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Accelerating Logistics Employee Performance: A Review of Transformational Leadership, Technical Competence, and the Effectiveness of Compensation Policies

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ABSTRACT

This study aims to analyze the influence of transformational leadership, organizational culture, and technical competence on work ethic and its implications for employee performance at a national private logistics company in Greater Bekasi, with compensation policy as a moderating variable. The increasingly competitive logistics industry demands companies to have human resources with superior work ethic and performance, thus the role of leadership, organizational culture, and technical competence are strategic factors that need to be studied comprehensively. This study uses a quantitative approach with a survey method on employees at a national private logistics company in Greater Bekasi. Data collection techniques were carried out through a structured questionnaire, while data analysis used multiple regression analysis and Structural Equation Modeling (SEM) to test the moderating role of compensation policy. The results of the study indicate that transformational leadership, organizational culture, and technical competence have a positive and significant effect on employee work ethic. Furthermore, work ethic is proven to have a positive and significant effect on employee performance. The results of the moderation test indicate that compensation policy strengthens the influence of transformational leadership, organizational culture, and technical competence on work ethic, which ultimately has an impact on improving employee performance. These findings confirm that fair and competitive compensation policies can enhance the effectiveness of organizational factors in building employee work ethic. This research offers practical implications for logistics company management in formulating integrated human resource management strategies to sustainably improve employee performance.

1. INTRODUCTION

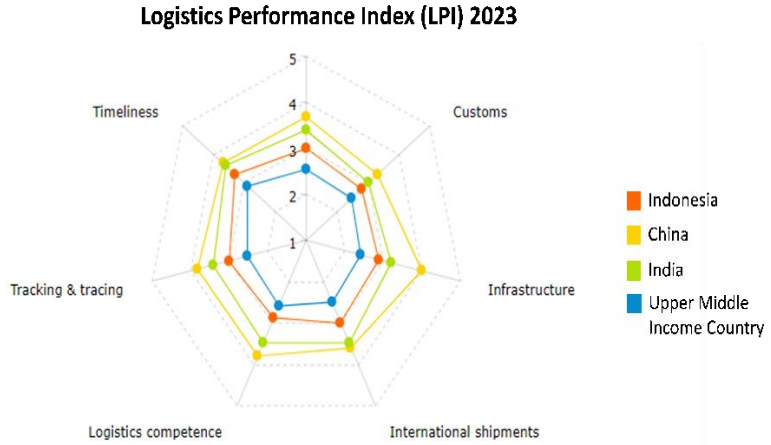
With international trade activity, digitalization, and the growth of e-commerce, the global logistics industry is currently experiencing increasingly rapid development. All aspects of the supply chain, from distribution and warehousing to transportation and customer service, are handled by private logistics companies. Global uncertainty has increased over the past decade, peaking during the COVID-19 pandemic that began in 2020 and was followed by the conflict between Russia and Ukraine in early 2022. Under these conditions, sound logistics is a key element in overcoming challenges and maintaining national sustainability. Every country needs to ensure the supply and distribution of goods and services, as well as the flow of international trade.

The World Bank introduced the Logistics Performance Index in 2007 and publishes it every few years, with the latest edition due in 2023. Changes to the data and methodology, as well as the scores and rankings based on the weighting of relevant indicators, are continually refined with each edition. The information from this index helps identify the strengths and weaknesses of logistics systems and encourages improvements and increased efficiency.

To be able to run a logistics business in Indonesia, there are several regulations or policies that must be adhered to, including various regulations such as Law No. 22 of 2009 concerning Traffic and

Road Transportation, as well as various Regulations of the Minister of Transportation (Permenhub) for land, sea, air and rail transportation. The most recent regulations are Regulation of the Minister of Communication and Information No. 8 of 2025 for postal and logistics services, which aims to strengthen the national distribution infrastructure, and Law No. 33 of 2014 concerning Halal Product Assurance (UU JPH) for halal logistics. These regulations regulate aspects of safety, permits, vehicle standards, warehouse management, and the sustainability of the logistics industry.

A country's logistics performance is generally measured using the Logistics Performance Index (LPI). The LPI is an instrument used to evaluate the efficiency and sustainability of a country or region's logistics system. The method is published by the World Bank. It involves numerous companies and logistics experts in its development, assessing key aspects of logistics such as transportation infrastructure, logistics services, regulations, and business process efficiency. The assessment is scored on a scale of 1 to 5.



Source: World Bank, 2023

Figure 1. Logistics Performance Index (LPI) 2023

In the 2023 LPI, Indonesia has a total score of 3.0, ranking 61st. This score is slightly lower than the 2018 LPI (3.15, ranking 46th), but still better than the 2016 LPI (2.98, ranking 63rd). Compared to upper-middle-income countries, which only scored around 2.54, Indonesia still ranks above average. However, when compared to partner countries that have relatively high growth in Asia such as China (score 3.7 or ranking 19) and India (score 3.4 or ranking 47), as well as ASEAN countries such as Singapore (score 4.14 or ranking 1), Malaysia (score 3.43 or ranking 32), and Thailand (score 3.26 or ranking 45) then Indonesia still has a very big homework in terms of logistics performance.

In general, LPI components can be classified into two groups, namely (1) the input group consisting of customs, infrastructure and service quality, and (2) the outcomes group or delivery service performance consisting of delivery time, international delivery and tracking and tracing. From the input side, logistics indicators showed positive performance. For the customs component, Indonesia scored 2.80, an increase compared to the 2018 LPI (2.67). In other words, there was an increase in customs efficiency, transparency of customs policies, ease of customs processes, and customs cooperation. Meanwhile, in terms of infrastructure, Indonesia scored 2.90, maintaining the same achievement as in 2018 and improving compared to the 2016 LPI (2.65).

This component measures the quality, speed, and availability of a country's infrastructure, such as road networks, ports, airports, railways, and other logistics infrastructure. Meanwhile, the logistics quality and competence component actually declined to a score of 2.90, lower than the 2018 LPI score of 3.10. This indicates that there are areas of concern regarding logistics quality and competence, as measured by indicators such as customer satisfaction, workforce skills, innovation, and cost efficiency.

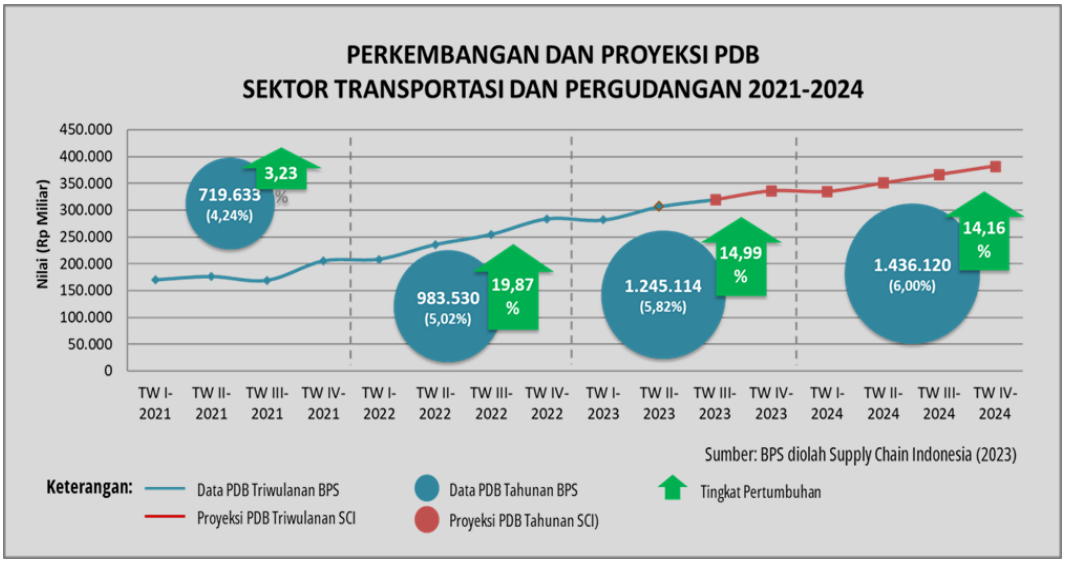
In terms of outcomes, logistics performance declined in the 2023 LPI. This measurement was based on 2022, when the global economy had recovered from the pandemic, despite changes in work

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patterns and increased competition. In terms of international shipments, Indonesia scored 3.0, a significant drop from the 2018 LPI (3.23). This component measures delivery speed, transportation infrastructure quality, logistics services, and administrative ease.

In terms of processing speed, for example, Indonesia has an average processing time at ports of 1.1 days. Meanwhile, partner countries like Malaysia have an average time of 1.0 days, China an average of 0.8 days, and India an average of 0.9 days. The tracking and tracing score also declined, with a score of 3.00, lower than the 2018 LPI (3.30). This indicates significant work remains, particularly in terms of tracking system availability, information accuracy, and speed of access to tracking data. Furthermore, delivery time is a major concern in logistics performance, with a score of 3.00 dropping significantly from the 2018 LPI (3.67). This demonstrates the government's need to seriously address delivery time, document processing time, goods delivery time, and adherence to established schedules.

From the above information, it can be concluded that, in general, Indonesia's logistics performance in the 2023 LPI shows a relatively stable position, with a score of 3.0 and a global ranking of 61. This achievement is slightly lower than in 2018 (a score of 3.15, ranking 46) but still better than in 2016 (a score of 2.98, ranking 63). Compared to the average for upper-middle-income countries (2.54), Indonesia is above average. However, when compared with regional partner countries such as China, India, Singapore, Malaysia, and Thailand, Indonesia still lags significantly behind, especially in terms of logistics competitiveness. However, the national transportation and warehousing subsector is estimated to have the potential to grow by 12.53% in 2025. This is a jump from the projected 9.52% growth in 2024. The logistics sector has the potential to be a driver of slowing economic growth. One indicator is the increasing contribution of the transportation and warehousing sector to Gross Domestic Product (GDP) in recent years.



Source: BPS and Supply Chain Indonesia (SCI), 2024

Figure 2. Development and Projection of GDP in the Transportation and Warehousing Sector in 2021-2024

Based on Figure 1.2, it is known that in the 2021-2023 period, the contribution of the transportation and warehousing sector in 2021 was 4.24% and increased to 5.02% in 2022. Based on data from the Central Statistics Agency (BPS) for the second quarter of 2023, Supply Chain Indonesia (SCI) projects the sector's contribution to be 5.82% in 2023 and 6.00% in 2024. SCI projects the contribution of the transportation and warehousing sector in 2023 to be IDR 1,245 trillion, or a growth of 14.99%, and in 2024 to be IDR 1,436 trillion, or a growth of 14.16%. In addition to contributing significantly to economic growth, the logistics sector has the potential to boost the growth of other sectors by increasing effectiveness and efficiency through the development of technology, processes and human resource competencies as well as through collaboration and synergy, both between logistics service providers and between logistics service providers and goods owners.

The logistics system is multi-sectoral and multi-stakeholder. Therefore, developing the logistics sector to drive economic growth requires the involvement and synergy of business actors from various sectors, including providers and users of logistics services, as well as other stakeholders. Logistics service providers need to be encouraged to elevate their business models from foundation services to value-added services (third-party logistics providers), lead logistics, and even synchronized supply chains. This requires improvements in technology, processes, and human resource competencies. As one of the largest industrial areas in Indonesia, Greater Bekasi plays a crucial role in supporting both national and international supply chains. This is also reflected regionally, particularly in terms of timeliness, service quality, and human resource competency. This region serves as a distribution hub for goods for both domestic and export needs, requiring an effective, robust, and flexible logistics company to keep pace with market developments. The Greater Bekasi area encompasses the province of West Java, Indonesia, and comprises two main administrative areas: Bekasi City and Bekasi Regency. Both are located east of Jakarta, with Bekasi City serving as a buffer zone and industrial center, while Bekasi Regency is a larger area and part of the Greater Jakarta metropolitan area.

National private logistics companies located in Greater Bekasi face intense competition, both from domestic companies and international players with higher service standards. With increasing service quality, faster delivery, and lower costs, these challenges are becoming increasingly challenging. All of this must be balanced with sound human resource management. In reality, leadership, organizational culture, and employee technical skills are crucial for building a strong work ethic, which impacts both employee performance and the company's overall performance. The logistics sector in Greater Bekasi is growing rapidly in line with the rapid growth of e-commerce, the manufacturing industry, and the need for goods distribution. National private logistics companies in Greater Bekasi play a crucial role as the backbone of goods distribution, both for domestic needs and those related to the surrounding region and exports and imports. Employee performance in logistics companies plays a crucial role in maintaining smooth operations, customer satisfaction, and company competitiveness. The following is the performance data of logistics companies in Greater Bekasi over the last 3 years, which is displayed in the following table:

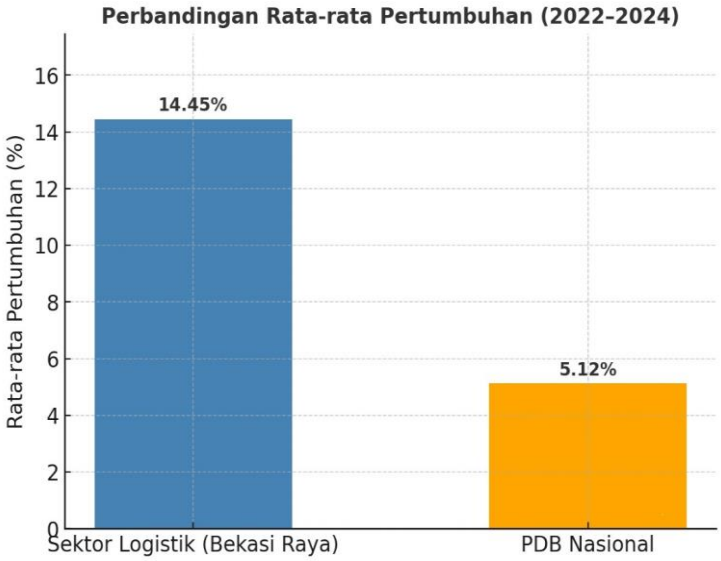
Table 1. Performance of Logistics Companies in Greater Bekasi 2022-2024

Year	Growth of the Transportation & Warehousing Sector	National GDP Growth
2022	19.87%	5.31%
2023	13.96%	5.05%
2024	9.52%	5.00%
Total	43.35%	15.36%
Average	14.45%	5.12%

Source: Report from Supply Chain Indonesia (SCI) and BPS), (2025)

From table 1.1 above, it shows that in 2022 the growth of the transportation and warehousing sector was at 19.87%, which reflects the logistics sector's rapid development post-pandemic, with the high need for modern warehouses and accelerated distribution, while in 2023 there was a decline, namely at 13.96% but still 2.7 times higher than the national GDP growth (5.05%), while in 2024 the projected growth of 9.52% shows a healthy stability, indicating that this sector has entered a phase of sustainable growth. From the above information, it can be concluded that over the past 3 years, the transportation and warehousing sector in Greater Bekasi recorded a total growth of 43.35% with an annual average of 14.45%, far above the average national GDP growth. The following graph presents a comparison of the average growth of the Logistics sector and National GDP in Bekasi from 2022 to 2024:

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Source: SCI and GDP, processed data (2025)

Figure 3. Comparison Graph of Average Growth Logistics Sector in Greater Bekasi (2022-2024)

Based on Figure 3, the average growth graph from 2022 to 2024 shows a significant gap between the logistics sector in Greater Bekasi and national economic growth (GDP). During the 2022–2024 period, the average growth of the logistics sector reached 14.45%, while the average national GDP growth was only 5.12%. This means that the logistics growth rate in the Greater Bekasi area is almost three times higher than the Indonesian economy as a whole.

This phenomenon indicates that the logistics sector, especially warehousing, is one of the main drivers of the regional economy, with the increasing trend of online shopping creating high demand for modern warehouses with efficient distribution systems and Logistics Property Investment - JLL Indonesia data (2024) shows that the supply of modern logistics warehouses in Jabodetabek has exceeded 2.7 million m² with an occupancy rate of 89%, where Bekasi City, Bekasi Regency and Tangerang are the main centers.

However, despite the fact that the Greater Bekasi logistics area performed significantly better than national GDP growth, there are indications of a decline from 2022 to 2024. In 2022, the transportation and warehousing industry grew by 19.87%, a result of a significant post-pandemic surge and increased demand for modern warehousing space. However, growth is projected to reach only 9.52% in 2024, nearly half the figure recorded in the previous two years.

This decline in growth indicates a process of market normalization. After a period of massive expansion driven by the surge in e-commerce and distribution needs following the pandemic, the logistics industry is now recovering with a more moderate growth rate. This decline could also be caused by external factors, such as increased competition in the logistics industry, rising operational costs, and a global economic slowdown that has only slightly affected domestic demand.

Achieving high growth depends not only on the availability of infrastructure and market opportunities; internal company policies, one of which is the compensation policy offered to employees, also play a role. A company's ability to create fair and competitive compensation policies and comply with labor regulations significantly impacts employee performance.

In her study, Wuryandari (2025) stated that a good compensation policy not only fulfills company obligations but also motivates employees to be more loyal. Muliawati (2023) also stated that transparency and fairness in compensation policies improve employee performance in service companies, including the logistics sector. To find out how the compensation policies are implemented by logistics companies in Greater Bekasi, a pre-survey was conducted on 50 respondents with the compensation dimensions according to Mondy & Noe in Muliawati (2023) as follows:

Table 2. Pre-survey on Employee Compensation Policies of National Private Logistics Companies in Greater Bekasi

No	Dimensions	Alternative Answers					Average	Criteria in Interval Scale
		1	2	3	4	5		
1	Justice	6	8	19	11	6	3.06	**Not good**
2	Eligibility/Competitiveness	5	10	14	7	14	3.16	**Not good**
3	Financial Feasibility	3	14	14	17	2	3.02	**Not good**
4	Consistency & Transparency	4	9	19	14	4	3.10	**Not good**
5	Compliance with Regulations	4	6	22	15	3	3.14	**Not good**
Total Average Value of Compensation Policy Variables							**3.09**	**Not good**

Source: Data processed by researchers, 2025

Based on Table 1.2, the results of a pre-survey of 50 employees of a logistics company in Greater Bekasi regarding compensation policies, it can be seen that perceptions of compensation policies remain in the unfavorable category, with an overall average score of 3.09. This indicates a gap between employee expectations and the company's compensation policies. This situation is crucial due to the rapid growth of the Greater Bekasi logistics industry (JLL Indonesia, 2024). However, employee perceptions of their compensation have not kept pace with this progress. This dissatisfaction can lead to a low work ethic and low loyalty, and even more employees will leave the company if left unchecked.

As Wuryandari (2025) points out, a fair, appropriate, and transparent compensation policy is a crucial factor in improving employee performance and satisfaction. This finding is further supported by Muliawati (2023), who states that perceived unfair compensation can demotivate employees and encourage them to seek other opportunities in the workplace. Therefore, the results of this pre-survey are crucial for further analysis on how compensation policies at Bekasi Raya logistics companies can be improved to enhance performance and business sustainability. Employee attitudes and behavior at the Bekasi Raya logistics company are significantly influenced by its inadequate compensation policy. If compensation doesn't meet expectations, employee morale can decline, ultimately leading to a diminished work ethic within the company.

According to research conducted by Sari et al. (2024), dissatisfaction with compensation significantly influences employee work ethic in the service industry. This finding aligns with research conducted by Intan (2025), which found that company rewards, both financial and non-financial, significantly impact employee work ethic. In other words, improving compensation policies leads to employee happiness and builds a strong organizational culture. To find out the work ethic of employees in logistics companies in the Greater Bekasi area, a pre-survey was conducted on 50 respondents, as follows:

Table 3. Pre-survey on the Work Ethic of Employees of National Private Logistics Companies in Greater Bekasi

No	Dimensions	Alternative Answers					Average	Criteria in Interval Scale
		1	2	3	4	5		
1	Commitment	4	6	18	19	3	3.22	**Not good**
2	Integrity	5	10	14	17	4	3.10	**Not good**
3	Professional Attitude	0	10	25	13	2	3.14	**Not good**
4	Hard Work	1	14	15	18	2	3.12	**Not good**
Total Average Value of Work Ethic Variable							**3.15**	**Not good**

Source: Data processed by researchers, 2025

Based on table 1.3, the results of the pre-survey of 50 respondents of logistics company employees in Bekasi Raya, it was found that the overall work ethic variable received an average value of 3.15 with a less good category, namely for the commitment dimension with a value of 3.22 (less

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good) this indicates that some employees have not shown full attachment to the work and goals of the organization, then for the integrity dimension with a value of 3.10 (less good), which illustrates that honesty, responsibility and consistency of employee work behavior are not yet optimal, then for the professional attitude dimension with a value of 3.14 (less good), which indicates that employees are considered not to have fully displayed a professional attitude, such as discipline, work ethics and respect for the rules, while for the hard work dimension it received a value of 3.12 (less good), which indicates that employees are considered to work hard enough, but there are still obstacles in maintaining high productivity consistently.

The pre-survey results above indicate that the work ethic of logistics employees in Greater Bekasi still needs improvement. This is despite the region's rapidly growing logistics sector (JLL Indonesia, 2024), requiring a workforce with a strong work ethic to enable companies to face the challenges of competition, technology, and customer demands.

From the above information, it can be concluded that the work ethic of employees at logistics companies in Greater Bekasi remains in the poor category, with an average score of 3.15. This serves as a warning to company management to strengthen factors that drive work ethic, including improving compensation policies, organizational culture, and leadership that encourages employee commitment, hard work, and professionalism.

A pre-survey on employee work ethic at logistics companies in Greater Bekasi revealed that most aspects, such as commitment, integrity, professionalism, and hard work, remain in the poor category. This indicates a significant challenge in developing competitive human resources. Compensation factors and employee work ethic are strongly correlated.

Employee behavior and attitudes are strategically influenced by the role of leaders. It has been proven that leaders who set an example, encourage, and pay attention to each team member can improve work ethic. A study conducted by Muliawati (2023) found that transformational leadership has a significant impact on the level of professionalism and commitment of employees in the service industry. Sari (2024) stated that effective leadership is an important part of creating a pleasant work environment that encourages employees to work hard and uphold integrity. To find out how transformational leadership is in logistics companies in the Greater Bekasi area, a pre-survey was conducted on 50 respondents as follows:

Table 4. Pre-survey on Transformational Leadership in National Private Logistics Companies in Greater Bekasi

No	Dimensions	Alternative Answers					Average	Criteria in Interval Scale
		1	2	3	4	5		
1	Ideal Influence	5	10	14	17	4	3.10	**Not good**
2	Motivational Inspiration	5	10	14	7	14	3.16	**Not good**
3	Intellectual Stimulation	6	8	19	11	6	3.06	**Not good**
4	Individual Attention	4	10	21	13	2	2.90	**Not good**
Total Average Value of Transformational Leadership Variables							**3.05**	**Not good**

Source: Data processed by researchers, 2025

Based on table 1.4, the results of the pre-survey of 50 respondents of logistics company employees in Bekasi Raya show that overall transformational leadership is in the poor category, with a total average of 3.05, where the ideal influence dimension obtained a value of 3.10 (not good) this indicates that the leader is considered not yet fully a role model and has not been able to show integrity and a strong vision in the eyes of employees, then the inspiration motivation dimension with a value of 3.16 (not good), this shows that the leader is relatively able to provide motivation, but is still not consistent in inspiring employees to be optimistic and oriented towards achieving goals and the intellectual stimulation dimension obtained a value of 3.06 (not good) which shows that employees assess that the leader has not encouraged much creativity and freedom of innovative thinking in

solving problems, while for the individual attention dimension obtained a value of 2.90 (not good) which is the aspect with the lowest value, indicating that personal attention, coaching, and support for employee self-development are still very minimal.

This phenomenon demonstrates that transformational leadership at logistics companies in Greater Bekasi is still suboptimal in influencing employee work behavior. The dimension with the lowest score, individual consideration, indicates a lack of leadership attention to employees' personal needs, resulting in decreased commitment and loyalty. In addition, even though the inspirational motivation dimension obtained a relatively higher score compared to other dimensions, the results were still in the less good category, which indicates that leaders have not been able to be a strong source of motivation in encouraging an increase in work ethic and employee performance.

Based on the above information and the pre-survey results, it can be concluded that transformational leadership in the Bekasi Raya logistics company still needs improvement. Leaders have not fully demonstrated charisma, inspiration, intellectual stimulation, and optimal individual attention. This situation has the potential to impact employee work ethic, which was previously considered less than optimal. Therefore, improvements to a more transformational leadership style are needed to support the growth of the increasingly competitive logistics sector.

A pre-survey on transformational leadership at the Bekasi Raya logistics company indicates that leadership remains underperforming. Leaders are not always able to serve as role models, inspire, or provide optimal care for each staff member. This situation not only leads to a lack of motivation to work but also impacts the company's ability to create a positive organizational culture.

Robbins and Judge (2019) stated that because leaders' values, norms, and behaviors serve as a guide for employees as they work, leadership has a significant influence on how organizational culture is formed. This finding is supported by research by Intan (2025), who stated that a strong organizational culture can only be formed if transformational leadership provides consistent examples and values within the organization. To find out what the organizational culture is like in logistics companies in Greater Bekasi, a pre-survey was conducted on 50 respondents as follows:

Table 5. Pre-survey on Organizational Culture in National Private Logistics Companies in Greater Bekasi

No	Dimensions	Alternative Answers					Average	Criteria in Interval Scale
		1	2	3	4	5		
1	Innovation and Risk Taking	5	10	14	17	4	3.10	**Not good**
2	Attention to Detail	6	8	19	11	6	3.06	**Not good**
3	Results Orientation	1	14	15	18	2	3.12	**Not good**
4	People Orientation	4	6	18	19	3	3.22	**Not good**
5	Team Orientation	4	10	21	13	2	2.90	**Not good**
6	Aggressiveness	0	10	25	13	2	3.14	**Not good**
7	Stability	5	10	14	17	4	3.10	**Not good**
Total Average Value of Organizational Culture Variables							**3.09**	**Not good**

Source: Data processed by researchers, 2025

Based on a 1.5-point pre-survey conducted among 50 employees of a logistics company in Greater Bekasi, it was shown that all dimensions of organizational culture obtained an average score ranging from 2.90 to 3.22, which is included in the poor category. The dimension with the highest score was people orientation (3.22), while the lowest was team orientation (2.90). The overall average score for organizational culture variables was 3.09 (poor).

This phenomenon shows that the organizational culture in the Bekasi Raya logistics company is still in the development stage and requires significant improvement, especially in the aspects of teamwork, innovation and results orientation. The pre-survey results concluded that the organizational culture at the Bekasi Raya logistics company remains in the poor category, with an average score of 3.09. A weak organizational culture has the potential to hinder the company's productivity, efficiency, and competitiveness amidst the highly dynamic growth of the logistics industry.

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This aligns with research by Hidayat & Prabowo (2022), which states that a weak organizational culture can reduce employee discipline, innovation, and collaboration. Meanwhile, according to Sari (2025), a positive organizational culture based on teamwork and innovation significantly impacts performance improvement in Indonesia's logistics sector.

A strong organizational culture is not yet fully capable of driving improved performance in increasingly complex logistics organizations. In the era of supply chain digitalization and increasing competition in the logistics industry, employees are required to possess adequate technical competencies, including technological mastery, operational skills, and an understanding of standard operating procedures.

In line with Wuryandari's (2025) opinion, a conducive organizational culture must be accompanied by high technical competence to increase productivity and a company's competitive advantage. Therefore, after outlining the state of organizational culture, it is important to further examine employee technical competence at logistics companies in Greater Bekasi as a key factor in supporting operational effectiveness and performance achievement. To find out the technical competence of employees at logistics companies in Greater Bekasi, a pre-survey was conducted on 50 respondents, as follows:

Table 6. Pre-survey on Technical Competence in National Private Logistics Companies in Greater Bekasi

No	Dimensions	Alternative Answers					Average	Criteria in Interval Scale
		1	2	3	4	5		
1	Technical knowledge	7	11	19	11	2	2.80	**Not good**
2	Technical skills	4	10	21	13	2	2.98	**Not good**
3	Technical skills	5	10	14	7	14	3.16	**Not good**
4	Work experience	4	9	19	14	4	3.10	**Not good**
Total Average Value of Technical Competence Variable							**3.01**	**Not good**

Source: Data processed by researchers, 2025

Based on table 1.6 of the pre-survey on technical competency conducted on 50 respondents of logistics company employees in Bekasi Raya, the results show an average variable score of 3.01 with a poor category. The dimension with the lowest value is technical knowledge at 2.8, indicating a weakness in basic understanding related to technology and logistics processes, then the dimension with the highest value is technical ability at 3.16 still included in the poor category and other dimensions such as technical skills (2.98) and work experience (3.10) also show that practical skills and work experience of employees are still not fully optimal.

This phenomenon shows that logistics human resources in Greater Bekasi face major challenges in technical competency, especially related to mastery of technology, practical skills and application of experience to support operational innovation. Based on the pre-survey results, it can be concluded that the technical competence of logistics employees in Greater Bekasi remains at a poor level (average 3.01). Low technical knowledge and practical skills are major obstacles to boosting the performance and productivity of logistics companies.

This aligns with Muliawati's (2023) research, which found that a lack of technical knowledge and skills is a major factor reducing work effectiveness in the logistics sector. Meanwhile, Intan (2025) stated that work experience not balanced with training and technological adaptation will negatively impact the competitiveness of logistics companies in Indonesia. The reasons why researchers conducted research on employees of national private logistics companies in Greater Bekasi are as follows:

1. Greater Bekasi area is the largest logistics industry center in West Java Province.
2. The development of private logistics industry investments is mostly domiciled or operating in several Industrial Areas in Greater Bekasi.

3. With the growth and development of new investments, there will be an impact on the increase in new job opportunities that must be filled by workers or employees who have high competence, work ethic and employee performance.

Based on the background and phenomena that occurred above, the researcher is interested in conducting research with the title "The Influence of Transformational Leadership, Organizational Culture and Technical Competence on Work Ethic and its Implications on Employee Performance Moderated by Compensation Policy (Survey on National Private Logistics Companies in Greater Bekasi)".

2. THE PURPOSHED METHOD

This study uses a quantitative approach with a descriptive and verification research design. The main objective of this study is to examine the influence of transformational leadership, organizational culture, and technical competence on employee work ethic, as well as their implications for employee performance, moderated by compensation policies. This research was conducted at a national private logistics company in Bekasi Raya, which was chosen because the area is one of the largest industrial areas in Indonesia and plays a vital role in supporting supply chains both nationally and internationally.

A descriptive approach was used to describe the relationships between the variables studied, while an explanatory method was used to further explain the causal relationships between these variables. Researchers collected data through various methods, including observation, interviews, and questionnaires distributed to employees of logistics companies in Greater Bekasi. The data collection process was conducted systematically and structured to ensure the validity and reliability of the information obtained.

This study identified six main variables to be tested: transformational leadership, organizational culture, technical competence, work ethic, compensation policy, and employee performance. These variables were measured using indicators developed based on relevant theories from experts, such as the transformational leadership theory by Bass & Avolio (2025), organizational culture by Robbins & Judge (2019), and technical competence by Spencer & Spencer (2023). To measure these variables, the researcher used a five-point Likert scale that allows for measurement of the level of agreement between respondents with statements.

The sampling technique used was Proportional Random Sampling, where samples were taken randomly but proportionally based on the number of employees in various parts of the company. The researcher selected a representative sample from the employee population of approximately 990 people, with the sample size calculated using the Slovin formula, which was approximately 285 respondents. Data collection was carried out by distributing questionnaires to the selected respondents to ensure the accuracy of the data obtained.

After data collection, this study used the Structural Equation Modeling (SEM) analysis method to examine the relationships between variables and evaluate the direct and indirect influences between independent and dependent variables. SEM analysis allows researchers to test structural models that describe causal relationships between variables and examine the contribution of each variable to the others. Researchers also tested the validity and reliability of the research instruments through validity tests with Pearson correlation and reliability tests using the Cronbach's Alpha formula.

Overall, this study aims to identify factors influencing employee work ethic and performance in the logistics sector, as well as to examine the effect of compensation policies in moderating the relationship between these variables. With a structured approach and in-depth analysis, this study is expected to provide useful insights for human resource management in logistics companies, particularly in improving employee performance and optimizing managerial policies in this industrial sector.

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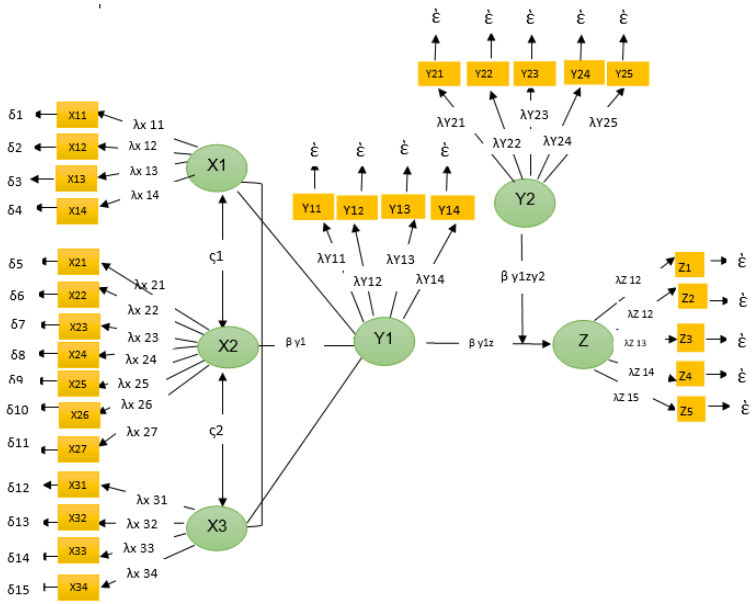


Figure 1: Structural Equation Model as a whole

3. RESULTS AND DISCUSSION

Structural Model Analysis

Analysis of the resulting structural research models was conducted by examining the correlation coefficient values or figures that emerged from each model. This analysis will discuss the model fit index values as LISREL output. In path analysis, to see whether the model obtained has met the model accuracy measures (Goodness of fit measures/GoF) so that it can be said that the model obtained from the comparison between the data and the model is good, it can be seen based on the following criteria:

Table 4. Results of the Goodness of Fit of the Research Model

GOF Size	**Estimate**	**Test Results**	**Condition**
Chi-Square Statistics (X2)	1,2919	*Good Fit*	
P-Value	0.0920	*Good Fit*	>0.05
Goodness-of-fit Index(GFI)	0.9754	*Good Fit*	>= 0.90
Root mean square error of approximation(RMSEA)	0.0692	*Good Fit*	>=0.05
Expected cross-validation index(ECVI)	4.6857	*Good Fit*	~1
Tucker-Lewis Index(TLI) or Non-Normed Fit Index (NNFI)	0.9611	*Good Fit*	>= 0.90
Normed Fit Index(NFI)	0.9506	*Good Fit*	>= 0.90
Adjusted Goodness of Fit Index(AGFI)	0.9331	*Good Fit*	>= 0.90
Incremental Fit Index(IFI)	0.9650	*Good Fit*	>= 0.90
Comparative Fit Index(CFI)	0.9650	*Good Fit*	>= 0.90
Parsimonious Goodness of Fit(PGFI)	0.9524	*Good Fit*	~1
Parsimonious Normed Fit Index(PNFI)	0.9569	*Good Fit*	~1

Source: Results of Lisrel Data Processing 8.72, 2025

The measure of model fit in SEM, namely:

1. Calculation results of the value *Chi-square*(X2) for the studied model was obtained at 1.2919 with a p-value = 0.0920. Judging from the small X2 value with a p-value greater than 0.05, it shows that the X2 test is significant (p-value > 0.05). This means that the model obtained is good due to the good match between the X2 value and the p-value. (Joreskog and Sorbom, 1989).
2. *Goodness of Fit Index*(GFI) can be classified as an absolute fit measure, as it essentially compares a hypothesized model to no model at all. A GFI value > 0.90 indicates a good fit, while a GFI

value < 0.80 indicates a marginal fit. In this model, the GFI value is 0.9754, indicating that the model in this study falls into the good fit category.

3. Judging from the RMSEA (Root Mean Square Error of Approximation) value for the studied model of 0.0692, it shows that the studied model is fit because it has met the criteria, namely 0.05 < RMSEA < 0.08. This means that the studied model is*good fit*.
4. *Expected Cross Validation Index*The ECVI (ECVI) in this model is 4.6857, while the ECVI for the saturated model is 3.0634 and the ECVI for the Independence model is 86.3610. The ECVI value of the model that is between the ECVI for the saturated model and the ECVI for the Independence model can be said to be a good fit. Therefore, it can be concluded that the model can be used for replication in subsequent research.
5. *Tucker Lewis Index*(TLI) The Non-Normed Fit Index (NNFI) or TLI is an incremental fit index that compares the tested model with the baseline model. The TLI is used to address issues arising from model complexity. The recommended acceptance value is a TLI value > 0.90. The TLI is an index that is less affected by sample size. The NNFI value for this model is 0.9611, indicating a good fit.
6. The NFI (Normed Fit Index) value of this research model is 0.9506, indicating that the model is fit because it is still greater than 0.9, meaning that the model formed in this research is a good fit.
7. The AGFI (Adjusted Goodness of Fit Value) value of the research model is 0.9331, meaning that the model is included in the good fit category.
8. The IFI (Incremental Fit Index) value of this research model is 0.9650, indicating that the model formed is a good fit because the IFI value is greater than 0.90.
9. The Comparative Fit Index (CFI) value of this research model is 0.9650, this indicates that the model formed is a good fit because the CFI value is greater than 0.90.
10. The PGFI (Parsimonious Goodness of Fit) value of the research model is 0.9524, indicating that the parsimony model is good, where the PGFI value ranges from 0 to 1, meaning that the model has high parsimony because fewer parameters are used.
11. The PNFI (Parsimonious Normed Fit Index) value of the model studied was 0.9569, indicating that the model met the good fit criteria.

The results of the model fit measurements indicate that the obtained model meets all GOF criteria. The results of the calculation of the model accuracy measures (Goodness of Fit measures) indicate that the model "Transformational Leadership, Organizational Culture and Technical Competence on Work Ethic and its Implications on Employee Performance with moderation from Compensation Policy" is a good model to describe the relationship between the variables studied.

The correlation coefficient values of all variables in each structural model formed indicate the influence of these variables on other variables. The correlation coefficient that shows the influence of the independent variable on the dependent variable is expressed by the gamma coefficient (γ), while the coefficient of the relationship between the dependent variable and other dependent variables is expressed by the beta value (β).

The Influence of Transformational Leadership, Organizational Culture and Technical Competence on Work Ethic

Structural model 1 describes the relationship between transformational leadership, organizational culture and technical competence on work ethic, which is stated in the following hypothesis.that. Transformational leadership, organizational culture and technical competence influence work ethic both partially and simultaneously.. Based on the results of data processing using the Lisrel program for structural model 1, in accordance with the proposed hypothesis, the following results were obtained:

Y1= 0.3307X1 + 0.3163X2 + 0.2864X3, Errorvar=0.2688,R^2= 0.7312

(0.06145) (0.09433) (0.09699) (0.03703)

5.3818 3.3530 2.9530 6.1183

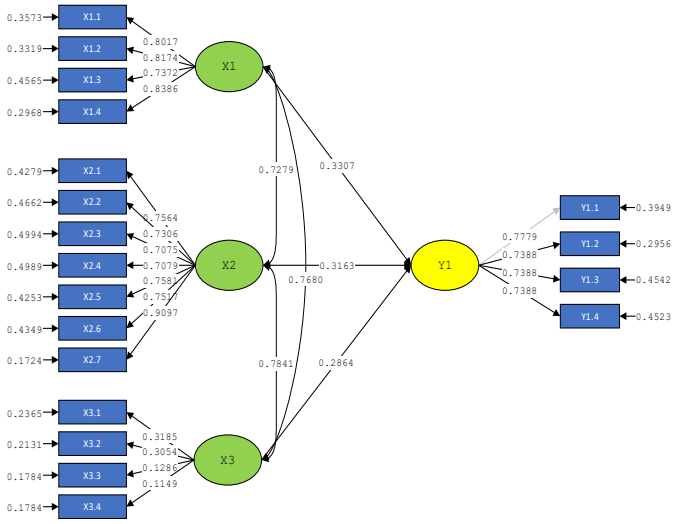
Based on the equation above, it can be explained that the work ethic variable is positively influenced by transformational leadership with a path coefficient of 0.3307, positively influenced by

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organizational culture with a path coefficient of 0.3163, and positively influenced by technical competence with a path coefficient of 0.2864.

For the path coefficient X1 to Y of 0.3307, this means that if transformational leadership increases, work ethic will increase by 0.3307 units or transformational leadership contributes to increasing work ethic by 0.3307 units. For the path coefficient of X2 to Y of 0.3163, this means that if organizational culture increases, work ethic will increase by 0.3163 units or organizational culture contributes to increasing work ethic by 0.3163 units.

For the path coefficient of X3 to Y of 0.2864, this means that if technical competence increases, work ethic will increase by 0.2864 units or technical competence contributes to an increase in work ethic by 0.2864 units. Thus the proposed conceptual hypothesis has been tested and can be accepted. The complete structural model for substructure 1 can be described as follows:



Source: Lisrel Data Processing Results, 2025

Figure 2. Path Coefficient of Transformational Leadership, Organizational Culture and Technical Competence on Work Ethic

The calculation results obtained show that the work ethic variable is influenced by transformational leadership, organizational culture, and technical competence, both partially and simultaneously. Based on the correlation values and path coefficients obtained from the calculation results with Lisrel 8.80, the magnitude of the direct and indirect influence of transformational leadership, organizational culture, and technical competence on work ethic can be seen as follows:

Table 5. Direct and Indirect Effects of Transformational Leadership, Organizational Culture, and Technical Competence on Work Ethic

	Path Coefficient	Direct Influence	Influence Through				Total
			Transformational Leadership	Organizational culture	Technical Competence	Total Indirect	
Transformational Leadership	0.3307	10.94%		7.61%	7.27%	14.89%	25.82%
Organizational culture	0.3163	10.00%	7.61%		7.10%	14.72%	24.72%
Technical Competence	0.2864	8.20%	7.27%	7.10%		14.38%	22.58%
Total		29.14%	14.89%	14.72%	14.38%	43.98%	73.12%

Source: Data Processing Results, 2025

Based on the table above, work ethic is influenced by direct and indirect influences. The direct influence of transformational leadership is 10.94%, while its indirect influence through organizational culture and technical competence is 7.61% and 7.27%, respectively. The direct influence of

organizational culture on work ethic is 10.00%, while its indirect influence through transformational leadership and technical competence is 7.61% and 7.10%, respectively. The direct influence of technical competence on work ethic is 8.20%, while its indirect influence through transformational leadership and organizational culture is 7.27% and 7.10%, respectively.

Based on the calculation of the total partial influence, the largest variable is transformational leadership, with a total influence on work ethic of 25.82%. Therefore, it can be concluded that improving work ethic requires the support of good transformational leadership. However, the influence of other variables examined in this study on work ethic is also quite significant, namely organizational culture and technical competence, with a total partial influence of 24.72% and 22.58%, respectively.

Simultaneous Hypothesis Testing

The simultaneous influence of transformational leadership variables, organizational culture and technical competence on work ethic using the following statistical hypothesis:

H0 : $\xi Yx1 = \xi Yx2 = \xi Yx3 = 0$

There is no significant influence of transformational leadership, organizational culture and technical competence on work ethic.

Ha : $\xi Yx1 \neq \xi Yx2 \neq \xi Yx3 \neq 0$

There is a significant influence of transformational leadership, organizational culture and technical competence on work ethic. With test criteria:
Treject H0 if Fcount > Ftable
To test this hypothesis, calculations are carried out using the following formula:

$$F = \frac{(n-k-1)R^2_{yxk}}{k(1-R^2_{yxk})}$$

$$F = \frac{(285-1)0.7312}{3(1-0.7312)} = 254{,}8597$$

Based on the calculation, the Fcount value is 254.8597, where the rejection criteria for H0 is if the Fcount is greater than Ftable or F0> Ftable, with degrees of freedom df1 = 3 -1 = 2 and df2 = 285–3–1 and a confidence level of 95%, then from the F distribution table the Ftable value is obtained for F0.05,3,285 = 3.0279. Because 254.8597 is greater than 3.0279, then H0 is rejected, meaning that it can be concluded that there is a simultaneous relationship between transformational leadership, organizational culture and technical competence on work ethic, or it can be interpreted that there is a joint influence between transformational leadership, organizational culture and technical competence on work ethic.

This study aims to describe the conditions of transformational leadership, organizational culture, and technical competence in a national private logistics company in Greater Bekasi and analyze their influence on employee work ethic and performance. Based on the analysis, the condition of transformational leadership is categorized as quite effective, with the largest dimension being inspiration and motivation. This indicates that leaders in the company need to continue to improve work motivation, communicate organizational goals clearly, and encourage optimism for the future. The smallest dimension is individual attention, which indicates that leaders still need to pay more attention to the needs of each individual and provide opportunities for employee self-development.

The organizational culture of this logistics company also demonstrated strong results, with stability being the largest dimension. This reflects the importance of creating a stable and safe work environment for employees to support their performance. However, the smallest dimension, attention to detail, still needs improvement, such as thoroughness in work procedures and standards. Meanwhile, employee technical competence still needs improvement, although it is at a fairly high level. Technical skills are a key strength, while technical work experience remains limited, requiring the company to focus on developing employee technical experience and skills.

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The company's employee work ethic is also quite high, with the largest dimension being hard work. Employees at this logistics company demonstrate high dedication to completing their work despite challenges. However, the smallest dimension, integrity, still needs improvement. Improvements in honesty, moral principles, and work ethics will strengthen employee work ethic. Furthermore, the existing compensation policy is quite effective, with the largest dimensions being consistency and transparency. However, the appropriateness or competitiveness of compensation still needs improvement to maintain the company's attractiveness to employees and ensure that compensation aligns with economic developments and industry standards.

Employee performance also falls into the fairly effective category, with punctuality being the most important dimension. This demonstrates the importance of time management and completing tasks according to schedules. However, discipline and compliance still need improvement, particularly in terms of adherence to procedures, internal regulations, and company operational standards.

The results of the verification analysis show that transformational leadership, organizational culture, and technical competence have a significant influence on work ethic, with a total influence reaching 73.12%. Among these three variables, transformational leadership has the largest influence, contributing 25.82%. Effective leadership can motivate employees to improve their work ethic and help them overcome work challenges. Therefore, it is important for companies to improve leadership quality by providing training and constructive feedback to both leaders and employees.

Organizational culture also significantly influences work ethic, contributing 24.72%. A conducive and dynamic organizational culture can motivate employees to perform better. Therefore, companies need to strengthen the organizational culture dimension through training and education that focuses on cultural values that support improved work ethic.

Technical competence influences work ethic, contributing 22.58%, although its influence is smaller than that of transformational leadership and organizational culture. Improved technical competence will improve employees' ability to complete tasks effectively. Therefore, companies need to improve employees' technical skills and work experience to enable them to work more efficiently.

Furthermore, work ethic has been shown to significantly influence employee performance, contributing 78.39%. A strong work ethic can motivate employees to achieve better performance, so companies need to focus on improving the quality of their work ethic. With a sound compensation policy, moderated by work ethic, companies can further optimize employee performance. Fair compensation that aligns with industry standards can increase work motivation, which in turn will improve overall employee performance.

Overall, this study shows that transformational leadership, organizational culture, and technical competence significantly influence work ethic, ultimately improving employee performance at a national private logistics company in Greater Bekasi. Improvements in these three variables, along with appropriate compensation policies, will help create a more productive work environment and improve overall organizational performance.

4. CONCLUSION

Based on the research findings, the main conclusion is that transformational leadership, organizational culture, and technical competence at a national private logistics company in Greater Bekasi still require continuous improvement. Although considered quite effective, certain dimensions remain challenging, such as individual attention within transformational leadership and attention to detail within organizational culture. Technical competence is also needed, particularly in light of the limited technical work experience of some employees.

Overall, employee work ethic is quite high, with hard work being a key strength. However, employee integrity still needs improvement. Furthermore, the company's compensation policy is quite good, but its competitiveness is still limited. Employee performance is also considered quite effective, but there is room for improvement, particularly in terms of discipline and adherence to operational procedures and standards.

The influence of these variables on work ethic is very significant, with the total influence of transformational leadership, organizational culture, and technical competence amounting to 73.12%. Among these three variables, transformational leadership has the greatest influence, indicating the importance of the role of leaders in improving employee work ethic. Organizational culture and technical competence have a significant influence, although smaller than the influence of transformational leadership. Employee work ethic, which shows a very large influence on performance, contributes 78.39%. In addition, work ethic, moderated by compensation policy, is proven to have a very significant influence on employee performance with a total influence reaching 82.34%.

Therefore, to improve employee performance, companies need to focus on managing and developing variables that influence work ethic, such as transformational leadership, organizational culture, technical competence, and compensation policies. Improvements in all dimensions of these variables will foster a more productive work environment and improve overall performance. This can be achieved by providing more in-depth training on leadership and organizational culture, as well as enhancing employees' technical competence through more diverse work experiences.

Furthermore, companies need to review their compensation policies to ensure they are competitive and align with industry standards, while motivating employees to deliver their best in their work. Improving work ethic should also be a priority, with a focus on enhancing integrity, discipline, and compliance. Through these steps, national private logistics companies in Greater Bekasi are expected to achieve higher performance targets and sustainably increase employee productivity.

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