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Analysis of Serving Leadership and Training Impacts Employee Engagement and Employee Performance Study Case Freight Forwarder Companies

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Abstract: The purpose of this study is expected to make a significant contribution to the development of freight forwarder companies in Jakarta as well as human resource management literature. This study uses a quantitative approach to examine the relationship between the variables studied, namely service leadership, training, employee performance, and employee engagement in freight forwarder companies in Jakarta. The population in this study is all freight forwarder companies operating in DKI Jakarta, which number 337 companies. From this population, 6 freight forwarder companies were selected that were considered representative and able to represent the characteristics of the population as a whole. Sample selection is carried out by purposive sampling, namely selecting companies that meet certain criteria such as company size, operational volume, and geographical location. Of the 6 companies, a sample of 105 respondents consisting of EMKL (Sea Cargo Expedition) operational staff was taken. The selection of respondents was carried out by stratified Random sampling to ensure that each sub-group in the population was proportionally represented. Servant Leadership has a significant positive influence on the Employee Performance variable, Training has a positive but not significant influence on the employee performance variable, Servant Leadership shows a significant positive influence on the Employee Engagement variable, Training also has a significant and positive influence on Employee Engagement, as well as Employee Engagement has a significant positive influence on Employee Engagement Employee Performance variable. No Effect of Servant Leadership through Employee Engagement on Employee Performance, and No Effect of Training through Employee Engagement on Employee Performance.

Keywords: Employee Performance, Employee Engagement, Servant Leadership, Training

INTRODUCTION

The Logistics industry cannot be separated from the existence of freight forwarder companies, Freight forwarders are detailed companies that arrange the delivery of goods from one location to another through various modes of transportation such as sea, air, and land. In Jakarta, as the center of economy and trade in Indonesia, freight forwarder companies have a very important role in supporting export and import activities. These companies not only handle the delivery of goods but also provide other logistics services such as storage, packing, and customs document management. In the past two years, the freight forwarder sector in Jakarta has experienced significant growth despite facing global challenges such as the COVID-19 pandemic and supply chain disruptions. According to data from the Indonesia Logistics and Forwarders Association (ALFI), the number of freight forwarder companies in Jakarta increased by 15% from 2021 to 2023, indicating a strong demand for logistics services in the capital city.

In 2022, the volume of cargo handled by freight forwarder companies in Jakarta reached 12 million tons, an increase from 10.5 million tons in 2021. This increase was largely driven by economic recovery and increased international trade activity. In addition, the value of logistics transactions generated by the freight forwarder sector in Jakarta was recorded at USD 5 billion in 2022, up from USD 4.2 billion in the previous year. This increase is also reflected in the level of customer satisfaction, where a survey conducted by ALFI shows that 78% of freight forwarder customers in Jakarta are satisfied with the services they received in 2022, up from 70% in 2021. This increase in customer satisfaction is closely related to improved employee performance and engagement in freight forwarder companies. Employee performance in freight forwarder companies is one of the key factors that determine the success of a company's operations (Lam and Tang, 2023). Employee performance can be measured through various indicators such as work efficiency, productivity, customer satisfaction, as well as accuracy and speed in taking care of deliveries and related documents (Giyanto *et al.*, 2022), high employee performance is indispensable to ensure that goods are delivered on time and by customer requirements and applicable regulations (Zaky *et al.*, 2022).

Employee attachment is the level of emotional and intellectual commitment of employees to the company and its goals. Bonded employees tend to have higher motivation, loyalty, and greater job satisfaction (et al., 2023; Satish, Sharmila and Sanjaykumar, 2023). In freight forwarder companies, employee engagement is very important because bonded employees will be more proactive in solving problems, providing the best service to customers, and contributing positively to the company's work culture and work environment (Rajeshwari and Jamuna, 2023). According to (Khurniawan, Prasetyo and Utari, 2023; MAALOUF, 2023) Servant leadership is a leadership style in which leaders focus on the needs of employees and strive to help them develop and reach their maximum potential. Serving leaders provide direction and support, guide, and empower employees. In freight forwarder companies in Jakarta, servant leadership can increase employee engagement by creating a work environment that supports and cares about employee well-being (Kazimi, Khan and Shorish, 2023). Additionally, serving leaders can improve employee performance by providing constructive feedback and encouraging skill development.

Training is a process that aims to improve the knowledge, skills, and competencies of employees so that they can work more effectively and efficiently (Balkanska, Georgiev and Popova, 2010). In freight forwarder companies, training is essential because the logistics industry is constantly evolving and requires employees who are skilled in new technologies, customs regulations, and the latest logistics practices. Effective training can improve employee performance by providing them with the tools and knowledge they need to do their jobs well (Rehka and Rajesh, 2022) Additionally, ongoing training can increase employee

engagement by demonstrating that the company is invested in their career development. Although many studies have been conducted on employee performance and employee engagement in various industries, there are still several research gaps that need to be addressed, especially in the context of freight forwarder companies in Jakarta. Some identifiable gaps such as most research on employee performance and engagement focus on the manufacturing, services, or information technology sectors. However, very few studies specifically explore how these variables interact in the logistics and freight forwarder industries in Jakarta, which have unique operational characteristics.

Much research on servant leadership has been conducted, but it is still lacking in the specific context of the logistics industry in Jakarta. How servant leadership affects employee performance and engagement in freight forwarder companies has not been widely researched (Levy, Ahadiat and Mardiana, 2023). Many studies on training are focused on industries with high technology levels or service sectors, while the impact of training on employee performance and engagement in the logistics and freight forwarding industry is still not explored in depth (Idris and Naqshbandi, 2019). The novelty of this study lies in the fact that this study specifically examines freight forwarder companies in Jakarta, a context that has been less explored in the previous literature. The combination of independent variables (service leadership and training) and dependent variables (employee performance and employee engagement) in the context of freight forwarder companies provides a new perspective on how the interaction between these variables can affect company outcomes. This research uses the latest empirical data from freight forwarder companies in Jakarta, which can provide more relevant and up-to-date insights into the dynamics of this industry. The purpose of this study is to make a significant contribution to the development of freight forwarder companies in Jakarta as well as human resource management literature.

Servant Leadership on Employee Performance

Servant leadership is a leadership style that focuses on the needs, development, and well-being of employees. Serving leaders strive to help employees reach their maximum potential by creating a work environment that supports, mentors, and empowers employees. This leadership emphasizes the importance of empathy, listening, and genuine support for others (Eva *et al.*, 2019). Another definition also states that servant leadership is a leadership approach that puts the needs of employees and their development as a top priority. Leaders who serve focus not only on achieving the goals of the organization, but also on the well-being of the individuals within the organization. The main principle of servant leadership is that leaders exist to serve employees, help them grow, and reach their full potential (Northouse, 2021).

Related research from the existing variables stated that there was a positive and significant influence between serving leadership on self-efficacy, innovation, and employee productivity. Innovation self-efficacy mediates the relationship between servant leadership and employee productivity. The company's work culture moderates the relationship between self-efficacy, innovation, and employee productivity (Suhartanti and Prasetyanto, 2022). According to the results of research from (Harwiki, 2016) stated that Serving Leadership has a significant impact on organizational culture, organizational commitment, organizational citizenship behavior (OCB), and employee performance. Organizational culture has a significant impact on OCB, but not on employee performance. Organizational commitment does not have a significant impact on OCB or employee performance. Meanwhile, OCB has a significant impact on employee commitment. The hypothesis of this study is as follows:

H1: There is a Significant and Positive Influence between Servant Leadership on Employee Performance

Training on Employee Performance

Definition Training is a systematic process designed to improve the knowledge, skills, and competencies of employees so that they can work more effectively and efficiently. Training involves activities that provide employees with a deeper understanding of their duties, as well as methods and techniques to improve work performance. Training can be in the form of on-the-job training, off-the-job training, seminars, workshops, or e-learning (Noe and Kodwani, 2023). Another definition according to (Dessler, 2020) states that training is a planned process to improve and improve the abilities, skills, knowledge, and competencies of employees, so that they can carry out their duties and responsibilities better. Training can be in the form of formal or informal activities, which include on-the-job training, off-the-job training, seminars, workshops, and online learning programs. The main goal of training is to ensure that employees have the necessary qualifications to meet the needs of the organization and the demands of their jobs. Competencies possessed by employees on the basis of training that has been followed to support skills at work (Ronny, 2023).

The results of the study stated that work engagement mediates the relationship between training and task performance in roles, while the relationship between work engagement and task performance and organizational citizenship behavior is moderated by the power of human resource management (HRM) (Guan and Frenkel, 2019). Another result stated that Trust had a stronger mediating impact on the effect of incentives (than training) on formal and informal knowledge sharing. Informal (versus formal) knowledge sharing has a stronger mediating impact on the effect of trust on increased sales and labor productivity (Lee *et al.*, 2020). The hypothesis of this study is as follows:

H2 : There is a Significant and Positive Influence between Training on Employee Performance

Servant Leadership on Employee Engagement

Employee engagement is employees' emotional commitment and engagement towards the organization and its goals. Engaged employees show high enthusiasm for their work, feel connected to the company, and are willing to put in the extra effort to contribute to the organization's success. High employee engagement rates are typically associated with increased productivity, better customer service, and lower employee retention rates (Saks and Gruman, 2014). Another definition states as a condition in which employees feel emotionally, cognitively, and behaviorally involved in their work and in the organization as a whole. This includes a strong sense of involvement in the company's goals and values, as well as a desire to contribute positively to the success of the organization (Anitha, 2014).

The results of the study stated that the mediating role of self-efficacy in this relationship was also found to have a positive and significant impact, in line with the theory of resource conservation. Therefore, bank managers should apply service leadership in interacting with their employees to increase employee engagement in their work (Zeeshan *et al.*, 2021). Other results stated that employee involvement is positively influenced by service leadership through various mediators, both leader-centered, such as empowerment; team-centered, such as team cohesion; organization-centered, such as a positive organizational climate; work-centered, including challenging tasks; and employee-centered, such as a proactive personality. Several factors also hinder the relationship between service leadership and employee engagement, especially those related to the work environment, such as high pressure, poor work-life balance, and remote working (Canavesi and Minelli, 2022). The research hypothesis is as follows:

H3: There is a Significant and Positive Influence between Servant Leadership and Employee Engagement

Training on Employee Engagement

Training is a systematic process that aims to improve employees' knowledge, skills, and competencies so that they can do their jobs more effectively and efficiently. Training can include various activities, such as courses, workshops, on-the-job training, off-the-job training, and e-learning programs (Noe and Kodwani, 2018). Training can also be defined as activities designed to improve an individual's skills, knowledge, and competencies to be better able to perform certain tasks or achieve organizational goals. Training can be conducted formally or informally and can take place inside or outside the work environment (Blanchard and Thacker, 2023).

The results of the study stated that there was a significant positive relationship between employee engagement and their performance. In addition, it was found that employee engagement mediated part of the relationship between training and employee performance (Sendawula *et al.*, 2018). Other research results from (Siddiqui and Sahar, 2019) state that there are potential practical implications for managers and employees to increase engagement in the banking sector by using strategic and tactical communication processes and by meeting employee training needs under current job demands. The hypothesis of this study is as follows:

H4 : There is a Significant and Positive Influence between Training on Employee Engagement

Employee Engagement on Employee Performance

The results of the study from (Anitha, 2014) stated that the factors identified were predictors of employee engagement (R^2 , 0.672). However, the variables that have the greatest impact are the work environment and relationships with the team and colleagues. Employee engagement has a significant impact on employee performance (R^2 , 0.597). Another thing also states that there is a strong and significant relationship between leadership, motivation, employee engagement, and better employee performance. These findings have been presented to the management and employees of OV Logistics (Myanmar) Ltd, demonstrating that the linkages and significance between Leadership, Motivation, and Employee Engagement influence each other to achieve better employee performance (Tun and Wisankosol, 2021). The hypothesis of this study is as follows:

H5: There is a Significant and Positive Influence between Employee Engagement on Employee Performance.

H6: There is a Significant and Positive Influence between Servant Leadership through Employee Engagement on Employee Performance.

H7: There is a Significant and Positive Effect of Training through Employee Engagement on Employee Performance.

METHOD

This study uses a quantitative approach to examine the relationship between the variables studied, namely service leadership, training, employee performance, and employee engagement in freight forwarder companies in Jakarta. The population in this study is all freight forwarder companies operating in DKI Jakarta, which number 337 companies. From this population, 6 freight forwarder companies were selected that were considered representative and able to represent the characteristics of the population as a whole. Sample selection is carried out by purposive sampling, namely selecting companies that meet certain criteria such as company size, operational volume, and geographical location. Of the 6 companies, a sample of 105 respondents consisting of EMKL (Sea Cargo Expedition)

operational staff was taken. The selection of respondents was carried out stratified random sampling to ensure each sub-group in the population is proportionally represented.

The unit of analysis in this study is an individual, namely the EMKL port operational staff in the freight forwarder company who is the sample. The focus of the research is on the perception and experience of operational staff regarding service leadership, training, performance, and employee engagement. The data in this study was collected through a questionnaire distributed to 105 respondents. The questionnaire was designed using a 5-point Likert scale to measure each research variable. The data obtained from the questionnaire will be analyzed using the Statistical Package for the Social Sciences (SPSS) software version 25.

RESULTS AND DISCUSSION

The results of data analysis using data from questionnaires that have been processed with the help of SPSS 25 with the number of 105 respondents from two independent variables and two dependent variables, the following results are obtained:

Table 1. Descriptive Statistical Results

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Servant Leadership	64.33	40.244	.632	.788
Training	64.64	38.733	.620	.791
Employee Performance	65.81	35.021	.665	.770
Employee Engagement	66.10	32.325	.694	.758

Source : SPSS 25 data processing results, 2024

The Cronbach's Alpha values displayed indicate that each item contributes positively to the overall internal consistency of the scale, with values all above 0.7 indicating good reliability.

Table 2. Validity Test Results
Validity Test

		Servant Leadership	Training	Employee Performance
Servant Leadership	Pearson Correlation	1	.498**	.553**
	Sig. (2-tailed)		.000	.000
	N	105	105	105
Training	Pearson Correlation	.498**	1	.495**
	Sig. (2-tailed)	.000		.000
	N	105	105	105
Employee Performance	Pearson Correlation	.553**	.495**	1
	Sig. (2-tailed)	.000	.000	
	N	105	105	105
Employee Engagement	Pearson Correlation	.537**	.569**	.603**
	Sig. (2-tailed)	.000	.000	.000
	N	105	105	105

Source : SPSS 25 data processing results, 2024

The result of this validity test is that all variables tested with variable statements from the questionnaire are declared valid.

Table 3. Validity Test Results

		Employee Engagement
Servant Leadership	Pearson Correlation	.537**
	Sig. (2-tailed)	.000
	N	105
Training	Pearson Correlation	.569**
	Sig. (2-tailed)	.000
	N	105
Employee Performance	Pearson Correlation	.603**
	Sig. (2-tailed)	.000
	N	105
Employee Engagement	Pearson Correlation	1
	Sig. (2-tailed)	
	N	105

Source : SPSS 25 data processing results, 2024

The results of the validity test showed that all the variables tested (Servant Leadership, Training, and Employee Performance) with the statements in the questionnaire were declared valid.

Table 4. Results of Variable Regression Test of Servant Leadership with Employee Performance Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	5.987	2.259		2.651	.009
	Servant Leadership	.670	.099	.553	6.743	.000

a. Dependent Variable: Employee Performance

Source : SPSS 25 data processing results, 2024

The non-standardized coefficient (B) for Servant Leadership is 0.670, with a standard error of 0.099. The value of the normalized coefficient (Beta) was 0.553, indicating that Servant Leadership had a significant positive influence on the dependent variable. A t-value of 6.743 with a p-value (Sig.) of 0.000 indicates that this relationship is very significant at a significance level of 0.05. This means that an increase of one unit in Servant Leadership is expected to increase the value of the dependent variable by 0.670 units. Servant Leadership has a positive and significant influence on the Employee Performance variable.

Table 5. Results of the Training Variable Regression Test with Employee Performance Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	8.813	2.145		4.108	.000
	Training	.553	.096	.495	5.782	.000

a. Dependent Variable: Employee Performance

Source : SPSS 25 data processing results, 2024

The non-standardized coefficient (B) for Training is 0.553, with a standard error of 0.096. The value of the normalized coefficient (Beta) was 0.495, indicating that Training had a significant positive influence on the dependent variable. A t-value of 5.782 with a p-value (Sig.) of 0.000 indicates that this relationship is very significant at a significance level of 0.05. This means that an increase of one unit in Training is expected to increase the value of the dependent variable by 0.553 units.

Table 6. Results of Servant Leadership and Training Regression Test with Employee Engagement Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.103	2.498		.041	.967
	Servant Leadership	.441	.115	.338	3.850	.000
	Training	.482	.106	.401	4.564	.000

Source : SPSS 25 data processing results, 2024

The Servant Leadership Coefficient of 0.441, significant (Sig. = 0.000), showed a significant positive influence on the Employee Engagement variable. The training coefficient of 0.482, significant (Sig. = 0.000), showed a significant positive influence on the Employee Engagement variable. These results show that both Servant Leadership and Training have a positive and significant influence on the dependent variable, while constants have no significant influence.

Table 7. Result Regression Test (Path Analysis) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.662	2.246		1.186	.239
	Servant Leadership	.343	.110	.284	3.115	.002
	Training	.161	.104	.144	1.545	.125
	Employee Engagement	.342	.089	.368	3.837	.000

a. Dependent Variable: Employee Performance

Source : SPSS 25 data processing results, 2024

The constant in this model is 2.662 with a t-value of 1.186 and a p-value (Sig.) of 0.239. This indicates that the constant is not significant at the significance level of 0.05. This means that when all independent variables have zero values, the average value of the employee performance variable is 2,662, but this effect is not significant. The unstandardized coefficient (B) for Servant Leadership is 0.343, with a standard error of 0.110. The value of the standardized coefficient (Beta) is 0.284, indicating that Servant Leadership has a significant positive influence on the Employee Performance variable. A T value of 3.115 with a p (Sig.) value of 0.002 indicates that this relationship is significant at a significance level of 0.05. This means that an increase of one unit in Servant Leadership is expected to increase the value of the dependent variable by 0.343 units.

For Training it is 0.161, with a standard error of 0.104. The value of the normalized

coefficient (Beta) was 0.144, indicating that Training had a positive but not significant influence on the Performance variable. A t-value of 1.545 with a p-value (Sig.) of 0.125 indicates that this relationship is not significant at a significance level of 0.05. For Employee Engagement it is 0.342, with a standard error of 0.089. The value of the standardized coefficient (Beta) is 0.368, indicating that Employee Engagement has a significant positive influence on the Employee Performance variable. A t-value of 3.837 with a p-value (Sig.) of 0.000 indicates that this relationship is very significant at a significance level of 0.05. This means that an increase of one unit in Employee Engagement is expected to increase the value of the dependent variable by 0.342 units.

Sobel Test

The reference table for the calculation of the sobel test is as follows:

Table 8. Table of Reference Variables for Sobel Test Calculation

Variable	Unstandarized	Std.Error
Servant Leadership on Employee Engagement	0.343	0.110
Training on Employee Engagement	0.161	0.104
Employee Engagement on Employee Performance	0.342	0.089

Table 9. Sobel Test Servant Leadership Calculator Results

Servant Leadership	Test Statistic	P-Value	Conclusion
A	0.343	1.386	No Effect of Servant Leadership through Employee Engagement on Employee Performance
B	0.161		
Sa	0.110		
Sb	0.104		

Source : Sobel Calculator data processing results, 2024

Table 10. Sobel Test Training Calculator Results

Training	Test Statistic	P-Value	Conclusion
A	0.161	1.435	Tidak ada Pengaruh Training melalui Employee Engagement terhadap Employee Performance
B	0.342		
Sa	0.104		
Sb	0.089		

Source : Sobel Calculator data processing results, 2024

Discussion

Servant Leadership on Employee Performance

From the results of the above analysis, the value of the standardized coefficient (Beta) is 0.284, indicating that Servant Leadership has a significant positive influence on the Employee Performance variable. A t-value of 3.115 with a p-value (Sig.) of 0.002 indicates

that this relationship is significant at a significance level of 0.05. This means that an increase of one unit in Servant Leadership is expected to increase the value of the dependent variable by 0.343 units. By the results of the study which stated that servant leadership (X1) had a significant effect on rewards (Y1) and organizational culture (Y2), but did not have a significant influence on employee performance (Y3). Other results showed that there was a significant influence of rewards (Y1) on organizational culture (Y2) and employee performance (Y3), and there was a significant influence of organizational culture (Y2) on employee performance (Y3) (Sihombing *et al.*, 2018).

Other results of (Stollberger *et al.*, 2019) Stating the manager's servant leadership declined to inspire the supervisor's servant leadership, which in turn increased the employee's prosocial motivation and their work performance. In addition, the supervisor's family motivation weakens the downward mechanism, so that its influence on employee work performance is weaker in supervisors with a high level of family motivation. Our research opens up new insights by explaining how and when steward leadership affects employee job performance. Other results also state that servant leadership has a positive effect on employee task performance, which is further moderated by task dependence and information asymmetry (Khan *et al.*, 2022).

Training on Employee Performance

For Training, it is 0.161, with a standard error of 0.104. The value of the standardized coefficient (Beta) was 0.144, indicating that Training had a positive but not significant influence on the employee performance variable. The results of the study are supportive of the acquisition of soft skills and training methodologies – significantly predicting employee performance (Ibrahim, Boerhannoeddin and Bakare, 2017) Other research results also state that environmental training programs are an important tool to directly drive EIGP, and the relationship between environmental training and EIGP is significantly mediated by employees' environmental commitment. Interestingly, this study supports our prediction that the mediating role of employee environmental commitment in the relationship between environmental training and EIGP is stronger in hotels managed by Western hospitality (Pham *et al.*, 2020).

The results of the study from (Lee *et al.*, 2020) First, electronic training, electronic leadership, and work-life balance have a positive influence on work motivation. Second, electronic training, electronic leadership, work-life balance, and work motivation have a positive influence on employee performance.

Servant Leadership on Employee Engagement

The Servant Leadership Coefficient of 0.441, significant (Sig. = 0.000), showed a significant positive influence on the Employee Engagement variable. The results of the study are supportive of stating that the leadership of the supervisor's servant is positively related to employee work engagement. The quality of the supervisor affects employee work engagement through the altruistic behavior of the supervisor and the leadership of the supervisor's servant. Proactive personalities positively moderate the positive relationship between supervisor sleep quality and altruistic behavior. Leader-member exchanges positively moderate the positive relationship between supervisor servant leadership and employee work engagement (Jiang and Lin, 2021) The influence of servant leadership and The workload on employee involvement and its impact on performance at PT PLN (Persero) Sulawesi Development Main Unit is positive and significant at 46.2% (Laksono and Wahyuningtyas, 2023)

Training on Employee Engagement

The training coefficient of 0.482, significant (Sig. = 0.000), shows a positive influence yang to the Employee Engagement variable. The results of the study stated that the crucial role of AI-powered leadership in producing positive outcomes, such as better employee training and increased team effectiveness. Companies should focus on developing leaders who can leverage AI tools to create a skilled and engaged workforce (Rožman, Tominc and Milfelner, 2023) In addition, it was found that employee engagement mediated part of the relationship between training and employee performance (Sendawula *et al.*, 2018).

Potential practical implications for managers and employees to increase engagement in the banking sector by using strategic and tactical communication processes and by meeting employee training needs in accordance with current job demands (Siddiqui and Sahar, 2019)

Employee Engagement dengan Employee Performance

Employee Engagement has a significant positive influence on Employee Performance variables. A t-value of 3.837 with a p-value (Sig.) of 0.000 indicates that this relationship is very significant at a significance level of 0.05. The results of the study are supportive of stating that EA has a positive impact on EE and EP factors. However, EE does not have a statistically significant impact on EP (Nguyen and Nguyen, 2023) The important role of employee engagement and empowerment in improving employee performance. Surprisingly, the study also found no evidence to support the link between the work environment and employee performance. In addition, the proposed model explains 51.6% variance in employee productivity (Al Zeer, Ajouz and Salahat, 2023)

Demonstrate the significant direct effects of risk culture on employee performance, employee satisfaction, and employee engagement. The findings also revealed that employee satisfaction significantly mediates the relationship between risk culture and employee performance, while the mediating role of employee engagement is partially significant (Rahim, Rosid and Hasan, 2024)

Servant Leadership Through Employee Engagement on Employee Performance

There is no Influence of Servant Leadership through Employee Engagement on Employee Performance from the results conducted in the Sobel test. There have been no research results conducted for this variable in this study.

Training Through Employee Engagement on Employee Performance

There is no Effect of Training through Employee Engagement on Employee Performance. The results of research that support this variable have not been researched.

CONCLUSION

Servant Leadership has a significant positive influence on the Employee Performance variable, Training has a positive but not significant influence on the employee performance variable, Servant Leadership shows a significant positive influence on the Employee Engagement variable, Training also has a significant and positive influence on Employee Engagement, as well as Employee Engagement has a significant positive influence on Employee Engagement Employee Performance variable.

There is no Influence of Servant Leadership through Employee Engagement on Employee Performance, and there is no Effect of Training through Employee Engagement on Employee Performance. For companies, freight forwarders can strengthen their servant leadership, and training programs can increase employee engagement, which in turn can improve employee performance.

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