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Analysis of Factors Influencing Work Productivity in Warehousing and Logistics Companies in Indonesia (Literature Study)

Peppy Fachrial¹, Aswanti Setyawati², Sarinah Sihombing³, Primadi Candra Susanto⁴

¹Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, peppyfg@gmail.com

²Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, aswantimurgiyanto@gmail.com

³Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, sarinah.stmt@gmail.com

⁴Transportasi dan Logistik Trisakti, Jakarta, Indonesia, primstrisakti@gmail.com

Corresponding Author: peppyfg@gmail.com¹

Abstract: This study aims to analyze the influence of self-efficacy, competence, and discipline on employee work productivity through job satisfaction in warehousing and logistics companies in Indonesia. Job satisfaction is seen as an important factor that influences employee attitudes, motivation, and performance, especially in the warehousing and logistics industry that demands speed, accuracy, and operational efficiency. This study uses a descriptive qualitative approach with a literature review method. The data used are secondary data amounting to 30 scientific articles sourced from reputable national and international journals. The analysis was carried out by examining the relationship between job satisfaction indicators, namely satisfaction with work, work environment, and rewards, with work productivity indicators including quantity of work results, quality of work results, and work time efficiency. The results of the study indicate that: 1) Self-efficacy has a positive effect on job satisfaction; 2) Competence has a positive effect on job satisfaction; 3) Discipline has a positive effect on job satisfaction; 4) Self-efficacy has a positive effect on work productivity; 5) Competence has a positive effect on work productivity; 6) Discipline has a positive effect on work productivity; 7) Job satisfaction has a positive effect on work productivity; 8) Self-efficacy has a positive effect on work productivity through job satisfaction; 9) Competence has a positive effect on work productivity through job satisfaction; 10) Discipline has a positive effect on work productivity through job satisfaction.

Keywords: Work Productivity, Job Satisfaction, Self-Efficacy, Competence, Discipline

INTRODUCTION

The global warehousing and logistics industry plays a strategic role in supporting the smooth flow of supply chains, the stability of goods distribution, and increasing the economic competitiveness of a country, so employee work productivity is a key factor in ensuring operational efficiency and business sustainability (Widyadana & Evanhi, 2023).

Globally, the warehousing and logistics industry is undergoing significant transformation along with the increase in international trade, the growth of e-commerce, and consumer demands for speed and accuracy of distribution, which encourages companies to optimize the performance of human resources as the main driver of logistics activities (Susanto et al., 2021).

In Indonesia, the development of the warehousing and logistics sector has not yet fully developed and tends to stagnate, as reflected in the relatively lagging growth in distribution volume and operational efficiency compared to other countries in the region. This situation indicates that employee productivity remains a structural challenge that requires serious attention (Ali et al., 2024).

A country's logistics performance is generally measured using the Logistics Performance Index (LPI), developed and published by the World Bank as a comprehensive instrument for assessing the efficiency and sustainability of the national logistics system. This index is compiled based on the perceptions of business actors and international logistics experts, evaluating various important dimensions such as the quality of transportation, warehousing, and logistics infrastructure, ease of regulatory and customs clearance, quality of logistics services, and efficiency of the goods distribution process. The LPI assessment uses a scale of 1 to 5, with higher scores indicating a more efficient and competitive logistics system. In the Indonesian context, the relatively stagnant LPI performance indicates fundamental weaknesses in logistics management, including low productivity of warehousing and logistics employees, which directly impact national supply chain performance and overall economic competitiveness (Setiawan, 2024).

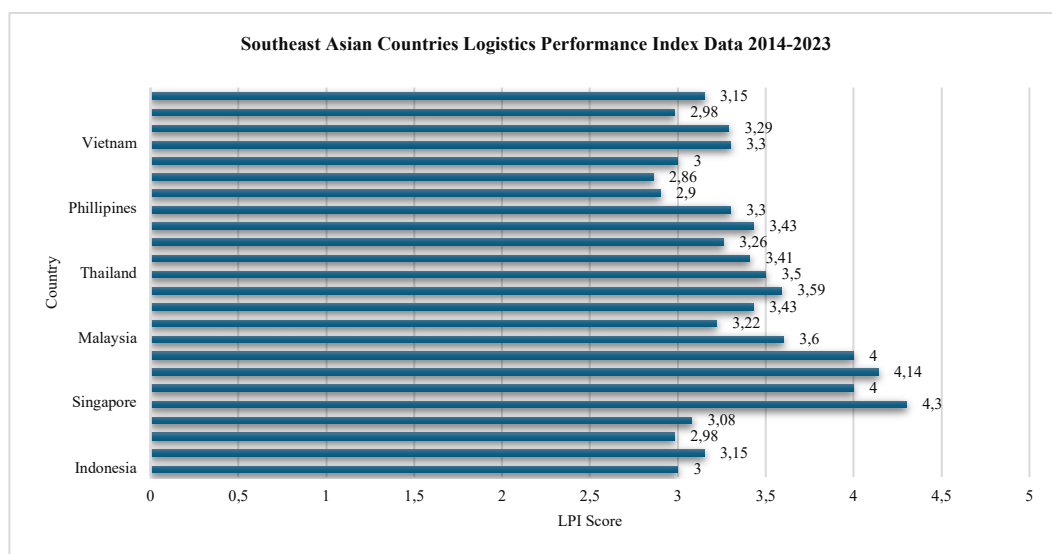


Figure 1. Logistics Performance Index Data for Southeast Asian Countries 2014-2023
Source: (The World Bank, 2023)

Figure 1 illustrates a comparison of the Logistics Performance Index (LPI) of countries in the Southeast Asian region for the period 2014–2023, as published by the World Bank. Overall, this figure demonstrates a significant gap in logistics performance between countries in the region, with some countries, such as Singapore and Malaysia, consistently ranking higher and scoring higher on the LPI, while Indonesia tends to be in the middle group with relatively stagnant score fluctuations. This indicates that although Indonesia has significant logistics potential, the effectiveness and efficiency of its national logistics system are not yet fully optimized compared to neighboring countries. Indonesia's low LPI score reflects persistent structural issues in the logistics dimension, including the quality of warehousing services, distribution efficiency, and human resource productivity in the logistics sector. Thus, Figure 1

provides a regional context that emphasizes that improving the productivity of warehousing and logistics employees is a crucial prerequisite for improving Indonesia's logistics competitiveness in Southeast Asia (Mulyono & Verawati, 2021).

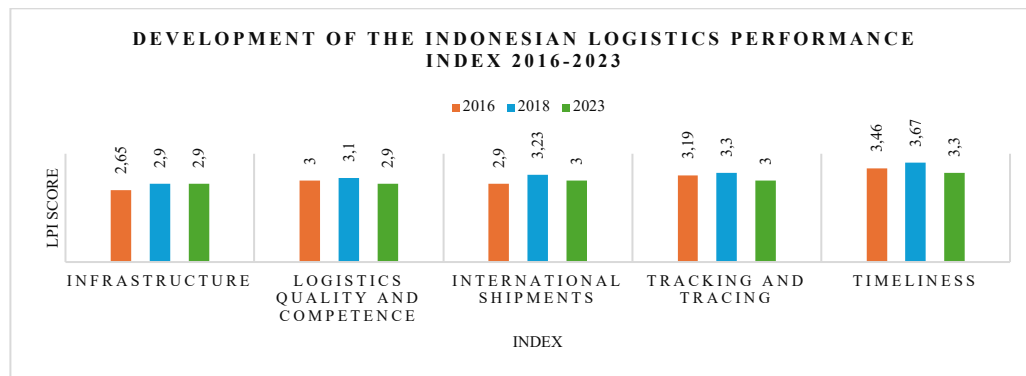


Figure 2. Development of Indonesia's Logistics Performance Index 2016-2023

Source: (Setiawan, 2023)

Figure 2 presents the development of Indonesia's Logistics Performance Index score for the period 2016–2023. This figure shows that Indonesia's logistics performance has fluctuated and has not shown a consistent upward trend in the long term. Despite improvements in certain periods, Indonesia's LPI score tends to stagnate and has not been able to achieve a sustainable competitive level. This indicates that efforts to improve logistics infrastructure and policies have not been fully matched by improvements in operational quality at the micro level, particularly in warehousing and logistics companies. One key factor contributing to this condition is employee productivity, which is strongly influenced by psychological and behavioral aspects of work such as self-efficacy, competence, discipline, and job satisfaction. Therefore, Figure 2 reinforces the urgency of this research by demonstrating that improving national logistics performance depends not only on physical investment and regulations but also requires effective and sustainable human resource management in the warehousing and logistics sector in Indonesia.

The urgency of this research lies in the urgent need to increase employee productivity as the primary foundation for improving the performance of the warehousing and logistics sector in Indonesia. Logistics Performance Index (LPI) data shows that Indonesia's logistics performance remains relatively stagnant and lags behind several countries in Southeast Asia, despite various infrastructure investments and policy reforms. This condition indicates that the main problem stems not only from the physical and regulatory aspects, but also from human resources, particularly employee productivity at the operational level of warehousing and logistics.

Based on the background of the problem above, the problem formulation is obtained to obtain a hypothesis for further research, especially in warehousing and logistics companies in Indonesia, namely: 1) Does self-efficacy affect job satisfaction?; 2) Does competence affect job satisfaction?; 3) Does discipline affect job satisfaction?; 4) Does self-efficacy affect work productivity?; 5) Does competence affect work productivity?; 6) Does discipline affect work productivity?; 7) Does job satisfaction affect work productivity?; 8) Does self-efficacy affect work productivity through job satisfaction?; 9) Does competence affect work productivity through job satisfaction?; 10) Does discipline affect work productivity through job satisfaction?.

METHOD

This study employed a qualitative research approach using a literature review method to analyze, evaluate, and synthesize findings from previous studies related to the determinants of employee work productivity in warehousing and logistics companies in Indonesia. The literature review approach was selected because it enables researchers to obtain a comprehensive understanding of existing theoretical perspectives and empirical evidence concerning the relationships among human resource variables, particularly self-efficacy, competence, discipline, job satisfaction, and work productivity. Through a systematic examination of relevant national and international scholarly publications, researchers can identify research trends, theoretical developments, and knowledge gaps that require further investigation. In addition, this method provides an efficient way to integrate diverse findings from different organizational contexts and industries, allowing for broader conclusions and a deeper understanding of factors that contribute to employee productivity. Since the study does not involve direct collection of primary data, the literature review approach offers a reliable foundation for developing conceptual insights and recommendations relevant to the warehousing and logistics sector in Indonesia (Akter et al., 2022).

The research data were sourced from scientific articles published in accredited national journals and reputable international journals relevant to the topics of work productivity, job satisfaction, self-efficacy, competence, and work discipline. A literature search was conducted through scientific databases such as Google Scholar and national journal portals, using keywords tailored to the research focus. The articles reviewed were selected based on their topic suitability, organizational or company context, and the relevance of the variables studied to the warehousing and logistics sector (Adeniran & Tayo-Ladega, 2024).

Data analysis was conducted using content analysis and thematic synthesis techniques. Each selected article was analyzed to identify key variables influencing work productivity, patterns of relationships between variables, and the role of job satisfaction as a mediating variable. Furthermore, the analysis results were grouped into key themes reflecting individual and organizational factors contributing to employee work productivity in warehousing and logistics companies. This approach enabled researchers to build an integrated conceptual understanding based on the consistency of findings across studies (Adlini et al., 2022).

RESULTS AND DISCUSSION

Results

Based on the problem formulation above, the results of *applied theory* in this literature study are as follows:

Work Productivity

Work productivity is an efficiency ratio that compares the total output produced to the total input (resources) used within a given period. From a contemporary HR perspective, productivity is not simply a production figure, but rather a manifestation of employees' ability to optimize time, energy, and technical skills to achieve organizational targets without neglecting quality aspects (Rachman et al., 2025).

Indicators or dimensions contained in the Work Productivity variable include: 1) Quantity of Work Results: Quantity indicates the amount of output that employees are able to produce in a certain time period according to the targets set by the organization; 2) Quality of Work Results: Work quality reflects the level of accuracy, neatness, and conformity of work results with operational standards and organizational needs; 3) Work Time Efficiency: Time efficiency indicates the ability of employees to complete work quickly and accurately without wasting resources (Susanto, Supardi, et al., 2024).

Work Productivity variable is relevant to previous research conducted by: (F. Saputra, Ali, et al., 2024), (Hafat & Ali, 2022), (F. Saputra, Putri, et al., 2024).

Job satisfaction

Job satisfaction is a pleasant or positive emotional state resulting from an assessment of one's job or work experience. Theoretically, this variable is multidimensional, involving cognitive and affective aspects of various job elements, such as fair compensation, a supportive work environment, harmonious interpersonal relationships with colleagues, and the leadership style of superiors (Katabalo & Mwita, 2024).

Indicators or dimensions contained in the Job Satisfaction variable include: 1) Job Satisfaction: This indicator describes the extent to which employees feel their work is interesting, challenging, and in accordance with their personal abilities and expectations; 2) Satisfaction with the Work Environment: The work environment includes relationships with superiors and coworkers, the work atmosphere, and physical conditions that support work comfort; 3) Satisfaction with Rewards: Satisfaction with rewards is related to employee perceptions of the fairness and appropriateness of salary, benefits, and awards received (Lestariningsih et al., 2021).

The Job Satisfaction variable is relevant to previous research conducted by: (Susanto et al., 2023), (Putri et al., 2023).

Self-Efficacy

Self-efficacy refers to an individual's subjective belief in their ability to organize and execute the actions necessary to achieve a specific outcome. Rooted in social cognitive theory, self-efficacy is not about objectively possessed technical skills, but rather about the perception or confidence in one's own capacity to face complex challenges (Sjarifudin & Ali, 2023).

Indicators or dimensions contained in the Self-Efficacy variable include: 1) Confidence in One's Ability: Self-efficacy is reflected in the level of employee confidence that they are able to complete tasks and face work challenges; 2) Problem Solving Ability: This indicator shows employee confidence in finding solutions when facing obstacles or work difficulties; 3) Resilience to Work Pressure: Self-efficacy is also seen from the ability of employees to remain confident and consistent in working even under pressure (Susanto, Sawitri, et al., 2024).

The Self-Efficacy variable is relevant to previous research conducted by: (Pulungan & Rivai, 2021), (S. Lestari et al., 2024).

Competence

Competence is a fundamental characteristic possessed by an individual that is causally related to superior or effective performance in a job or situation. Competence is a dynamic integration of theoretical knowledge, practical skills, and work attitudes that are internalized in daily professional behavior. Competence encompasses technical-specific hard skills related to the field of work, as well as soft skills related to interpersonal skills, leadership, and emotional intelligence (Fauzi et al., 2023).

Indicators or dimensions contained in the Competency variable include: 1) Job Knowledge: Job knowledge reflects an employee's understanding of the procedures, rules, and areas of work being carried out; 2) Job Skills: Skills demonstrate an employee's technical and non-technical abilities in carrying out tasks effectively and efficiently; 3) Work Attitude and Behavior: Work attitudes include responsibility, commitment, and work ethics that support the achievement of optimal performance (Ali et al., 2024).

Competency variables are relevant to previous research conducted by: (Gultom et al., 2022), (Susanto, 2021).

Discipline

Work discipline is a tool used by managers to communicate with employees to encourage them to change their behavior and as an effort to increase awareness and willingness to comply with all applicable regulations and social norms in the company. Discipline is not just about adherence to attendance hours, but also includes integrity in adhering to Standard Operating Procedures (SOPs), obedience to superiors' instructions, and ethics in using organizational facilities (Susanto et al., 2025).

Indicators or dimensions contained in the Discipline variable include: 1) Compliance with Rules: Discipline is reflected in employee compliance with organizational regulations, procedures, and policies; 2) Punctuality: Punctuality shows employee consistency in attending, starting, and completing work according to schedule; 3) Work Responsibility: This indicator reflects the employee's willingness to complete tasks with full commitment without having to be constantly supervised (F. Saputra & Mahaputra, 2022).

The Discipline variable is relevant to previous research conducted by: (Jufrizen, 2021), (Nurfalia, 2023).

Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research result	Similarities with this study	Differences with this research	Hypothesis
1	(Suci, 2024)	Self-Efficacy and Motivation Variables Influence Job Satisfaction Mediated by Warehouse Employee Performance at PT Hyup Sung Indonesia	The similarity with this research is in the independent variable of self-efficacy and the dependent variable of employee job satisfaction.	The difference with this research is in the other independent variables, namely motivation.	H1
2	(Ningsih & Pamungkas, 2025)	Competence and Workload Variables Influence Employee Job Satisfaction at the PT Hanan Mekar Jaya Karya Tangerang Warehouse	The similarity with this research is in the independent variable of competence and the dependent variable of employee job satisfaction.	The difference with this research is in the other independent variables, namely workload.	H2
3	(Arinda & Akbar, 2024)	Leadership Style and Work Discipline variables influence employee job satisfaction at CV Gudang Fashion 26	The similarity with this research is that the independent variable is work discipline and the dependent variable is employee job satisfaction.	The difference with this research is in the other independent variables, namely leadership style.	H3
4	(Maharani et al., 2024)	Self-Efficacy and Teamwork Variables Influence Employee Work Productivity	The similarity with this research is that the independent variable is self-efficacy and the dependent variable is employee work productivity.	The difference with this research is in the other independent variables, namely teamwork.	H4
5	(Amuntai et al., 2024)	Work Environment, Motivation and Competence Variables Influence Employee Work Productivity at PT Ajidharma Corporindo	The similarity with this research is in the independent variable of competence and the dependent variable of employee work productivity.	-The difference with this research is in the other independent variables, namely the work environment and motivation.	H5

				-There are research objects conducted at PT Ajidharma Corporindo	
6	(Utama & Woestho, 2023)	Occupational safety and health variables, work discipline have an influence on employee work productivity at PT Datascrip Pulo Gadung	The similarity with this research is in the independent variable of discipline and the dependent variable of employee work productivity.	-The difference with this research is in other independent variables, namely occupational safety and health. -There are research objects conducted at PT Datascrip Pulo Gadung	H6
7	(Sari & Liliana, 2022)	The variables of work environment, motivation, and job satisfaction influence employee productivity at CV. Angkutan Terang Mandiri Palembang.	The similarities with this research are in the independent variable of job satisfaction, and the dependent variable of employee productivity.	-The difference with this research is in the other independent variables, namely environment and motivation. -There is a research object conducted at CV. Angkutan Terang Mandiri Palembang	H7
8	(Esti, 2025)	Competence, Motivation and Self-Efficacy Variables Influence Work Productivity through Job Satisfaction	The similarities with this research are in the independent variable of self-efficacy, the dependent variable of work productivity, and the mediating variable of job satisfaction.	The difference with this research is in the other independent variables, namely motivation.	H8
9	(NWFA Lestari et al., 2021)	Compensation, Competence and Motivation Variables Influence Work Productivity through Job Satisfaction at PT Jasa Marga (Persero) Tbk Palikanci Branch	The similarities with this research are in the independent variable Competence, the dependent variable Work Productivity, the mediating variable Job Satisfaction	-The difference with this research is in the other independent variables, namely compensation and motivation. -There is a research object carried out at PT Jasa Marga (Persero) Tbk Palikanci Branch	H9
10	(Justice, 2024)	Employee Welfare and Work Discipline Variables Influence Work Productivity through Job Satisfaction	The similarities with this research are in the independent variable Discipline, the dependent variable Work Productivity and the mediating variable Job Satisfaction.	The difference with this research is in the other independent variables, namely Employee Welfare.	H10

Discussion

Based on the problem formulation, research objectives and previous research results above, the discussion in this research which focuses on warehousing and logistics companies in Indonesia is as follows:

1. *The Influence of Self-Efficacy on Employee Job Satisfaction*

Based on a literature review and relevant previous research, it was found that Self-Efficacy influences Employee Job Satisfaction in warehousing and logistics companies in Indonesia.

To improve employee job satisfaction through increasing self-efficacy, what the management or leaders of warehousing and logistics companies in Indonesia must do is strengthen three main indicators of self-efficacy, which include: 1) Confidence in one's own abilities: Leaders need to provide specific technical training, such as operating the *Warehouse Management System* (WMS) or heavy equipment (forklifts/reach trucks); 2) Problem-solving skills: Management must empower employees with the authority to make tactical decisions in the field; 3) Resilience to work: Leaders must instill a resilience mentality through social support and mentoring .

If the management or leadership of warehousing and logistics companies in Indonesia are able to implement the three indicators of self-efficacy continuously, it will have a positive impact on employee job satisfaction which includes: 1) Job satisfaction: Employees who feel competent tend to love their jobs more because they are no longer haunted by the fear of making mistakes or feeling incapable, so that even repetitive work in the warehouse will be felt as a means of self-actualization; 2) Satisfaction with the work environment: High self-efficacy reduces work stress. Confident employees tend to have more positive interpersonal relationships with coworkers because they are less likely to blame others when problems occur, thus creating a supportive and cooperative work atmosphere in the warehousing and logistics area; 3) Satisfaction with rewards: Employees who have strong self-efficacy usually have better performance. This makes them feel that the rewards (salary/overtime/accuracy incentives) they receive are a fair result of their abilities and maximum effort, which ultimately increases satisfaction with the company's remuneration system.

The results of this study are in line with previous research conducted by (Suci, 2024), which states that there is an influence between self-efficacy and employee job satisfaction in warehousing and logistics companies.

2. The Influence of Competence on Employee Job Satisfaction

Based on a literature review and relevant previous research, it was found that Competence influences Employee Job Satisfaction in warehousing and logistics companies in Indonesia.

To improve employee job satisfaction through improving employee competency, management or leaders of warehousing and logistics companies in Indonesia must strengthen three main competency indicators, including: 1) Work knowledge: Leaders must ensure that employees understand the supply chain flow at a macro level and Warehouse Management System (WMS) procedures at a micro level; 2) Work skills: Management must facilitate technical skills, from operating heavy equipment such as reach trucks and forklifts to using barcode scanners or voice-picking devices ; 3) Work attitudes and behaviors: Leaders need to instill the values of integrity, accuracy, and proactivity. In a warehouse environment that is vulnerable to the risk of damaged goods and stock differences, a disciplined and responsible work attitude.

If the management or leadership of warehousing and logistics companies in Indonesia are able to apply these three competency indicators continuously, it will have a positive impact on employee job satisfaction, which includes: 1) Job satisfaction: Competent employees perceive complex warehousing tasks as a means of self-mastery. Successfully managing the flow of goods without defects thanks to their knowledge and skills creates a sense of pride and intrinsic satisfaction in the profession they are pursuing; 2) Satisfaction with the work environment: High individual competency creates a smoother work environment with minimal conflict. When each personnel is proficient in their field, synchronization occurs between units (such as receiving, putaway and shipping); 3) Satisfaction with rewards: Competency-based companies usually implement a fair reward system. Employees are satisfied with rewards (salary, professional allowances, or stock accuracy bonuses) because they realize that the

compensation is a real appreciation for the specific skills and value-added contributions they provide to the organization.

The results of this study are in line with previous research conducted by (Ningsih & Pamungkas, 2025), which states that there is an influence between competence and employee job satisfaction in warehousing and logistics companies.

3. The Influence of Discipline on Employee Job Satisfaction

Based on a literature review and relevant previous research, it was found that discipline influences employee job satisfaction in warehousing and logistics companies in Indonesia.

To improve employee job satisfaction through work discipline, what must be done by the management or leaders of warehousing and logistics companies in Indonesia is to strengthen three main indicators of work discipline, which include: 1) Compliance with rules: Leaders are required to enforce Standard Operating Procedures (SOPs), especially regarding occupational safety (K3) in the warehouse and goods handling protocols; 2) Punctuality: In logistics, time is the main commodity (On-Time Delivery). Discipline in attendance hours and punctuality in the loading and unloading cycle (lead time) ensures that there is no accumulation of workload at the end of the shift; 3) Work responsibility: Leaders must instill awareness that every small error (such as misplaced goods or incorrect data input) has a systemic impact on the supply chain.

If the management or leadership of warehousing and logistics companies in Indonesia can implement these three discipline indicators continuously, it will have a positive impact on employee job satisfaction, which includes: 1) Job satisfaction: High discipline creates an orderly workflow. Employees feel satisfied because their work can be completed effectively without technical obstacles caused by carelessness; 2) Satisfaction with the work environment: Collective discipline creates a harmonious environment with minimal conflict. In the warehouse, if all coworkers are disciplined, the work environment becomes comfortable and supportive. Employees feel satisfied working in an orderly place and respect each other's time; 3) Satisfaction with rewards: Disciplined logistics companies usually have a transparent performance appraisal system. Disciplined employees feel satisfied with rewards because they feel fairly appreciated for their compliance and integrity, which is different from employees who frequently commit violations.

The results of this study are in line with previous research conducted by (Arinda & Akbar, 2024), which states that there is an influence between discipline and employee job satisfaction in warehousing and logistics companies.

4. The Influence of Self-Efficacy on Work Productivity

Based on a literature review and relevant previous research, it was found that self-efficacy influences employee work productivity in warehousing and logistics companies in Indonesia.

To increase employee work productivity through self-efficacy, what the management or leaders of warehousing and logistics companies in Indonesia must do is strengthen three main indicators of self-efficacy, which include: 1) Confidence in one's own abilities: Leaders must provide ongoing technical training and certification (for example, heavy equipment operator licenses or digital inventory system training); 2) Problem-solving ability: Management must provide controlled autonomy for employees to troubleshoot ; 3) Resilience to work: Leaders need to build psychological buffers through social support and an ergonomic work environment.

If the management or leadership of warehousing and logistics companies in Indonesia are able to apply these three self-efficacy indicators continuously, it will have a positive impact on work productivity, including: 1) Quantity of work results: Employees with high self-

efficacy tend to set more challenging personal targets. They work with an internal drive to complete more volume of goods handling because they feel able to master the workflow effectively; 2) Quality of work results: Confidence in one's abilities is positively correlated with accuracy. Confident employees tend to be calmer and more focused in their work, thus being able to minimize data input errors or physical damage to goods (zero defects). Accurate work results are a manifestation of competence driven by self-confidence; 3) Work time efficiency: Self-efficacy accelerates the decision-making process in the field. Employees do not waste much time asking repeated questions or hesitating in acting. As a result, operational lead times are shorter, and the ratio of work time utilization becomes much more optimal because every work movement is carried out with precision and confidence.

The results of this study are in line with previous research conducted by (Maharani et al., 2024), which states that there is an influence between self-efficacy and employee work productivity in warehousing and logistics companies.

5. *The Influence of Competence on Work Productivity*

Based on a literature review and relevant previous research, it was found that competence influences employee work productivity in warehousing and logistics companies in Indonesia.

To increase employee work productivity through competency, what must be done by the management or leaders of warehousing and logistics companies in Indonesia is to strengthen three main indicators of competency, which include: 1) Work knowledge: Leaders must ensure that employees have a holistic understanding of the supply chain flow, export-import regulations (if relevant), to mastery of the digital inventory system (Warehouse Management System); 2) Work skills: Management must facilitate specific technical skills, such as forklift operator certification, proficiency in precise data entry, to efficient packaging techniques; 3) Work attitude and behavior: Leaders need to instill a disciplined work ethic, integrity in maintaining the security of goods, and proactivity in problem solving.

If the management or leadership of warehousing and logistics companies in Indonesia are able to implement these three competency indicators continuously, it will have a positive impact on work productivity, including: 1) Quantity of work results: Competent employees have a high level of proficiency, so they are able to complete a larger volume of work in the same time. This is evident in the increasing number of goods processed, both in the receiving, picking, and shipping stages, which is very vital when facing a surge in demand; 2) Quality of work results: Adequate knowledge and skills are directly correlated with accuracy. Employees are able to minimize errors such as stock differences, damaged goods during transfer, or wrong deliveries. High work quality ensures that the company's service standards are maintained and customer trust is increased; 3) Work time efficiency: Competence allows employees to work more quickly and in a planned manner. They do not waste a lot of time on rework due to errors. Optimizing operational lead time makes the ratio of work time usage very efficient, so that the company can reduce operational costs significantly.

The results of this study are in line with previous research conducted by (Amuntai et al., 2024), which states that there is an influence between competence and employee work productivity in warehousing and logistics companies.

6. *The Influence of Discipline on Work Productivity*

Based on a literature review and relevant previous research, it was found that discipline influences employee work productivity in warehousing and logistics companies in Indonesia.

To improve employee work productivity through discipline, what must be done by the management or leaders of warehousing and logistics companies in Indonesia is to strengthen three main indicators of discipline, which include: 1) Compliance with rules: Leaders are required to consistently enforce Standard Operating Procedures (SOPs), especially those

related to occupational safety (K3) and goods handling protocols; 2) Punctuality: Discipline regarding working hours, rest times, to the accuracy in starting the loading and unloading process, must ensure that the delivery schedule is not disrupted; 3) Work responsibility: Leaders must instill an understanding that every role has a domino effect. Discipline in responsibility means that each employee completes their portion of the task thoroughly and honestly.

If the management or leadership of warehousing and logistics companies in Indonesia are able to implement these three discipline indicators continuously, it will have a positive impact on work productivity, including: 1) Quantity of work results: High work discipline ensures that working hours are used optimally for productive activities. Disciplined employees are able to process a greater number of units of goods in one *shift* because they minimize time wasted on non-productive activities, so that daily targets are always achieved or even exceeded; 2) Quality of work results: Compliance with work rules and responsibilities is directly correlated with minimizing errors (*human error*). The result is an increase in work quality as measured by low levels of damaged goods, the absence of mis-*shipments*, and high inventory data accuracy. These qualities are crucial for maintaining the reputation of a logistics company; 3) Work time efficiency: Discipline creates a regular work rhythm. With punctuality and adherence to correct procedures, work processes become more agile without the need for rework. This efficiency allows companies to optimize labor costs and accelerate *lead times* from the warehouse to the hands of consumers.

The results of this study are in line with previous research conducted by (Utama & Woestho, 2023), which states that there is an influence between discipline and employee work productivity in warehousing and logistics companies.

7. The Influence of Job Satisfaction on Work Productivity

Based on a literature review and relevant previous research, it was found that job satisfaction influences employee work productivity in warehousing and logistics companies in Indonesia.

To increase employee productivity through job satisfaction, management or leaders of warehousing and logistics companies in Indonesia must strengthen three main indicators of job satisfaction, which include: 1) Job satisfaction: Leaders need to design jobs that provide meaning and autonomy. In the warehouse context, satisfaction arises when employees feel their tasks (such as stock management or delivery coordination) are crucial to the supply chain; 2) Work environment satisfaction: Management is obliged to create conducive working conditions, including physical and social aspects; 3) Reward satisfaction: Management leaders must design a fair and competitive compensation structure. In addition to basic salary, reward satisfaction in the logistics sector also includes overtime incentives, bonuses based on data accuracy, and health insurance.

If the management or leadership of warehousing and logistics companies in Indonesia are able to implement these three job satisfaction indicators continuously, it will have a positive impact on work productivity which includes: 1) Quantity of work results: Satisfied employees tend to have better work stamina and intrinsic motivation to exceed daily standards; 2) Quality of work results: Job satisfaction increases the level of concentration and accuracy. In logistics operations, this is very vital to minimize data input errors, prevent damage to goods during handling, and ensure inventory accuracy; 3) Work time efficiency: Satisfied employees will be more disciplined and alert in their work. They are able to optimize work hours and reduce time wasted on non-productive activities.

The results of this study are in line with previous research conducted by (Sari & Liliana, 2022), which states that there is an influence between job satisfaction and employee work productivity in warehousing and logistics companies.

8. *The Influence of Self-Efficacy on Work Productivity through Job Satisfaction*

Based on a literature review and relevant previous research, it was found that self-efficacy influences employee work productivity through job satisfaction in warehousing and logistics companies in Indonesia.

To increase employee work productivity through self-efficacy and job satisfaction, management or leaders of warehousing and logistics companies in Indonesia must strengthen six main indicators of self-efficacy and job satisfaction, which include: 1) Confidence in one's own abilities: Leaders must ensure that employees master the latest warehouse technology, such as automated scanning systems or Warehouse Management Systems (WMS). The belief that they are able to operate the system without error creates a foundation of self-confidence to work independently; 2) Problem-solving ability: Management must provide controlled autonomy so that employees are able to troubleshoot quickly, so that they feel empowered in their work; 3) Resilience to work: Management needs to build a resilience mentality so that employees remain focused and consistent in their work even under the pressure of tight delivery targets; 4) Job satisfaction: Management provides job satisfaction that includes ergonomic physical warehouse conditions, good air circulation, and a supportive social atmosphere; 5) Satisfaction with the work environment: Provide satisfaction with the work environment that includes ergonomic physical warehouse conditions, good air circulation, and a supportive social atmosphere; 6) Satisfaction with rewards: Management implements a fair compensation structure, transparent overtime incentives, and bonuses based on work accuracy to ensure employees feel appreciated.

If the management or leadership of warehousing and logistics companies in Indonesia are able to apply the six indicators of self-efficacy and job satisfaction continuously, it will have a positive impact on work productivity which includes: 1) Quantity of work results: Employees are able to handle a larger volume of goods handling (throughput) per shift due to intrinsic motivation to achieve work performance; 2) Quality of work results: Self-efficacy increases accuracy, while job satisfaction triggers a sense of responsibility. This combination results in a low error rate (zero defects), high inventory accuracy, and minimized damage to goods during the handling process; 3) Work time efficiency: Employees who are confident in their abilities and satisfied with their environment will work more alertly and in a planned manner. They are able to optimize operational time, reduce lead time, and eliminate unnecessary work processes.

The results of this study are in line with previous research conducted by (Esti, 2025), which states that there is an influence between self-efficacy and employee work productivity through job satisfaction in warehousing and logistics companies.

9. *The Influence of Competence on Work Productivity through Job Satisfaction*

Based on a literature review and relevant previous research, it was found that competence influences employee work productivity through job satisfaction in warehousing and logistics companies in Indonesia.

To improve employee work productivity through competency and job satisfaction, management or leaders of warehousing and logistics companies in Indonesia must strengthen six main indicators of competency and job satisfaction, which include: 1) Job knowledge: Leaders must ensure employees understand the supply chain flow holistically, Warehouse Management System (WMS) procedures, and occupational safety (K3) regulations; 2) Work skills: Management is required to facilitate technical skills, such as certification for heavy equipment operators (forklifts/reach trucks) and the use of digital scanners; 3) Work attitudes and behavior: Instilling integrity, accuracy, and high discipline in handling inventory; 4) Job

satisfaction: Creating a match between workload and employee capabilities; 5) Satisfaction with the work environment: Providing ergonomic warehouse facilities, good air circulation, and a supportive work atmosphere; 6) Satisfaction with rewards: Implementing a fair remuneration system, including incentives based on data accuracy or delivery target bonuses.

If the management or leadership of warehousing and logistics companies in Indonesia are able to implement the six indicators of competence and job satisfaction continuously, it will have a positive impact on work productivity which includes: 1) Quantity of work results: Competent and satisfied employees are able to handle a larger volume of goods handling (throughput) per shift ; 2) Quality of work results: The combination of high skills and job satisfaction produces an extraordinary level of precision. This is reflected in the low level of input errors, high stock accuracy, and minimization of damage to goods during the moving process (handling); 3) Efficiency of work time: Competence allows employees to work more alertly, while job satisfaction reduces the tendency to waste time (idle time). The result is shorter operational lead times and a much more optimal use of time resources.

The results of this study are in line with previous research conducted by (NWFA Lestari et al., 2021), which states that there is an influence between competence and employee work productivity through job satisfaction in warehousing and logistics companies.

10. The Influence of Discipline on Work Productivity through Job Satisfaction

Based on a literature review and relevant previous research, it was found that discipline influences employee work productivity through job satisfaction in warehousing and logistics companies in Indonesia.

To increase employee work productivity through discipline and job satisfaction, what must be done by the management or leaders of warehousing and logistics companies in Indonesia is to strengthen six main indicators of discipline and job satisfaction, which include: 1) Compliance with regulations: Leaders are required to consistently enforce Standard Operating Procedures (SOPs), especially those related to warehouse security and K3 protocols. This compliance creates work standardization that minimizes the risk of accidents and damage to goods; 2) Punctuality: Discipline regarding operating hours and delivery lead times ensures that the entire supply chain runs in sync and there is no unnecessary buildup of workload; 3) Work responsibility: Instilling awareness that every role (from picker to checker) has a domino impact on end customer satisfaction; 4) Job satisfaction: Creating meaningful job designs; 5) Work environment satisfaction: Providing ergonomic physical warehouse facilities and a supportive social atmosphere; 6) Satisfaction with rewards: Implement a fair remuneration system, including basic salary, attendance incentives, and bonuses based on the level of work accuracy.

If the management or leadership of warehousing and logistics companies in Indonesia are able to implement the six indicators of discipline and job satisfaction continuously, it will have a positive impact on work productivity which includes: 1) Quantity of work results: Work discipline ensures the maximum use of working hours for productive activities. Satisfied and disciplined employees are able to handle a larger volume of goods per shift due to a stable work rhythm; 2) Quality of work results: High work responsibility is directly proportional to the minimization of errors. The result is a low level of data input errors, precise stock accuracy, and the absence of wrong deliveries; 3) Efficiency of work time: Punctuality and adherence to correct procedures, the work process becomes more responsive without the need for rework, so that the ratio of time resource use becomes very optimal.

The results of this study are in line with previous research conducted by (Adillah, 2024), which states that there is an influence between discipline and employee work productivity through job satisfaction in warehousing and logistics companies.

Conceptual Framework

The conceptual framework is determined based on the problem formulation, research objectives and previous research that is relevant to the discussion of this literature research:

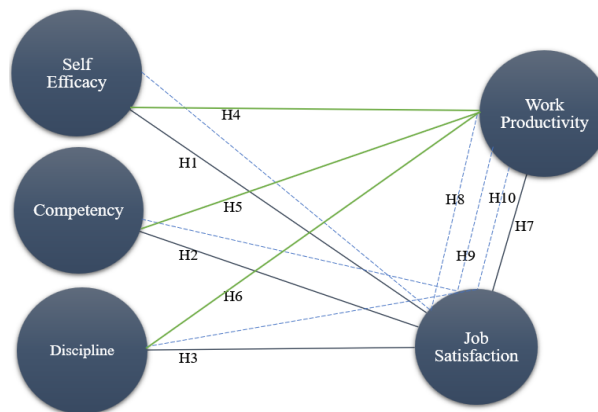


Figure 3. Conceptual Framework

Based on Figure 3 above, self-efficacy, competence, and discipline influence work productivity through job satisfaction in warehousing and logistics companies in Indonesia . However, in addition to the variables of self-efficacy, competence, discipline, and job satisfaction that influence work productivity in the warehousing and logistics sector , there are other variables that influence it, including:

- 1) Workload: (Abadi & Riyanto, 2021), (Mahaputra & Saputra, 2021), (R. Saputra et al., 2023).
- 2) Organizational Culture: (Susanto, Simarmata, et al., 2024), (Rachman et al., 2025), (Ali et al., 2022).
- 3) Training: (Jumawan et al., 2023), (AR et al., 2022), (Susanto et al., 2025).

CONCLUSION

Based on the problem formulation, results, and discussion, it can be concluded that self-efficacy, competence, and discipline play significant roles in improving employee work productivity through job satisfaction in warehousing and logistics companies. Self-efficacy positively influences job satisfaction because employees who are confident in their ability to perform complex warehousing tasks tend to experience greater enjoyment in their work and lower levels of job-related stress. Competence also contributes to job satisfaction, as the mastery of technical knowledge and operational skills fosters a sense of achievement, professional pride, and smoother coordination among work units. Likewise, discipline enhances job satisfaction by creating a structured and orderly work environment, enabling employees to perform their duties more comfortably and efficiently.

Furthermore, self-efficacy, competence, and discipline have direct positive effects on employee productivity. Employees with high self-efficacy are more likely to set challenging goals, adapt to operational demands, and make accurate decisions in a timely manner. Competence enables employees to handle larger workloads while maintaining high standards of accuracy and service quality. Meanwhile, discipline ensures compliance with operational procedures, promotes effective use of working hours, and minimizes errors and rework activities. Job satisfaction itself also has a substantial impact on productivity, as employees who are satisfied with their work, work environment, and rewards demonstrate stronger motivation, higher concentration, and greater commitment to achieving organizational targets.

In addition, job satisfaction serves as an important mediating variable in the relationship between self-efficacy, competence, discipline, and work productivity. Strong self-confidence

increases psychological satisfaction, which subsequently encourages employees to achieve higher levels of productivity. Similarly, professional competence that is recognized and appreciated by the organization enhances employee satisfaction, leading to improved operational effectiveness and time efficiency. A culture of discipline that is implemented fairly also strengthens satisfaction with the work environment, resulting in higher employee commitment, better service quality, and faster distribution performance. Therefore, improving self-efficacy, competence, discipline, and job satisfaction simultaneously can significantly enhance employee productivity and organizational performance in the warehousing and logistics sector.

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