LOGISTIC BUSINESS STRATEGIC, LOGISTIC SYSTEM MANAGEMENT, HUMAN CAPITAL LOGISTIC MANAGEMENT, CORPORATE CULTURE, AND LEADERSHIP MODEL FOR SMALL AND MEDIUM ENTERPRISE LOGISTICS COMPANIES

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Abstract: *Business owners, including logistics companies, desire two things in their businesses: sustainability and autopilot (Firdaus Achmad, 2022). Logistics services play a significant role in the Indonesian and global economy, particularly in the digital ecosystem, industry, government, and personal delivery. However, most small and medium enterprise logistics companies lack a robust management system. Therefore, this research is necessary to develop a business management model for logistics companies, including logistic business strategy, logistic system management, human capital logistic management, corporate culture, and leadership. This research was conducted in 20 small and medium enterprise logistics companies, members of ASPERINDO. This research was a survey with a quantitative research approach. The variables used in this study were: Independent variables, namely variables that influence other variables: Logistic Business Strategy (X1), Logistic System Management (X2), Human Capital Logistic Management (X3), Leadership (X4), and Corporate Culture (X5). The dependent variable, which is influenced by other variables, is Company Performance (Y). Data analysis was conducted using the Partial Least Squares (PLS) method. The results of this study indicate that Logistic Business Strategy variables, consisting of indicators such as vision, mission, objectives, SWOT analysis, risk assessment, problem solving, work programs (marketing mix), and evaluation systems, have a positive but insignificant effect on the performance of small and medium enterprise logistics companies. Logistic System Management variables, consisting of indicators such as organizational structure, job descriptions, employee work plans, service level agreements, and standard operating procedures, have a significant positive effect on the performance of small and medium enterprise logistics companies. Human capital management variables, consisting of indicators such as compensation, benefits, rewards (appraisal system), punishment (company rules), work environment (K3 system), competency standards, and carrier path system, have a positive but insignificant effect on the performance of small and medium enterprise logistics companies. Leadership variables, consisting of indicators such as leader integrity, leader credibility, leader reliability, and visionary leadership, have a positive and significant effect on the performance of small and medium enterprise logistics companies. Corporate culture variables, consisting of indicators of the company's core values (values) and meaning of work, have a significant positive effect on the performance of small and medium enterprise logistics companies.*

Keywords: *Logistic Business Strategy, Logistic System Management, Human Capital Logistic Management, Corporate Culture, leadership*

Introduction

Business owners, *including logistics companies* desire two things in their businesses: sustainability and autopilot (Firdaus Achmad, 2022). Corporate sustainability is a company that survives and grows economically, while having a positive environmental and social impact (Elkington & Rowlands, 1999). An autopilot business is a type of business that operates automatically, eliminating the need for the owner to oversee or be directly involved in business activities. An autopilot business can also be defined as a business activity conducted by delegating operational and technical matters to employees, robots, or automated systems, minimizing owner intervention (Crewdible, 2024). It can be concluded that sustainability and autopilot businesses are crucial for all business owners, both in the manufacturing and service sectors, one of which is the logistics sector. Logistics services play a significant role in the Indonesian and global economy. Consequently, the logistics business is developing very well, as evidenced by the following CAGR growth.

Figure 1. Predicted CAGR Growth of the Logistics Business in Indonesia (Source: Mordor Intelligence)

Figure 1 shows that logistics is predicted to experience quite high growth in Indonesia between 2023 and 2029. The express courier sector will grow by 9.94%, the freight forwarding sector by 3.44%, and the warehousing and storage sector by 5.71%. The Indonesian economy is currently entering the digital era. Logistics companies play a crucial role in e-commerce (online buying and selling) by providing warehousing and delivery, as well as the Cash on Delivery (COD) payment process, where buyers pay for products upon receipt.

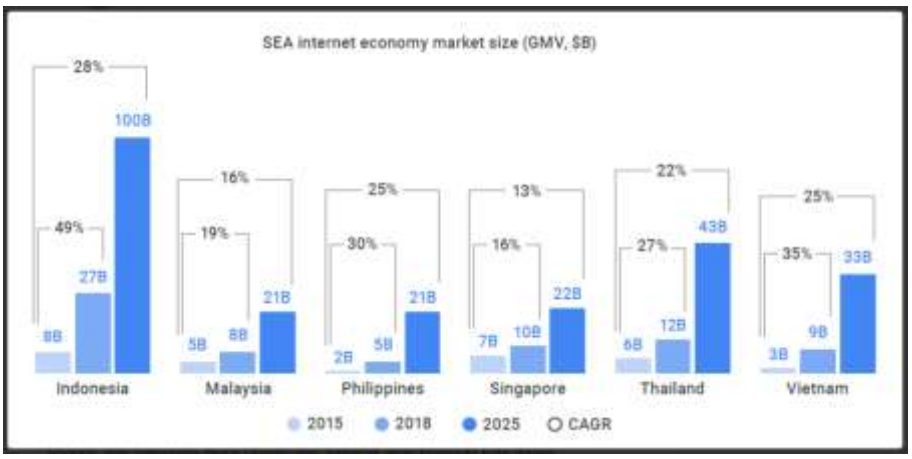

Figure 2. Projected Value of Indonesian E-Commerce Trade to 2025 (Source: ASPERINDO, 2021)

Figure 2 shows that from 2015 to 2025, the value of Indonesian e-commerce trade increased significantly, from just 8 trillion in 2015, to 27 trillion in 2018, and reaching 100 trillion in 2025.

Logistics plays a crucial role in meeting people's personal needs, especially during the pandemic, when people met their food and clothing needs through online purchases and delivery by couriers. Logistics companies also play a role in supporting the supply chain process in industry, as well as the operations of government and non-government organizations.

However, according to an interview with the Chairman of ASPERINDO, Mr. Budianto Darmastono, on July 15, 2025, he explained that most small and medium entreprise logistics companies do not yet have a good management system, so management system guidance is needed for small and medium entreprise to support their businesses.

James A.F. Stoner, in Galuh Pramesti and Yuli Tri Cahyono (2024), explains that corporate management consists of strategic management or planning, system management or control, human resource management, corporate culture, and leadership. Strategic management consists of three stages: Strategy Formulation, Strategy Implementation, and Strategy Evaluation. Strategy formulation indicators include establishing a vision, mission, and targets. Strategy implementation consists of implementing work programs. Strategy evaluation involves monitoring and evaluation. (Fikri, 2022)

Based on previous research conducted at the Indonesia Stock Exchange (IDX), the analysis of the influence of business strategy, company performance, company growth, and audit quality on earnings management in property and real estate companies listed on the IDX for the 2020-2022 period concluded that business strategy and company performance influence earnings management, while company growth and audit quality do not. Meanwhile, previous research conducted at PT JNE found that the religious strategy variable had an influence, but was not significant.

A system is a set of elements that form an activity or a procedure or processing unit that seeks common goals by operating on data or materials over time to produce information, energy, or goods. In business organizations, examples of systems include organizational structures, job descriptions, employee work plans, service level agreements, and standard operating procedures (SOPs). Previous research has concluded that management systems significantly influence

company performance. These results indicate that the better the implementation of a management control system, the better the company's performance.
According to Matthewman J. and Matignon F (2023), human capital is the accumulation of knowledge, skills, experience, and other relevant employee attributes within an organization's workforce that drive productivity, performance, and the achievement of strategic goals. Human capital management consists of components

Literature Review

2.1. Logistic Business Strategy

The Strategic Management process consists of three stages: Strategy Formulation, Strategy Implementation, and Strategy Evaluation. Strategy formulation consists of establishing a vision, mission, and targets. Strategy implementation consists of implementing work programs. Strategy evaluation involves monitoring and evaluating.

In Muhammad Awaluddin's research, corporate strategy significantly influenced the improvement of corporate performance in PT Telkom Indonesia's business units. The most dominant aspect reflecting corporate strategy was portfolio strategy, followed by directional strategy and nurturing strategy. Meanwhile, for corporate performance variables, corporate profitability was the most reflective dimension of corporate performance, followed by sales and market share.

a. Vision and Mission

"A vision is a realistic, credible, and attractive future for your organization." A vision is a statement containing clear directions about what the organization must do in the future. The vision provides targets and identifies opportunities. A clear vision that remains aligned with the organization's needs will foster employee commitment to work and foster employee morale, a sense of meaning in employee work life, and excellent work standards that bridge the organization's current and future state.

b. Perspective (Balanced Scorecard)

Previous perspective development has placed too much emphasis on financial aspects, lacking a common thread between performance measures and organizational strategy, and employees lacking understanding of the measurement tools used. To address these shortcomings, Kaplan and Norton developed non-financial measurement techniques and methods. This method can measure an organization's success in translating its goals and strategies, thereby ensuring long-term sustainability. This measurement is known as the balanced scorecard. The balanced scorecard enables managers to measure how their business units are creating current value while considering future interests. Managers can also measure their investments in human resource development, systems, and procedures to improve future performance.

c. Environmental Analysis (SWOT)

SWOT analysis is a strategic planning method for evaluating factors influencing the achievement of objectives, namely strengths, weaknesses, opportunities, and threats, both short-term and long-term. Strengths are the things that make a company superior to its competitors, what the company has that is better, bigger, or more numerous than its competitors. Weaknesses are the things that make our company less superior than its competitors. Opportunities are

conditions outside the company (economic, political, social, cultural) that can support the achievement of company goals. Threats are conditions outside the company (economic, political, social, cultural) that can hinder the achievement of company goals. These threats can also be the company's competitors.

d. Risk Analysis

Risk is the potential consequence of an ongoing process or future event. In business activities, risks should be managed as effectively as possible, especially amidst this uncertain situation. This situation is commonly known as VUCA (Volatility, Uncertainty, Complexity, & Ambiguity). Risk Management is a field of study that discusses how an organization applies measures to map various existing problems by implementing various management approaches in a comprehensive and systematic manner. Risk Management is the implementation of management functions in risk management, particularly risks faced by organizations/companies, families, and communities. Risk Management is a structured and systematic process of identifying, measuring, mapping, and developing alternative risk management options, as well as monitoring and controlling risk management.

e. Problem Solving

Problem solving has many methods. One of them is root cause analysis. Root Cause Analysis (RCA) is a popular tool used by companies implementing Lean Six Sigma. Root Cause Analysis (RCA) is one of the tools used in problem-solving initiatives to help companies identify the root causes of the problems they are facing.

f. Work Program with Marketing Mix

The marketing mix is a key concept in modern marketing, a set of controllable tactical marketing tools that companies combine to produce the desired response in the target market. The marketing mix consists of everything a company can do to influence demand for its products. Hendri Sukotjo defines the marketing mix as a set of interrelated activities designed to identify consumer needs, develop products, price them, distribute them, and promote them.

Product. A product is anything that can be offered to a market for attention, acquisition, use, or consumption, including physical goods, services, personalities, places, organizations, and ideas or concepts. A product is any good or service produced for use by consumers to meet their needs and provide satisfaction. Assauri further explained that product factors include quality, appearance (features), options, styles, brands, packaging, sizes, product lines, product items, warranties, and services. A product is a vital element influencing a company's success in generating profits that will maintain its operational activities and financial health. A product is a set of physical attributes, services, and symbolic attributes designed to satisfy customers. Within a marketing mix strategy, product strategy is the most crucial element, as it influences other marketing strategies. Product strategy can encompass decisions about product mix, brand, packaging, product quality, and service. The primary objective of a product strategy is to reach the target market by increasing competitiveness or overcoming competition.

Price. Pricing is one of the most important decisions in marketing. Price is the only marketing element that generates revenue for a company, while the other three elements (product, distribution, and promotion) cause costs (expenses). Price is a flexible element of the marketing mix, meaning it can be changed quickly. This is in contrast to product characteristics

or commitment to distribution channels. These two elements cannot be adjusted easily and quickly and involve long-term decisions.

Promotion. Promotion is communication and information between sellers and buyers aimed at changing the attitudes and behavior of buyers who were previously unfamiliar with the product, becoming familiar with it, thus becoming buyers and remembering the product.

Distribution Channels/Place. The combination of the marketing mix encompasses four marketing components, one of which is the place element, often referred to in some books as the distribution aspect.

People. According to Zeithaml and Bitner, as cited by Hurriyati, people are all actors who play a role in the service delivery and thus influence buyer perceptions.

Process. The process is all the actual procedures, mechanisms, and flow of activities used to deliver the service. Process attributes include speed and ease, accuracy, responsiveness to customer complaints, and so on.

Physical Evidence. Physical evidence or physical facilities are the provision of tangible evidence of service quality in the form of tangible features visible to customers (such as decor, brochures, employee uniforms, quality communication, comfortable waiting rooms, a grand and professional-looking building, air conditioning, sophisticated equipment, and so on) and play a crucial role in convincing customers. Physical facilities significantly influence consumers' decisions to purchase and use the services offered.

2.2. Logistic System Management

A system is a network of interconnected procedures that come together to carry out an activity or accomplish a specific goal. A system is a set of elements that form an activity or a procedure or processing unit that achieves a common goal by operating on data or materials at a specific time to produce information, energy, or materials.

Logistic system management base on business process of logistic. Logistic are express courier and warehouse.

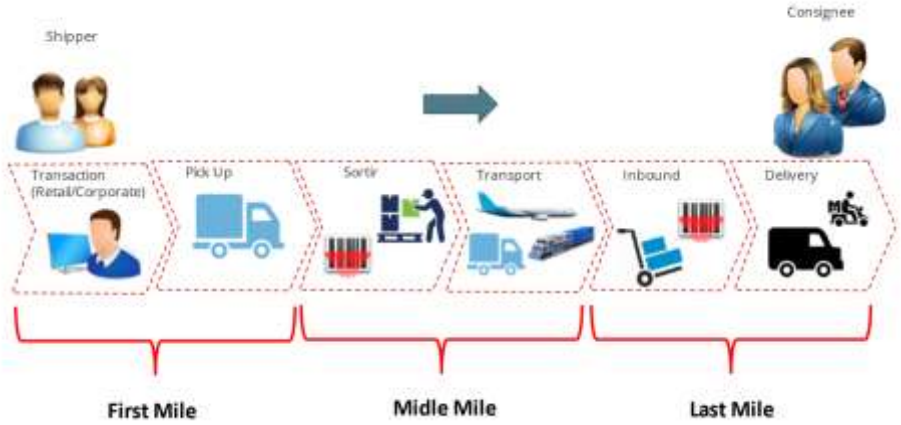

Figure 3. Business Process of Express Courier
Source : ASPERINDO, 2026

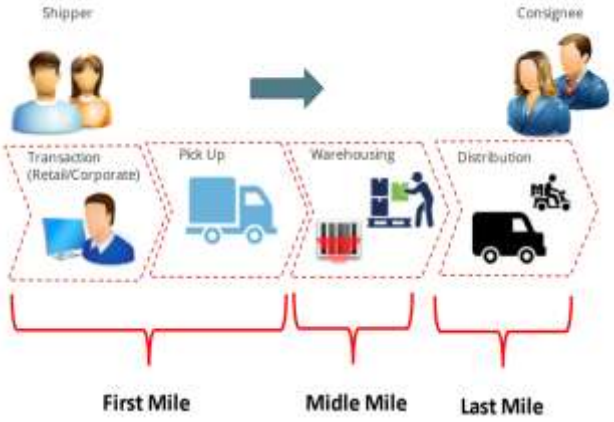

Figure 4. Business Process of Waehouse
Source : ASPERINDO, 2026

a. Organizational structure is a pattern of relationships between various components and parts of an organization.

"Organizational structure is the way an organization's activities are divided, organized, and coordinated." According to the KBBI (2018), organizational structure is a stable pattern of relationships among organizational elements. Organizational structure clearly illustrates the separation of work activities and how the relationships between activities and functions are delimited. A good organizational structure must clarify the authority relationships of who reports to whom, ensuring accountability for work. The following are the functions of organizational structure according to experts:

b. Job Description

A job description defines what a leader needs to carry out activities, tasks, or work. A job specification is a statement of the minimum requirements for a person to perform a position effectively.

c. Employee Work Plan

Performance is how a person is expected to function and behave according to the tasks assigned to them. Every expectation regarding how a person should behave while carrying out a task signifies a role within the organization.

d. Service Level Agreement

A Service Level Agreement (SLA) is a document that helps identify service expectations, clarify responsibilities, and facilitate communication between two parties: the service provider and the customer or service user. An SLA document is needed to provide a corridor for service providers and encourage them to work harder because there are targets set in the SLA document.

e. Standard Operating Procedure

SOPs are standard activities that must be carried out sequentially to complete a task. If adhered to, they will result in smooth coordination, avoid overlapping or duplication, foster harmonious working relationships, and clarify the authority and responsibilities of each employee.

2.3. Human Capital Logistic Management

Human capital is defined as "the aggregated stock of knowledge, skills, experience, creativity, and other employee attributes," and argues that human capital also includes "placing value on each of these attributes and using knowledge effectively to manage the organization." Previous research has shown that human resource management has a significant impact on organizational performance. This study identifies progress that has been achieved and looks at future prospects.

a. Compensation and Benefits

Compensation, often called rewards, can be defined as any form of recognition given to employees in return for their contributions to the company. Compensation is anything constituted or considered as remuneration or equivalent.

b. Rewards (Appraisal System)

Rewards can be tangible or intangible items that organizations provide to employees, either intentionally or unintentionally, as a reward for employee potential or contributions to good work, and for employees who apply positive values to satisfy certain needs.

c. Punishment (Company Rules)

Punishment is suffering inflicted intentionally or intentionally by someone after a violation, crime, or error has occurred.

d. Work Environment

The work environment is everything, events, people, and other factors that influence the way people work. The work environment is a collection of physical and non-physical factors, both of which influence how employees work. The workplace situation is the non-physical work environment, while the people and equipment constitute the physical work environment.

e. Competency Standards

Competency is defined as the underlying characteristics of a person related to the effectiveness of an individual's performance in their work, or the basic characteristics of an individual that have a causal or cause-and-effect relationship with established criteria, effectively or performing at peak or superior levels in the workplace or in certain situations.

f. Carrier Path System (Career Development)

A carrier path is a series of activities (such as workshops) that contribute to an individual's career exploration, strengthening, success, and fulfillment.

2.4. Corporate Culture

Essentially, the term "corporate culture" is synonymous with "organizational culture." However, there is a tendency to perceive the term "organization" as having a broader scope than the term "company." Therefore, in this study, the researcher will use the term "corporate culture" for greater specificity. Corporate culture is a system of values believed in by all members of an organization, learned, continuously applied, functioning as a cohesive system, and serving as a guideline for behavior within the organization to achieve established goals.

Previous research conducted at the state-owned company PT Permodalan concluded that the corporate culture of "AKHLAK" has a positive and significant influence on work motivation and company performance.

2.5. Leadership

Leadership can be defined as the process of influencing and directing employees in carrying out their assigned work. Leadership is the process of directing and influencing members in carrying out various activities.

In his survey, Chiavenato summarized the characteristics that leaders must possess as follows:

a. Integrity: honesty, integrity, emotional intelligence, self-discipline
b. Capability: innovation, problem-solving skills, ability to make decisions
c. Reliability: Execution skills, responsibility
d. Visionary

Leadership style significantly influences the performance of PT ABC Makassar. The average total score for the leadership style variable is 3.67, or 73.45%, in the moderate category. This result indicates that the majority of employees agree that leaders implement a transformational leadership style at PT ABC Makassar.

Method

This research was conducted in 20 small and medium enterprise Logistics Companies that are members of ASPERINDO (Association of Indonesian Express POS and Logistics Delivery Service Companies). This type of research is survey research. This research was conducted by taking samples from one population and using a questionnaire as the main data collection tool, as well as with a quantitative research approach. Quantitative research is defined as a systematic scientific study of parts and phenomena and their relationships. The variables used in this study are: Independent variables (variables that influence other variables are **Logistic Business Strategy (X1), Logistic System Management (X2), Human Capital Logistic Management (X3),** Leadership (X4), and Corporate Culture (X5). The dependent variable (variable that is influenced by other variables is Company Performance (Y). Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS software version 3.

Figure 5. Research Stages

Result and Discussion

The data analysis in this study used a Structural Equation Model with the Partial Least Squares Structural Equation Model (PLS SEM). The collected data was then analyzed by depicting the previously determined research model. The software used was Smart PLS 3.0, with a path diagram. The calculation results are shown in the figure below.

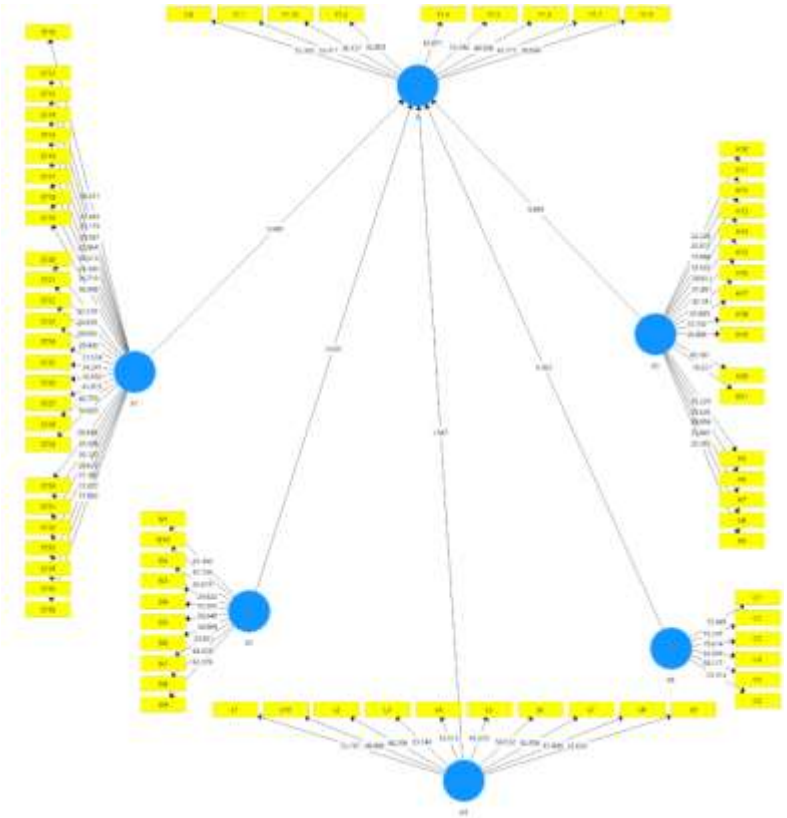

Figure 6. Display of PLS Algorithm Results

4.1. Measurement (Outer) Model Evaluation

Convergent Validity

Table 1
Average Variance Extracted (AVE)

Variable		Average Variance Extracted (AVE)
X1	Logistic Business Strategy	0,619
X2	Logistic Management System	0,697
X3	Human Capital Logistic Management	0,646
X4	Leadership	0,750
X5	Corporate Culture	0,849
Y	Logistic Company Performance	0,660

The convergent validity of the measurement model using reflective indicators was assessed based on the loading factor of the indicators measuring the construct. This study

included **six** constructs. Based on the results of the measurement model testing, the following explanation can be found:
a. The ***logistic business strategy*** construct was measured using ST1–ST36. All indicators had an AVE >0.5.
b. The ***logistic system management*** construct was measured using S1–S10. All indicators had an AVE >0.5.
c. The ***human capital logistic management*** construct was measured using H1-H21. All indicators had an AVE >0.5.
d. The leadership construct was measured using L1-L9. All indicators had an AVE >0.5.
e. The corporate culture construct was measured using C1-C6. All indicators had an AVE >0.5.
f. The logistic company performance construct was measured using Y1-Y10. All indicators had an AVE >0.5.
Based on the factor loading results above, it can be concluded that the construct has good convergent validity.

Discriminate Validity
Discriminant validity testing is conducted to determine whether an indicator within a construct has the largest factor loading on the construct it forms compared to the factor loadings with other constructs. Cross-loadings can be seen in the following table.

Table 2
Cross-Loading

	ST	SI	H	L	C	Y
SI5	0.615	0.837	0.656	0.542	0.535	0.546
SI6	0.584	0.814	0.618	0.559	0.558	0.551
SI7	0.556	0.790	0.576	0.440	0.479	0.517
SI8	0.584	0.859	0.627	0.570	0.578	0.587
SI9	0.588	0.875	0.663	0.596	0.584	0.564
ST10	0.761	0.511	0.506	0.512	0.533	0.513
ST12	0.762	0.520	0.544	0.489	0.472	0.500
ST13	0.748	0.505	0.466	0.435	0.444	0.466
ST14	0.781	0.493	0.480	0.455	0.452	0.458
ST15	0.751	0.442	0.434	0.431	0.420	0.431
ST16	0.796	0.504	0.503	0.490	0.485	0.445
ST17	0.719	0.445	0.432	0.384	0.443	0.419
ST18	0.764	0.510	0.565	0.539	0.416	0.380
ST19	0.814	0.552	0.532	0.551	0.507	0.440
ST20	0.824	0.539	0.475	0.528	0.530	0.437
ST21	0.765	0.576	0.523	0.484	0.487	0.392
ST22	0.795	0.549	0.498	0.467	0.505	0.421
ST23	0.792	0.524	0.438	0.463	0.516	0.461
ST24	0.821	0.513	0.500	0.489	0.502	0.426
ST25	0.830	0.520	0.469	0.470	0.528	0.428
ST26	0.807	0.593	0.615	0.606	0.532	0.438
ST27	0.819	0.560	0.566	0.537	0.484	0.448
ST28	0.841	0.571	0.535	0.508	0.540	0.464
ST29	0.802	0.523	0.529	0.504	0.505	0.401
ST30	0.749	0.458	0.503	0.457	0.504	0.394
ST31	0.756	0.491	0.549	0.479	0.536	0.427
ST32	0.768	0.454	0.506	0.444	0.518	0.409
ST33	0.751	0.458	0.512	0.456	0.561	0.429
ST34	0.806	0.591	0.641	0.567	0.547	0.482
ST35	0.813	0.590	0.610	0.560	0.555	0.487
ST36	0.814	0.604	0.572	0.547	0.546	0.487
Y.8	0.449	0.516	0.478	0.467	0.502	0.787
Y1.1	0.417	0.527	0.501	0.423	0.502	0.775
Y1.10	0.476	0.549	0.497	0.537	0.636	0.802
Y1.2	0.400	0.484	0.456	0.468	0.462	0.790
Y1.4	0.448	0.480	0.437	0.447	0.514	0.828
Y1.5	0.486	0.535	0.487	0.522	0.586	0.852
Y1.6	0.520	0.556	0.487	0.532	0.550	0.850
Y1.7	0.450	0.497	0.445	0.472	0.525	0.836
Y1.9	0.465	0.561	0.524	0.573	0.589	0.790

The table above shows that the cross-loading values also indicate good discriminate validity, as the correlation between the indicators and their respective constructs is higher than the correlation between the indicators and other constructs. For example, the loading factor for ST1 (the strategy question indicator) is 0.761, which is higher than the loading factor for other

constructs, namely SI (0.511), H (0.506), L (0.512), C (0.533), and Y (0.513). The table also shows that the indicators for systems, human capital management, leadership, corporate culture, and company performance also have higher loading factor values than the loading factor for other constructs.

Construct Reliability Test

In addition to the construct validity test, construct reliability was also tested, measured using composite reliability and Cronbach's alpha for the indicator blocks measuring the construct. The following are the results of the composite reliability and Cronbach's alpha tests from Smart PLS:

Table 3.
Composite Reliability and Cronbach's Alpha

Variable		Cronbach's Alpha	Composite Reliability
X1	Logistic Business Strategy	0,975	0,977
X2	Logistic Management System	0,952	0,958
X3	Human Capital Logistic Management	0,965	0,969
X4	Leadership	0,963	0,968
X5	Corporate Culture	0,964	0,971
Y	Logistic Company Performance	0,936	0,946

A construct is considered reliable if it has a composite reliability value above 0.70 and a Cronbach's alpha above 0.60. The SmartPLS output above shows that all constructs have composite reliability values above 0.70 and Cronbach's alpha values above 0.60. Therefore, it can be concluded that the constructs have good reliability.

Measurement Model Evaluation (Outer Weight) of Formative Indicators

The formative indicator constructs were tested and produced regression relationships that were evaluated using the outer model data by examining their relative weight values and the significance value of the T-statistics (T-count). If the T-statistic (T-count) value is >1.97, the formative indicator is considered valid and meets the outer model requirements, making it suitable for use as a construct measurement tool. The results of the outer weight test can be seen in Table 15. The table below shows that all constructs have a T-statistic (T-count) value above 1.97, and the P-value is less than 0.05. Therefore, all construct data for the latent formative variable indicators are considered valid and can be used as a measurement tool for each indicator.

Table 4. Outer Weight Test Results

	Sampel Asli (O)	Rata-rata Sampel (M	tandar Deviasi (STDEV	Statistik (| O/STDEV	P Values
C1 <- X5	0.169	0.169	0.004	39.553	0.000
C2 <- X5	0.178	0.178	0.004	40.224	0.000
C3 <- X5	0.182	0.182	0.004	46.513	0.000
C4 <- X5	0.184	0.184	0.005	37.655	0.000
C5 <- X5	0.180	0.180	0.006	32.599	0.000
C6 <- X5	0.193	0.193	0.007	28.536	0.000
H10 <- X3	0.084	0.084	0.005	16.158	0.000
H11 <- X3	0.060	0.060	0.005	11.869	0.000
H12 <- X3	0.069	0.069	0.005	13.534	0.000
H13 <- X3	0.068	0.068	0.005	12.877	0.000
H14 <- X3	0.079	0.079	0.005	15.557	0.000
H15 <- X3	0.077	0.077	0.004	20.280	0.000
H16 <- X3	0.073	0.074	0.004	19.786	0.000
H17 <- X3	0.079	0.079	0.004	19.770	0.000
H18 <- X3	0.081	0.081	0.005	17.374	0.000
H19 <- X3	0.069	0.069	0.004	16.752	0.000
H20 <- X3	0.071	0.071	0.004	19.203	0.000
H21 <- X3	0.073	0.073	0.005	14.410	0.000
H5 <- X3	0.075	0.075	0.005	15.366	0.000
H6 <- X3	0.069	0.069	0.004	17.601	0.000
H7 <- X3	0.073	0.073	0.003	22.803	0.000
H8 <- X3	0.064	0.064	0.004	14.547	0.000
H9 <- X3	0.079	0.079	0.006	13.907	0.000
L1 <- X4	0.100	0.101	0.005	19.749	0.000
L10 <- X4	0.127	0.128	0.005	24.344	0.000
L2 <- X4	0.112	0.112	0.005	22.701	0.000
L3 <- X4	0.118	0.118	0.005	24.278	0.000
L4 <- X4	0.110	0.110	0.005	23.613	0.000
L5 <- X4	0.112	0.112	0.004	26.077	0.000
L6 <- X4	0.112	0.112	0.004	28.979	0.000
L7 <- X4	0.117	0.117	0.004	26.116	0.000
L8 <- X4	0.117	0.117	0.004	26.121	0.000
L9 <- X4	0.129	0.129	0.006	20.856	0.000
SI1 <- X2	0.110	0.110	0.006	19.172	0.000
SI10 <- X2	0.132	0.132	0.006	20.687	0.000
SI2 <- X2	0.116	0.116	0.006	18.883	0.000
SI3 <- X2	0.115	0.114	0.006	18.794	0.000
SI4 <- X2	0.108	0.108	0.006	18.097	0.000
SI5 <- X2	0.122	0.122	0.005	24.680	0.000
SI6 <- X2	0.123	0.123	0.006	21.306	0.000
SI7 <- X2	0.115	0.115	0.007	17.674	0.000
SI8 <- X2	0.131	0.131	0.005	24.749	0.000
SI9 <- X2	0.126	0.126	0.005	26.051	0.000
ST10 <- X1	0.057	0.057	0.003	16.291	0.000
ST12 <- X1	0.055	0.055	0.003	16.106	0.000
ST13 <- X1	0.052	0.052	0.003	14.917	0.000
ST14 <- X1	0.051	0.051	0.003	16.040	0.000
ST15 <- X1	0.048	0.048	0.004	13.202	0.000
ST16 <- X1	0.049	0.049	0.003	15.610	0.000
ST17 <- X1	0.046	0.046	0.003	13.640	0.000
ST18 <- X1	0.042	0.042	0.003	12.475	0.000
ST19 <- X1	0.049	0.049	0.003	15.714	0.000
ST20 <- X1	0.048	0.048	0.003	15.746	0.000
ST21 <- X1	0.043	0.043	0.003	13.820	0.000
ST22 <- X1	0.047	0.047	0.003	16.948	0.000
ST23 <- X1	0.051	0.051	0.003	17.327	0.000
ST24 <- X1	0.047	0.047	0.003	14.922	0.000
ST25 <- X1	0.047	0.047	0.003	14.949	0.000
ST26 <- X1	0.048	0.049	0.003	14.472	0.000
ST27 <- X1	0.050	0.050	0.003	16.919	0.000
ST28 <- X1	0.051	0.051	0.003	16.043	0.000
ST29 <- X1	0.044	0.044	0.003	16.870	0.000
ST30 <- X1	0.044	0.044	0.003	15.220	0.000
ST31 <- X1	0.047	0.047	0.003	15.988	0.000
ST32 <- X1	0.045	0.045	0.003	14.458	0.000
ST33 <- X1	0.047	0.048	0.003	15.214	0.000
ST34 <- X1	0.053	0.054	0.003	17.329	0.000
ST35 <- X1	0.054	0.054	0.003	18.177	0.000
ST36 <- X1	0.054	0.054	0.003	17.113	0.000
Y.8 <- Y	0.131	0.131	0.007	19.956	0.000
Y1.1 <- Y	0.130	0.130	0.008	15.785	0.000
Y1.10 <- Y	0.152	0.151	0.007	22.417	0.000
Y1.2 <- Y	0.123	0.123	0.006	19.236	0.000
Y1.4 <- Y	0.128	0.128	0.006	22.389	0.000
Y1.5 <- Y	0.145	0.144	0.005	26.799	0.000
Y1.6 <- Y	0.143	0.142	0.006	26.002	0.000
Y1.7 <- Y	0.131	0.131	0.006	22.407	0.000
Y1.9 <- Y	0.149	0.149	0.007	19.999	0.000

4.2. Structural Model Testing (Inner Model)

This test can be conducted by observing the R-Square and Adjusted R-Square values, which are presented in the following table:

Table 5.

R-Square and Adjusted R-Square Values

	R Square	Adjusted R Square
Logistic Company Performance	0,545	0,539

Based on the table above, the Adjusted R-Square value for company performance is 0.539, indicating that the contribution of logistic business strategy, logistic system management, human capital logistic management, corporate culture, and leadership to company performance is 53.9%, with the remainder influenced by other factors outside the variables in this study.

4.3. Hypothesis Testing

To test the hypothesis, the required data are the values shown in the following table.

Table 6.
T-Statistics and P-Values

	Original Sample (O)	Sample Average (M)	Deviasi Stamdard (STDEV)	T Statistic (| O/STDEV |)	P Values
X1 (ST) -> Y	0,043	0,045	0,063	0,680	0,497
X2 (SI) -> Y	0,251	0,246	0,069	3,655	0,000
X3 (H) -> Y	0,057	0,067	0,083	0,689	0,491
X4 (L) -> Y	0,146	0,148	0,075	1,947	0,052
X5 (C) -> Y	0,351	0,344	0,055	6,423	0,000

a. Testing Hypothesis H1: A significant influence of logistic business strategy on logistic company performance. The test results can be seen in the table above. The original sample estimate is 0.043, with a significance level above 10%, as indicated by a t-statistic of 0.680, which is smaller than the t-table value of 1.962. The original sample estimate is positive, indicating that the logistic business strategy has a positive effect on logistic company performance. The p-value of 0.497 is greater than 0.10, indicating that logistic business strategy has a positive but insignificant effect. Based on these test results, it can be concluded that the first hypothesis is rejected.

b. Testing hypothesis H2: the logistic system management has a significant effect on logistic company performance. The test results can be seen in the table above. The original sample estimate is 0.251, with a significance level above 10%, as indicated by a t-statistic of 3.655, which is greater than the t-table value of 1.961. The original sample estimate is positive, indicating that the logistic management system has a positive effect on logistic company performance. The p-value of 0.000 is smaller than 0.10. Based on these test results, it can be concluded that the second hypothesis is accepted.

c. Hypothesis H3 tests the significant influence of human capital logistic management on logistic company performance. The test results, as shown in the table above, show the original sample estimate of 0.057, with a significance level above 10%, as indicated by a t-statistic of 0.689, which is smaller than the t-table value of 1.961. A positive original sample estimate indicates that human capital logistic management has a positive effect on logistic company performance. The p-value of 0.491 is greater than 0.10, indicating that the implementation of human capital logistic management has a positive but insignificant effect. Based on these test results, it can be concluded that the third hypothesis is rejected.

d. Hypothesis H4 tests the significant influence of leadership on logistic company performance. The test results, as shown in the table above, show the original sample estimate of 0.146, with a significance level above 10%, as indicated by a t-statistic of 1.947, which is smaller than the t-table value of 1.961. A positive original sample estimate indicates that leadership culture has a

positive effect on company performance. The P-value is 0.052, which is less than 0.10. Based on these test results, it can be concluded that the fourth hypothesis is accepted.
e. Testing hypothesis H5: the influence of corporate culture is significant on logistic company performance. The test results can be seen in the table above. The original sample estimate is 0.351, with a significance level above 10%, as indicated by the t-statistic value of 6.423, which is greater than the t-table value of 1.961. The positive original sample estimate indicates that corporate culture has a positive effect on logistic company performance. The P-value is 0.000, which is less than 0.10. Based on these test results, it can be concluded that the fifth hypothesis is accepted.

Discussion

5.1 Relationship between Logistic Business Strategy and Logistic Company Performance

Based on the test results, the P-value is 0.497, which is greater than 0.10. It can be concluded that the first hypothesis is rejected. The logistic business strategy variable has a positive but insignificant effect on company performance. This is inconsistent with the hypothesis and with several previous studies, such as Muhammad Awaluddin's study, which found that company strategy significantly influenced improvement.5.2. Relationship between Logistic Management System and Logistic Company Performance

Based on the test results, the P-value is 0.000, which is less than 0.10. It can be concluded that the second hypothesis is accepted. The logistic management system variable has a significant positive effect on logistic company performance.

5.3. Relationship between Human Capital Logistic Management and Logistic Company Performance

Based on the test results, the P-value is 0.491, which is greater than 0.10. It can be concluded that the third hypothesis is rejected. The religious human capital logistic management variable has a positive but insignificant effect on logistic company performance. This is because the competency standard indicators are not optimal. The following are the results of the 2020 employee competency test. This is inconsistent with the research findings of Tracey, P., that religiousness and spirituality have a significant positive influence on employee performance. Hashim, J., in his research stated that Muslim employees know and are aware of the importance of Islamic HR management. In a study by Brien, A. R., Suhartanto, D., Sarah, I. S., Suhaeni, T., Setiawan, S., & Raksayudha, A. M. F, the dimensions of religiosity (practice, altruism, and belief) significantly influence employee engagement and performance. The results of this study are also in line with the results of the study by Hadjri Muhammad Ichsan, Perizade Badia, Marwa Taufiq, and Hanafi Agustina (2018), which stated that Islamic recruitment principles, Islamic training, and Islamic compensation have a significant positive influence on employee job satisfaction and performance.

5.4. The Relationship between Leadership and Logistic Company Performance

Based on the test results, the P-value is 0.052, which is less than 0.10. Therefore, it can be concluded that the fourth hypothesis is accepted. The leadership variable has a positive and significant effect on logistic company performance. This finding aligns with previous research by Fry, W. Louis, and Laura L. Matherly (2017), which found that spiritual leadership influences

company performance. Similarly, the research by Bhandal, H.S. (2006) also found that religiosity and leadership influence organizational performance.

5.5. The Relationship between Corporate Culture and Logistic Company Performance

Based on the test results, the P-value is 0.000, which is less than 0.10. Therefore, it can be concluded that the fifth hypothesis is accepted. The corporate culture variable has a significant positive effect on company performance. This finding aligns with research by Doise, Michelle Lee, which found that implementing a strategy integrated with corporate culture significantly impacts company performance.

Conclusion

The logistic business strategy variables consisting of indicators of vision, mission, targets, SWOT analysis, risk assessment, problem solving, work programs (marketing mix), and evaluation systems have a positive but insignificant effect on the performance of small and medium enterprise logistics companies. The logistic management system variables consisting of indicators of organizational structure, job descriptions, employee work plans, service level agreements, and standard operating procedures have a significant positive effect on the performance of small and medium enterprise logistics companies. The human capital logistic management variables consisting of indicators of compensation, benefit systems, rewards (appraisal systems), punishments (company rules), work environment (K3 systems), competency standards, and carrier path systems have a positive but insignificant effect on the performance of small and medium enterprise logistics companies. The corporate culture variables consisting of indicators of basic company values (values) and meaning of work have a significant positive effect on the performance of small and medium enterprise logistics companies. The leadership variables consisting of indicators of integrity leaders, credibility leaders, reliability leaders, and visionary leaders have a positive and significant effect on the performance of small and medium enterprise logistics companies..

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