

## **WORK MOTIVATION AS THE PREDOMINANT CONSTITUENT IN IMPROVING EMPLOYEE PERFORMANCE OF ID-EXPRESS**

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### **ABSTRACT**

Logistics services continue to experience significant expansion as redSeer data reveals that this business growth reached 100% during COVID-19 and peaked at 400% in September 2020. The development of logistics services is in line with the growth of e-commerce, which reached 69%, so ID-Express employees must work harder than usual. This study aims to reveal how employee performance is strongly influenced by the work environment, work discipline, and work motivation at the ID-Express Probolinggo company in East Java. Information from 32 ID-Express employees quantified through a Likert scale in an online questionnaire passed the outer and inner model tests in the SEM-PLS analysis. The research findings reveal that motivation is the most dominant constituent influencing employee performance. Even so, the work environment and discipline are still essential because they are huge. Further research is recommended to consider the age and gender of respondents as control variables.

**KEYWORDS:** Employee Performance, Work Motivation, Work Environment, Work Discipline, Logistic Company.



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## **Introduction**

Success in a company or organization depends on the internal human resources of the business because humans are an asset that requires special attention in the company (Daspar, 2020). The growth and development of a company's organization influence the company's staffing level. Effective and efficient performance is needed so that employees in a company can work optimally. In building an organization, there is a vision to be achieved, and in achieving goals in a company, attitudes, and behaviors are needed from people who have a responsibility and make a good appearance (Suherdiningsih & Rokhman, 2020). One factor that influences employees' work results is the company's work environment (Bourlakis et al., 2023). The work environment is referred to as an element in an organization that has a strong influence on the behavior and achievements of individuals in an organization (Loudoun et al., 2024). A company needs a good work environment for employees to be creative (Hua & Yang, 2024). Discomfort in the company is caused by an unsupportive work environment that disrupts employee performance (Ndone, 2023).

Every company wants a high level of discipline in its employees, which must be maintained because it is a form of responsibility provided by the company. In a company with good discipline that reflects an attitude of responsibility towards the tasks, leaders must guide their employees to work well and improve their performance (Beno & Irawan, 2019). In addition to discipline, every employee who works in an organization or company must perform well in quality and quantity. Employee performance is an answer to whether a company's goals can be achieved, and this employee performance can be seen through the work done by employees and the services provided to the public. Companies must also always pay attention to the performance of their employees so that their performance can run consistently (Herlinda et al., 2021).

This work motivation is no less important in improving employee performance. The most needed motivation in employees is direct motivation within an employee (Patas, 2021). The right motivation given in a company will influence employees to enjoy their work and make employees feel satisfied with it (Yuliantini & Santoso, 2020). Employees motivated by their company will be more active and careful in their duties. In a company, one of which is a company engaged in logistics, of course, the work environment, work discipline, and work motivation will influence the performance of its employees.

Logistics services is a company engaged in goods delivery services and is a business that is growing significantly. RedSeer business consultants stated that the growth of businesses engaged in logistics has grown 100% and in September has experienced a growth of 400%. The growth of services in the logistics sector is in line with the growth of e-commerce by 69% (Ramdan, 2020). As a result, the service in package delivery has increased, causing employees at ID-Express to work harder than usual, and the company will need more human resources. The company needs more human resources so that employee performance can run better. In

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In addition, it can also increase effectiveness and productivity in the company, but to improve employee performance, awareness, and responsibility are needed from the employees themselves. Most of the employees at ID-Express Probolinggo are 18-23 years old and have a relatively long working period, so the work environment, work discipline, and work motivation are not only to meet their own needs but also a responsibility for the family.

In the company, many human resources need to comply with the work standards determined to support the achievement of effective and efficient company goals (Han et al., 2023). Every company has high hopes that its employees can improve their performance, starting by creating a good work environment, enforcing rules, and always appreciating their employees. However, many employees still need to achieve good performance in the company (Li et al., 2024). Therefore, in this study, researchers will discuss the influence of the work environment, work discipline, and work motivation on employee performance.

### **LITERATURE REVIEW**

#### **1. Work Environment**

The work environment is an essential factor that influences employee performance and can influence employees in carrying out the tasks assigned to them. A pleasant work environment will create harmonious relationships between employees and create a sense of satisfaction with leadership. The relationship between humans and the work environment is very close and cannot be separated because the work environment is a place for employees to carry out their activities (Syardiansah, S., & Utami, 2019).

#### **2. Work Discipline**

Discipline is an action that can encourage someone to do something. In everyday life, this discipline emphasizes that individuals do something according to the applicable rules (Kurniawati, 2021). Discipline is very much needed in work so that the company's goals are quickly achieved. This work discipline generally includes responsibility, punctuality, and proper utilization of work equipment (Susanti & Mardika, 2021).

#### **3. Work Motivation**

This work motivation is a source of energy for employees to move all their potential well. Motivation is also a condition that forces someone to work according to their duties in the company (Solehati et al., 2024). Work motivation is a drive within oneself or others to do work and is done with enthusiasm and awareness to achieve specific targets. With the work motivation possessed by these employees, everything done will get maximum results and provide satisfaction for its employees (Putri, 2020).

#### **4. Employee Performance**

Employees are the results of work obtained in carrying out their duties in terms of quality and quantity, as well as carrying out their responsibilities and carried out effectively if supported by confidence and motivation in the company where they work. This performance record is usually given after a certain period of working (Zakiah & Ridotjahjono, 2021).

#### **5. Research Hypothesis Development**

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They are based on research findings by Sihaloho & Siregar (2019) on employee performance at PT. Super Setia Sagita Medan found that the work environment positively and significantly affects employee performance. The same findings were stated by Wijaya & Susanty (2017)) at the Mining and Energy Service of Musi Banyuasin Regency. This study states that the work environment positively and significantly affects employee performance at the government agency. These findings are reinforced by (Putra et al., 2021) on employee performance at PT Budi Anugrah Bersama which also stated that the work environment has a positive and significant effect on employee performance especially in completing their duties and responsibilities. Several other studies also divulge the tremendous impact of the work environment on employee performance (i.e. Zhenjing et al., 2022; Wulandany et al., 2023; Jonathan et al., 2023). So, based on the results of the review of several previous studies, the first research hypothesis (H1) was formulated as follows: "It is suspected that the work environment has a positive and significant influence on employee performance."

Meanwhile, according to the findings of Vallennia et al. (2020) found that work discipline in PT Sinar Sosro Rancaek employees positively and significantly affects their performance. These results also were proven by Wau (2021) on employee performance at the Somambawa District Office, South Nias Regency. Work discipline has a positive and significant effect on employee performance. Several other studies disclose the immense impact of the work discipline on employee performance (i.e. Pratama et al., 2022; Shalsabila et al., 2023; Rifa'i, 2023). Therefore, based on the data collected, the second hypothesis (H2) can be formulated: "Work discipline is believed to have a positive and significant effect on employee performance."

The findings (Mardikaningsih, 2021) on the performance of PT Axa Financial Indonesia Sales Offline Malang employees stated that work motivation affects employee performance. This finding is reinforced by research from (Masriah et al., 2022) Employee performance at PT Mitra Adiperkasa Central Jakarta shows that work motivation also has a positive and significant effect on employee performance at PT Mitra Adiperkasa in Central Jakarta by providing appreciation and encouragement to its employees. Several other studies unfold the extensive impact of the work motivation on employee performance (i.e. Mgammal & Al-matari, 2021; Augustinus & Halim, 2021; Layek & Kumar, 2024). So, based on the data obtained, the second hypothesis (H3) is "It is suspected that work motivation has a positive and significant effect on employee performance."

### **RESEARCH METHOD**

This research is quantitative research with data obtained from respondents from a questionnaire using a 5 point Likert scale and distributed to ID Express employees. The data obtained was then analyzed and processed using PLS (Partial Least Square) analysis using Smart PLS software version 3.3.9. A total of 32 respondents in the research with a 5 point Likert scale that was distributed to ID Express employees showed that most of the respondents were male with an average age of 18-23 years and bachelor's degrees. Most respondents were unmarried employees and had worked for more than 1 year. Apart from that, in this research questionnaire it has been answered that many employees agree that

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the work environment, work discipline and work motivation can influence employee performance. Employee Performance Variable (Y) is measured through 6 indicators, namely Quantity (Y1), Quality (Y2), Independence (Y3), Initiative (Y4), Adaptability (Y5), Cooperation (Y6). Then the Work Environment variable (X1) is measured through several indicators, namely employee relations (X11), noise level (X12), performance regulations (X13), lighting (X14), air circulation (X15), security (X16) (Hastuti, 2021). The work motivation variable (X2) is measured through several indicators, namely opportunity for achievement (X21), education. Work Motivation Variable (X2) is measured through several indicators, namely Opportunity for achievement (X21), Education and Training (X22), Proud of work results (X23), Authority and responsibility for the success of subordinates (X24), Opportunity to help colleagues (X25) and Receive recognition from society for their profession (X26). The work discipline variable (X3) is measured from several indicators, namely punctuality (X31), implementation of procedures (X32), careful use of office equipment (X33), level of neatness in clothing (X34), having responsibility for work (X35) and Job quality level (X36) (Beno, J., & Irawan, D, 2019).

**RESULTS AND DISCUSSION**

1. SEM PLS analysis

a. Outer Model Measurement

Outer Model Measurement is used to specify the relationship between the variables studied and the indicators. The validity and reliability of external model tests for reflective indicators were assessed. Checking the validity of this external model can be done using convergent validity (actor loading and AVE) and discriminant validity (Fornell Lacker and cross loading). Meanwhile, the reliability test can be determined from the value obtained from the Cronbach alpha value and composite reliability. According to (Josephine, Audrey, & Harjanti, 2017) indicators in research are considered valid if they have a correlation value above 0.7.

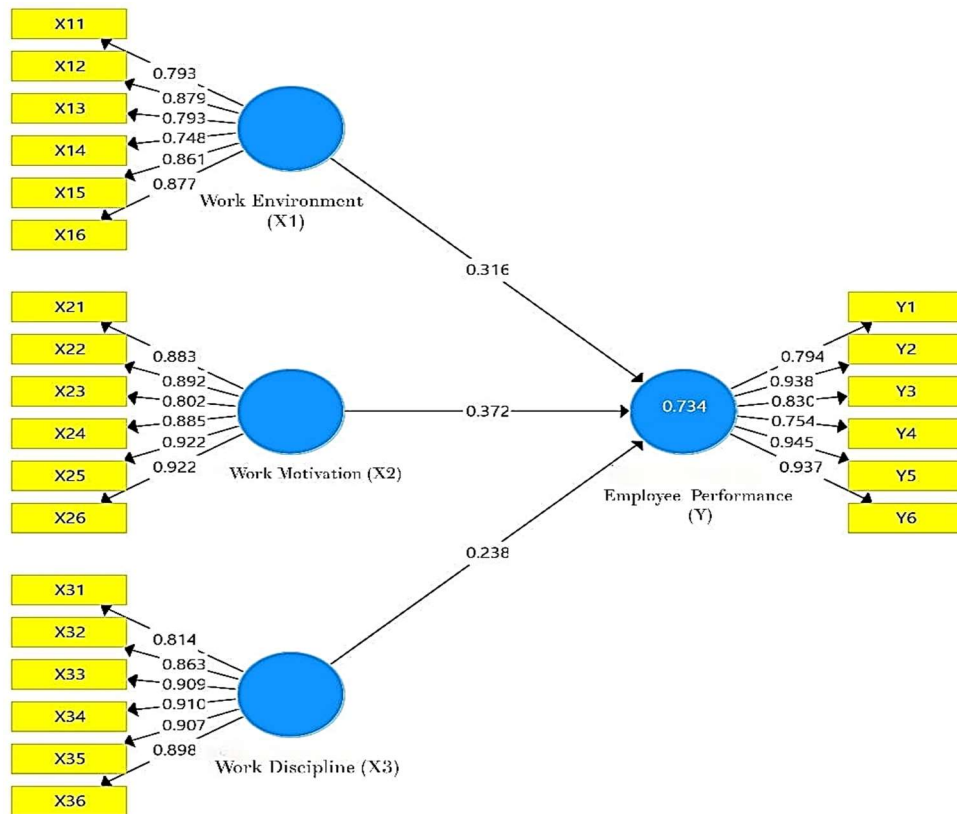
**Table 1. AVE value**

	<i>Average Variance Extracted (AVE)</i>
<b>Work Discipline (X3)</b>	<b>0.782</b>
<b>Employee performance (Y)</b>	<b>0.756</b>
<b>Work environment (X1)</b>	<b>0.683</b>
<b>Work motivation (X2)</b>	<b>0.784</b>

Based on Figure 1. Structural Model: All Manifest constructs representing work environment, work motivation and work discipline have factor loading values >0.7, this shows that the research tools used use VALID research variables.

Apart from loading factors, convergent validity can also be measured through the Average Variance Extracted (AVE) value as in Table 1.

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**Figure 1. Structural Model**  
**Source: SmartPLS Output**

The Fornell-Lacker test is carried out by comparing the square root value of AVE with the correlation value between designs.

**Table 2. Fornell Lacker**

	Work Discipline (X3)	Employee performance (Y)	Work environment (X1)	Work motivation (X2)
Work Discipline (X3)	<b>0.884</b>	0.238		
Employee performance (Y)		<b>0.870</b>		
Work environment (X1)		0.316	<b>0.827</b>	
Work motivation (X2)		0.372		<b>0.885</b>

Based on Table 2, it shows that the Fornell Lacker values for all latent constructs have values greater than the correlation between exogenous and endogenous constructs. This makes it clear that the indicators used to measure research variables are said to be valid at the discriminant construct level. Measuring discriminant validity at the indicator level is carried out using cross-loading. This is done by comparing the values. The cross-loading value of the target construct is above the loading value of

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other constructs.

**Table 3. Cross Loading**

	Work Discipline (X3)	Employee performance (Y)	Work environment (X1)	Work motivation (X2)
X11	0.572	0.603	0.793	0.574
X12	0.726	0.679	0.879	0.690
X13	0.589	0.629	0.793	0.618
X14	0.605	0.689	0.748	0.645
X15	0.589	0.636	0.861	0.661
X16	0.640	0.653	0.877	0.693
X21	0.685	0.727	0.741	0.883
X22	0.717	0.760	0.713	0.892
X23	0.694	0.652	0.607	0.802
X24	0.746	0.683	0.690	0.885
X25	0.715	0.740	0.707	0.922
X26	0.688	0.733	0.707	0.922
X31	0.814	0.691	0.591	0.637
X32	0.863	0.669	0.675	0.712
X33	0.909	0.705	0.703	0.705
X34	0.910	0.675	0.682	0.758
X35	0.907	0.700	0.679	0.692
X36	0.898	0.654	0.664	0.731
Y1	0.660	0.794	0.743	0.674
Y2	0.702	0.938	0.715	0.723
Y3	0.643	0.830	0.686	0.737
Y4	0.590	0.754	0.546	0.646
Y5	0.709	0.945	0.709	0.723
Y6	0.713	0.937	0.688	0.713

Based on Table 3 above, the Cross Loading value for each manifest construct for each latent construct is against the target construct.

**Table. 4 Cronbach's Alpha and Composite Reliability Values**

	Cronbach's Alpha	Composite Reliability
Work Discipline (X3)	0.944	0.956
Employee performance (Y)	0.934	0.949
Work environment (X1)	0.906	0.928
Work motivation (X2)	0.944	0.956

An instrument is said to be reliable if the Cronbach's alpha value is above 0.6

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and the Composite Reliability value is above 0.8. Table 4 shows that for each latent construct, the Cronbach alpha value is above 0.6 and the Composite Reliability value is above 0.6. each latent construct is greater than 0.8 and this shows that the indicators in each research variable are declared valid.

**b. Inner Model Measurement**

Iner Model Measurement is carried out by testing the relationship between latent constructs. There are various studies for structural models: R-squared (R2), effect size (f-squared), Q2 and GoF. The specificity of the endogenous construct is measured by the R-squared value. There are various categories of R-squared values: 0.67 (strong), 0.33 (moderate) and 0.19 (weak).

Based on Figure 1 of the structural model, the R-squared value of work environment (X1), work motivation (X2) and work discipline (X3) is 0.734. This shows that employee performance (Y) contributes 73.4% to the work environment (X1), work motivation (X2) and work discipline (X3). 26.6 percent provided additional explanations for exogenous constructs not covered in the study.

The f2 value of 0.02 indicates the weak influence of extraterrestrial latent variables at the structural level.

**Table 5. Effect Size Value (f<sup>2</sup>)**

	<b>Employee Performance (Y)</b>
<b>Work Discipline (X3)</b>	0.068
<b>Employee Performance (Y)</b>	
<b>Work Environment (X1)</b>	0.127
<b>Work Motivation (X2)</b>	0.148

Based on Table 5, it is known that f<sup>2</sup> for the relationship between work discipline and employee performance is 0.068 and this shows that work discipline on employee performance has a weak influence.

Then the relationship between the work environment and employee performance is 0.127 and has a sufficient influence on employee performance. Meanwhile, the relationship between work motivation and employee performance is 0.148 and has a sufficient influence on employee performance.

The Gppdness of Fit (GoF) value is different from CB-SEM, the GoF value must be calculated manually. So the formula from Gof =  $\sqrt{AVExR^2}$

**HYPOTHESIS TEST**

The t-statistic or p-value which shows whether the influence of the endogenous construct on the exogenous construct is significant or not are two things discussed in hypothesis testing. and which indicators are important for representing latent constructs. Path coefficients were estimated using the Bootsraping procedure.



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**Table 6. Estimated Path Coefficients and T-Statistics**

<i>Path Coefficients</i>				
	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>p Values</b>	
<b>Work Discipline (X3) -&gt; Employee Performance (Y)</b>	0.238	2.005	<b>0.046</b>	Significant
<b>Work Environment (X1) -&gt; Employee Performance (Y)</b>	0.316	3.186	<b>0.002</b>	Significant
<b>Work Motivation (X2) -&gt; Employee Performance (Y)</b>	0.372	3.089	<b>0.002</b>	Significant
<i>Specific Indirect Effects</i>				
<b>Work Discipline (X3) -&gt; Employee Performance (Y)</b>	0.238	2.005	<b>0.046</b>	Significant
<b>Work environment (X1) -&gt; Employee Performance (Y)</b>	0.316	3.186	<b>0.002</b>	
<b>Work Motivation (X2) -&gt; Employee Performance (Y)</b>	0.372	3.089	<b>0.002</b>	Significant

Based on the original sample value O in table 6 and figure 1. The previous structural model, the main structural equation that is formed is:

$$\text{Jalur 1: } Y_1 = 0.316X_1 + 0.372X_2 + 0.238X_3 + e$$

Where path Y is Employee Performance, X1 is Work Environment, X2 is Work Motivation and X3 is Work Discipline.

Based on the structural equation formed in Path 1, know that the work environment is proven to have a positive and significant influence on employee performance. Each unit of work environment increases employee performance by 0.316 units. So the first research hypothesis (H1) is: "Employee performance is positively and significantly influenced by the work environment." It is known that work motivation has a positive and significant effect on employee performance based on structural equations. Employee performance increased by 0.372 units per unit of work motivation. So according to the second research hypothesis (H2), work motivation has a positive and significant effect on employee performance. Work discipline also has a positive and significant influence on employee performance. Each unit of work discipline increases employee performance by 0.238 units. Therefore, the third research hypothesis (H3) reads: Work discipline has a clear and positive effect on employee performance.

1. The Influence of the Work Environment on Employee Performance

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The results of this research show that the work environment has a positive and significant effect on employee work performance. The results of this research are supported by previous research conducted by (Kusumastuti et al., 2019) which states that employee performance is improved through a pleasant work environment and adequate facilities. In that company. Inappropriate furniture, lack of ventilation, lack of lighting, noisy places, lack of emergency security, lack of personal protection and a poorly designed work environment will affect employee performance. The findings by (Josephine, Audrey, & Harjanti, 2017) also explain that the work environment has a positive and significant effect on employee performance. The findings state that a comfortable work environment and adequate facilities for employees will improve employee performance in the company. A friendly work atmosphere helps employees concentrate on work and increases employee productivity.

(Agustin & Wijayanti, 2023) also argue that in this case the workplace often has a significant influence on employee work performance. This can be seen from the work performance of its employees. Therefore, a pleasant workplace can influence significant components such as increasing employee performance. Therefore, a good work environment is an environment where employees can play a positive and important role in the company's development.

These findings are also supported by research from (Siburian et al., 2021). This illustrates how important this work environment is for a company. An attractive work environment contributes to employee performance. A company's performance can be assessed by providing good service to customers, being innovative, disciplined and performing well. Research from Paendong, et al. (2019) in (Yuliantini, T., & Santoso, 2020) stated that the work environment supports and supports the implementation of the duties of employees so that they become productive and provide satisfaction to employees so that the work environment has a positive and significant effect on employee performance in a company.

### **2. The Effect of Work Discipline on Employee Performance**

This research states that work discipline has a positive and significant effect on employee performance. This research is supported by the findings of Ardiansyah, Alwi.dkk (2021) stating that increasing work discipline causes an increase in employee performance. The findings of Nurasida, Jemmi (2021) also support this research and state that every employee in a company must have work discipline such as complying with existing regulations within the company and creating a conducive environment so that it will have a positive impact on its employees.

(Farhan & Indrianingrum, 2023) found that work discipline has a significant influence on the performance of PT Dekael Semarang employees. It can be concluded that the performance of employees at this company is getting better, better and better.

The findings of (Permana & Pracoyo, 2022) also supports this research and states that employees are required to maintain discipline in carrying out the work they carry

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out. Effective marketing methods, complying with working hours regulations, working quickly according to the specified time and being thorough are one of the things that must be fulfilled by employees in a company.

### **3. The Influence of Work Motivation on Employee Performance**

This research states that work motivation has a positive and significant effect on employee performance. The results of this research are supported by previous research findings by Liliana, Phang Finny & Carol Daniel Sometimes (2021) which stated that in an organization or company every employee must be active and active at work so that motivation is needed at work. The higher the work motivation obtained by employees, the employees will work creatively and innovatively. Likewise, (Prasanti et al., 2021) in their findings argue that employees who are motivated at work will experience increased performance.

(Amelia Putri & Syarif, 2024) also argued that in their research it was found that work motivation at Perum Bulog head office had a positive influence on employee performance. It was also emphasized that work motivation is one of the factors that influences employee performance in the company.

Muliyana, Agustina (2020) also stated that work motivation is needed for employees in companies because it can increase the discipline and competence of employees in achieving performance and the factors that influence employee performance can be fulfilled so that work motivation has a positive and important effect on employee performance. According to Ikrom, Muhammad. (2019) Work motivation has a positive and significant influence on employee performance. Because this work motivation usually includes providing a salary to meet minimum living needs, good working conditions and good supervision. Not only that, fun, interesting and challenging work can increase work motivation for employees at the company. Good work motivation will lead to good employee performance in the company.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

The conclusions of this research are:

1. Employee performance is influenced positively and significantly by the work environment. A good work environment will clearly improve employee performance.
2. Discipline in the workplace has a positive and significant effect on employee performance. In a company, discipline will have an impact on increasing employee performance significantly.
3. Work motivation has a positive and significant effect on employee performance. Creating work motivation in a company will have an impact on increasing employee performance significantly.

### **Suggestion**

To improve employee performance in a company, a good work environment is needed that will provide support for employee work performance. Then work discipline also has a positive effect if a company has regulations and its employees obey the regulations that have been given. Effective marketing methods, complying with working hours regulations, working quickly according to the

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specified time and being thorough are one of the things that must be fulfilled by employees in a company. Apart from that, employees in a company must also be given motivation when doing their work so that they are enthusiastic about doing the work that is their responsibility.

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