

Analysis Competency, Employee Resilience, and Leadership Impact on Organization Performance the Freight Forwarding Company

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ABSTRACT

This study aims to see the relationship between variables and analyze the factors that cause a decrease in organizational performance. This research uses a literature review study to systematically review previous articles to see the correlation with the current research, the results are there is a relationship between all independent variables on the dependent variable. This finding can really be a novelty in qualitative research, organizational performance can increase with competency, employee resilience, and leadership at a company's international freight forwarding. In previous research, there are many other independent variables that can improve organizational performance but they are not mentioned in this study. Within a limited time frame, the researchers determined which independent variable was most dominant.

INTRODUCTION

Freight transport was initially aimed at consumers Services are products of manufacturers. Transportation service plan Logistics transport to meet consumer needs. The service manager is a Transportation entrepreneur who doesn't have logistics, it's knowledge relating to the activities required to create products and services consistent with consumer desires at that time, place, and situation request. Jobs in freight transportation include transportation, management, order research, procedures, warehousing, goods handling, Packaging, and product planning. This is the crux of the business transportation services in selling services by providing warehousing (logistics) and Planning well in sending export goods The human resources department, commonly known as human resources, is a profession associated with human resources in the company. This research has previously been widely researched and is in line with research from (Anthony & Benson, 2019);(Archetti & Peirano, 2020);(CA et al., 2023).

Freight forwarding is important for the transportation of general goods hence it is considered a physical distribution. Physical distribution Includes a number of issues related to logistics activities such as transportation, management, transportation of goods by ship, warehousing, packaging, naming, quality control, management, and arrangement customs. Combining all the above activities will incur costs lower when performed as a whole than when performed individually. Developing the export of goods to the international community gives rise to competition in the market, and this is so great that it is required The fact is that the goods offered in the market are determined based on their quality, quantity, and compliance on time. Additionally, appropriate packaging and transportation systems will be required. becomes a deciding factor in a business's market competition Countries maintain international markets. This research has previously been widely researched and is in line with research from (Van Asch, 2021);(Anggorowati, 2018);(Naumov, 2018).

Trade is the process of exchanging goods and services from one region to another. Trade can be done domestically or internationally. International trade is an activity involving the trading of goods and/or services that takes place between countries for the purpose of making a profit. In general, international trade is an import and export activity. One of the international business activities carried out between countries is import and export. These activities are important because they supplement people's economic needs. Simply put, exporting is the activity of selling products (goods or services) abroad. Meanwhile, import is the activity of buying products (goods and services) from abroad. If the value of exports is greater than imports, Indonesia will have a trade surplus. On the contrary, the trade balance will be in deficit if imports exceed exports. The above-mentioned difference between export and import must be clearly understood by all sectors of society. The purpose is to help people be more wise in choosing goods, especially consumer goods from abroad. This research has previously been widely researched and is in line with

research from (Daniswara, 2022);(Purnamasari & Sarinah, 2014);(Yudi & Ruswanti, 2021)

Human resources is one of the resources that exists in a business or organization. There are also other resources such as capital, materials, machinery, technology, and equipment of the company. Human Resources are very useful in a business or organization because human resources is the manager of other resources. Businesses must manage their resources and people professionally to achieve a balance between the needs of employees as required by the company. This balance is the key to positive business development. Develop It really depends on the productivity and working efficiency of the employee's business. Achieving business goals is linked to the operational efficiency of workers. This research has previously been widely researched and is in line with research from (Sasidaran, 2018);(Waruwu, 2016);(Fibriany, 2017);(Wahyuningsih, 2018)

Performance is the actual behavior that each person exhibits in form. The work performance produced by employees is based on their role within the organization. Efficiency Employee is the result of work that can be performed by one person or a group in an organization, in accordance with their respective powers and responsibilities, within the scope the framework of efforts to achieve legally relevant organizational goals, not violate the law and respect standards and ethics. This research has previously been widely researched and is in line with research from (Wang et al., 2023);(Nur Kholifah & Aidil Fadli, 2022);(Siagian et al., 2023);(Chiniara & Bentein, 2018).

THEORETICAL REVIEW

X1 Competence:

Performance-related skills can be classified into two groups, namely threshold skills, which are the minimum criteria that public officials must meet to be effective, and differentiation skills, that is, the criteria that differentiate exceptional performers from average performers (Susanto, Hidayat, et al., 2023). Competence involves attitudes (what a person says and does) that indicate whether their performance is good or bad. There are many studies and research that discuss competencies in the world of work. When entering the working world, as job seekers, we are often required to have certain skills for the position we are applying for. This is a benchmark for the company to know our working capacity as potential employees. In the world of work, skills are necessary to know what type of job is right for someone. If an employee's skills are known, the company can help them develop their personality through training or certain training courses. Additionally, the skills an employee possesses can be an indication to the company of how well he is capable of expressing himself and delivering optimal work results for the company. In line with research from has previously (Sedarmayanti, 2017);(Mengjun, 2018);(Almers, 2013);(Chiniara & Bentein, 2016);(Jumawan, 2023).

High employee performance can be achieved if all the factors are in place is in a well-integrated company and has leadership capabilities His role is aligned with the needs and desires of customers and employees. Therefore,

skills support is needed for improvement of Employee performance. High capacity and performance signal that the organization is well-managed and fundamentally sound creating effective management behavior. The purpose of this study is to Analyze and determine the impact of capacity on performance workers. This research has previously been widely researched and is in line with research from (Rudianto et al., 2014);(Ismail et al., 2018);(Karomah et al., 2021);(Moeheriono, 2014).

Some skills are required individually. There are three skills that resource practitioners must have Human resources are first of all knowledge about the company and organization, then knowledge about influences and changes in management as well as resource knowledge and expertise of specific person. The sense of competence contains elements of personality deep and attached to someone's behavior is predictable in different working conditions and tasks. Predicting who is doing well and who is not doing well can be measured against the criteria or standards used. The skills analysis is partially prepared for career progression but needs to determine skill level to know the effectiveness of the expected level of performance. This research has previously been widely researched and is in line with research from (Angkoso & Setyawati, 2019);(Susanto et al., 2020);(Ansori & Ali, 2015);(Jumawan & Widjaja, 2023).

X2 Employee Resilience:

Resilience is the human capacity or ability that an individual, group or society possesses that allows them to cope, prevent, minimize and even eliminate the harmful effects of difficult conditions. endure, or even transform, miserable living conditions into something he can overcome. (Susanto, Soehaditama, et al., 2023);(Susanto, Hidayat, et al., 2023).

Resilience is the ability to overcome and recover from setbacks in life. When a person remains calm in the face of failure, they are resilient. Psychologically, he will also know how to use his skills and strengths to face different challenges or problems. This is also what Indeed said, stating that resilience is the ability to face and adapt to challenges. When you are resilient, you can avoid disappointment and bounce back from setbacks. But make no mistake, resilient people will also experience challenges and stress. However, they can deal with these emotions in a more positive way and not let their emotions get in the way of their next steps.

Types of resilience As explained, resilience helps you adapt more easily when bad things happen. However, it is important to know that there are several types of resilience that affect a person's ability to overcome problems or stress, specifically: (1). Physical resilience, Physical resilience is a form of physical or bodily response to change and physical healing, such as when you are sick. This resilience plays the most important role in health and affects age, as well as how a person reacts to physical stress and other health problems. (2). Mental resilience, mental resilience is the mental ability to cope with change and uncertainty. People with mental resilience skills are more flexible and calm when faced with crises or problems.

Additionally, they will also use their mental strength to solve problems, move forward, and stay hopeful. (3). Emotional resilience, this type of resilience includes the ability to manage your emotions during times of stress. A person with emotional resilience is fully aware of his or her emotional reactions. For this reason, they are able to stay calm when going through negative experiences. Emotional resilience also provides a form of optimism during difficult times. This research has previously been widely researched and is in line with research from (Ketprapakorn & Kantabutra, 2022);(Yarovaya et al., 2021);(Cooper et al., 2013);(Aguiar-Quintana et al., 2021).

X3 Leadership:

In various works of literature, leadership can be studied from three perspectives: see, specifically: (1) trait approach, or innate trait, or trait approach; (2) the leader's style or approach to action, or stylistic approach; and (3) emergency approach. In the next steps of development, research focuses more on methods. Become an effective leader, especially by developing awareness of the mental capacity to become a professional leader and ethics. (Candra Susanto & Nyoman Sawitri, 2023);(Febrian et al., 2023);(Zen et al., 2023);(Widiyanto et al., 2023);(Susanto, Rony, et al., 2023);(Susanto, Syailendra, et al., 2023).

Leadership is exercised in an organization which, in a static sense, is a place that holds the form of an organizational structure. In this structure, there are work units that are the result of organizing activities in the form of division and allocation of similar or related work (tasks) into a single work unit. The result of organizational activity is in the form of work units being assigned to hierarchical positions based on the level of their workload and responsibilities. In this way, work units are organized in phases or vertically, each headed by a leader. Meanwhile, it is overall led by a leader the peak is located at the top. This research has previously been widely researched and is in line with research from (Widiyanto et al., 2023); (Febrian et al., 2023);(Rettrisunz et al., 2023);(Susanto et al., 2022);(Abdul et al., 2023);(Simamora et al., 2019).

The strength of an organization's movement to become more progressive or perhaps more backward is largely determined by how the leader influences the organization's movement, through the relationship between leaders and people in the organization in carrying out their duties and responsibilities. responsibility. to achieve organizational goals. The goal of leadership is to be able to influence employees to produce the maximum quantity and quality of work to achieve organizational goals. The ability to influence is determined by the leadership style applied by the leader to the circumstances and situations encountered in the organization's activities, meaning the leader can adjust his or her leadership style. suitable for a change movement or organizational movement. Leadership style can enhance an organization's ability to become dynamic through the progress that all members of the organization want to achieve. There is no fear of change, change is even planned in such a way that the organization can competence with global changes. These leadership styles represent differences in leadership ability or leadership motivation. This

research has previously been widely researched and is in line with research from (Russell et al., 2018);(Renwick et al., 2013);(Sgarbossa et al., 2022);(Sawitri et al., 2019);(Yagil et al., 2023).

Y Organizational Performance:

So that the performance of the organization can be further improved compared to the previous year and achieved, manage and monitor activities created to create efficiency it's even better. Organizational performance is a measurement tool for assessment and evaluation success or failure of organizational goals. Performance is defined as a description of the extent and results achieved by an implementation process, both activities and programs as well as policies to achieve the goals set out during the construction process the organization's strategic plan, especially the goals, objectives, vision and mission of building the organization. The level of performance of an organization can be assessed through measurement. The organization can achieve its set goals, objectives, vision and mission. Statements from performance experts such as describes the results or level of achievement of the implementation of an activity, program and policy in implementing a series of plans within the strategy planning of an organization, especially its goals, objectives, vision and mission. (Prayogi & Siregar, 2019);(Candra Susanto & Henokh Parmenas, 2021);(Susanto, Ali, et al., 2023);(Susanto, 2022);(Muhammad & Tahir, 2023).

METHODOLOGY

The research method used is a qualitative method based on the results of analyzing scientific articles from famous domestic and international journals with research results corroborated by researchers. Below is a table of data describing scientific articles that provide results that support and prove this scientific article as follows:

Table 1. Distribution of Articles, Journals, and Publishers

| No | Authors & Title | Publisher | Journal | Result |
|----|--|-----------|-------------------------------------|-----------------|
| 1 | (Mikalef et al., 2023) - Examining how AI capabilities can foster organizational performance in public organizations | Elsevier | Government Information Quarterly | Significant |
| 2 | (Sun et al., 2022) - Sustainable organizational performance through blockchain technology adoption and knowledge management in China | Elsevier | Journal of Innovation and Knowledge | Significant |
| 3 | (Chatterjee et al., 2021) - The effect of AI-based CRM on organization performance and competitive advantage: | Elsevier | Industrial Marketing Management | Not Significant |

| | | | | |
|----|---|----------|---|-----------------|
| | An empirical analysis in the B2B context | | | |
| 4 | (Zhang, 2021) - Evaluating public organization performance under extreme weather events: Does organizational adaptive capacity matter? | Elsevier | Journal of Environmental Management | Significant |
| 5 | (Chouaibi et al., 2022) - The risky impact of digital transformation on organizational performance - evidence from Tunisia | Elsevier | Technological Forecasting and Social Change | Significant |
| 6 | (Lovin et al., 2023) - Culture shock, adaptation, and organizational performance in sport: A psychological perspective | Elsevier | Technological Forecasting and Social Change | Significant |
| 7 | (Huang & Huang, 2020) - External and internal capabilities and organizational performance: Does intellectual capital matter? | Elsevier | Asia Pacific Management Review | Significant |
| 8 | (Hamann & Schiemann, 2021) - Organizational performance as a set of four dimensions: An empirical analysis | Elsevier | Journal of Business Research | Significant |
| 9 | (Kotiloglu et al., 2023) - Integrating national culture into the organizational performance feedback theory | Elsevier | European Management Journal | Not Significant |
| 10 | (Kalaitzi & Tsolakis, 2022) - Supply chain analytics adoption: Determinants and impacts on organisational performance and competitive advantage | Elsevier | International Journal of Production Economics | Significant |
| 11 | (Ozgun et al., 2022) - Social capital and organizational performance: The mediating role of innovation activities and intellectual capital | Elsevier | Healthcare Analytics | Significant |

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|-----------|--|------------------|--|-----------------|
| 12 | (Inthavong et al., 2023) - Impact of organizational learning on sustainable firm performance: Intervening effect of organizational networking and innovation | Celpress | Heliyon | Significant |
| 13 | (Nader et al., 2022) - Pandemic planning, sustainability practices, and organizational performance: An empirical investigation of global manufacturing firms | Elsevier | International Journal of Production Economics | Not Significant |
| 14 | (Singh & Misra, 2021) - Linking Corporate Social Responsibility (CSR) and Organizational Performance: the moderating effect of corporate reputation | European Academy | European Research on Management and Business Economics | Significant |
| 15 | (Ludwikowska et al., 2022) - Dynamic capabilities of IT as a factor shaping servant leadership influence on organizational performance | Elsevier | Procedia Computer Science | Significant |
| 16 | (Liu et al., 2023) - Carbon emissions, carbon disclosure and organizational performance | Elsevier | International Review of Financial Analysis | Significant |
| 17 | (Somwethee et al., 2023) - The influence of entrepreneurial capability and innovation capability on sustainable organization performance: Evidence of community enterprise in Thailand | Elsevier | Journal of Open Innovation: Technology, Market, and Complexity | Significant |

RESULTS AND DISCUSSION

From the results of reviewing previous articles with in-depth analysis, we can conclude that, efficiency has become a very interesting buzzword in public management debates. The concept of performance can basically be viewed in two aspects, namely employee performance (individually) and organizational performance. Performance is a description of the level of performance of tasks within an organization, aimed at achieving the organization's goals, mission and vision. Performance is said to be the result (output) of a certain process performed by all parts of the organization in relation to certain resources used (input). Furthermore, performance is also the result of a series of process activities performed to achieve certain organizational goals. In an organizational context, there is a relationship between individual performance and organizational performance. Government and private organizations, large and small. The achievement of set goals must be done through activities carried out by people or groups of people who play an active role, in other words, the achievement of organizational goals can only be achieved through the efforts of people within the organization.

Senior management must help the organization create a high-performance culture. High-performance cultures are made up of values that are anchored and expressed in interactions between employees and stakeholders. Strong values form the foundation of organizations in implementing performance and change management. These values must be internally aligned, measurable and well managed. The performance management process is integrated with organizational goals. Employees are bound by agreed goals and performance standards.

Senior management is also responsible for explaining and communicating the organization's mission, goals, and core values. Senior management defines and develops the high-performance landscape, actively creating policies for continuous performance improvement by providing the necessary technologies, systems and resources. In addition, senior managers must create opportunities for individuals to learn and fully utilize their skills and abilities. They should communicate regularly with colleagues to give examples of results and then post success stories so they know the importance of the contributions of people at every level in the organization. In addition, senior managers must create opportunities for individuals to learn and fully utilize their skills and abilities. They should communicate regularly with colleagues to give examples of results and then post success stories so they know the importance of the contributions of people at every level in the organization.

CONCLUSIONS AND RECOMMENDATIONS

Companies must practice good performance management. Performance management is a continuous and forward-looking process. By its nature, performance management pays more attention to future operating conditions than to past performance problems. Past performance results are used as reference for performance planning and development, predicting performance

and career potential. The performance management process is used to measure the level of performance achieved and as a basis for decision making regarding the reward system.

FURTHER STUDY

It is recommended for further studies for other researchers, the addition of moderator or intervening variables in the next research framework, the addition of independent variables that crucially affect the dependent variable, this human resource management study can be a novelty and can be used as a reference for other researchers in the development of employees or company organizations.

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