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## Case Study Employee Performance: Model Recruitment, Training, Mentoring

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**Abstract:** Employee performance has become a critical determinant of organizational competitiveness, particularly in international cargo companies operating in increasingly dynamic, technology-driven, and globally integrated business environments. This study aims to analyze and develop an integrated employee performance model by examining the roles of recruitment, training, and mentoring as key human resource management practices. A qualitative approach employing a literature review method was adopted to synthesize previous empirical and theoretical studies. Relevant literature was collected from reputable national and international journals indexed in Google Scholar, Garuda, and SINTA. The selected articles were analyzed using descriptive, narrative, and content analysis techniques to identify patterns, similarities, differences, and research gaps. The findings indicate that recruitment, training, and mentoring each have a positive contribution to employee performance; however, their combined implementation provides a more comprehensive mechanism for enhancing workforce effectiveness. Recruitment ensures the acquisition of competent employees, training strengthens knowledge and technical capabilities, while mentoring facilitates knowledge transfer, employee adaptation, and continuous professional development. The study also identifies a research gap, as previous studies have predominantly examined these variables independently rather than as an integrated human resource management system. The novelty of this study lies in proposing a conceptual model that integrates recruitment, training, and mentoring to explain employee performance. The findings provide theoretical contributions to human resource management literature and practical recommendations for international cargo companies in designing sustainable strategies to improve employee performance and organizational competitiveness.

**Keywords:** Employee Performance, Recruitment, Training, Mentoring, Human Resource Management, International Cargo Companies.

## INTRODUCTION

Human resources are widely recognized as a strategic asset that plays a pivotal role in determining an organization's ability to achieve its business objectives, sustain competitive advantage, and ensure long-term organizational sustainability (Nimran et al., 2022). In the era of globalization and digital transformation, characterized by rapid technological advancement, intensified market competition, and continuously evolving customer expectations, organizations are increasingly required to develop a workforce that is not only competent but also adaptable, innovative, and highly productive. Under these dynamic conditions, employee performance has become one of the most important indicators for evaluating the effectiveness of human resource management while simultaneously reflecting an organization's success in accomplishing both operational and strategic objectives (Jumawan et al., 2024).

Employee performance represents the extent to which individuals successfully fulfill their assigned duties and responsibilities in accordance with established organizational standards (Henokh Parmenas, 2022). High levels of employee performance contribute significantly to increased productivity, improved service quality, enhanced customer satisfaction, greater operational efficiency, and the successful achievement of organizational goals. Conversely, poor employee performance may lead to numerous organizational challenges, including declining productivity, increased operational costs, reduced service quality, higher rates of operational errors, and diminished organizational competitiveness. Consequently, understanding the factors that influence employee performance has become a central concern in the field of human resource management (Batoool et al., 2022).

Over the past several decades, scholars and practitioners have devoted considerable attention to identifying the determinants of employee performance. Existing research suggests that employee performance is influenced by a combination of individual, organizational, and work environment factors (Sawitri, 2024). Individual factors include employees' competencies, motivation, work experience, and personal characteristics. Organizational factors encompass management systems, organizational culture, leadership, compensation policies, career development opportunities, and human resource management practices. Meanwhile, work environment factors relate to working conditions, interpersonal relationships, and the level of organizational support provided to employees (Rony et al., 2021).

Among these determinants, human resource management practices have received particular attention because they directly influence the quality of an organization's workforce. Effective human resource management extends beyond attracting qualified employees; it also ensures that employees continue to develop their capabilities and make meaningful contributions to organizational success. Within this context, recruitment, training, and mentoring have emerged as three fundamental human resource management practices that are widely recognized as significant drivers of employee performance (Rustiawan et al., 2023).

Recruitment constitutes the initial stage of the human resource management process and plays a crucial role in determining the overall quality of the workforce entering an organization. Through effective recruitment practices, organizations are able to attract and select individuals whose competencies, experience, knowledge, and personal attributes align with job requirements and organizational culture. Successfully recruiting the right candidates enhances organizational productivity, operational effectiveness, and service quality over the long term. Conversely, ineffective recruitment decisions may result in substantial negative consequences, including increased training costs, higher employee turnover, lower productivity, and a mismatch between employee competencies and organizational requirements (Murdiono et al., 2024).

The strategic importance of recruitment has become even more pronounced as organizations operate in increasingly complex business environments that demand a broader range of employee competencies (Susita & Murdiono, 2024). Rapid advances in digital technologies, automation, artificial intelligence, and evolving business models require

organizations to recruit individuals who possess not only strong technical expertise but also essential soft skills, adaptability, and the capacity for continuous learning. Consequently, modern recruitment strategies are no longer limited to identifying candidates who satisfy current job requirements; instead, they increasingly focus on attracting individuals with the potential to grow, innovate, and successfully adapt to future organizational and technological changes (Febrian et al., 2022).

In addition to recruitment, training represents a critical instrument for enhancing the quality of human resources. Training is a systematic process designed to improve employees' knowledge, skills, competencies, and work-related attitudes, enabling them to perform their responsibilities more effectively and efficiently. Through well-structured training programs, organizations can reduce competency gaps, increase employee productivity, improve work quality, and strengthen employees' capabilities to cope with increasingly complex job demands.

Rapid technological advancement and digital transformation have compelled organizations to place greater emphasis on continuous employee competency development. Skills and competencies that are considered relevant today may quickly become obsolete as technologies and business processes continue to evolve (Liana, 2021). Consequently, training should no longer be viewed as a supplementary organizational activity but rather as a strategic investment that supports long-term organizational sustainability and competitiveness. Organizations that consistently invest in employee development are generally better positioned to achieve higher levels of productivity, innovation, and operational effectiveness than those that devote limited attention to human resource development (Moore et al., 2020).

Alongside recruitment and training, mentoring has emerged as one of the most widely adopted approaches to employee development in contemporary organizations. Mentoring is a developmental process characterized by a collaborative relationship between an experienced individual (mentor) and a less experienced employee (mentee), through which knowledge, practical experience, professional guidance, and organizational insights are shared. This relationship enables employees to strengthen both their professional competencies and personal development while facilitating continuous learning within the workplace.

The value of mentoring extends beyond the transfer of technical knowledge and job-related skills. Effective mentoring also provides psychological support, facilitates character development, expands professional networks, and enhances employees' confidence and self-efficacy. In many organizations, mentoring has become an effective mechanism for accelerating the socialization and adaptation of newly hired employees, strengthening organizational commitment and employee engagement, and preparing future leaders through systematic talent development. Consequently, mentoring is increasingly recognized as a strategic human resource management practice that contributes to the development of a competent, resilient, and high-performing workforce.

Although recruitment, training, and mentoring have received considerable attention within the human resource management literature, organizations continue to encounter numerous challenges in implementing these practices effectively. Many companies still struggle to recruit candidates whose competencies closely match organizational requirements. Likewise, training programs frequently fail to generate substantial improvements in employee performance because competency needs are not adequately assessed and training outcomes are insufficiently evaluated. Furthermore, mentoring initiatives often do not achieve their intended objectives due to limited managerial commitment, time constraints experienced by mentors, and the absence of formal organizational systems that support sustainable mentoring practices.

These challenges suggest that improving employee performance cannot be accomplished through a single human resource management practice. Instead, organizations should adopt an integrated approach that systematically combines multiple human resource management practices to develop a highly competent and competitive workforce. Effective recruitment enables organizations to attract talented individuals with strong developmental potential,

continuous training strengthens the competencies required to perform effectively in changing work environments, and mentoring reinforces professional learning while supporting long-term career development. Together, these practices operate synergistically to optimize employee performance and contribute to organizational success.

From an academic perspective, numerous previous studies have examined the relationship between recruitment and employee performance. Most empirical evidence suggests that effective recruitment positively influences employee performance by ensuring a better fit between employee competencies and organizational requirements. However, several studies have also reported inconsistent findings, indicating that recruitment alone does not always produce significant improvements in employee performance. These inconsistencies may be explained by the influence of additional factors, such as post-recruitment competency development, employee adaptation, organizational support, and other human resource management practices that shape employees' long-term performance after joining the organization.

Previous studies on training have consistently reported a positive relationship between training and employee performance. Employees who participate in training programs that are aligned with job requirements generally demonstrate greater competence in performing their responsibilities, adapting to organizational changes, and making meaningful contributions to organizational objectives. Nevertheless, the effectiveness of training is largely influenced by several critical factors, including the quality of program design, instructional methods, management support, and the systematic evaluation of training outcomes. These factors determine whether training initiatives successfully translate into sustained improvements in employee performance.

Similarly, research on mentoring suggests that effective mentoring relationships positively influence employee motivation, job satisfaction, organizational commitment, and overall job performance. Through continuous guidance and knowledge sharing, mentoring facilitates professional development while supporting employees' socialization within the organization. However, previous findings also indicate that the effectiveness of mentoring varies across organizational contexts and is influenced by factors such as mentor and mentee characteristics, organizational culture, and the extent to which the organization supports continuous learning and knowledge exchange.

Despite the growing body of literature on recruitment, training, and mentoring, several important research gaps remain. First, most previous studies have examined the effects of these human resource management practices independently, providing only a fragmented understanding of their contributions to employee performance. Consequently, limited attention has been given to how these practices interact as complementary components of an integrated human resource management system. Second, empirical findings have produced inconsistent results regarding the relative magnitude of the effects of recruitment, training, and mentoring on employee performance across different organizational settings and industries. Third, there remains a lack of comprehensive studies that develop and empirically examine an integrated conceptual model combining recruitment, training, and mentoring to explain employee performance within a unified human resource management framework.

In addition to these theoretical gaps, a significant practical gap also justifies the need for this study. Many organizations have invested substantial financial and managerial resources in recruitment, training, and mentoring initiatives; however, these investments have not always resulted in meaningful improvements in employee performance. This discrepancy suggests that organizations require a deeper understanding of how these human resource management practices interact and collectively influence both individual and organizational performance. Developing such an understanding is essential for maximizing the effectiveness of human capital investments and improving overall organizational outcomes.



The importance of this research has become even more pronounced as organizations continue to face challenges associated with digital transformation, global economic uncertainty, evolving work arrangements, and increasing demands for productivity and innovation. These environmental changes require organizations to adopt more comprehensive human resource management strategies capable of identifying and integrating the key factors that drive employee performance. Without a clear understanding of these determinants, organizations may experience declining productivity, difficulties in retaining high-performing employees, and a reduced ability to sustain competitive advantage in increasingly dynamic business environments.

Furthermore, the growing mobility of the workforce, changing career expectations among younger generations, and the increasing need for lifelong learning have made recruitment, training, and mentoring more critical than ever before. Modern organizations are expected not only to attract talented individuals but also to provide continuous opportunities for professional growth, skill enhancement, and career development. By integrating effective recruitment, continuous training, and structured mentoring into a cohesive human resource management strategy, organizations can cultivate a workforce that is adaptable, highly competent, and capable of making sustained contributions toward achieving long-term organizational objectives.

The present study has significant theoretical relevance because it seeks to enrich the human resource management literature by developing an integrated employee performance model that incorporates recruitment, training, and mentoring within a single conceptual framework. By examining these three human resource management practices simultaneously, this study provides a more comprehensive explanation of the mechanisms through which employee performance can be enhanced, addressing the limitations of previous studies that have predominantly investigated these variables in isolation.

From a practical perspective, the findings are expected to provide valuable insights for human resource managers and organizational decision-makers in designing more effective workforce management strategies. Specifically, the proposed model may serve as a reference for developing competency-based recruitment policies, designing continuous training programs that align with organizational competency requirements, and implementing structured mentoring systems that facilitate employee development, knowledge transfer, and long-term organizational performance.

The novelty of this study lies in the development of a comprehensive employee performance model that integrates recruitment, training, and mentoring into a unified analytical framework. Unlike previous studies that have generally examined these human resource management practices independently, this research argues that sustainable improvements in employee performance result from the synergistic interaction between acquiring qualified talent, continuously developing employee competencies, and providing effective professional guidance through mentoring. This integrated perspective offers a broader understanding of the factors influencing employee performance across diverse organizational settings and contributes to the advancement of strategic human resource management theory.

Based on these considerations, this study aims to analyze and develop an employee performance model by examining the roles of recruitment, training, and mentoring in enhancing employee performance. The findings are expected to contribute to the theoretical development of human resource management while also providing practical recommendations for organizations seeking to strengthen workforce capability, improve employee performance, and achieve sustainable organizational success.

To further reinforce the significance of this study, it is important to consider the empirical challenges currently faced by international cargo companies. The international cargo industry is operating in an increasingly complex business environment driven by the globalization of trade, rapid technological innovation, evolving international regulations, and rising customer

expectations regarding the speed, reliability, and accuracy of logistics services. Consequently, international cargo companies are under continuous pressure to deliver efficient, timely, secure, and cost-effective logistics solutions in order to maintain their competitiveness within global supply chains. Under these conditions, the quality of human resources has become a critical determinant of operational excellence and long-term organizational performance.

## METHOD

This study employed a qualitative approach using a literature review method to systematically examine, evaluate, and synthesize previous studies investigating the relationships among recruitment, training, mentoring, and employee performance. A literature review was selected because it provides a comprehensive understanding of the theoretical foundations, conceptual developments, and empirical evidence related to human resource management practices. Furthermore, this approach facilitates the identification of existing research gaps and enables the development of a conceptual framework that contributes to the advancement of knowledge in the field of human resource management.

The data used in this study were collected from peer-reviewed national and international scientific publications. A comprehensive literature search was conducted across several reputable academic databases, including Google Scholar, Scopus, ScienceDirect, SpringerLink, Emerald Insight, Taylor & Francis, Garuda, and SINTA. The search strategy employed a combination of relevant keywords, such as *employee performance*, *recruitment*, *training*, *mentoring*, *human resource management*, *employee development*, and other related terms to ensure comprehensive coverage of the existing literature.

The selection of articles followed predefined inclusion and exclusion criteria to ensure the quality, credibility, and relevance of the reviewed studies. The inclusion criteria comprised studies that examined one or more of the variables of recruitment, training, mentoring, and employee performance; were published in peer-reviewed scientific journals; were available in full-text format; and had been published within the last ten years to ensure the inclusion of current and relevant evidence. Conversely, publications that were not directly related to the research objectives, lacked sufficient methodological information, or originated from non-scholarly sources were excluded from the review process.

Following the screening stage, the selected articles were critically analyzed through a qualitative synthesis approach. The analysis focused on identifying recurring themes, similarities and differences among previous findings, theoretical perspectives, methodological approaches, and research gaps associated with recruitment, training, mentoring, and employee performance. The synthesized evidence was subsequently used to develop an integrated conceptual model that explains how these human resource management practices collectively contribute to improving employee performance, particularly within the context of international cargo and logistics companies.

The research process consisted of several systematic stages, including literature identification, article screening based on predefined eligibility criteria, thematic classification of the selected studies, content analysis, and qualitative synthesis of the research findings. Following the selection process, the collected literature was analyzed using descriptive and narrative approaches to identify recurring patterns, examine the relationships among the investigated variables, compare empirical findings across previous studies, and determine the key factors influencing employee performance. The integrated findings from this synthesis were subsequently employed to develop a conceptual framework illustrating the relationships among recruitment, training, mentoring, and employee performance.

By adopting this methodological approach, the study provides a comprehensive understanding of effective human resource management practices derived from existing scholarly evidence. Furthermore, the proposed conceptual model contributes to both theory and practice by expanding the current human resource management literature and offering practical

insights for organizations, particularly international cargo and logistics companies, in designing sustainable strategies to enhance employee performance and strengthen organizational competitiveness.

## **RESULTS AND DISCUSSION**

### **Results and Discussion**

Based on the analysis of national and international scholarly articles included in this literature review, the findings indicate that recruitment, training, and mentoring are key human resource management practices that make significant contributions to improving employee performance. The synthesis of the reviewed literature demonstrates that these three practices do not operate independently; rather, they function as an integrated system that mutually reinforces one another in developing a workforce that is competent, productive, and capable of adapting to a rapidly changing business environment.

### **Recruitment on Employee Performance**

The literature consistently highlights recruitment as a fundamental process in determining the quality of an organization's human resources. As the initial stage of human resource management, recruitment enables organizations to attract and select individuals whose competencies, experience, and personal characteristics align with job requirements and organizational objectives. The reviewed studies consistently suggest that organizations implementing systematic and competency-based recruitment practices tend to achieve higher levels of employee performance than those relying on less structured or conventional recruitment approaches.

Within the context of international cargo companies, effective recruitment has become increasingly critical because the industry requires employees with specialized knowledge of export–import operations, international logistics management, customs regulations, global trade documentation, and the application of information technology in logistics processes. Recruiting individuals who possess these competencies is essential for maintaining operational efficiency, ensuring service quality, and supporting the seamless execution of international logistics activities.

The reviewed literature further indicates that effective recruitment minimizes the mismatch between employee competencies and job requirements. When organizations successfully place the right individuals in the right positions, employees are more likely to perform efficiently because their qualifications and capabilities correspond with the responsibilities assigned to them. In addition, transparent, fair, and professional recruitment practices strengthen employees' trust in the organization, which subsequently enhances organizational commitment and encourages greater work engagement.

Nevertheless, several studies suggest that successful recruitment alone does not automatically lead to optimal employee performance. Without continuous competency development through subsequent human resource development initiatives, the positive effects of recruitment may be limited over time. These findings imply that recruitment should be viewed as the starting point of an integrated human resource management system rather than as an isolated organizational practice. To maximize employee performance, recruitment must be complemented by continuous learning opportunities, employee development programs, and other strategic human resource management practices that support long-term professional growth.

In line with previous research and theories: (Arifin et al., 2020); (Sutanto & Kurniawan, 2016); (Chong, 2022); (Sarinah et al., 2016); (Zahra & Hermawati, 2025); (Aji et al., 2024);

## **Training on Employee Performance**

Based on the synthesis of the reviewed literature, training is one of the human resource management practices most consistently identified as having a positive influence on employee performance. Training serves as a strategic mechanism for updating employees' knowledge, enhancing their technical and interpersonal skills, and strengthening their competencies to meet the evolving demands of the workplace. As organizations continue to operate in increasingly dynamic and competitive environments, continuous employee development has become essential for sustaining workforce effectiveness and organizational performance.

Rapid technological advancement and digital transformation across industries have significantly increased the need for continuous training initiatives. In international cargo companies, the adoption of digital technologies such as Transportation Management Systems (TMS), Warehouse Management Systems (WMS), Electronic Data Interchange (EDI), and data-driven cargo tracking systems requires employees to possess advanced technical competencies and digital literacy. Consequently, organizations must continuously upgrade employees' capabilities to ensure they can effectively utilize these technologies and adapt to ongoing innovations in logistics operations.

Previous empirical studies consistently demonstrate that training programs designed according to organizational objectives and job-specific competency requirements have a significant positive effect on employee productivity. Employees who participate in relevant and well-structured training programs generally exhibit improved job performance, greater efficiency in completing work tasks, reduced operational errors, and enhanced service quality. These improvements ultimately contribute to higher organizational effectiveness and stronger customer satisfaction, particularly in industries where operational accuracy and service reliability are critical success factors.

Beyond strengthening employees' technical competencies, training also produces important psychological benefits. Opportunities to participate in professional development programs are often perceived by employees as evidence of organizational support and commitment to career advancement. Such perceptions foster higher levels of work motivation, self-confidence, organizational commitment, and employee engagement. As a result, employees become more willing to contribute their knowledge and capabilities toward achieving organizational objectives.

The literature further indicates that the effectiveness of training is influenced not merely by the frequency or number of training programs conducted but also by several critical factors, including the relevance of the training content, instructional methods, trainer expertise, participant engagement, and systematic evaluation of learning outcomes. Therefore, organizations should ensure that training initiatives are strategically aligned with organizational goals, competency requirements, and technological developments. A well-designed and continuously evaluated training system enables organizations to maximize the return on human capital investment while supporting sustainable improvements in employee performance.

In line with previous research and theories: (Susanto, Setyawati, et al., 2025); (Yu et al., 2026); (Hulu et al., 2025); (Susanto, Murdiono, et al., 2025); (Setyawati et al., 2025); (Luturlean & Rahman, 2023)

## **Mentoring on Employee Performance**

The literature analysis indicates that mentoring is one of the most influential human resource development practices in enhancing employee performance. Mentoring provides employees with opportunities to receive guidance, coaching, and practical insights from experienced professionals within the organization. Through this developmental relationship, employees gain not only technical knowledge but also valuable workplace experience that supports both their professional growth and overall job performance. (Sakti et al., 2025)



In the context of international cargo companies, mentoring plays a particularly important role because many operational activities require a comprehensive understanding of business processes, international trade regulations, customs procedures, global trade documentation, and coordination across multiple stakeholders within the global supply chain. Much of this knowledge is tacit in nature and is therefore more effectively acquired through direct interaction with experienced mentors than through formal classroom-based training alone.

The reviewed studies consistently demonstrate that mentoring facilitates the onboarding and adaptation of new employees by accelerating their understanding of organizational procedures, workplace culture, performance expectations, and operational responsibilities. Employees who receive continuous mentoring generally adapt more quickly to their work environment, perform their duties more effectively, and achieve organizational objectives within a shorter period. As a result, mentoring contributes significantly to improving individual productivity as well as overall organizational performance.

Furthermore, mentoring supports the development of essential professional competencies beyond technical expertise. Through regular interaction with mentors, employees strengthen their communication skills, decision-making abilities, problem-solving capabilities, and career planning. Positive mentor–mentee relationships encourage effective knowledge sharing, enabling employees to acquire practical experience, organizational values, and professional judgment that cannot always be transferred through formal training programs. These developmental interactions contribute to building a more confident, capable, and resilient workforce.

From an organizational perspective, mentoring also serves as an effective mechanism for knowledge retention and talent development. By systematically transferring institutional knowledge and accumulated experience from senior employees to newer generations, organizations reduce the risk of knowledge loss caused by employee turnover or retirement. Consequently, many contemporary organizations have incorporated structured mentoring programs into their long-term human resource development strategies to strengthen succession planning, preserve organizational expertise, and ensure the sustainable development of future leaders.

In line with previous research and theories: (Safariningsih et al., 2025); (Hryshchenko et al., 2025); (Susanto et al., 2026); (Susanto, Suroso, et al., 2025); (Odunayo, 2022); (Syailendra et al., 2023).

### **An Integrated Model of Recruitment, Training, and Mentoring**

The synthesis of the reviewed literature demonstrates that recruitment, training, and mentoring constitute an interconnected human resource management framework that collectively enhances employee performance. Although each practice serves a distinct purpose, they complement one another in developing a competent, productive, and high-performing workforce. Rather than operating as isolated initiatives, these practices function as sequential and mutually reinforcing processes that support employees throughout their organizational journey.

Recruitment serves as the foundation by attracting and selecting individuals who possess the competencies, qualifications, and potential required to meet organizational objectives. Once suitable employees have been recruited, training plays a critical role in strengthening their knowledge, technical expertise, and professional skills, enabling them to perform their responsibilities effectively and adapt to changing workplace demands. Mentoring subsequently reinforces this development process by facilitating experiential learning, providing continuous guidance, and promoting the transfer of practical knowledge and organizational experience from senior employees to less experienced staff members.

The findings indicate that sustainable improvements in employee performance cannot be achieved through the implementation of a single human resource management practice.

Instead, organizations should adopt an integrated approach that aligns talent acquisition, competency development, and employee mentoring within a comprehensive human resource management strategy. Such integration ensures that employees are not only recruited based on their capabilities but are also continuously supported in developing the competencies required for long-term success.

Furthermore, the integrated model emphasizes that organizational success depends on the ability to manage recruitment, training, and mentoring simultaneously and consistently. When these practices are strategically aligned, organizations are better positioned to enhance employee productivity, strengthen workforce adaptability, foster continuous learning, and improve organizational competitiveness. This integrated human resource management framework is particularly relevant for international cargo and logistics companies, where operational complexity, technological innovation, and rapidly changing global business environments require a highly skilled, agile, and continuously developing workforce.

### **Implications for International Cargo Companies**

The findings of this literature review provide several important managerial implications for international cargo companies. First, organizations should strengthen competency-based recruitment systems to ensure that newly hired employees possess the knowledge, skills, and capabilities required to meet the demands of the global logistics industry. Beyond evaluating technical qualifications, recruitment processes should also assess candidates' adaptability, digital literacy, problem-solving abilities, and cross-cultural communication skills, as these competencies have become increasingly important in international cargo operations.

Second, organizations should invest in continuous training and development programs to enhance employees' technical, digital, and managerial competencies in response to rapid technological advancements within the logistics sector. Training initiatives should focus on emerging technologies such as Transportation Management Systems (TMS), Warehouse Management Systems (WMS), Electronic Data Interchange (EDI), automation, data analytics, and artificial intelligence applications in logistics. Continuous learning will enable employees to remain responsive to technological innovations while improving operational efficiency, service quality, and organizational productivity.

Third, international cargo companies should establish structured mentoring programs as an integral component of their human resource development strategy. Formal mentoring initiatives facilitate the transfer of institutional knowledge, operational expertise, and professional experience from senior employees to newer staff members. Such programs not only accelerate employee adaptation and competency development but also support succession planning, strengthen organizational learning, and preserve critical knowledge within the organization.

Overall, the findings of this literature review demonstrate that recruitment, training, and mentoring are essential human resource management practices that collectively contribute to improving employee performance. These three practices form a comprehensive and integrated human resource management model that enables organizations to attract qualified talent, continuously develop employee competencies, and foster a culture of learning and knowledge sharing. Consequently, this integrated approach provides a practical framework for international cargo companies seeking to strengthen workforce capability, improve organizational performance, and maintain sustainable competitive advantage in an increasingly dynamic, technology-driven, and highly competitive global business environment.

### **Discussion**

The findings synthesized from the reviewed literature indicate that recruitment, training, and mentoring are three fundamental human resource management practices that collectively contribute to improving employee performance. Rather than functioning independently, these

practices constitute an integrated process that begins with attracting and selecting qualified employees, continues through competency development via training, and is reinforced by professional guidance through mentoring. Consequently, employee performance is not solely determined by the quality of newly recruited personnel but also by an organization's ability to continuously develop, support, and retain its human capital. These findings suggest that organizations should adopt a comprehensive human resource management approach to effectively respond to increasingly dynamic and competitive business environments.

Within the international cargo industry, human resource management has become increasingly complex due to the rapid expansion of global trade, technological advancement in logistics, and continuous changes in international trade regulations. International cargo companies require employees who possess not only operational competencies but also expertise in customs procedures, freight forwarding, international supply chain management, export-import documentation, and digital logistics technologies. Therefore, human capital has emerged as one of the most critical determinants of organizational success in maintaining operational efficiency, service quality, and competitive advantage in the global logistics market.

The literature further demonstrates that recruitment represents the initial and most critical stage in establishing a high-performing workforce. A systematic and competency-based recruitment process enables organizations to attract individuals whose knowledge, skills, and behavioral characteristics align with job requirements and organizational objectives. Such alignment facilitates employee adaptation, accelerates job proficiency, and minimizes operational errors. Conversely, ineffective recruitment practices frequently result in competency mismatches, reduced productivity, increased training expenditures, and higher employee turnover. These findings highlight that recruitment should be viewed as a strategic investment rather than merely an administrative function.

These findings are consistent with Human Capital Theory, which argues that employees' knowledge, skills, and experience constitute valuable organizational assets capable of generating superior productivity and long-term organizational performance. The greater the quality of human capital acquired during recruitment, the stronger the organization's capacity to achieve sustainable competitive performance. In international cargo companies, investing in competency-based recruitment is particularly important because employees must possess both technical expertise and the adaptability required to respond to rapidly changing global logistics operations. Consequently, recruitment effectiveness should be evaluated not only by the number of employees hired but also by their long-term contribution to organizational performance.

In addition to recruitment, the literature consistently identifies training as one of the strongest determinants of employee performance. Previous studies demonstrate that well-designed training programs enhance employees' technical competencies, analytical capabilities, communication skills, and problem-solving abilities. The ongoing digital transformation within the logistics industry has substantially increased organizational demand for continuous employee development, particularly regarding the implementation of Transportation Management Systems (TMS), Warehouse Management Systems (WMS), Electronic Data Interchange (EDI), Artificial Intelligence (AI), the Internet of Things (IoT), and other digital logistics technologies.

Training programs designed according to organizational and job-specific competency requirements enable employees to continuously update their professional capabilities and effectively adapt to technological innovations. Beyond improving technical competencies, training also enhances employees' confidence, motivation, and readiness to embrace organizational change. These psychological benefits ultimately contribute to higher productivity and improved service quality. Therefore, training should no longer be regarded as

a routine organizational activity but rather as a strategic investment that supports long-term organizational sustainability.

The present findings also support the Resource-Based View (RBV), which proposes that sustainable competitive advantage is derived from valuable, rare, inimitable, and non-substitutable organizational resources. Employee competencies developed through continuous training represent strategic resources capable of enhancing operational efficiency, stimulating innovation, and creating superior customer value. Within international cargo companies, employees' ability to operate advanced logistics systems, manage international shipping processes, and solve complex operational problems constitutes a distinctive capability that competitors find difficult to replicate. Consequently, investment in employee development contributes not only to individual performance but also to overall organizational competitiveness.

The literature further indicates that training effectiveness depends upon several critical factors, including training needs assessment, instructional design, learning methods, trainer competence, and post-training evaluation. Training programs developed based on competency gap analysis generally produce greater improvements in employee performance than standardized training initiatives. Therefore, organizations should establish continuous learning systems to ensure that employee competencies evolve alongside technological progress and changing business requirements.

Another important finding concerns the significant contribution of mentoring to employee performance. Mentoring extends beyond knowledge transfer by facilitating professional development, strengthening decision-making capabilities, and reinforcing organizational values. Through structured interactions between mentors and mentees, employees acquire practical knowledge and workplace experience that cannot always be obtained through formal training programs. This process is particularly valuable within international cargo companies because daily operations frequently involve complex logistics coordination, international regulatory compliance, customer relationship management, and cross-border problem-solving activities.

The reviewed studies consistently reveal that employees participating in mentoring programs adapt more rapidly to organizational environments, demonstrate greater self-confidence, and perform their responsibilities more effectively. Furthermore, mentoring supports organizational knowledge retention by facilitating the transfer of tacit knowledge from experienced employees to newer staff members. This function is particularly important in logistics organizations characterized by high workforce mobility and the need to preserve critical organizational expertise.

These findings are consistent with Social Exchange Theory, which suggests that relationships characterized by trust, mutual support, and reciprocal commitment generate positive employee attitudes and behaviors. When organizations provide supportive mentoring relationships, employees perceive greater organizational support and developmental opportunities, thereby strengthening organizational commitment, job satisfaction, and motivation. Simultaneously, mentors benefit by enhancing their leadership, communication, and coaching competencies. Such reciprocal relationships contribute to the establishment of a continuous learning culture that positively influences both individual and organizational performance.

Overall, the literature synthesis demonstrates that recruitment, training, and mentoring should not be viewed as isolated human resource management practices. Recruitment provides organizations with employees possessing the necessary foundational competencies, training develops the technical and behavioral capabilities required for effective job performance, and mentoring accelerates professional growth through experiential learning and knowledge sharing. The integration of these three practices creates a comprehensive human resource

management system that is considerably more effective than implementing each practice independently.

These findings also contribute to the advancement of human resource management literature. Previous research has predominantly examined recruitment, training, and mentoring as separate constructs, providing only a fragmented understanding of their influence on employee performance. The present study proposes that employee performance is best explained through the synergistic interaction of these interconnected human resource management practices. Accordingly, organizations should adopt an integrated strategic perspective when designing human resource development initiatives.

From a managerial perspective, the findings suggest that international cargo companies should strengthen competency-based recruitment systems, develop continuous training programs aligned with emerging logistics technologies, and establish structured mentoring frameworks to facilitate knowledge transfer and leadership development. Implementing these integrated strategies is expected to improve employee productivity, enhance service quality, reduce operational errors, strengthen talent retention, and increase organizational competitiveness within the global logistics industry.

In conclusion, this study demonstrates that an employee performance model integrating recruitment, training, and mentoring provides a more comprehensive explanation of workforce performance than approaches examining each practice independently. These three human resource management practices collectively establish a continuous employee development cycle that begins with acquiring qualified talent, continues through systematic competency development, and is reinforced by experiential learning and professional mentoring. This integrated framework contributes to the advancement of human resource management theory while offering practical guidance for international cargo companies seeking to develop a highly competent, adaptable, and globally competitive workforce.

## CONCLUSION

### Conclusion

This literature review examined and synthesized previous studies to develop a comprehensive understanding of the relationships between recruitment, training, mentoring, and employee performance. The review demonstrates that these three human resource management practices are interrelated and collectively contribute to improving employee performance. Recruitment enables organizations to attract individuals whose competencies and qualifications match organizational requirements; training strengthens employees' knowledge and skills to meet evolving job demands, while mentoring promotes continuous learning through the transfer of experience, professional guidance, and organizational knowledge. Together, these practices establish a strong foundation for developing a capable, productive, and adaptable workforce.

The findings suggest that organizations are unlikely to achieve sustainable improvements in employee performance by relying on a single human resource management practice. Instead, recruitment, training, and mentoring should be implemented as complementary components of an integrated human resource management strategy. Such integration allows organizations to recruit talented employees, continuously enhance their competencies, and facilitate knowledge sharing that supports both individual and organizational performance. This integrated approach is particularly significant for international cargo companies, where rapid technological advancement, increasing customer expectations, regulatory complexity, and global supply chain disruptions require employees to possess advanced technical competencies, adaptability, and continuous learning capabilities.

This study also provides important theoretical contributions by extending the human resource management literature through the development of an integrated employee performance model that simultaneously incorporates recruitment, training, and mentoring.



While previous studies have generally examined these variables independently, the present review highlights the value of understanding their combined influence as a unified human resource management system. The findings support the argument that employee performance is the outcome of a continuous process encompassing talent acquisition, competency development, and professional mentoring rather than the result of isolated organizational practices.

From a practical perspective, the study offers strategic implications for managers and human resource professionals, particularly within international cargo and logistics companies. Organizations should prioritize competency-based recruitment to ensure workforce quality, invest in continuous training programs that align with digital transformation and industry requirements, and establish structured mentoring systems that encourage knowledge transfer, employee development, and leadership succession. These initiatives are expected to improve operational effectiveness, service quality, workforce productivity, and long-term organizational competitiveness.

Although this study provides valuable insights, several limitations should be acknowledged. The conclusions are based exclusively on evidence obtained from previously published literature and therefore depend on the methodological quality and contextual characteristics of the reviewed studies. Consequently, future research is recommended to empirically validate the proposed conceptual model using quantitative approaches such as Structural Equation Modeling (SEM) or Partial Least Squares Structural Equation Modeling (PLS-SEM). Furthermore, future investigations may enrich the proposed model by incorporating additional variables, including employee engagement, organizational commitment, leadership, organizational culture, digital capability, or innovation capability, to provide a broader understanding of the factors influencing employee performance in international cargo and logistics organizations.

## **Recommendations**

Drawing upon the findings of this literature review, several recommendations can be proposed to support both organizational practice and future research. From a practical standpoint, international cargo companies should develop an integrated human resource management system that strategically combines recruitment, training, and mentoring throughout the employee lifecycle. Rather than treating these activities as separate initiatives, organizations should ensure that they function as interconnected processes designed to attract, develop, and retain highly competent employees capable of responding to the evolving demands of the global logistics industry.

To improve workforce quality, organizations should implement competency-based recruitment strategies that evaluate not only applicants' technical qualifications but also their adaptability, digital competencies, communication skills, teamwork, and problem-solving abilities. Considering the increasing complexity of international cargo operations, recruiting employees who possess both professional expertise and the capacity to adapt to technological and regulatory changes is essential for maintaining operational excellence and delivering superior customer service.

Organizations should also prioritize continuous learning by designing training programs that address current and future competency requirements. Training initiatives should focus on enhancing employees' capabilities in digital logistics technologies, supply chain management, customs procedures, freight forwarding operations, and data-driven decision-making. Equally important, organizations should establish systematic evaluation mechanisms to assess the effectiveness of training programs and ensure that learning outcomes translate into measurable improvements in employee performance and organizational productivity.

In addition to recruitment and training, formal mentoring programs should be incorporated into organizational talent development strategies. A structured mentoring system

can facilitate the transfer of tacit knowledge, professional experience, and organizational values from senior employees to newer staff members. Such initiatives not only accelerate employee adaptation and competency development but also contribute to organizational knowledge retention, leadership development, succession planning, and long-term workforce sustainability. Establishing a mentoring culture is particularly important for international cargo companies, where operational expertise and practical experience play a critical role in maintaining service quality and operational reliability.

From a research perspective, future studies are encouraged to empirically examine the proposed employee performance model using quantitative approaches such as Structural Equation Modeling (SEM) or Partial Least Squares Structural Equation Modeling (PLS-SEM). Empirical validation across different organizational settings would provide stronger evidence regarding the relationships among recruitment, training, mentoring, and employee performance. Furthermore, future research may expand the conceptual framework by incorporating additional variables, including employee engagement, organizational commitment, leadership style, organizational culture, digital capability, innovation capability, knowledge management, and psychological empowerment, to achieve a more comprehensive understanding of employee performance.

Future investigations are also recommended to explore these relationships across different industries, organizational sizes, and national contexts. Comparative studies involving logistics providers, freight forwarding companies, shipping firms, and multinational cargo organizations may reveal contextual differences that enrich the human resource management literature. Additionally, longitudinal research designs could provide deeper insights into the long-term effects of recruitment, training, and mentoring on employee performance and organizational competitiveness.

Finally, future literature reviews should adopt more rigorous review methodologies, such as the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA), bibliometric analysis, or systematic literature review (SLR) approaches. These methods would enable researchers to produce more comprehensive evidence syntheses, identify emerging research trends, map intellectual structures within the field, and uncover research gaps that remain insufficiently explored. Such efforts are expected to strengthen both theoretical development and practical applications of strategic human resource management, particularly within international cargo and logistics organizations operating in an increasingly digital and competitive global environment.

### **Author Contributions**

All authors made substantial contributions to the completion of this study. They collaboratively developed the research idea, defined the study objectives, and designed the literature review methodology. The authors were jointly responsible for identifying, selecting, and reviewing relevant national and international journal articles in accordance with the established inclusion criteria. They also contributed to the critical evaluation, synthesis, and interpretation of the literature to develop the proposed conceptual framework.

The first author was primarily responsible for preparing the initial manuscript, including the drafting of the introduction, research methodology, results, discussion, and conclusion. Subsequently, all authors participated in reviewing, revising, and improving the manuscript to enhance its scientific quality, coherence, and academic rigor. The corresponding author coordinated the overall research process, supervised the manuscript development, ensured the consistency of the literature analysis, and managed the submission and revision process. All authors have carefully reviewed and approved the final version of the manuscript and accept full responsibility for the accuracy, integrity, and originality of the work.

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