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## The Role of Ability, Competence, and Motivation in Organizational Sustainability through Employee Performance: Study Library Research

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**Abstract:** The purpose of this study is to develop hypotheses related to factors that influence organizational sustainability, especially in the international cargo sector. The approach used in this literature review study is descriptive qualitative. The data collection technique is to use literature studies or review relevant previous articles. The technique used in this literature review is Comparative Analysis. The data used in this descriptive qualitative approach were obtained from previous studies relevant to this research and sourced from academic online media such as Thomson Reuters Journals, Springer, Taylor & Francis, Scopus Q2-Q4 Emerald, Elsevier, Sage, Web of Science, Sinta 2-5 Journals, DOAJ, EBSCO, Google Scholar, Copernicus, and digital reference books. The results of this literature review are: 1) Ability influences employee performance; 2) Competence influences employee performance; 3) Motivation influences employee performance; 4) Ability influences organizational sustainability; 5) Competence influences organizational sustainability; 6) Motivation influences organizational sustainability; 7) Employee performance influences organizational sustainability; 8) Ability influences organizational sustainability through organizational performance; 9) Competence influences organizational sustainability through organizational performance; 10) Motivation influences organizational sustainability through organizational performance.

**Keywords:** Organizational Sustainability, Employee Performance, Ability, Competence, Motivation

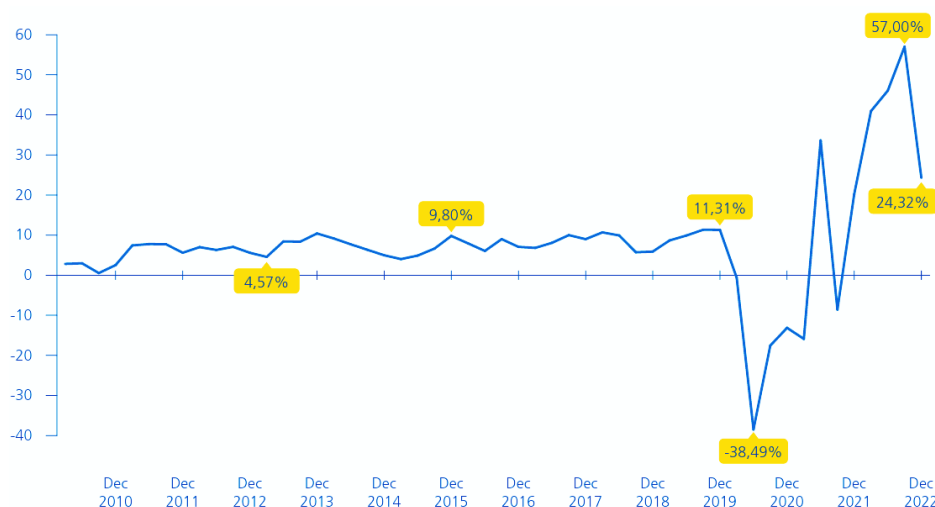
### INTRODUCTION

In the context of global competition and technological disruption, organizational sustainability has emerged as an important strategic goal for companies, including those in the freight shipping industry, which is an integral part of the international supply chain. This industry faces unique challenges in achieving sustainability, as highlighted by fragmented efforts in strategic planning for sustainability in international shipping, which often remain limited to "port-to-port" operations rather than encompassing the entire supply chain. Integrating supply chain performance with strategic performance through a dynamic integrated performance system also supports organizational sustainability by aligning operational practices with strategic sustainability goals. Additionally, identifying and managing

sustainability risks, such as weak governance and inadequate training, are critical for container shipping companies to improve their sustainability performance.

Freight companies face significant challenges in maintaining sustainability due to low employee performance, which is often influenced by limitations in ability, competence, and motivation. Research shows that motivation plays an important role in improving employee performance, with green work environments and employee engagement acting as significant mediators in this relationship, especially in logistics companies. Low productivity, often resulting from poor HRM, is a major risk factor for business sustainability, especially in small and medium-sized enterprises (SMEs), where it can lead to business failure. Sustainable HRM practices, coupled with career adaptability, enhance career sustainability and employee well-being, thereby contributing to organizational sustainability. Training programs that develop employees' competencies for effective sustainability in SMEs, especially when aligned with the company's sustainability culture.

Research indicates that employee competencies, shaped by effective human resource practices, enhance performance, which is crucial for organizational success. Additionally, motivation plays a significant role, with studies showing that a supportive work environment and employee engagement mediate the relationship between motivation and performance, thereby promoting sustainability. Furthermore, Fiorini et al. demonstrate that integrating green human resource management with digital technology can improve environmental and financial performance, indicating that strategic HR practices are vital for sustainability. Additionally, Mutambik emphasizes the role of digital transformation in enhancing sustainability performance, showing that aligning HR strategies with digital competencies can lead to increased employee engagement and resource efficiency.



**Figure 1. Growth of the Logistics, Warehousing, and Storage Sector in Indonesia (% Year on Year)**

Figure 1 shows data on the growth of the logistics, warehousing, and storage sector in Indonesia (% Year on Year) from December 2010 to December 2022. In general, this graph shows significant fluctuations with three major phases: a period of stable growth, a period of sharp contraction, and a period of rapid recovery.

During the period from December 2010 to December 2018, the growth trend was relatively stable in positive territory, with key points such as 4.57% in December 2012, then increasing to 9.80% in December 2015, and reaching 11.31% in December 2018. This phase reflected consistent and healthy growth in the logistics sector, driven by increased trade activity and the development of supporting infrastructure.

However, entering the end of 2019 to 2020, there was a very drastic decline. Growth plummeted to a low of -38.49% in December 2020. This extreme decline can be attributed to the impact of the COVID-19 pandemic, which caused major disruptions to the global supply chain, a decline in economic activity, mobility restrictions, and a decline in international and domestic trade volumes.

Following the crisis, the logistics sector demonstrated a very rapid and significant recovery. By December 2021, growth surged to a peak of 57.00%, likely driven by post-pandemic demand spikes, the normalization of trade activities, logistics companies' swift adaptation to digital technology, and increased consumer spending. However, in December 2022, growth corrected back to 24.32%. Although this figure is lower than the previous year, it remains at a higher level than the average growth rate before the pandemic, indicating that the logistics sector is still on a positive trend. Overall, this data shows that Indonesia's logistics sector has high resilience to external shocks, which could disrupt the continuity of organizations, especially in the freight forwarding sector.

Despite being severely impacted by the pandemic, the sector was able to recover quickly. The fluctuation patterns shown in the graph also highlight the importance of adaptation, innovation, and sustainable strategies to maintain growth stability in the future, especially in the face of global challenges that could affect supply chains and goods distribution.

Based on the above background, the following research questions were formulated: 1) Does ability affect employee performance?; 2) Does competence affect employee performance?; 3) Does motivation affect employee performance?; 4) Does ability affect organizational sustainability?; 5) Does competence influence organizational sustainability?; 6) Does motivation influence organizational sustainability?; 7) Does employee performance influence organizational sustainability?; 8) Does ability influence organizational sustainability through employee performance?; 9) Does competence influence organizational sustainability through employee performance?; and 10) Does motivation influence organizational sustainability through employee performance?

## METHOD

This study uses a qualitative descriptive approach with an exploratory-comparative literature review method. The main objective of this design is to explore and compare various empirical and conceptual findings relevant to the factors that determine employee performance and organizational sustainability. This study not only describes the variables that influence but also evaluates the logical relationships and practical implications between ability, competence, and motivation toward organizational sustainability through employee performance.

The data in this study were obtained from secondary sources, particularly scientific journal articles indexed in Scopus, Web of Science, DOAJ, Sinta, as well as official organizational documents and national technical reports from relevant ministries. The literature analyzed was selected purposively based on relevant topics, namely competence, motivation, and organizational commitment. Data collection was conducted by reviewing articles published between 2020 and 2025. Articles meeting the selection criteria were then organized into a tabular format to facilitate comparative analysis.

Data analysis was conducted using a *literature-based comparative analysis* method. Each article was analyzed using thematic techniques based on the emergence of concepts, empirical findings, and relevance to the four main research variables. The researcher grouped each article into thematic categories, after which the analysis was continued by comparing the relationships between variables and findings across studies. The comparison results were cross-checked to avoid bias and to strengthen the generalization of the findings.

To ensure validity, the researcher conducted literature triangulation between sources, comparing local (Indonesian) studies with international studies. Data reliability was strengthened by evaluating *the impact factor* of journals, data collection methods in each study, and consistency of results across several similar studies.

## RESULTS AND DISCUSSION

### Organizational Sustainability

Organizational sustainability is an organization's ability to operate and grow in the long term while maintaining a balance between economic, social, and environmental factors. Rooted in the principle of sustainable development, this concept emphasizes that organizational growth should not compromise the ability of future generations to meet their needs. Organizational sustainability encompasses more than just business survival; it also involves the ability to adapt to external environmental changes, innovate, and create value for all stakeholders.

Indicators or dimensions found in organizational sustainability variables include: 1) Economic Sustainability: An organization's ability to maintain financial stability, operational efficiency, and long-term profitability; 2) Social Sustainability: An organization's commitment to the well-being of its employees, the community, and fostering positive relationships with stakeholders; 3) Environmental Sustainability: Implementation of environmentally friendly practices, energy efficiency, and responsible waste management; 4) Sustainable Innovation: The continuous development of new products, services, or processes to maintain competitiveness.

### Employee Performance

Employee performance refers to the level at which individuals achieve work results in accordance with the responsibilities, targets, and standards set by the organization. Performance can be measured quantitatively (e.g., number of outputs, sales targets, and productivity) or qualitatively (e.g., quality of work, creativity, and compliance with procedures). Employee performance reflects the effectiveness of their contributions to the organization's strategic goals.

The indicators or dimensions found in employee performance variables include: 1) Quantity of Work: The amount of work output produced in accordance with established targets; 2) Quality of Work: The level of accuracy, neatness, and conformity of work results with organizational standards; 3) Timeliness: The ability to complete tasks according to the planned schedule; 4) Teamwork: Positive contributions to collaboration and achievement of common goals in the work environment.

### Ability

Ability is the innate or learned capacity to perform a particular job or task well. It encompasses both physical (strength, stamina, and coordination) and mental (intelligence, reasoning, and creativity) aspects.

Indicators or dimensions found in the ability variable include: 1) Intellectual ability: The capacity for logical thinking, problem analysis, and making appropriate decisions; 2) Physical ability: Strength, stamina, coordination, and physical endurance in performing tasks; 3) Technical ability: Mastery of relevant skills and tools; 4) Adaptive ability: Readiness to learn new skills and adapt to changes in the work environment.

### Competency

Competency is the combination of knowledge, skills, and attitudes necessary for an individual to effectively perform a task. It encompasses not only hard skills, such as mastery of technology or work methods, but also soft skills, such as communication, teamwork, and leadership.

Indicators or dimensions found in the competency variable include: 1) Knowledge: Mastery of theories, concepts, and information relevant to the job; 2) Skills: The practical ability to perform tasks effectively; 3) Attitude and behavior: A positive mental disposition toward work, the organization, and coworkers; 4) Managerial skills: The capacity to plan, organize, and control work or teams.

## Motivation

Motivation refers to the internal and external forces that drive an individual to take action to achieve a specific goal. In the workplace, motivation influences the intensity, direction, and persistence with which an individual completes tasks.

Indicators or dimensions of the motivation variable include: 1) Intrinsic Motivation: Internal drives, such as personal satisfaction or pride in one's work; 2) Extrinsic Motivation: External drives, such as salary, bonuses, or formal recognition; 3) Personal and Professional Goals: Commitment to achieving personal and professional career objectives; 4) Commitment to Tasks: Perseverance and sincerity in completing work thoroughly.

## Previous Research

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

**Table 1. Relevant Previous Research Findings**

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	2023	-The Ability variable influences Employee Performance  -The Self Confidence variable influences Employee Performance	This article shares similarities in examining the Ability variable as the independent variable and Employee Performance as the dependent variable	Another difference lies in the other independent variables being studied, including the Self Confidence variable
2	2023	-Servant Leadership Variable influences Employee Performance  -Competence Variable Influences Employee Performance  -The Motivation variable influences Employee Performance	This article shares similarities in examining the Competence variable as an independent variable and the Employee Performance variable as a dependent variable	Another difference lies in the other independent variables being studied, including Servant Leadership and Motivation
3	2021	-Transformational Leadership Variable influences Employee Performance at PT Asam Jawa Medan  -Compensation Variables Influence Employee Performance at PT Asam Jawa Medan  -The Motivation variable influences Employee Performance at PT Asam Jawa Medan	This article has similarities in that it examines the Motivational variable as the independent variable and Employee Performance as the dependent variable	-Another difference lies in the other independent variables studied, including Transformational Leadership and Compensation  -The research object is PT Asam Jawa Medan

4	2023	<p>-Competence Variables Influence Organizational Sustainability</p> <p>-The Strategic Planning variable influences Organizational Sustainability</p> <p>-The Ability variable influences Organizational Sustainability</p>	<p>This article has similarities in researching the Ability variable as the independent variable and the Organizational Sustainability variable as the dependent variable</p>	<p>Another difference lies in the other independent variables studied, including Competence and Strategic Planning</p>
5	2021	<p>-Competence variables influence organizational sustainability</p> <p>-Strategic Variables influence Organizational Sustainability</p> <p>-Intrapersonal variables influence organizational sustainability</p>	<p>This article has similarities in that it examines the Competence variable as the independent variable and the Organizational Sustainability variable as the dependent variable</p>	<p>Another difference lies in the other independent variables studied, including strategic and intrapersonal variables</p>
6	2023	<p>-Motivation variables influence Organizational Sustainability and GHRM</p> <p>-Attitude Variables influence Organizational Sustainability and GHRM</p>	<p>This article has similarities in examining the Motivation variable as the independent variable and the Organizational Sustainability variable as the dependent variable</p>	<p>Another difference lies in the other dependent variables studied, including the GHRM variable</p>
7	2023	<p>-Employee Performance Variables influence Employee Productivity and Organizational Sustainability</p> <p>-Competence Variables influence Employee Productivity and Organizational Sustainability</p> <p>- The Evaluation variable influences Employee Productivity and Organizational Sustainability</p>	<p>This article has similarities in examining the Employee Performance variable as the independent variable and the Organizational Sustainability variable as the dependent variable</p>	<p>-The difference lies in the other dependent variables studied, including Employee Productivity</p> <p>-Another difference lies in the other independent variables being studied, including Competence and Evaluation</p>
8	2021	<p>-GHRM variables influence Organizational Sustainability through the Work Environment and Employee Performance</p> <p>-The Ability variable influences Organizational Sustainability through the Work Environment and Employee Performance</p>	<p>This article has similarities in researching the Ability variable in the independent variable, the Organizational Sustainability variable in the dependent variable, and the Employee Performance variable in the intervening/mediating variable</p>	<p>The difference lies in the other independent variables, including the GHRM variable</p>



9	2022	-Organizational Support Variables influence Organizational Sustainability through Employee Performance in selected Commercial banks in Batticaloa Region of Sri Lanka	Environmental Sustainability	This article has similarities in researching the Competence variable as the independent variable, Organizational Sustainability as the dependent variable, and Employee Performance as the intervening/mediating variable.	The research subjects were selected commercial banks in the Batticaloa Region of Sri Lanka
10	2024	-Motivation Variables Influence Organizational Sustainability Through Employee Performance	Organizational Sustainability	This article has similarities in examining the variable of Motivation as the independent variable, the variable of Organizational Sustainability as the dependent variable, and the variable of Employee Performance as the intervening/mediating variable.	The difference lies in the other independent variables studied, including the Job Engagement variable
		-Job Engagement Variable influences Organizational Sustainability through Employee Performance	Organizational Sustainability		

## Discussion

Based on the problem statement, previous research, and literature review above, the discussion in this literature review focused on company xxxx is as follows:

### The Influence of Ability on Employee Performance

Based on the literature review and relevant previous studies, it can be concluded that ability influences the performance of employees in freight forwarding companies.

To improve employee performance through ability, every company or organization must do the following: 1) Intellectual ability: Employees must have the ability to reason, solve problems, and make decisions quickly. In the *freight forwarding* industry, this is crucial when dealing with complex logistics problems or sudden regulatory changes; 2) Physical ability: Companies need to ensure a safe and supportive work environment for employees so they can work optimally; 3) Technical ability: Leaders must ensure employees have the specific skills and knowledge related to logistics systems, customs procedures, and the use of transportation management *software*; and 4) Adaptability: The *freight forwarding* industry is highly dynamic. Employees must have the ability to adapt to changes in technology, regulations, and market demands.

If every company or organization is able to consistently implement these four aspects of ability, it will have a positive impact on employee performance, including: 1) Work quantity: Employees with adequate technical and physical abilities will be able to complete more shipments or documents within a certain period of time; 2) Work quality: High technical skills and attention to detail will ensure that shipping documents or logistics processes are carried out accurately, reducing errors that could result in losses; 3) Timeliness: Employees with good adaptability and intellectual skills will be able to overcome operational obstacles and complete tasks according to the established schedule; 4) Teamwork: Good intellectual and adaptive abilities enable employees to interact effectively with colleagues, share information, and collaborate to ensure the entire supply chain runs smoothly.

The results of this study are consistent with previous research conducted by [37], which states that there is a relationship between ability and employee performance.

### **The Influence of Competence on Employee Performance**

Based on a review of the literature and relevant previous studies, it can be concluded that competence affects the performance of freight forwarding company employees.

To improve employee performance through competency, every company or organization must do the following: 1) Knowledge: Companies can improve knowledge through training, seminars, and access to the latest information databases; 2) Skills: Employees need to master specific technical and operational skills. These skills can be improved through practical training and *on-the-job training*; 3) Attitude and behavior: Employees must have a positive work attitude, such as being proactive, customer-oriented, and highly ethical. In the *freight forwarding* industry, this attitude is very important for building trust with clients and partners; 4) Managerial skills: Employees at the managerial level must have skills in planning, organizing, and leading teams.

If every company or organization is able to consistently implement these four aspects of competence, it will have a positive impact on employee performance, including: 1) Work quantity: Competent employees will work more efficiently, enabling them to complete more shipping or administrative tasks within a certain period of time; 2) Work quality: In-depth knowledge and refined skills ensure that work produced has minimal errors, from document completion to handling goods; 3) Timeliness: Competent employees can identify and resolve issues quickly, ensuring deliveries arrive on time and meet customer expectations; 4) Teamwork: Positive attitudes and behaviors, combined with good managerial skills, strengthen collaboration among teams. This is crucial for ensuring the entire supply chain runs smoothly.

The results of this study align with previous research conducted by [38], which states that there is a relationship between employee competence and performance.

### **The Influence of Motivation on Employee Performance**

Based on a review of the literature and relevant previous studies, it can be concluded that motivation influences the performance of employees in freight forwarding companies.

To improve employee performance through motivation, every company or organization must do the following: 1) Intrinsic motivation: Leaders need to create a work environment where employees feel satisfied and find meaning in their work; 2) Extrinsic motivation: This type of motivation is related to external rewards. Managers must design a clear and fair incentive system; 3) Personal and professional goals: Managers must help employees align their personal goals, for example, to advance in their careers with the company's goals; 4) Commitment to tasks: Managers must foster a sense of responsibility and ownership for each task.

If every company or organization is able to consistently apply these four aspects of motivation, it will have a positive impact on employee performance, including: 1) Quantity of work: Employees who are motivated, both intrinsically and extrinsically, will be more productive in completing tasks. This will directly increase the amount of work completed; 2) Work quality: High motivation will encourage employees to not only complete their work but also strive to produce high-quality results. They will be more thorough, proactive, and innovative; 3) Timeliness: Motivated and committed employees will be more disciplined. They will manage their time better to ensure that deliveries or administrative tasks are completed on time; 4) Teamwork: A motivating work environment that values individual contributions will encourage employees to collaborate more actively. This is very important to ensure that the entire logistics process runs smoothly and efficiently.



### **The Influence of Ability on Organizational Sustainability**

Based on a review of the literature and relevant previous studies, it can be concluded that ability influences the sustainability of freight forwarding companies.

To achieve organizational sustainability through ability, every company or organization must do the following: 1) Intellectual ability: Leaders must ensure that employees have the ability to reason, analyze, and solve complex problems; 2) Physical ability: Although not always visible, the stamina and physical health of employees are very important to ensure operations run smoothly, so companies need to pay attention to this; 3) Technical ability: Leaders must ensure that employees have specific skills and knowledge related to new environmentally friendly systems and technologies, such as optimal delivery routes to reduce emissions or the use of electric vehicles; and 4) Adaptability: Employees must have the ability to adapt to changes in regulations, technology, and market demands that are increasingly environmentally conscious.

If every company or organization is able to consistently implement these four aspects of ability, it will have a positive impact on organizational sustainability, including: 1) Economic sustainability: High intellectual and technical capabilities enable companies to improve operational efficiency, reduce costs, and optimize profits. This will support the company's long-term financial stability; 2) Social sustainability: A safe and healthy work environment, supported by good physical capabilities and management, will improve employee well-being. This creates a good corporate image and strengthens relationships with the community; 3) Environmental sustainability: Technical capabilities and adaptability enable companies to adopt green technologies, reduce their carbon footprint, and comply with environmental regulations. This is an important step in ensuring environmentally friendly operations; 4) Sustainable innovation: Intellectual capabilities and adaptability foster a culture of innovation within the company. Smart and adaptive employees will continue to seek new ways to improve processes, services, and products, which will ultimately be the key to maintaining sustainability and competitive advantage.

### **The Influence of Competence on Organizational Sustainability**

Based on a review of the literature and relevant previous studies, it can be concluded that competence influences the sustainability of freight forwarding companies.

To achieve organizational sustainability through competence, every company or organization must do the following: 1) Knowledge: Companies must ensure that all employees have a deep understanding of operational procedures, international trade regulations, customs regulations, and the latest technological trends relevant to logistics and shipping; 2) Skills: Companies need to equip employees with technical skills that meet job requirements, such as the use of supply chain management software, shipment document management, route optimization, and international shipment risk management; 3) Attitude and behavior: Companies can implement *a code of conduct*, reward employees with high integrity, and build a transparent internal communication system to strengthen trust between teams; 4) Managerial skills: Companies must train leaders at every level to be able to plan, organize, direct, and control resources effectively.

If every company or organization is able to consistently apply these four aspects of competence, it will have a positive impact on organizational sustainability, including: 1) Economic sustainability: Employees with high technical knowledge and skills will improve overall operational efficiency. They are able to optimize routes, minimize document errors, and reduce unnecessary costs. This will increase the company's profitability and competitiveness, ensuring long-term financial stability; 2) Social sustainability: Competence in attitude and behavior will build a strong and ethical corporate culture. Employees with integrity and good communication skills will increase trust between teams and with customers. This not only creates a positive work environment but also strengthens the company's reputation in the eyes

of the community, which is an important social asset; 3) Environmental sustainability: Competent employees, especially those with relevant technical knowledge, can implement environmentally friendly practices. This will reduce the company's carbon footprint and help meet environmental regulations; 4) Sustainable innovation: The combination of all competencies, especially managerial skills and in-depth knowledge, will foster a culture of innovation. Competent leaders can guide teams to continuously seek new and better solutions. Employees with broad knowledge and adaptability skills will find it easier to develop new products or services, ensuring the company remains relevant and competitive in an ever-changing market.

### **The Influence of Motivation on Organizational Sustainability**

Based on a review of the literature and relevant previous studies, it can be concluded that motivation influences the sustainability of freight forwarding companies.

To achieve organizational sustainability through motivation, every company or organization must do the following: 1) Intrinsic motivation: companies must create a work environment that allows employees to feel personal satisfaction from their work. This can be done by providing space for creativity, meaningful work challenges, and opportunities for self-development; 2) Extrinsic motivation: Companies need to strengthen fair and competitive reward systems, such as performance-based incentives, bonuses, or formal recognition of work achievements; 3) Personal and professional goals: Companies must support the personal and professional goals of their employees. This can be done through career development programs, ongoing training, and transparent promotion opportunities; 4) Commitment to tasks: This must be built through the creation of a work culture that emphasizes responsibility, discipline, and integrity.

If every company or organization is able to consistently implement these four aspects of motivation, it will have a positive impact on organizational sustainability, including: 1) Economic sustainability: Motivated employees will be more productive and efficient. Intrinsic motivation encourages them to find new ways to save costs, while extrinsic motivation encourages them to achieve performance targets. This will increase profitability and ensure the company's long-term financial stability; 2) Social sustainability: Strong motivation will create a positive and harmonious work environment. Support for employees' personal and professional goals shows that the company cares about their well-being. This will increase loyalty, reduce employee *turnover*, and build a good reputation for the company, both internally and externally; 3) Environmental sustainability: Motivated and committed employees are more likely to support environmental initiatives. They will be more proactive in identifying environmentally friendly practices, such as optimizing delivery routes to reduce emissions or reducing paper use in operations; 4) Sustainable innovation: Intrinsic motivation, supported by room for creativity and challenging work, will encourage employees to innovate continuously. They will be motivated to develop new solutions, improve processes, and adapt to technological changes. This innovation is key for companies to remain relevant and competitive in a dynamic market.

### **The Influence of Employee Performance on Organizational Sustainability**

Based on a review of the literature and relevant previous studies, it can be concluded that employee performance influences the sustainability of freight forwarding companies.

To achieve organizational sustainability through employee performance, every company or organization must do the following: 1) Work quantity: Companies must ensure that operational targets and work volume are achieved in accordance with predetermined standards. This can be done by setting measurable and realistic *Key Performance Indicators (KPIs)*, optimizing task distribution, and using automation technology to increase productivity; 2) Work quality: Companies can maintain work quality through the implementation of strict

*standard operating procedures (SOPs)*, regular training, and a quality control system; 3) Timeliness: Companies need to implement effective time management systems, utilize route planning software, and build strong relationships with third parties such as ports, airlines, and land transportation companies to ensure the smooth flow of goods; 4) Teamwork: Companies must strengthen this aspect to ensure effective coordination between departments, such as operations, marketing, administration, and customer service.

If every company or organization can consistently implement these four aspects of employee performance, it will have a positive impact on organizational sustainability, including: 1) Economic sustainability: Improved performance will drive operational efficiency, reduce costs, and increase profitability; 2) Social sustainability: Where high-performing employees will deliver customer-satisfying services and strengthen relationships with business partners; 3) Environmental sustainability: Work efficiency can reduce resource usage and emissions, such as through optimized transportation routes; 4) Sustainable innovation: This will develop as high-performing employees are more proactive in seeking new ways to improve work processes and enhance the company's competitiveness.

### **The Influence of Ability on Organizational Sustainability through Employee Performance**

Based on a review of the literature and relevant previous studies, it can be concluded that ability influences organizational sustainability through the performance of employees in freight forwarding companies.

To achieve organizational sustainability through employee performance and ability, every company or organization must do the following: 1) Work quantity: Companies must set clear and measurable output targets through *Key Performance Indicators (KPIs)*; 2) Work quality: Companies need to implement strict *Standard Operating Procedures (SOPs)* and provide regular training to ensure that work results meet quality standards; 3) Timeliness: Companies must build a technology-based time management system, such as *tracking and routing optimization* software, to ensure goods arrive on schedule; 4) Teamwork: Companies can facilitate *team building*, open communication, and rewards for teams that achieve targets collectively; 5) Intellectual ability: Companies should provide opportunities for employees to develop analytical thinking, problem-solving, and strategic decision-making skills; 6) Physical ability: Companies can support this with ergonomic work facilities, safety training, and regular health checks; 7) Technical capabilities: Companies must provide technical training in line with developments in global logistics technology; and 8) Adaptability: Companies can train employees through emergency scenario simulations and *change management* programs.

If every company or organization is able to consistently implement the eight aspects of employee performance and ability, it will have a positive impact on organizational sustainability, including: 1) Economic sustainability: Achieved through operational efficiency, increased productivity, and stable profitability; 2) Social sustainability: Realized through harmonious relationships with satisfied employees, customers, and business partners; 3) Environmental sustainability: Supported by adaptability and technical capabilities that enable the implementation of environmentally friendly procedures, such as route optimization to reduce emissions; 4) Sustainable innovation: Emerges from the combination of intellectual, technical, and teamwork capabilities that drive the creation of new solutions in the field of logistics.

## **The Influence of Competence on Organizational Sustainability through Employee Performance**

Based on a review of the literature and relevant previous studies, it can be concluded that competence influences organizational sustainability through the performance of employees in freight forwarding companies.

To achieve organizational sustainability through employee performance and competence, every company or organization must do the following: 1) Work quantity: Companies need to set realistic yet challenging work targets and monitor their achievement through *Key Performance Indicators (KPIs)*; 2) Work quality: Companies must ensure that work results meet established standards, particularly in terms of delivery document accuracy, goods safety, and appropriate mode of transportation selection; 3) Timeliness: Companies should utilize technology-based route planning systems and establish close coordination with ports, airlines, and ground transportation providers to avoid delays; 4) Teamwork: Companies can organize *team building activities*, establish effective cross-departmental communication, and provide incentives for achieving team targets; 5) Knowledge: Companies need to equip employees with a deep understanding of international logistics procedures, trade regulations, transportation technology, and industry trends; 6) Skills: Companies can provide *on-the-job training* and professional certification programs; 7) Attitude and behavior: Companies can reinforce attitudes and behaviors through a clear *code of conduct* and rewards for positive behavior; 8) Managerial skills: Team leaders and managers must be trained to plan, organize, direct, and control resources effectively.

If every company or organization is able to consistently implement the eight aspects of employee performance and competencies, it will have a positive impact on organizational sustainability, including: 1) Economic sustainability: Improved performance and competencies will increase operational efficiency, reduce error costs, and promote stable profitability; 2) Social sustainability: Good competencies create customer-satisfying services, build harmonious relationships with employees, and strengthen the company's reputation in the community; 3) Environmental sustainability: Competent employees can implement environmentally friendly practices such as route optimization to reduce emissions and more efficient use of resources; 4) Sustainable innovation: Synergy between knowledge, skills, attitudes, and teamwork will drive new ideas to improve logistics processes and services.

## **The Influence of Motivation on Organizational Sustainability through Employee Performance**

Based on a review of the literature and relevant previous studies, it can be concluded that motivation influences organizational sustainability through the performance of freight forwarding company employees.

To achieve organizational sustainability through employee performance and motivation, every company or organization must do the following: 1) Work quantity: Companies must set realistic and measurable targets for the number of shipments, documents processed, or other operational tasks; 2) Work quality: Companies can set quality standards for each process. This includes accuracy in document completion, data accuracy, and proper cargo handling; 3) Timeliness: Companies need to ensure employees have the tools and systems to complete tasks and shipments on time; 4) Teamwork: Companies should encourage communication and synergy between teams, as the success of a shipment often depends on coordination between various departments; 5) Intrinsic motivation: Companies should create a work environment that allows employees to feel personal satisfaction from their work; 6) Extrinsic motivation: Companies need to strengthen fair and competitive reward systems; 7) Personal and professional goals: Companies should support employees' personal and professional goals through career development programs, ongoing training, and transparent promotion opportunities; 8) Commitment to tasks: Commitment should be built through the creation of a

work culture that emphasizes responsibility, discipline, and integrity.

If every company or organization is able to consistently implement the eight aspects of employee performance and motivation, it will have a positive impact on organizational sustainability, including: 1) Economic sustainability: High employee performance in terms of quantity, quality, and timeliness will directly improve operational efficiency and profitability. Motivated employees will seek ways to reduce costs and increase revenue, ensuring the company's long-term financial stability; 2) Social sustainability: Strong motivation and commitment from employees will create a positive work environment. This will reduce *turnover*, improve employee well-being, and build a good company reputation. Solid teamwork will also strengthen internal and external relationships; 3) Environmental sustainability: Motivated and committed employees will be more proactive in implementing green initiatives. They will seek ways to optimize delivery routes, reduce waste, or adopt environmentally friendly technologies, all of which contribute to environmental sustainability; 4) Sustainable innovation: Intrinsic motivation and the drive for self-improvement will encourage employees to innovate continuously. They will seek new solutions to challenges, improve processes, and adapt to technological changes, which are key to keeping the company relevant and competitive.

### Conceptual Framework

Based on the problem statement, relevant previous research, and the results and discussion of the above study, the following are the variables in this study:

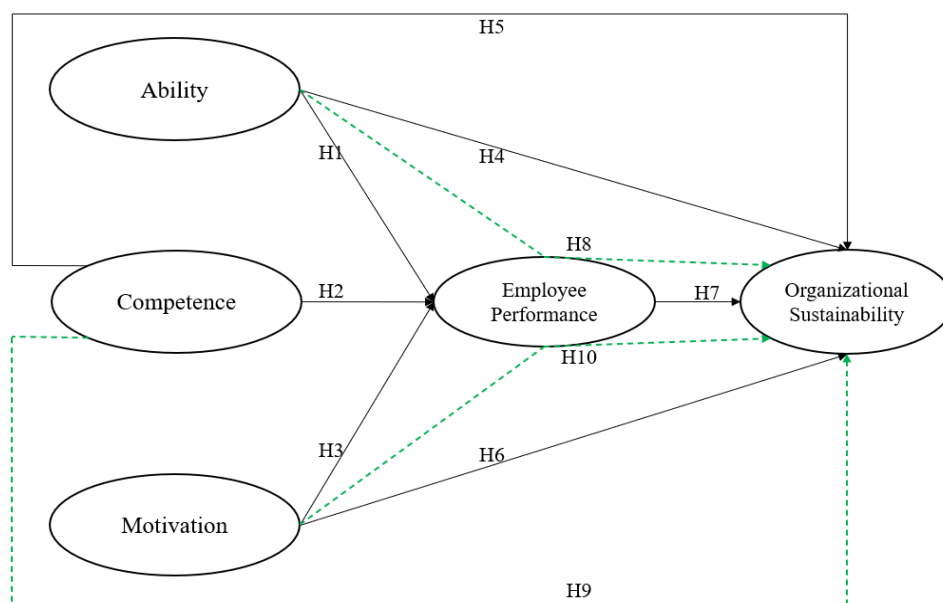


Figure 2. Conceptual Framework

Based on Figure 2 above, ability, competence, motivation, and employee performance influence organizational sustainability. In addition to the independent variables above that influence the dependent variable (organizational sustainability), there are other variables that influence organizational sustainability, including:

- 1) Innovation
- 2) Leadership Style
- 3) Training



## CONCLUSION

Based on the research findings and discussions, the following conclusions can be drawn: 1) Ability influences employee performance; 2) Competence influences employee performance; 3) Motivation influences employee performance; 4) Ability influences organizational sustainability; 5) Competence influences organizational sustainability; 6) Motivation influences organizational sustainability; 7) Employee performance influences organizational sustainability; 8) Ability influences organizational sustainability through organizational performance; 9) Competence influences organizational sustainability through organizational performance; 10) Motivation influences organizational sustainability through organizational performance.

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