unloading operation that can influence smooth operation and

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customer satisfaction (Ricardianto et al., 2023b). Another problem is the speed of service, where the speeds are different in some periods. In addition, although the friendliness of officers and safety level in the loading-unloading are regarded as good, it is necessary to hold a further evaluation related to the security of loading-unloading in the period of 14:00 - 16:00 with medium speed but still late. In the port of Trisakti, South Kalimantan, three domestic shipping companies are running the service industry of sea transportation laut, namely Indo Container Lines Banjarmasin, Fajarindo Trans Logistics, and Golden Trans Banjarmasin. To support speed and cargo safety in the delivery process, the three companies provide thousands of containers that surely need a vast stacking yard. However, many obstacles and barriers disrupt container movement during the stacking yard, such as the extended stacking of the stacking yard due to the malfunction of supporting equipment for loading and unloading. Besides, with the width of the stacking yard, it becomes a big dilemma to ensure all containers are stacked in good condition so that they are not damaged and easy to lift from the stacking yard because sometimes the equipment operator cannot lift the containers because their position is difficult to be reached so that he must lift many stacked containers.

In general, previous research on loading-unloading activities that relate to human resources has been done. Job satisfaction and motivation factors in human resource management contribute theoretically to organizations (Helaudho et al., 2024; Marlapa et al., 2024). The results of research by Iswandi et al. (2024) and Awashreh et al. (2024) show that the factors influencing employee performance in the ship cargo loading-unloading of freight forwarding companies in the port, among others, are human resources competency, transportation service quality. In the result of another research, Suntari et al. (2020) indicate that there is a significant positive relation between the loading-unloading equipment, workers/dockers, as well as ship service simultaneously and the loading-unloading performance of freight forwarding companies, and they are significantly correlated. Meanwhile, the work environment in the logistics sector is currently a critical component that can provide job satisfaction (Anandhi & Perumal, 2013). Through appropriate actions, companies in the logistics sector can increase employee satisfaction and attract new employees (Andrejić et al., 2022; Adi et al., 2024).

Shang et al. (2016) stated that by retaining senior employees with high accuracy, human resources will improve freight forwarding companies' performance. In another study, the quality level of freight forwarding companies depends on the service structure and the reciprocal relation between cargo sender and customers (Kilibarda et al., 2016). Some previous research studies state that the ability to provide high-quality service for customers consistently can also generate employee's feelings of mastery and competency (Balan et al., 2022; Gopi & Samat, 2020; Agusinta et al., 2024). Working motivation does not come only from the employees themselves; it also needs support from their superiors and the working environment (Ricardianto, 2018). The feeling of mastery can become a strong motivator since employees are proud of their ability to fulfill customer needs effectively and contribute to the success of cargo

delivery services.

2. Literature Review and Hypothesis Development.

2.1. Service Quality, Working Motivation, and Job Satisfaction.

Some previous researches relevant to the theory of each variable are illustrated as one theoretical gap and can be developed as a hypothesis in this research. Starting from the first exogenous variable concerning service quality, according to Kotler (2018), service quality must start with customer needs and finish with customer satisfaction. Parasuraman (2009) stated that service quality can be defined as the difference between the reality and customer expectations of the service they receive. Service quality will be achieved through fulfilling customer needs and desires and delivery accuracy in meeting customer expectations (Nurlina et al., 2020; Ricardianto et al., 2023c). Some research shows that service quality positively and significantly influences job satisfaction (Al-Refaei et al., 2023). Yuen and Van Thai (2015) prove that, in part, service quality influences customer satisfaction positively and significantly, especially in maritime companies in the port area. Particularly in the logistic service, Juga et al. (2010) confirm that the perception of the service influences shipper satisfaction with service providers. In the second exogenous variable, motivation is theoretically a power that gives energy and spirit and continuously leads and supports the behavior to achieve the goal (Ricardianto, 2018; Robbins, 2019). Greenberg (2014) revealed that job satisfaction is conducted individually against one's job as a positive or negative attitude.

The third variable is the mediating variable, namely theoretical job satisfaction; according to Robbins (2019) and Fritzsche and Parrish (2005), it is a typical attitude toward someone's job that shows the difference in the rewards received. One factor that motivates employees to work is satisfaction with various experiences, showing that employees are satisfied with what they have (Ricardianto, 2018). Research by Ningrum and Oktaviannur (2024) and Hitka et al. (2021) shows that work motivation positively and significantly correlates with employee satisfaction. The discussion on the theory and some phenomena of the result of previous research leads to the development of the first and second hypotheses, namely service quality and job satisfaction, as well as service quality and job satisfaction. The discussion on the theory and some phenomena of the result of previous research leads to the development of the first and second hypotheses, namely service quality and job satisfaction, as well as working motivation and job satisfaction.

H₁: *Service quality directly influences job satisfaction.*

H₂: *Working motivation directly influences job satisfaction.*

2.2. Service Quality, Working Motivation and Employee Performance.

The third variable, service quality, significantly influences employee performance and actions relevant to organizational goals (Putri, 2023; Suryani et al., 2023). Working motivation is the fourth variable studied in previous research. Ryan and Deci

(2000) said that motivation has intrinsically and extrinsically been studied, and the difference between the two has given important enlightenment to the practices of development and education. High motivation enhances productivity, efficiency, and employee job satisfaction. The result of other research, Hadiwijaya et al. (2020), Mariana (2022), and Ariati et al. (2023), is that motivation has a significant influence on employee performance. Türkistanlı and Kök (2024) and Kawana et al. (2023) mention the positive influence of working motivation on employee performance, especially in logistics and freight forwarding. Aulia et al. (2022) and Karim (2021) indicate that motivation variables significantly influence employee performance, especially in the Indonesian port terminals. However, there is a gap in the findings of research Nurasniar (2022), namely that work motivation is unrelated to employee performance. The discussion on the theory and some phenomena of the result of previous research leads to the development of the third and fourth hypotheses, namely service quality and employee performance, as well as working motivation and employee performance.

H₃: *Service quality directly influences employee performance.*

H₄: *Working motivation directly influences employee performance.*

2.3. Job Satisfaction and Employee Performance.

Concerning the endogenous variable, employee performance, Pratama (2016), Babalola (2016), and Anandhi and Perumal (2013) explain that the influence of job satisfaction on employee performance is very significant. They say that job satisfaction indirectly influences employee performance through its influence on employee motivation and commitment. Job satisfaction theoretically has a significant influence on improving job performance, and increased job satisfaction tends to be accompanied by increased performance (Jufrizen et al., 2023; Syarifin & Atmaja, 2023). Sitepu et al. (2020) generally explain that the influence of job satisfaction on employee performance is very significant. Another research reveals job satisfaction's upbeat but insignificant influence on employee performance (Andreani & Petrik, 2016; Sulaimiah et al., 2024). There is a research gap in the result of the fifth hypothesis testing. The result is still different from the study by Berdiyana and Witjaksono (2022), who state that job satisfaction does not significantly influence employee performance. Other research findings also show a research gap that job satisfaction does not have a significant impact on employee performance (Agustiar & Hazriyanto, 2024; Suryatni et al., 2024). The discussion of the theory and some phenomena based on the results of previous research leads to the development of the fifth hypothesis, namely job satisfaction and employee performance. The discussion of the theory and some phenomena based on the results of previous research leads to the development of the fifth hypothesis, namely job satisfaction and employee performance.

H₅: *Job satisfaction directly influences employee performance.*

2.4. Service Quality, Working Motivation, Employee Performance and Job Satisfaction.

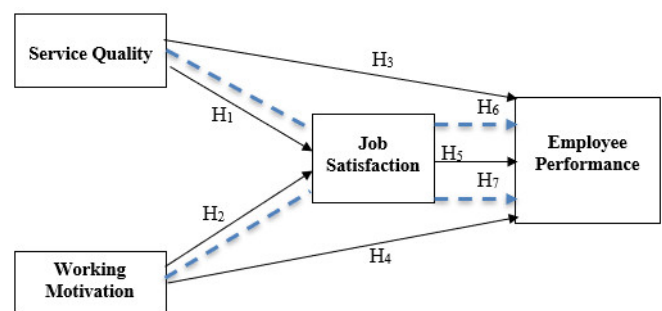
The sixth hypothesis plan, such as service quality, indirectly influences job satisfaction through employee performance. Research related to these three variables has been done before. Specifically for the sixth hypothesis, the results of the study by Nazeer et al. (2014) indicate a significant positive impact on service quality, job significance, and employee performance simultaneously. Ramadhan and Fajarwati (2024) and Zuhri et al. (2023) state that working motivation influences job satisfaction through employee performance. The seventh hypothesis is that working motivation indirectly influences job satisfaction through employee performance. Some previous research by Soetirto et al. (2023) states that the quality of motivation positively influences and significantly affects employee performance mediated by job satisfaction. The variable of job satisfaction more dominantly influences employee performance. The discussion on the theory and some phenomena of the result of previous research leads to the development of the sixth and seventh hypotheses, namely the influence of service quality and job satisfaction on employee performance and working motivation and job satisfaction on employee performance.

H₆: *Service quality indirectly influences job satisfaction through employee performance.*

H₇: *Working motivation indirectly influences job satisfaction through employee performance.*

This research aims to know and analyze the direct and indirect influences of the service quality of container loading-unloading activities and the influence of working motivation on job satisfaction through employee performance from the three Freight Forwarding companies in South Kalimantan. Therefore, based on the underlying theory, previous research, and the problem formulation that has been established, the first to seventh hypotheses continue to be developed. A conceptual framework can be developed as follows (Figure 1).

Figure 1: Conceptual Model.



Source: Authors.

3. Research Methods.

This research focuses on shipping and logistics, primarily related to container transportation in Indo Container Lines Banjarmasin, Fajarindo Trans Logistics, and Golden Trans Banjar-

masin. The size of the sample to be taken from the employees of the Freight Forwarding companies in South Kalimantan, namely Indo Container Lines Banjarmasin, Fajarindo Trans Logistics, and Golden Trans Banjarmasin as the population is as many as 53 employees, of which all become respondents. This research has four variables: service quality as the first exogenous variable, with five operational dimensions, namely reliability, responsiveness, guarantee, empathy, and physical evidence; whereas the second exogenous variable, working motivation, has two operational dimensions, namely external motivation and intrinsic motivation. Job satisfaction is the intervening variable with five operational dimensions: salary, satisfaction with promotion, satisfaction with colleagues, satisfaction with supervisor, and satisfaction with the job itself. The fourth variable is employee performance, which is an endogenous variable with three operational dimensions, namely individual factor, psychological factor, and organizational factor.

Research hypothesis testing uses the Partial Least Square-based Structural Equation Model approach. The model evaluation in PLS consists of two stages: outer model evaluation and inner model evaluation. The other convergent validity measurement is the Average Variance Extracted value. The discriminant validity of the reflective model is evaluated through cross-loading, then comparing the value of AVE with the square of the correlation value between constructs. The reliability test to be used in this research is seeing the internal consistency reliability of Cronbach's Coefficient Alpha and Composite Reliability. The next stage after evaluating the construct measurement model is evaluating the structural model, inner model, or hypothesis testing. The steps to evaluate the structural model are as follows: Evaluating the structural model by seeing the significance of inter-construct or inter-variable relations. This can be seen from the path coefficient. The evaluation of the whole structural model uses the Goodness of Fit Index.

4. Results.

4.1. The Result of Reliability and Validity Analyses.

In the first stage of SEM-PLS analysis, the model measurement analysis results consist of instrument validity and reliability tests. The validity test results consist of convergent and discriminant validity tests (Table 1 and Figure 2).

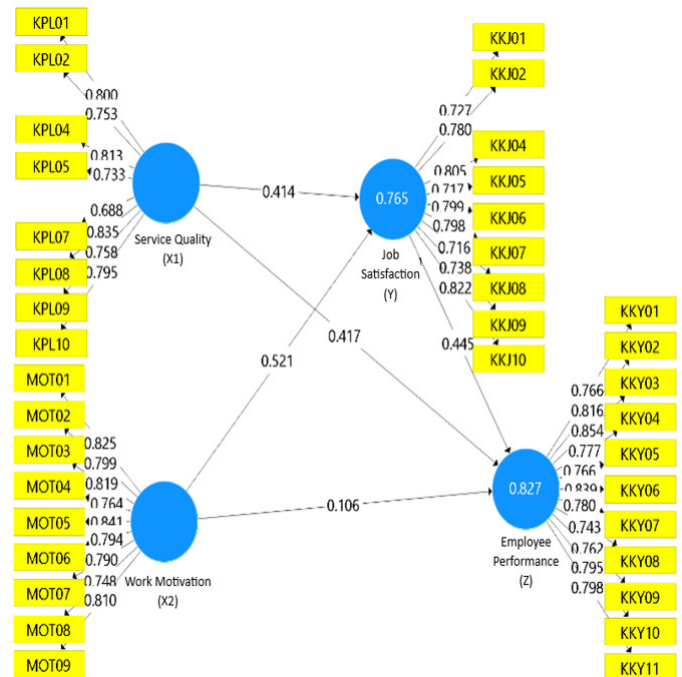
Table 1: The result of the Discriminant Validity Test.

	Job satisfaction	Employee performance	Service quality	Motivation
Job Satisfaction	0.768			
Employee Performance	0.869	0.791		
Service Quality	0.803	0.854	0.773	
Working Motivation	0.830	0.787	0.746	0.799

Source: Data processed, 2024.

In the result of the convergent validity test in Figure 2 and Table 1, there are some deleted indicators because of having a

Figure 2: The result of the Inter-Variable Relations Model.



Source: Authors.

loading factor < 0.60, meaning that the indicators are invalid to measure the construct. After the invalid indicators are deleted, all the indicators have a loading factor > 0.60 in the above diagram, meaning that all the indicators are valid to measure the construct. Consequently, the discriminant validity criteria in Table 1 indicate that the result of the Fornell-Larcker Criterion test on the inter-construct correlation has a value more significant than the correlation with other constructs. Thus, all the items forming the construct can validly measure the construct being formed. Then, the item consistency measurement result in measuring the formed construct can be indicated by the Alpha Cronbach and Composite Reliability results mentioned in Table 1. The testing result indicates that the items measuring each construct have the value of alpha and CR > 0.7, meaning that the variable being observed reliably represents the construct. In short, all the constructs indicate high internal consistency and composite reliability. However, there is a difference in the convergent validity, with motivation indicating the most substantial validity and job satisfaction indicating relatively weaker validity. Thus, the data can be used in the next step.

4.2. The Result of Hypothesis Testing.

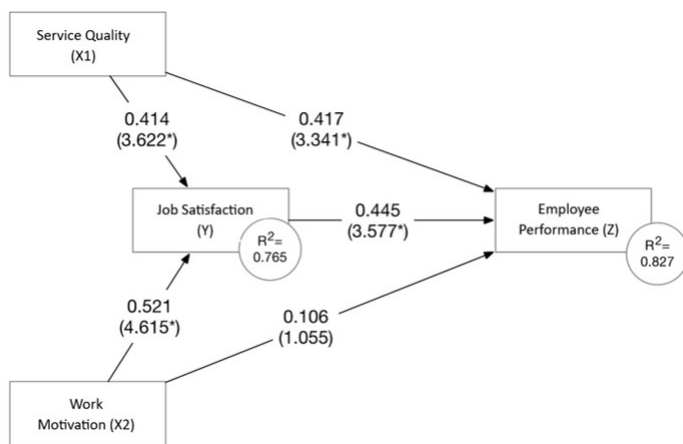
The result of the structural model test is to determine the influence on the relation between the endogenous and exogenous variables (hypothesis testing). The result of hypothesis testing can be seen in the following table and figure.

Table 2: Path Coefficient of Direct Influence Testing.

		Coefficient	T statistics	P Values	Results
H ₁	Job Satisfaction -> Employee Performance	0.445	3.577	0.000	Accepted
H ₂	Service quality -> Job Satisfaction	0.414	3.622	0.000	Accepted
H ₃	Service quality -> Employee Performance	0.417	3.341	0.001	Accepted
H ₄	Working Motivation -> Job Satisfaction	0.521	4.615	0.000	Accepted
H ₅	Working Motivation -> Employee Performance	0.106	1.055	0.292	Accepted

Source: Data processed, 2024.

Figure 3: The result of Path Analysis Testing.



Source: Authors.

5. Discussion.

From Table 2 and Figure 3, it can be concluded that the results of hypothesis testing on the inter-variable correlation are as follows:

5.1. First hypothesis: Service quality influences job satisfaction.

The first hypothesis testing results indicate a significant favorable influence between service quality and job satisfaction. The high T (3.622) and low P_{value} (0.000) indicate that the influence is statistically significant. The structural analysis results indicate that service quality can influence job satisfaction by as great as 0.414, with the result of the $t_{-statistic}$ test as big as 3.622. This research indicates service quality's vivacious and significant influence on job satisfaction in the cargo delivery industry. The positive influence of service quality on job satisfaction indicates that when the employee feels that the provided service fulfills or exceeds customer expectations, that will directly impact their job satisfaction. This is very important in the cargo delivery industry, where the employees are responsible for coordinating and managing cargo movement and ensuring on-time delivery. When the employees can fulfill or exceed customer expectations in the cargo delivery industry, this gives them a

sense of achievement and pride in their jobs. The result of this first hypothesis supports the research by Nusraningrum et al. (2024), Chang and Thai (2016), and Yeo et al. (2015), stating that leadership is essential, especially in maritime companies in the port area. The result of this research, in line with the research by Bupu et al. (2023), confirms that the perception of the service influences shipper satisfaction with service providers. Thus, the first hypothesis result of this study is in line with the theoretical studies and the results of previous research.

5.2. Second hypothesis: Working motivation influences job satisfaction.

The second hypothesis testing results indicate a positive influence between working motivation and job satisfaction. The high T (4.615) and low P_{-value} (0.000) indicate that the influence is statistically significant. The structural analysis results indicate that working motivation can influence job satisfaction by as much as 0.521, with the result of $t_{-statistic}$ testing being as big as 4.615. The findings of this research also explain the role of motivation in enhancing job satisfaction among the employees of expedition companies. The study reveals the factors of extrinsic and intrinsic motivation that fully contribute to job satisfaction.

On the other hand, intrinsic motivation is identified as the key driver of job satisfaction in cargo delivery service. The opportunity for professional growth, awareness of the goal to facilitate global trade, and autonomy to make decisions that impact cargo movement are highlighted as the intrinsic motivators contributing to employee satisfaction. Employees who feel the goal and satisfaction in their jobs tend to be more satisfied and stay involved in their roles.

The results of the first hypothesis test align with Fadillah and Firmansyah's (2024) research findings, which show that motivation strongly correlates with employee satisfaction. In general, this study's results align with findings by Kumari et al. (2021), which prove that motivation depends on job satisfaction. The results of this study are still in line with the study of container shipping in Taiwan, which states that there is a relationship between motivation and job satisfaction (Pang & Lu, 2018). Also, the results of this study are still in line with the survey by Alhempri et al. (2024), Siregar et al. (2024), and Chatra (2024), who describe that the level of work motivation is positively correlated with the level of employee satisfaction. This finding has significant implications for shipping researchers and practitioners. Thus, the first hypothesis result of this study is in line with the theoretical studies and the results of previous research.

5.3. Third Hypothesis: Service quality influences employee performance.

The third hypothesis testing results indicate a significant favorable influence between service quality and employee performance. The high T (3.341) and low P_{-value} (0.001) demonstrate that the influence is statistically significant. This research proves that the influence of service quality can improve employee performance positively and significantly. The structural

analysis results suggest that service quality can influence employee performance by 0.417, with the result of the t -statistic test as big as 3.341. High quality of service increases effectiveness, efficiency, satisfaction, and employee motivation. In addition, good service quality also positively impacts customer satisfaction, creating a better work environment for employees. Therefore, the organization must prioritize service quality improvement through training, process improvement, and providing sufficient resources to support employees in achieving their best performance. The results of this study are still in line with Suryani et al. (2023) and Nurlina et al. (2020) study, which explains the positive and significant influence between service quality and employee performance. The results of the third hypothesis test support Maharani and Nurhayati (2024) study, which explains that service quality influences employee performance, especially in logistics companies. Thus, the third hypothesis result of this study is in line with the theoretical studies and the results of previous research.

5.4. *Fourth hypothesis: Working motivation influences employee performance.*

The fourth hypothesis testing results indicate no significant influence between motivation and employee performance. The low T (1.055) and high P-value (0.292) indicate insignificant influence. The result of this research shows that motivation does not prove significantly to be able to improve employee performance. The structural analysis results indicate that motivation does not influence employee performance, with an influence as significant as 0.106 and a consequence of the t -statistic test as big as 1.055. Employee motivation plays a vital role in influencing individual performance in an organization. This particularly applies in the cargo delivery industry, where complicated operations and dynamic environments require the employees to be involved and highly motivated. Motivated employees tend to be more committed, efficient, and creative in completing their jobs. On the contrary, less motivation can diminish performance, cause high absenteeism, and cause low job satisfaction. To maximize employee performance, the company needs to understand the factors that motivate employees and implement the proper strategy, such as rewards, recognition, and opportunities for career development. In general, the results of this study did not support Fahriana (2022) and Anggraini (2024), who state that work motivation greatly influences employee performance. The results of the fourth hypothesis test turned out to be largely incompatible with the research conducted by Saluy et al. (2022), Choir et al. (2021), Ananda and Eriza (2023), Kawiana et al. (2023) and Rasyid et al. (2023), research findings which show that workplace motivation has an impact on employee performance. In addition, the results of the fourth hypothesis test were in the same direction. They supported the research conducted by Chatra (2024), which states that motivation has no effect on employee performance at a national shipping company. Thus, the fourth hypothesis result of this study is in line with the theoretical studies and the results of previous research.

5.5. *Fifth hypothesis: job satisfaction influences employee performance.*

This research indicates that job satisfaction can influence employee performance by as big as 0.445, with the result of the t -statistic test as big as 3.577. The result obtained shows that job satisfaction is the variable with the highest influence on employee performance compared with job satisfaction. In cargo delivery, job satisfaction can improve employee performance significantly if certain conditions are fulfilled. One of the main requirements is the degree of autonomy and authority to make decisions given to the employees. Besides, the opportunity for professional growth plays a vital role in aligning job satisfaction with employee performance. Employees who see a clear path for career advancement and skill development will likely feel satisfied with their jobs, which leads to performance improvement.

Satisfied employees tend to show higher productivity, better work quality, and a more significant commitment to the organization. On the contrary, a lack of job satisfaction can cause decreased performance, increased absenteeism, and a higher possibility of quitting. Therefore, the organization must focus on job satisfaction to improve employee performance. In addition, a conducive work environment that recognizes and appreciates employee’s contributions can increase job satisfaction. When the employees feel recognized and appreciated for their efforts to facilitate global trade and ensure smooth cargo movement, this can increase their job satisfaction and, in turn, their performance significantly. High job satisfaction often increases productivity, creativity, and work quality. On the contrary, low job satisfaction can lead to decreased performance, increased absenteeism, and increased possible employee turnover. The results of the fifth hypothesis test support the study by Maarif et al. (2024), Hartika et al. (2023), and Khairunnisa et al. (2023), explain that the influence of job satisfaction on employee performance is very significant. This study also generally supports Alias et al. (2020) findings, namely that there is an important relationship between job satisfaction variables and work performance. Thus, the fifth hypothesis result of this study is in line with the theoretical studies and the results of previous research. Therefore, management must create a work environment that supports job satisfaction and boosts optimum performance. Now, the result of indirect influence testing can be seen in Table 3.

Table 3: The result of indirect influence testing.

		Path Coefficient	Standard Deviation	T _{statistic}	P-Values
H ₆	Service quality -> Job Satisfaction -> Employee Performance	0.185	0.081	2.272	0.023
H ₇	Motivation -> Job Satisfaction -> Employee Performance	0.232	0.078	2.975	0.003

Source: Data processed, 2024.

From Table 3, the indirect influence through the mediation

of job satisfaction can be known.

5.6. Sixth hypothesis: Service Quality indirectly influences employee performance through job satisfaction.

The result of the H6 test indicates that service quality positively and significantly influences employee performance, with the coefficient of the path being as significant as 0.185 and the value of $t_{-statistic}$ being as big as 2.272. Thus, improving service quality can increase job satisfaction, which has implications for increasing employee performance. The indirect influence testing results indicate that the influence of service quality on performance mediated by job satisfaction shows a positive and significant influence as big as 0.185 with the value of $t_{-statistic}$ 2.272. This result can be interpreted as the improvement of service quality carried out by employees, which will increase employee job satisfaction and, subsequently, employee performance. However, the direct influence of service quality on employee performance is more significant.

One of the significant findings in the research on employee performance in the cargo delivery industry is the influence of the mediation of job satisfaction on the correlation between service quality and employee performance. The effect of job satisfaction mediation in the correlation between service quality and employee performance underlines the importance of providing high-quality service to customers. When employees feel that the provided service fulfills or exceeds customer expectations, it increases their job satisfaction and is vital in boosting their performance. This implies that job satisfaction is the key factor in strengthening the impact of service quality on employee performance. Besides, it has grown an open communication culture and is continuously improving so that the organization can utilize customer feedback effectively to boost its performance. By encouraging employees to search for and act on customer feedback proactively, the company will create an environment where performance improvement becomes a collective effort driven by the wish to fulfill and exceed customer expectations. The results of the sixth hypothesis test align with Suryani et al. (2023) research, showing that service quality and employee performance partially positively and significantly affect customer satisfaction. According to Agusantoso and Gunawan (2023), other findings, specifically on logistics services, explain that the quality of facility services and job satisfaction positively affect employee performance. Thus, the sixth hypothesis result of this study is in line with the theoretical studies and the results of previous research.

5.7. Seventh hypothesis: Working motivation indirectly influences employee performance through job satisfaction.

The seventh hypothesis testing results indicate that working motivation positively and significantly influences employee performance mediated by job satisfaction with the coefficient of path as big as 0.232 and the value of $t_{-statistic}$ as big as 2.975. Thus, motivation will increase job satisfaction, which will improve employee performance. The result of indirect influence testing indicates that the influence of motivation on performance mediated by job satisfaction shows a positive and significant influence as big as 0.232, with $t_{-statistic}$ as big as 2.975. Employee

motivation can increase employee satisfaction, which has a favorable implication on employee performance.

In the context of cargo delivery, employee motivation leads to job satisfaction and, finally, to improved performance. The fast-paced and dynamic environment requires employees to be highly motivated. This degree of challenge and responsibility can motivate employees to be successful in a stressful environment. A sense of teamwork and shared responsibility to overcome the obstacles in logistics can generate satisfaction and strong motivation among the employees. In addition, the collaborative nature of the cargo delivery industry often requires the employees to collaborate with various stakeholders such as customs officers, transportation providers, and clients to increase satisfaction and working motivation. The results of the seventh hypothesis test support the results of the study. Türkistanlı and Kök (2024) state that simultaneously, the variables of employee performance, work motivation, and job satisfaction are correlated. In addition, this research, in line with the results of the study by Susanto et al. (2023), with their research in logistics, also explains that motivation and employee performance will enhance employee job satisfaction. This research result supports previous research, such as Putra (2024) and Budiono (2024), who state that the quality of motivation positively and significantly influences employee performance mediated by job satisfaction. Thus, the seventh hypothesis result of this study is in line with the theoretical studies and the results of previous research.

Conclusions.

This research indicates that, overall, high service quality contributes significantly to improving employee performance by mediating employee satisfaction. The company must focus on increasing service quality for customers and ensuring that employees feel satisfied with the working environment and the services provided by the company. Such a condition will create a positive cycle that sustainably improves employee performance. This research also reveals a high motivation that influences significantly the improvement of employee performance through the mediation of job satisfaction. The company needs to focus on strategies that can enhance employee motivation, such as giving fair rewards, providing opportunities for career development, and creating a conducive work environment. Such a condition will ensure that the employees feel satisfied and motivated, which, in turn, will improve their performance.

Empirical evidence reveals that employee performance in freight forwarding companies can be improved if management focuses more on improving the quality of container loading and unloading services and motivating employees, indirectly increasing employee job satisfaction and performance. Freight forwarding companies can improve the service quality of loading-unloading containers and employees' motivation to work, which, in turn, will positively impact all employees' performance. This will increase the efficiency of operations and give higher satisfaction to the employees, which will finally support the company's growth and long-term success. It needs to hold routine performance evaluations, give employees constructive feedback,

and plan individual development for each employee. This research is expected to contribute significantly to improving employee performance through improving the service quality of loading-unloading containers, working motivation, and job satisfaction in freight forwarding companies in Banjarmasin City.

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