

The Role of Job Satisfaction in Mediating the Influence of Training, Work Environment, and Work Culture on the Performance of Domestic Cargo Companies

Primadi Candra Susanto ^{1*}, Aswanti Setyawati ², Aisyah Rahmawati ³, Reza Fauzi Jaya Sakti ⁴, Esti Liana ⁵, Euis Saribanon ⁶, Irwan Chairuddin ⁷

^{1*,4} Marine Transportation Management Study Program, Faculty Business Management, Institut Transportasi dan Logistik Trisakti, East Jakarta City, Special Capital Region of Jakarta, Indonesia

^{2,5,6,7} Management Study Program, Faculty Business Management, Institut Transportasi dan Logistik Trisakti, East Jakarta City, Special Capital Region of Jakarta, Indonesia

³ Air Transportation Management Study Program, Faculty Business Management, Institut Transportasi dan Logistik Trisakti, East Jakarta City, Special Capital Region of Jakarta, Indonesia

Email: Primstrisakti@gmail.com ^{1*}, aswantimurgiyanto@gmail.com ², aisayahkicil@gmail.com ³, reza.jayasakti@itltrisakti.ac.id ⁴, estimrshartono@gmail.com ⁵, nengnonon04@gmail.com ⁶, irwan.chairuddin@gmail.com ⁷

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Abstract

This study explores the mediating role of job satisfaction in the relationship between training, work environment, and organizational culture on the performance of domestic cargo companies. The cargo logistics sector is increasingly challenged by rising competition, rapid technological changes, and shifting service demands. This research employs a qualitative approach using a systematic literature review. Secondary data were collected from reputable international journals indexed in databases such as Scopus, Springer, Elsevier, Emerald, and Web of Science. The data were analyzed using content analysis to examine the conceptual relationships among the key variables. The findings reveal that training, work environment, and organizational culture significantly affect company performance, both directly and indirectly through job satisfaction as a mediating variable. From a managerial perspective, the study highlights the need for cargo companies to implement continuous training programs, create supportive work environments, and foster positive organizational cultures to enhance employee satisfaction and achieve sustainable performance outcomes.

Keywords:

Work Culture; Job Satisfaction; Company Performance; Work Environment; Training.

1. INTRODUCTION

The logistics and cargo industry is a strategic sector that plays an important role in supporting trade activities, distribution of goods, and the economic growth of a country (Ali et al., 2024). In a global context, the development of the logistics industry is experiencing very rapid transformation along with increasing international trade activities, the growth of e-commerce, and advances in transportation technology and information systems (Susanto et al., 2021b).

Countries in the Asian region, including Indonesia, are experiencing a significant increase in the volume of domestic and international goods shipments, which requires logistics companies to improve operational efficiency, service speed, and the quality of human resource management (Ghafar et al., 2024). These conditions make the performance of logistics and cargo companies crucial for maintaining a smooth national supply chain and increasing economic competitiveness. The following data shows the number of cargoes departing from Indonesia (tons) from 2019 to 2024 (Figure 1).

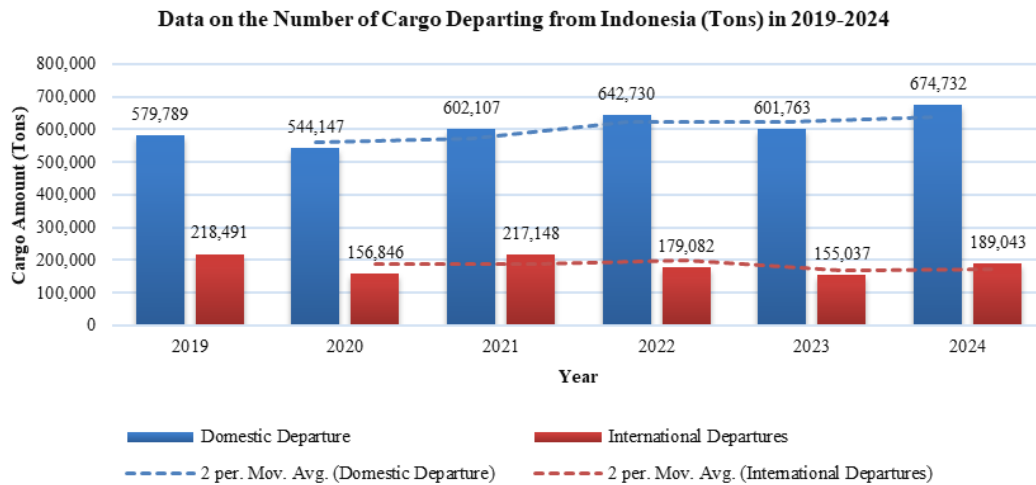


Figure 1. Data on the Number of Cargo Departing from Indonesia (Tons) in 2019-2024
Source: (National Statistics Agency, 2024)

Figure 1 displays the development of cargo volume departing from Indonesia in tons for the period 2019–2024, reflecting the dynamics of national logistics activity for both domestic and international shipments. This data demonstrates the close relationship between the logistics sector and the development of trade and industry, as well as the mobility of goods within the national supply chain system. However, data from 2023 indicates a decline in cargo shipments on both domestic and international routes. This decline can be interpreted as an indication of a slowdown in logistics activity influenced by various external (global economic conditions) and internal (company performance) factors (Primadi et al., 2024).

However, in practice, many domestic cargo companies still face various human resource management issues, which impact organizational performance. One frequently encountered issue is the suboptimal implementation of employee training programs (Triantoro, 2020). Training programs that are not relevant to job requirements, ineffective training methods, and limited instructor competency can prevent employees from achieving significant skill development. However, in the highly dynamic cargo industry, employees are required to possess technical skills, accuracy, and a sound understanding of work procedures to perform their duties effectively and minimize the risk of operational errors (Susanto et al., 2021a).

This study is significant as its findings are expected to contribute to the advancement of human resource management literature while also offering practical insights for domestic cargo companies in developing strategies to enhance organizational performance through more effective human resource practices. The primary objective of this research is to examine the mediating role of job satisfaction in the relationship between training, work environment, and work culture on the performance of domestic cargo companies. Based on the background outlined above, several research questions are formulated to support the development of hypotheses for further investigation within the context of domestic cargo companies.

2. RESEARCH METHOD

This study adopts a qualitative approach using a literature review design. It aims to examine and integrate findings from previous studies related to training, work environment, organizational culture, job satisfaction, and company performance, particularly within the logistics and domestic cargo sector. By employing a literature-based qualitative approach, this research seeks to develop a comprehensive conceptual understanding of the interrelationships among the variables under investigation. (Zulfikar et al., 2024).

This study employs a literature review approach by utilizing secondary data sourced from reputable scientific journal databases. The references are drawn from internationally indexed journals such as Scopus and Web of Science, as well as leading academic publishers including Springer, Sage Publications, Elsevier, and Emerald Publishing. Additionally, supporting articles are obtained from other scholarly databases such as EBSCO, Copernicus, and nationally accredited journals indexed in the Science and Technology Index (Vebrianto et al., 2020).

The data collection process was carried out through a systematic search of scientific journal databases. Relevant articles were identified using specific keywords aligned with the research variables, including training, work environment, organizational culture, job satisfaction, and organizational performance. Furthermore, combinations of keywords related to the logistics sector and cargo companies were applied to obtain more targeted and relevant literature. (Hennink, M. M., Hutter, I., & Bailey, 2020).

Data analysis in this study was conducted using qualitative content analysis techniques. This technique was used to identify, interpret, and synthesize various research findings contained in the collected literature.

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1. Company Performance

The performance of domestic cargo companies reflects the organization's effectiveness in managing freight delivery operations across the national territory efficiently, reliably, and sustainably to achieve its objectives. It also indicates the company's capability to deliver timely, secure, and high-quality logistics services while fulfilling the expectations of customers and business partners. (Dewi & Kuswinarno, 2024). Company performance is not only measured from financial aspects such as increased revenue, profitability, and operational cost efficiency, but also from non-financial aspects such as delivery speed, distribution timeliness, level of damaged goods, customer satisfaction, and the effectiveness of supply chain management (Mahaputra & Saputra, 2021).

Indicators or dimensions contained in the job satisfaction variable include: 1) Timely Delivery: The ratio of the number of packages that arrive at the recipient's hands exactly according to the promised schedule. In domestic cargo, this is the most crucial indicator for customer trust; 2) Security and Integrity of Goods: The company's level of success in keeping goods from being damaged, lost, or shrunk during the transportation process until they arrive at their destination; 3) Operational Cost Efficiency: The company's ability to manage logistics costs (fuel, fleet maintenance, warehousing) to generate optimal profitability without reducing service quality (Kurniawan et al., 2021).

The job satisfaction variable is relevant to previous research conducted by: (Soesanto et al., 2023b), (Mahaputra & Saputra, 2024), (Tampubolon & Saiful, 2024).

3.1.2. Job Satisfaction

Job satisfaction refers to a positive emotional condition or attitude experienced by employees toward their work, arising from their evaluation of various job aspects. It reflects the degree to which the job fulfills employees' needs, expectations, and personal values within the organizational setting. Higher levels of job satisfaction are generally achieved when employees perceive fair compensation, a supportive work environment, opportunities for career growth, and harmonious interpersonal relationships in the workplace. (Putri et al., 2023).

Indicators or dimensions contained in the job satisfaction variable include: 1) Compensation Suitability: Employee perceptions regarding the fairness of salary and benefits received compared to workload and industry standards; 2) The Work Itself: The extent to which the tasks given provide interesting challenges, learning opportunities, and a sense of pride for employees; 3) Relationships with Coworkers: The quality of social interactions and support received from fellow employees that create a harmonious work atmosphere (Sudiantini & Saputra, 2022).

The job satisfaction variable is relevant to previous research conducted by: (Ali et al., 2023), (R. Saputra et al., 2023), (Susanto, Syailendra, et al., 2023).

3.1.3. Training

Training is a structured process developed by organizations to enhance employees' knowledge, skills, and competencies, enabling them to perform their roles and responsibilities more effectively. It is intended to strengthen human resource capabilities so that employees can adapt to job requirements, technological advancements, and increasingly dynamic business environments. (Fauzi et al., 2023).

Indicators or dimensions contained in the training variable include: 1) Relevance of Training Material: The extent to which the training curriculum (e.g., SOP training on goods handling or work safety) is in accordance with the actual job needs of employees in the field; 2) Training Method: The effectiveness of the delivery method, whether through practical simulations, theory classes, or on-the-job training that facilitates the absorption of knowledge; 3) Instructor Capacity: The quality, mastery of the material, and communication skills of the trainer in transferring knowledge to training participants (Jumawan et al., 2023).

The training variables are relevant to previous research conducted by: (Susanto, Soehaditama, et al., 2023), (Rachman et al., 2025), (AR, Muhammad Thamrin Saribanon et al., 2023).

3.1.4. Work Environment

The work environment refers to all conditions surrounding the workplace that influence employees' activities, comfort, and performance in carrying out their tasks. It includes both physical and non-physical aspects. The physical environment covers factors such as workspace conditions, lighting, temperature, cleanliness, layout, and the availability of work equipment. Meanwhile, the non-physical environment encompasses social interactions in the workplace, communication among employees, leadership style, and the overall organizational climate. (F. Saputra et al., 2023).

Indicators or dimensions contained in the work environment variables include: 1) Physical Condition of the Workspace: Includes ergonomic aspects, air circulation, lighting, and noise levels, especially in warehouse or cargo operational areas; 2) Availability of Facilities and Equipment: Adequacy and completeness of work support tools, such as transport equipment (forklifts), scanners, and Personal Protective

Equipment (PPE); 3) Work Environment Safety: Guaranteed safety for employees from the risk of work accidents or security disturbances at the work site (F. Saputra & Mahaputra, 2022a).

The work environment variables are relevant to previous research conducted by: (Susanto et al., 2024), (F. Saputra & Mahaputra, 2022b), (Susanto et al., 2024).

3.1.5. Work Culture

Work culture refers to a system of values, norms, beliefs, and behavioral patterns that evolve within an organization and guide employees in performing their daily work activities. (Susanto, Maharani, et al., 2023). Work culture reflects the character and identity of an organization, influencing how employees think, act, and interact within the workplace. The values embodied in work culture typically relate to discipline, responsibility, teamwork, integrity, and an orientation toward quality and service (Soesanto et al., 2023a).

Indicators or dimensions contained in the work culture variable include: 1) Discipline and SOP Compliance: The level of employee awareness to follow the rules and standard operating procedures that have been set by the company without close supervision; 2) Teamwork: The value of mutual assistance between divisions (for example between the administration and field departments) to achieve company targets together; 3) Integrity and Honesty: A culture of transparency in work, which is very important in the cargo industry to prevent data manipulation or loss of goods (R. S. Pratama et al., 2022).

The work culture variable is relevant to previous research conducted by: (Hasan et al., 2024), (Wasserbauer & Saputra, 2024), (Susanto, Sawitri, et al., 2023).

3.1.6. Previous Research

Based on the literature review above, the following previous studies were obtained that are relevant to this research:

Table 1. Relevant Previous Research

No	Author (Year)	Research Results	Similarities with this study	Differences with this research	Hypothesis
1	(Kartika, 2022)	The variables of work communication, training, work facilities, and work security influence employee job satisfaction at PT Indah Logistik Cargo Surabaya (Kenjeran Branch)	The similarity with this research is in the independent variable, Training, and the dependent variable, Employee Job Satisfaction	-Differences in other independent variables, namely Work Communication, Work Facilities, and Work Safety -Differences were found in the research subjects conducted at PT Indah Logistik Cargo Surabaya (Kenjeran Branch)	H1
2	(Nofandy et al., 2024)	The Effect of Motivation, Discipline, and Work Environment Variables on Job Satisfaction at PT Pelayaran Agung Samudra in Balikpapan	The similarities with this research are in the independent variable, Work Environment, and the dependent variable, Job Satisfaction	The difference is that the research object was conducted at PT Pelayaran Agung Samudra in Balikpapan	H2
3	(Arianto, 2025)	The variables of work ability, work culture, career development, and compensation influence job satisfaction at PT TAM Cargo	The similarity with this research is that the independent variable is Work Culture, and the dependent variable is Job Satisfaction	The difference is that there is a research object carried out at PT TAM Cargo	H3
4	(Primadi et al., 2023)	Employee Training, Development, and Evaluation Variables Influence Logistics Company Performance	The similarity with this research is that the independent variable is Training, and the dependent variable is Logistics Company Performance	Differences in other independent variables, namely Employee Development and Evaluation	H4
5	(Athallah & Ratih, 2025)	The variables of work motivation, work environment, and work discipline influence the employee performance of	The similarity with this research is that the independent variable is the Work Environment, and the dependent	-Differences in other independent variables, namely Work Motivation and Work Discipline	

		PT Wibowo Lintas Logistik Surabaya	variable is the Employee Performance of the Logistics Company	-The difference is that the research object was conducted at PT Wibowo Lintas Logistik Surabaya
6	(Maharani et al., 2025)	Occupational Safety and Health, Work Environment, and Work Culture variables influence the performance of employees at PT Mega Kargo Logistik	The similarity with this research is that the independent variables are Work Environment and Work Culture, and the dependent variable is Employee Performance of Logistics Companies	-Differences in other independent variables, namely, Occupational Safety and Health -The difference is that the research object was conducted at PT Mega Kargo Logistik
7	(C. R. Y. Pratama & Irbayuni, 2023)	Job Satisfaction and Work Discipline Variables Influence Employee Performance at PT Yun Kargo Indonesia	The similarity with this research is that the independent variable is Job Satisfaction, and the dependent variable is Employee Performance of Logistics Companies	-Differences in other independent variables, namely Work Discipline -The difference is that the research object was conducted at PT Yun Kargo Indonesia
8	(Rahmawati, 2026)	Training Variables Influence Company Performance Through Employee Job Satisfaction at PT Samudera Logistics Services	The similarities with this research are in the independent variable Training, the dependent variable Company Performance, and the intervening Job Satisfaction.	The difference is that there is a research object carried out at PT Samudera Logistics Services
9	(Nelly & Erdiansyah, 2022)	Organizational Culture, Work Environment, and Work Motivation Variables Influence Employee Performance through Job Satisfaction at PT Pakar Anugerah Gemilang	The similarities with this research are in the independent variable of Work Environment, the dependent variable of Performance, and the Intervening variable of Job Satisfaction.	The difference is that there is a research object carried out at PT Pakar Anugerah Gemilang
10	(Junaidi & Marantika, 2022)	Work Culture, Work Environment, and Performance Allowance variables influence Performance through Job Satisfaction	The similarities with this research are in the independent variables of Work Culture and Work Environment, the dependent variables of Performance and Intervening Job Satisfaction.	Differences in other independent variables, namely, Performance Allowances

3.2. Discussion

3.2.1. The Influence of Training on Job Satisfaction of Domestic Cargo Company Employees

Based on a literature review and relevant previous research, the results indicate that training impacts employee job satisfaction in domestic cargo companies.

To enhance employee job satisfaction in domestic cargo companies, management must implement three key training components. First, training content relevance, where programs are based on a specific needs analysis tailored to the cargo sector, covering standard shipping procedures, warehouse management, and risk mitigation of goods damage. Second, training methods, which should emphasize experiential learning through practical simulations, such as cargo handling, heavy equipment operation, and the use of digital scanning systems. Third, instructor competence requires trainers with strong technical expertise in logistics who can also act as mentors in addressing operational issues.

The consistent implementation of these training components can positively influence employee job satisfaction. Employees are more likely to perceive fair compensation due to increased competencies, experience greater satisfaction with their work through improved understanding and reduced errors, and develop better relationships with colleagues as shared knowledge fosters collaboration and minimizes workplace conflict.

The results of this study are in line with previous research conducted by (Kartika, 2022), which states that there is an influence between training and job satisfaction of domestic cargo company employees.

3.2.2. The Influence of Work Environment on Job Satisfaction of Domestic Cargo Company Employees

Based on a literature review and relevant previous research, the results indicate that the work environment influences employee job satisfaction in domestic cargo companies.

To enhance employee job satisfaction in domestic cargo companies through the work environment, management must focus on three key aspects. First, physical working conditions, ensuring that warehouse and office layouts are ergonomically designed, with proper ventilation, adequate lighting for accurate labeling, and effective noise control to support operational efficiency. Second, the availability of facilities and equipment requires the provision of modern and well-maintained tools such as hand jacks, forklifts, responsive scanning systems, and reliable transportation fleets. Third, workplace safety, where strict implementation of Occupational Safety and Health (K3) standards is essential.

Sustainable implementation of these aspects can significantly improve job satisfaction. Employees tend to perceive fair compensation when supported by an adequate infrastructure that facilitates their tasks, creating a balance between effort and reward. They also experience greater satisfaction with their work, as tasks can be completed efficiently without operational barriers, fostering a sense of professionalism and pride. Furthermore, relationships with colleagues become more harmonious, as a supportive environment promotes better communication, collaboration, and reduced workplace conflict.

The results of this study align with previous research conducted by (Nofandy et al., 2024), which states that there is an influence between the work environment and the job satisfaction of domestic cargo company employees.

3.2.3. The Influence of Work Culture on Job Satisfaction of Domestic Cargo Company Employees

Based on a literature review and relevant previous research, it was found that work culture influences employee job satisfaction in domestic cargo companies.

To improve employee job satisfaction in domestic cargo companies through work culture, management must emphasize three main aspects. First, discipline and adherence to standard operating procedures, where procedures are positioned as protective guidelines to minimize operational errors, such as delays and inaccuracies in shipment handling. Second, teamwork, which requires consistent coordination across divisions to address operational challenges effectively. Third, integrity and honesty, by fostering a transparent culture in reporting issues, including damaged or lost goods, with leadership acting as role models.

The consistent application of these cultural values can positively influence job satisfaction. Employees are more likely to perceive fair compensation due to improved system efficiency and reduced operational errors. In terms of the work itself, a strong work culture enhances employees' sense of professionalism and pride, as their roles are seen as integral to national logistics rather than routine tasks. Moreover, relationships with coworkers become stronger as teamwork fosters mutual support, shared responsibility, and a cohesive work environment, ultimately increasing overall job satisfaction.

The results of this study align with previous research conducted by (Arianto, 2025), which states that there is an influence between work culture and job satisfaction of domestic cargo company employees.

3.2.4. The Impact of Training on the Performance of Domestic Cargo Companies

Based on a literature review and relevant previous research, the results indicate that training impacts the performance of domestic cargo companies.

To enhance the performance of domestic cargo companies through training, management must focus on three key aspects. First, training relevance, by conducting competency mapping tailored to the domestic logistics sector. Second, training methods, through the adoption of blended learning approaches that emphasize technical simulations, such as on-the-job training and loading-unloading practices, which are more effective than purely theoretical instruction. Third, instructor competence, ensuring that trainers possess recognized logistics certifications and substantial practical experience.

The continuous implementation of these training elements can significantly improve organizational performance. In terms of on-time delivery, employees become more efficient through improved time management and the use of advanced tracking systems. Regarding safety and cargo integrity, trained personnel are better equipped to manage transportation risks, thereby reducing damage and maintaining the company's reputation. Furthermore, operational cost efficiency is enhanced as skilled employees minimize errors, reduce rework, optimize fuel usage through eco-driving practices, and extend fleet durability through proper maintenance.

The results of this study align with previous research conducted by (Primadi et al., 2023), which states that there is an influence between training and the performance of domestic cargo companies.

3.2.5. The Influence of the Work Environment on the Performance of Domestic Cargo Companies

Based on a literature review and relevant previous research, the results show that the work environment influences the performance of domestic cargo companies.

To enhance the performance of domestic cargo companies through the work environment, management must prioritize three key aspects. First, physical workspace conditions, by designing warehouse and transit center layouts based on lean logistics principles to reduce unnecessary movement and improve operational flow. Second, availability of facilities and equipment, which involves providing modern, digitally integrated tools such as hand jacks, well-maintained forklifts, wireless barcode scanners, and a reliable vehicle fleet. Third, workplace safety, through the strict implementation of Occupational Safety and Health (OHS) standards, including the provision of personal protective equipment (PPE), installation of CCTV in critical areas, and adherence to safe handling procedures.

The sustainable implementation of these elements can significantly improve company performance. On-time delivery is achieved through efficient layouts and reliable equipment that accelerate operational processes. Cargo safety and integrity are maintained through a secure working environment, enhancing customer trust and company credibility. Additionally, operational cost efficiency is improved as streamlined processes reduce waste and optimize resource utilization, ultimately strengthening the company's financial performance.

The results of this study align with previous research conducted by (Athallah & Ratih, 2025), which states that there is an influence between the work environment and the performance of domestic cargo companies.

3.2.6. The Influence of Work Culture on the Performance of Domestic Cargo Companies

Based on a literature review and relevant previous research, it was found that work culture influences the performance of domestic cargo companies.

To improve the performance of domestic cargo companies through work culture, management must emphasize three key elements. First, discipline and compliance with standard operating procedures, where discipline is positioned as a risk control mechanism, supported by fair reward and punishment systems and regular operational audits. Second, teamwork by cross-functional collaboration among administrative staff, warehouse personnel, and couriers through transparent communication and structured team-building initiatives. Third, integrity and honesty, which must be upheld as core organizational values, particularly in minimizing risks related to cargo loss or data manipulation.

The consistent implementation of these cultural aspects can significantly enhance organizational performance. On-time delivery is improved through effective coordination and reduced bottlenecks across logistics processes. Cargo safety and integrity are maintained through strict adherence to procedures and high ethical standards, reducing the likelihood of damage or loss. Furthermore, operational cost efficiency is achieved as a disciplined and quality-oriented work culture minimizes errors, reduces rework, and lowers the overall cost of poor quality.

The results of this study align with previous research conducted by (Maharani et al., 2025), which states that there is an influence between work culture and the performance of domestic cargo companies.

3.2.7. The Influence of Job Satisfaction on the Performance of Domestic Cargo Companies

Based on a literature review and relevant previous research, it was found that job satisfaction influences the performance of domestic cargo companies.

To enhance the performance of domestic cargo companies through job satisfaction, management must focus on three primary dimensions. First, compensation fairness is achieved by establishing a competitive and transparent pay system that reflects employees' workload and operational risks. Second, the nature of the work itself, by designing workflows that offer autonomy and task variety to reduce burnout and increase engagement. Third, relationships with coworkers, by creating a supportive and collaborative environment through regular briefings and team-building activities.

The consistent implementation of these dimensions can significantly improve organizational performance. On-time delivery is strengthened as satisfied employees demonstrate higher motivation and discipline in meeting operational schedules. Cargo safety and integrity are better maintained due to increased employee attentiveness and adherence to proper handling procedures. Additionally, operational cost efficiency is enhanced as higher job satisfaction reduces absenteeism and employee turnover, thereby lowering recruitment and training costs.

The results of this study align with previous research conducted by (C. R. Y. Pratama & Irbayuni, 2023), which states that there is an influence between job satisfaction and the performance of domestic cargo companies.

3.2.8. The Effect of Training on Domestic Cargo Company Performance Through Job Satisfaction

Based on a literature review and relevant previous research, the results show that training influences the performance of domestic cargo companies through job satisfaction.

To improve the performance of domestic cargo companies through the integration of training and job satisfaction, management must address six key indicators. These include training relevance, by developing curricula aligned with updated logistics SOPs and digital competencies; training methods, through experiential approaches such as simulations and on-the-job training; and instructor competence, by involving certified logistics professionals with practical expertise. In addition, attention must be given to compensation fairness, through transparent and performance-based pay systems; the nature of the work, by providing autonomy and task variety to enhance engagement; and coworker relationships, by fostering collaboration and open communication among operational teams.

The continuous implementation of these elements can significantly enhance organizational performance. On-time delivery improves as competent and motivated employees process shipments more efficiently and adhere to operational schedules. Cargo safety and integrity are strengthened through proper handling knowledge combined with a strong sense of responsibility among satisfied employees. Furthermore, operational cost efficiency is achieved by reducing employee turnover, minimizing errors, and optimizing resource utilization, ultimately lowering recruitment, rework, and operational costs.

The results of this study align with previous research conducted by (Rahmawati, 2026), which states that there is an influence between training and the performance of domestic cargo companies through job satisfaction.

3.2.9. The Influence of Work Environment on Domestic Cargo Company Performance Through Job Satisfaction

Based on a literature review and relevant previous research, the results show that the work environment influences the performance of domestic cargo companies through job satisfaction.

To enhance the performance of domestic cargo companies through the integration of work environment and job satisfaction, management must address six key indicators. These include physical workspace conditions, by designing ergonomic warehouse layouts with proper ventilation and lighting to reduce fatigue and improve workflow; availability of facilities and equipment, through investment in modern tools such as handheld scanners, well-maintained forklifts, and responsive warehouse management systems (WMS); and workplace safety, by enforcing strict occupational health and safety standards. In addition, management should ensure compensation fairness through competitive and performance-based pay, improve the nature of the work by offering task variety and autonomy, and strengthen coworker relationships through supportive communication across departments.

The consistent implementation of these elements can significantly improve organizational performance. On-time delivery is enhanced through efficient operations and disciplined employees. Cargo safety and integrity are maintained through secure environments and a strong sense of responsibility among satisfied employees. Moreover, operational cost efficiency is achieved by reducing turnover, minimizing workplace accidents, and lowering operational errors, ultimately improving profitability.

The results of this study align with previous research conducted by (Nelly & Erdiansyah, 2022), which states that there is an influence between the work environment and the performance of domestic cargo companies through job satisfaction.

3.2.10. The Influence of Work Culture on the Performance of Domestic Cargo Companies Through Job Satisfaction

Based on a literature review and relevant previous research, it was found that work culture influences the performance of domestic cargo companies through job satisfaction.

To enhance the performance of domestic cargo companies through the integration of work culture and job satisfaction, management must consider six key indicators. These include discipline and adherence to standard operating procedures (SOPs), where leaders model compliance to ensure safety and service quality; teamwork, fostered through regular coordination to address operational challenges; and integrity and honesty, supported by transparent reporting systems for cargo conditions. In addition, attention should be given to compensation fairness, ensuring wages and incentives align with job risks; the nature of the work, by providing meaningful roles and task variety; and coworker relationships, by building a supportive and collaborative work environment.

The consistent application of these elements can significantly improve organizational performance. On-time delivery is strengthened through disciplined processes and motivated employees who contribute beyond basic expectations. Cargo safety and integrity are maintained through strong ethical values and a sense of ownership among employees, reducing risks of damage or loss. Furthermore, operational cost efficiency is achieved by minimizing wasted time and resources, while lower employee turnover reduces recruitment and training expenses.

The results of this study are in line with previous research conducted by (Junaidi & Marantika, 2022), which states that there is an influence between work culture and the performance of domestic cargo companies through job satisfaction.

3.2.11. Conceptual Framework

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

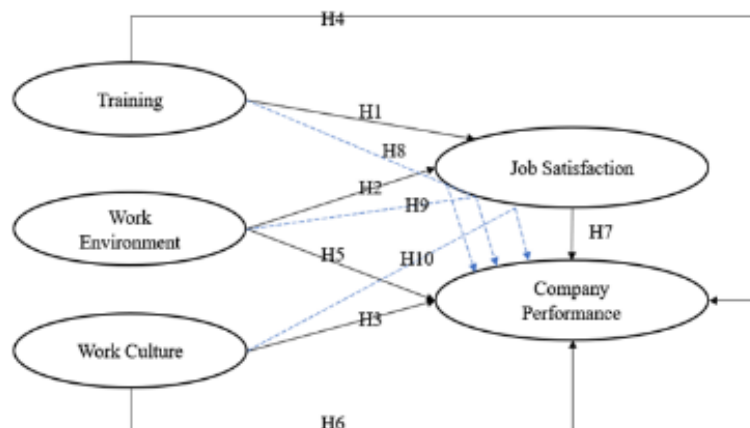


Figure 2. Conceptual Framework

Based on Figure 2 above, training, work environment, and work culture influence the performance of domestic cargo companies through job satisfaction. However, in addition to the variables training, work environment, work culture, and job satisfaction that influence the performance of domestic cargo companies, there are other variables that influence it, including:

- Compensation: (Susanto, 2022), (Supardi et al., 2025), (Lukman & Wahyuningtyas, 2025).
- Work Motivation: (F. Saputra et al., 2024), (Sucipto et al., 2022), (Susanto, Setiawan, et al., 2023).
- Organizational Commitment: (Susanto, Agusinta, et al., 2023), (Isbat et al., 2024), (Faruque, 2024).

4. CONCLUSION

4.1. Conclusion

Based on the research objectives, problem formulation, as well as the results and discussion, this study concludes that training, work environment, and work culture play significant roles in influencing both job satisfaction and the performance of domestic cargo companies. Training is proven to enhance employee job satisfaction by improving competencies and confidence in carrying out operational tasks. Similarly, a supportive work environment, both physically and non-physically, contributes to higher levels of job satisfaction by creating comfort, safety, and effective collaboration. Work culture, characterized by discipline, teamwork, and integrity, also strengthens employee satisfaction by fostering a positive and professional organizational climate. Furthermore, training, work environment, and work culture each have a direct impact on company performance, particularly in improving operational efficiency, service quality, and competitiveness in the logistics sector. Job satisfaction itself is a critical determinant of organizational performance, as satisfied employees tend to demonstrate higher motivation, productivity, and responsibility. In addition, this study confirms the mediating role of job satisfaction, where training, work environment, and work culture indirectly influence company performance through increased employee satisfaction. Thus, improving job satisfaction becomes a strategic pathway for organizations to maximize the effectiveness of human resource practices and achieve sustainable performance in domestic cargo companies.

4.2. Suggestion

Further research is recommended to adopt a quantitative or mixed-methods approach by directly involving respondents from domestic cargo companies, so that the findings can provide stronger and more measurable empirical evidence regarding the relationships among the variables examined. By incorporating primary data collected through surveys, interviews, or combined techniques, future studies will be able to validate and generalize the conceptual relationships identified in this research more robustly. In addition, the use of advanced statistical analysis can offer deeper insights into the strength, direction, and significance of the influence between training, work environment, work culture, job satisfaction, and company performance. Such approaches are expected to enrich the academic contribution of this topic while also providing more practical and data-driven recommendations for decision-makers in the logistics and cargo industry.

4.3. Managerial Implications

Based on the conclusions and suggestions presented, the managerial implications of this study highlight the need for domestic cargo companies to integrate human resource development strategies with broader organizational performance improvement initiatives. This integrated approach allows companies to align

employee competencies, job satisfaction, and organizational culture with operational objectives, thereby creating a more effective and sustainable performance system. By investing in continuous training, fostering a supportive work environment, and strengthening a positive work culture, management can enhance employee engagement and productivity, which ultimately contributes to improved service quality and operational reliability. Furthermore, aligning these human resource practices with strategic performance goals enables companies to respond more effectively to industry challenges, such as increasing competition and technological advancements. As a result, domestic cargo companies can achieve greater operational efficiency, maintain high service standards, and strengthen their competitiveness within the national supply chain system.

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