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The Influence of Export Logistics Regulations and Company Logistics Employee Performance on Export Performance and Its Implications for the Operational Performance of PT. Sinergi

Anida Wafiq Adawiyah[1], Erna Mulyati[2], Maniah[3]
[1]Univesitas Logistik dan Bisnis Internasional, Bandung, Indonesia, anidawafiq07@gmail.com
[2]Univesitas Logistik dan Bisnis Internasional, Bandung, Indonesia, ernamulyati@ulbi.ac.id
[3]Univesitas Logistik dan Bisnis Internasional, Bandung, Indonesia, maniah@ulbi.ac.id

Corresponding author: anidawafiq07@gmail.com[1]

Abstract: This study aims to examine the impact of export logistics regulations and the performance of logistics personnel on export performance, as well as their implications for the operational performance of the company. The increasingly complex and dynamic nature of export logistics regulations frequently hampers the smooth execution of export activities. Simultaneously, the quality of human resources in the logistics sector serves as a critical internal factor influencing the efficiency of export management. The research was conducted at PT. Sinergi using a quantitative approach, involving the distribution of structured questionnaires to 200 respondents from the logistics and export divisions. Data analysis was carried out using Structural Equation Modeling with Partial Least Squares (SEM-PLS) to assess the relationships among the studied variables. The empirical findings indicate that export logistics regulations significantly affect export performance, particularly with regard to the timeliness and completeness of export documentation. Moreover, the performance of logistics employees exerts a positive influence on the effectiveness of export processes. Enhanced export performance subsequently contributes positively to the company's operational performance, as reflected in cost efficiency, improved productivity, and increased customer satisfaction. These findings highlight the critical role of aligning external regulatory frameworks with internal organizational capabilities in enhancing export competitiveness. The study provides valuable insights for both corporate management and regulatory authorities in efforts to improve the efficiency and effectiveness of national export logistics systems.

Keywords: Export Logistics Regulations, Logistics Employee Performance, Export Performance, Operational Performance, Export Competitiveness

INTRODUCTION

In the era of globalization and international trade liberalization, export logistics plays a strategic role in determining a company's competitiveness. The export process not only involves the shipment of goods abroad but also encompasses compliance with applicable regulations, the operational efficiency of logistics systems, and the ability of human resources

to manage these activities effectively. In Indonesia, frequently updated logistics policies and regulations often pose significant challenges for business actors, particularly in maintaining the smoothness and timeliness of export processes (Ministry of Trade of the Republic of Indonesia, 2023). These challenges underscore the growing importance of investigating the impact of export logistics regulations, particularly in relation to export performance and corporate operational efficiency.

Export logistics regulations include export licensing, customs procedures, product standardization, as well as packaging and labeling requirements. When these regulations are designed efficiently and implemented consistently, companies can streamline their export processes and reduce logistics costs. Conversely, overlapping regulations, lack of inter-agency synchronization, and frequent policy shifts may disrupt logistics flows, increase the risk of shipment delays, and lead to the loss of market opportunities (Hidayat & Putri, 2021). Complex regulations may also hinder coordination among logistics stakeholders, both internal stakeholders (within the company) and external ones (e.g., freight forwarders, port operators, and customs authorities). In line with these challenges, internal company factors—particularly the performance of logistics personnel—serve as crucial variables influencing export success. Logistics employees are responsible for warehouse management, document handling, negotiation with logistics partners, and shipment monitoring. Their performance significantly affects the extent to which the export process meets expectations in terms of timeliness, cost, and quality. According to Robbins (2020), the quality of human resources in logistics has a significant impact on supply chain effectiveness, especially in decision-making, problem-solving capabilities, and understanding international trade regulations. Therefore, companies must ensure that their logistics personnel possess adequate competence, relevant training, and high motivation.

Previous studies have consistently demonstrated a positive correlation between logistics employee performance and export outcomes. For example, Mahendra (2020) found that companies with highly competent logistics staff are better equipped to meet international market demands consistently. Similarly, Handoko & Sari (2020) emphasized that employee efficiency in managing export documentation, port procedures, and shipping management directly contributes to higher levels of foreign customer satisfaction. These findings highlight the importance of developing human resources in logistics to support long-term export growth. Export performance is typically measured by indicators such as on-time delivery, export volume, transaction frequency, and international customer satisfaction. In a highly competitive global market, companies with robust and efficient export systems have a distinct advantage. Pratama & Lestari (2021) revealed that companies capable of significantly reducing export lead times tend to be more competitive in terms of pricing and service. Export efficiency ultimately has a direct impact on a company's overall operational performance.

Operational performance reflects an organization's ability to manage daily activities effectively and efficiently. Its indicators include cost efficiency, production speed, inventory management, and customer satisfaction. When export processes run smoothly—unhindered by regulatory or operational constraints—companies can maintain positive cash flows, respond rapidly to market demands, and increase production capacity in a planned manner (Prasetyo & Wibowo, 2023). Therefore, a causal relationship can be traced between export logistics regulations, logistics employee performance, export performance, and overall operational performance. In practice, PT. Sinergi**,** as one of Indonesia's national exporters, faces complex challenges in adapting to rapidly evolving export regulations and managing a limited logistics workforce. Changes in trade policy, the digitalization of export systems, and the implementation of risk-based export monitoring all demand rapid organizational adaptation. Failure to adapt may disrupt export operations and reduce operational efficiency. Consequently, there is a need for a comprehensive analysis of how export regulations and

logistics employee performance influence export outcomes and, in turn, affect overall corporate operations.

The core problem lies in the mismatch between the increasing complexity of export logistics regulations and the company's capacity to adapt—particularly in terms of human resource management. On one hand, administrative policies and procedures often obstruct the smooth implementation of export processes. On the other hand, PT. Sinergi is constrained by the limited quality and capacity of its logistics workforce, resulting in inefficiencies in document handling, communication with regulatory bodies, and the use of logistics technologies. The combination of these internal and external challenges reduces export competitiveness and undermines operational stability. Hence, a systemic analysis of the relationship between export logistics regulations, employee performance, and export performance is essential to fully understand their impact on corporate operations.

This study aims to identify and analyze the extent to which export logistics regulations and logistics employee performance affect a company's export performance, and how export performance, in turn, influences overall operational performance. The research seeks to determine whether the complexity and dynamics of government-imposed regulations have a positive or negative impact on the smooth execution of corporate export activities. Furthermore, it evaluates the contribution of logistics employee performance—in terms of competence, work accuracy, and efficiency—to improved export performance. The study also explores how enhancements in export performance can directly contribute to operational efficiency, productivity, and corporate sustainability. Accordingly, the findings of this research are expected to provide deeper insights for both corporate management and policymakers, emphasizing the critical importance of aligning regulatory factors, human resources, and logistics systems to enhance export competitiveness and operational efficiency.

Literature Review

Export logistics regulations refer to the set of rules, policies, and procedures established by governments or international bodies that companies must comply with when exporting goods. These regulations encompass licensing, export-import documentation, goods inspection, and the fulfillment of product quality and safety standards (Ministry of Trade of the Republic of Indonesia, 2023). According to the World Bank (2023), the quality and efficiency of a country's logistics regulatory system significantly influence its Logistics Performance Index (LPI), which in turn directly impacts export competitiveness. In the Indonesian context, several regulatory barriers are still commonly encountered, such as overlapping policies between agencies, lengthy bureaucratic procedures, and misalignment with international standards (Hidayat & Putri, 2021). Regulations that are not adaptive to the dynamics of global trade can slow down the shipment of goods, incur additional costs, and damage the company's reputation in international markets. Kurniawan & Wijaya (2022) argue that transparent, comprehensible, and consistent logistics regulations can enhance the smooth execution of export activities and provide exporters with certainty in planning their operations. Based on this theoretical and empirical foundation, the following hypotheses are proposed:

H1: Export logistics regulations have a significant effect on export performance.
H2: Export logistics regulations directly affect the operational performance of the company.

The performance of logistics personnel reflects the ability of individuals or logistics teams to manage logistics activities efficiently and accurately, including document processing, transportation arrangement, vendor coordination, and shipment tracking. Robbins (2020) states that performance is influenced by three key factors: motivation, ability, and work environment. In Mahendra's (2020) study, it was found that training and mastery of information technology

systems among logistics personnel significantly affect the timeliness of deliveries and the accuracy of export documentation. High levels of competence enable companies to avoid administrative errors and other barriers in the export process. According to Handoko & Sari (2020), effective logistics employee performance expedites the export process, increases trust among international clients, and reduces logistics costs. Based on these insights, the following hypotheses are formulated:

H3: Logistics employee performance has a significant effect on export performance.
H4: Logistics employee performance directly affects the operational performance of the company.

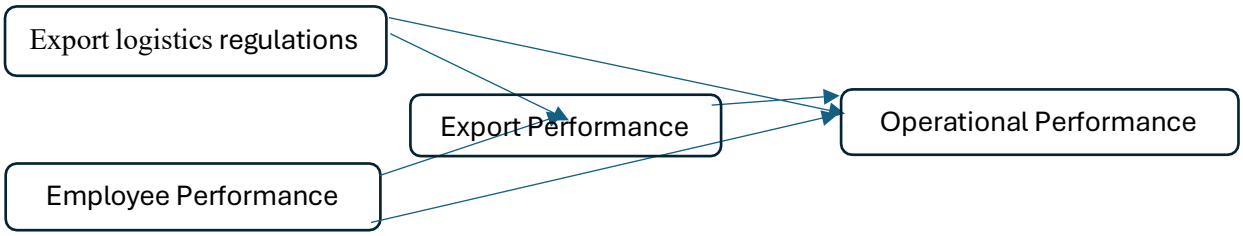
Operational performance reflects the extent to which a company is able to execute its business processes effectively and efficiently. Commonly used indicators include cost efficiency, labor productivity, production timeliness, and customer satisfaction (Prasetyo & Wibowo, 2023). When export activities run smoothly and logistics systems are well-organized, operational performance tends to be more stable and efficient. Rizky & Wahyuni (2020) emphasize that an increase in export activity not supported by operational readiness may lead to overcapacity, production delays, and disruptions in raw material supply. Conversely, when export performance is well-managed and integrated with a coordinated logistics system, operational performance improves. Accordingly, the following hypothesis is proposed:

H5: Export performance has a significant effect on the operational performance of the company.

Although export performance serves as a mediating variable**,** the direct influence of regulations and human resources on operational outcomes must also be tested. In some cases, export logistics regulations directly affect internal operational processes, such as warehouse processing speed and distribution smoothness (World Bank, 2023). Similarly, the performance of logistics personnel often has a direct impact on production planning and control, particularly when it involves the procurement and delivery of imported raw materials. Export performance reflects a company's effectiveness in conducting export activities consistently and profitably. Pratama & Lestari (2021) identify export performance indicators such as export volume, international market growth, delivery timeliness, and customer complaint levels. The stronger the export performance, the greater its contribution to company revenue and international business sustainability. Export performance results from a combination of external factors (e.g., regulations, global competition) and internal factors (e.g., human resources, operational processes). In this context, export performance serves as a mediating variable that links independent variables to the ultimate outcome, namely, corporate operational performance. Accordingly, the following additional hypotheses are proposed:

H6: Export logistics regulations significantly influence operational performance through export performance as a mediating variable.
H7: Logistics employee performance significantly influences operational performance through export performance as a mediating variable.

Figure 1 Research Model



METHOD

This study employs a quantitative research approach, utilizing Structural Equation Modeling–Partial Least Squares (SEM-PLS) as the analytical tool to test the proposed hypotheses.The research is focused on PT. Sinergi as a case study, a company engaged in export logistics. The sampling technique used is purposive sampling, targeting employees who are directly involved in export logistics activities, including logistics managers, operational staff, and personnel involved in regulatory compliance processes. The selection of respondents was specifically aimed at individuals with relevant experience in logistics system management and compliance with government export regulations, with a target sample size of approximately 200 respondents from various related divisions. This technique is expected to yield accurate and representative data for analysis. Upon data collection, analysis was carried out using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method. This analytical technique was chosen due to its ability to manage complex research models and analyze the relationships among variables simultaneously and efficiently.

In this study, independent variables such as the effectiveness of export logistics regulations and logistics employee performance were analyzed to determine their impact on export performance. In addition, the study examined how export performance affects the company's overall operational performance. The analysis also explored the mediating role of export performance in bridging the influence of regulations and employee performance on operational outcomes. Through this approach, the research is expected to provide a comprehensive understanding of the interrelationships among key variables in the export logistics chain at PT. Sinergi. The SEM-PLS analysis results are anticipated to offer in-depth insights into the extent to which export logistics regulations and employee competence influence the success of export activities and the operational performance of the company. This study aims not only to enrich the academic literature in the fields of logistics management and export regulation but also to offer practical recommendations for companies—particularly in strengthening regulatory compliance systems and enhancing human resource competencies—to optimally improve both export and operational performance.

RESULT AND DISCUSSION

Outer Model or Measurement Model Analysis

Convergent validity analysis measures the extent to which indicators consistently explain a construct. Convergent validity is assessed based on the loading factor of each indicator on its corresponding construct. An indicator is considered valid if its loading factor exceeds 0.7, in accordance with the recommendation by Hair et al. (2019).

Table 1. Outer Loadings (Measurement Model)

	Export Performance	Operational Performance	Employee Performance	Export logistics regulations
KE1	0.719			

KE2	0.834			
KE3	0.926			
KE4	0.902			
KE5	0.866			
KE6	0.914			
KE7	0.789			
KO1		0.922		
KO2		0.884		
KO3		0.782		
KO4		0.725		
KO5		0.922		
KO6		0.885		
KO7		0.743		
KP1			0.857	
KP2			0.857	
KP3			0.827	
KP4			0.864	
KP5			0.875	
KP6			0.880	
KP7			0.794	
RLE1				0.869
RLE2				0.831
RLE3				0.729
RLE4				0.780
RLE5				0.726
RLE6				0.905
RLE7				0.898

Source: 2025 Questionnaire Processing Data

The analysis indicates that the majority of indicators meet the established threshold, suggesting that these indicators significantly contribute to representing the latent variables. Therefore, the constructs used in this research model can be considered convergently valid, as the indicators are closely interrelated in measuring the same underlying concept.

Evaluate Reliability and Average Variance Extracted (AVE)

According to Hair (2019), AVE (Average Variance Extracted) is used to indicate the average amount of variance explained by a construct through its indicators, compared to the total variance of those indicators. A construct is considered to have a good level of reliability if its Composite Reliability value reaches 0.70 or higher, and the AVE value exceeds 0.50.

Table 2. Composite Reliability and AVE

	Cronbach's Alpha	Rho A	Composite Reliability	Average Variance Extracted (AVE)
Export Performance	0.936	0.938	0.949	0.727
Operational Performance	0.921	0.929	0.938	0.688

Employee Performance	0.940	0.961	0.948	0.724
Export Logistics Regulation	0.923	0.944	0.936	0.677

Source: 2025 Questionnaire Processing Data

Referring to Table 2, it can be concluded that all constructs—namely Export Logistics Regulations, Employee Performance, Export Performance, and Operational Performance—have met the reliability standards. This is evident from the fulfillment of all reliability assessment criteria, including rho_A, Cronbach's Alpha, Composite Reliability, and AVE values.

Structural Model Testing (Inner Model)

Testing Goodness Of Fit Model

In the PLS inner model, there are two types of latent variables: exogenous and endogenous. Exogenous variables are not influenced by other variables and are characterized by the absence of incoming arrows. Structural model analysis examines path coefficients to assess the strength and direction of the relationships among latent variables (Hair et al., 2017).

Table 3. R-Square Value

	R Square	Adjusted R Square
Export Performance	0.690	0.688
Operational Performance	0.976	0.975

Source: 2025 Questionnaire Processing Data

Table 3 shows that the R-square value for the Export Performance variable reaches 0.976, indicating that 97.6% of the variability in this variable can be explained by the combined influence of Export Logistics Regulations (X1), Employee Performance (X2), and Export Performance (Y). Meanwhile, the R-square value for the Operational Performance variable (Y) is recorded at 0.690, meaning that 69% of the changes in this variable are jointly caused by Export Logistics Regulations (X1) and Employee Performance (X2).

Partial Effect Hypothesis Testing (Direct Effect)

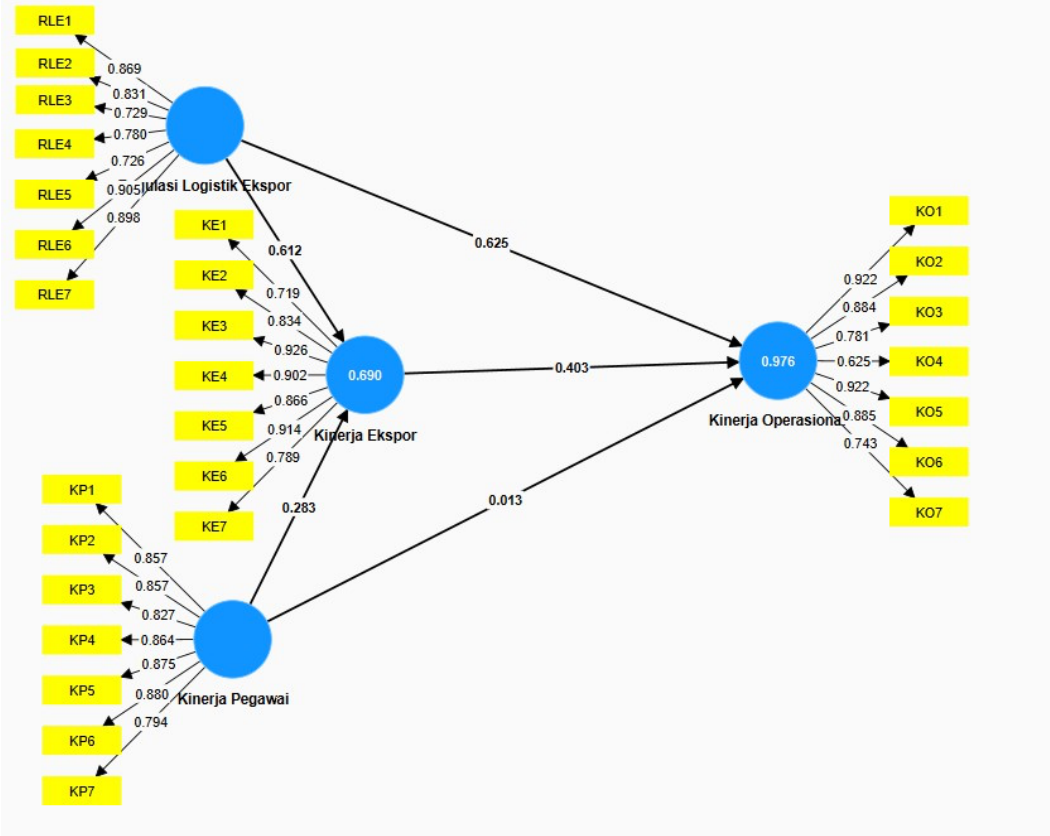


Figure 2. Estimation Output for Structural Model Testing

The following are the bootstrapping estimation results obtained through Smart-PLS, which are presented in detail in Table 4.

Table 4. Results for Inner Weights (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P Values
Export Performance -> Operational Performance	0.403	0.403	0.024	16.502	0.000
Employee Performance -> Export Performance	0.283	0.280	0.055	5.194	0.000
Employee Performance -> Operational Performance	0.127	0.125	0.019	6.604	0.000
Export Logistics Regulation -> Export Performance	0.612	0.616	0.049	12.585	0.000
Export Logistics Regulation -> Operational Performance	0.871	0.873	0.013	65.519	0.000

Source: 2025 Questionnaire Processing Data

The relationship between Export Performance and Operational Performance shows a positive and statistically significant effect, with a path coefficient of 0.403 and a t-statistic of 16.502 ($p = 0.000$). This indicates that higher levels of export performance significantly enhance the company's operational outcomes.

Similarly, Employee Performance has a significant and positive impact on Export Performance, with a coefficient of 0.283 and a t-value of 5.194 (p = 0.000), suggesting that improvements in employee efficiency and capability contribute meaningfully to export success.

The direct influence of Employee Performance on Operational Performance is also confirmed, with a coefficient of 0.127 and a t-statistic of 6.604 (p = 0.000). This indicates that logistics staff performance, even when not mediated through export performance, still positively affects operational outcomes.

Furthermore, Export Logistics Regulation is found to have a strong and statistically significant effect on Export Performance, with a path coefficient of 0.612 and a t-statistic of 12.585 (p = 0.000). This indicates that regulatory clarity and consistency significantly enhance the effectiveness of export activities.

The most substantial relationship observed is between Export Logistics Regulation and Operational Performance, with a very high coefficient of 0.871 and a t-statistic of 65.519 (p = 0.000). This suggests that regulatory frameworks are a critical driver of operational efficiency, possibly more than other factors assessed in this model.

Indirect Effect Test (Mediation)

Table 5. Indirect Influence

	Original Sample (O)	Sample Mean	Standard Deviation	T Statistics (O/STDEV)	P Values
Employee Performance -> Export Performance -> Operational Performance	0.114	0.113	0.023	4.873	0.000
Export Logistic Regulation -> Export Performance -> Operational Performance	0.246	0.248	0.026	9.598	0.000

Source: 2025 Questionnaire Processing Data

The results show that Employee Performance has a statistically significant indirect effect on Operational Performance through Export Performance, with a path coefficient of 0.114, a t-statistic of 4.873, and a p-value of 0.000. This finding indicates that improvements in employee capabilities contribute to better export outcomes, which in turn enhance the overall operational effectiveness of the company. This is consistent with the findings of Mahendra (2020) and further supported by Zhou et al. (2022), who argue that improved logistics workforce skills and efficiency significantly affect both export and operational performance.

Moreover, Export Logistics Regulation exerts a strong and significant indirect impact on Operational Performance via Export Performance, with an influence coefficient of 0.246, a t-statistic of 9.598, and a p-value of 0.000. This demonstrates that well-structured and consistent export regulations enhance export activities, which subsequently lead to better operational outcomes. This result aligns with Kurniawan & Wijaya (2022) and is also supported by the World Bank (2023), which emphasizes that regulatory efficiency and policy certainty in export logistics significantly contribute to smoother international trade processes and logistics performance.

These findings confirm the mediating role of Export Performance in linking both Employee Performance and Export Logistics Regulation to Operational Performance, highlighting its strategic importance in optimizing logistics processes and business outcomes. This is in line with the study of Pratama & Lestari (2021), which identifies export performance as a key driver of operational stability and efficiency, especially for firms reliant on global supply chains.

Discussion

This study provides empirical evidence on how Export Logistics Regulation and Employee Performance influence both Export Performance and Operational Performance within the logistics and export sector in Indonesia. The results reveal that both regulatory frameworks and human resource capabilities serve as key antecedents in shaping export outcomes, which subsequently affect the operational performance of firms. The significant and positive relationship between Employee Performance and Export Performance confirms that skilled, efficient, and well-trained logistics personnel play a critical role in ensuring export effectiveness. This supports the findings of Mahendra (2020) and Zhou et al. (2022), who argue that the human element in logistics is essential to maintaining accuracy in documentation, meeting deadlines, and adapting to dynamic regulatory environments. Moreover, the direct effect of Employee Performance on Operational Performance highlights that employee capabilities extend beyond the export domain, contributing to broader operational aspects such as warehouse management, customer fulfillment, and supply chain continuity.

Similarly, the findings demonstrate that Export Logistics Regulation has both direct and indirect effects on Operational Performance, the latter through Export Performance as a mediating variable. The strong direct impact ($\beta = 0.871$) suggests that the clarity, consistency, and efficiency of export regulations significantly shape operational reliability. This aligns with Kurniawan & Wijaya (2022) and the World Bank (2023), who emphasize that trade facilitation policies not only support export growth but also influence internal cost structures, inventory cycles, and customer responsiveness. Export Performance emerges as a central mediating variable linking both regulations and employee quality to operational excellence. This reflects the strategic role of exports not merely as transactional outputs, but as performance drivers that shape downstream operational results. The significant mediating paths observed in the model confirm the arguments of Pratama & Lestari (2021) that export performance is a strong predictor of a company's operational sustainability and international competitiveness.

Interestingly, the findings also suggest that while regulations and human performance are essential, their full impact on operations is realized only when export performance improves, reinforcing the idea that export success serves as a critical bridge between upstream inputs and downstream outcomes. In this regard, export performance behaves similarly to Task-Technology Fit in system-based models—acting as an intermediary variable that translates capability into performance. In conclusion, the study highlights the importance of building strong export systems supported by competent employees and adaptive regulation. Both factors need to be aligned and continuously improved to ensure that export activities can function not only efficiently but also strategically, serving as a catalyst for enhanced operational performance in an increasingly competitive global logistics landscape.

Practical Implications

This study highlights the importance of aligning export regulations, employee capabilities, and operational planning. Companies should ensure that logistics staff are well-trained and responsive to regulatory changes, as their performance significantly influences export and operational outcomes. Strengthening export performance is not only crucial for market competitiveness but also serves as a key driver of internal efficiency. Clear and consistent export regulations, when supported by competent human resources, enable companies to achieve smoother export processes and better operational performance overall.

CONCLUSIONS

The results of this study demonstrate that export logistics regulation and employee performance significantly influence both export performance and operational performance—directly and indirectly. Export logistics regulation shows the strongest impact, indicating that

clear, consistent, and supportive regulatory frameworks are essential for enhancing both export activities and the overall operational efficiency of companies. Meanwhile, employee performance not only improves export outcomes but also directly contributes to internal operational effectiveness. Furthermore, export performance serves as a critical mediating variable, linking the effects of regulations and employee capability to operational success. This finding underscores the strategic role of export functions, which should be integrated into broader operational planning rather than treated as isolated activities. Therefore, companies must adopt a holistic approach by combining regulatory compliance strategies, employee capacity building, and export performance monitoring. Investing in training, aligning export procedures with operational goals, and fostering collaboration between internal units and external stakeholders will enable companies to enhance logistics performance and sustain competitiveness in the global market.

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