

The Influence of Motivation and Work Discipline on the Performance of Courier Employees at J&T Express Juanda Sidoarjo



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ABSTRACT: J&T Express is a company operating in the field of goods expedition, encompassing both documents and packages. Despite being a new company, J&T Express utilizes IT in its service offerings, providing the convenience of parcel pick-up, eliminating the necessity for customers to visit J&T offices for sending goods. Nonetheless, a phenomenon hindering the performance of courier employees in this company is observed, characterized by declining motivation and work discipline each year. This research aims to investigate the impact of work motivation and work discipline on the performance of courier employees at J&T Express Juanda Sidoarjo. The data were gathered through observations, interviews, and the distribution of questionnaires to respondents in the courier section. The sampling method employed in this research is the saturated sampling technique. The respondents involved in this research were 60 employees working in the courier section of J&T Express. The outer model test evaluates validity and reliability initially. When testing hypotheses using the SEM PLS method, the t-test, p-values, and original samples are determined. Based on the results of the conducted research, it can be concluded that there is a significant influence between the variables of work motivation and work discipline on the performance of employees in the courier section of J&T Express Juanda Sidoarjo.

KEYWORDS: Work Motivation, Work Discipline and Employee Performance

A. BACKGROUND

In globalization era, the reliable human resources are crucial. Human resources are a central factor within an organization. A business aims to achieve excellence, both to compete with other organizations and to sustain itself in the industry. The achievement of business goals depends not only on synchronized modern equipment, facilities, and infrastructure but also more significantly on the individuals performing the tasks. Regardless of its form and objectives, organizations are established based on varying visions of human well-being and are led and managed by individuals in fulfilling their missions. Therefore, humans are a strategic factor in every organizational activity. Additionally, human resources also serve as driving and crucial factors for organizations to achieve success or their goals. According to Seldarmayanti (2017) cited in Taufik (2022) journal, human resources are all the potentials possessed by humans that can be contributed/utilized to society to produce goods/services. A company is considered advanced and successful not only based on the size of the profit generated by the company itself, but there are several other supporting factors, one of which is the quality of human resources possessed by the company itself. Human resources entail individuals, namely workers or employees, who are capable of working and achieving the company's goals. Human resource management involves handling various issues regarding employees and workforce to drive company activities towards the predetermined objectives.

In the operation of J&T Express Juanda Sidoarjo, it is a company providing goods delivery services, encompassing both documents and parcels. The company offers services to its customers by receiving parcels from senders for subsequent delivery to the intended recipient's address. Based on preliminary surveys, the investigation obtained information regarding motivation, work discipline, and performance of its employees through supervisors at J&T Express Juanda Sidoarjo, indicating issues found among courier employees at J&T Express Juanda Sidoarjo, such as tardiness, both in arrival and delivery times, as well as occasional failure to adhere to company regulations (uniformity and etiquette).

According to the conducted investigation, the conclusion is the parcel target delivery at J&T Express Juanda Sidoarjo has experienced a decline. Through the conducted survey, several issues were identified, namely: 1. Inadequate implementation of

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services optimally due to a lack of discipline in adhering to regulations, 2. Employees often arrive late in carrying out assigned tasks, 3. Employees sometimes fail to comply with the existing rules, possibly due to an unfavorable work environment that makes it uncomfortable for them to perform their tasks effectively.

This is caused by the lack of leadership in executing their responsibilities. Ultimately, leadership is the ability to influence and direct others towards desired goals. Individuals can lead through their abilities and guiding others to achieve their objectives. To ensure the quality of service experienced by visiting customers, J&T Express Juanda Sidoarjo must provide assistance to all its customers, where if a customer sends a package through J&T Express and encounters issues such as damaged or lost items, or any other problems within the scope of J&T Express, then the branch of J&T Express Juanda Sidoarjo is fully responsible for compensation if required..

B. LITERATURE REVIEW

Employee Performance

Performance is one of the essential elements in the organization or company's management. Performance described as the achievement level of objectives, targets, missions, and organizational goals outlined in organizational strategic plans. Kasmir (2016:182), performance is the result. It is achieved through work and work behavior carried out while fulfilling tasks and responsibilities over a certain period. Afandi (2016:83), the work result that can be achieved by an individual or group of people in a company in accordance with the roles and responsibilities of each in the effort to achieve organizational goals legally, without violating the law, and without conflicting with moral and ethical principles. According to Wilbowo (2016:2), he states: " the process of utilizing organizational human resources by directing other individuals to achieve organizational goals effectively and efficiently."

The following are indicators of employee performance according to Willson Bangun (2018: 233-234): (1) quality of work results, (2) quantity of work results, (3) teamwork ability.

Work Motivation

Motivation is the driving force that creates work readiness in individuals to engage in work activities efficiently and effectively and to strive to achieve satisfaction. According to Sutrisno (2014), motivation is a factor that encourages individuals to perform specific activities, as motivation often defines various factors that drive individual behavior. Every activity undertaken by an individual undoubtedly has a motivating factor behind its implementation. The level of effort indicates how much determination individuals have in aligning their actions with their chosen course of action and is measured by the results of their work as well as their willingness to improve upon previous efforts. Performance level refers to how many times employees choose to take certain actions. This is measured by their willingness to develop skills and advance the company, as well as their engagement in work and adaptation to unsupportive environments.

The following are indicators of work motivation according to Maslow's theory: (1) physiological or basic needs, (2) safety, (3) social, (4) esteem, (5) self-actualization.

Work Discipline

Work discipline is a behavior that must be instilled in individuals both within and outside the organization. Everyone should commit to following and adhering to all agreed-upon rules and regulations, as well as accepting any consequences for violating these regulations. Over time, this becomes a desirable and ingrained habit in one's mindset and behavior. Discipline is an effort to prevent violations of the norms established in running a business to avoid punishment against individuals or groups. According to Ramon (2019), work discipline is an individual's error and willingness to adhere to and maintain the normative standards set in their environment. However, according to Ferelius Hetlan Muhyadin (2019), work discipline is an individual's ability to work consistently, diligently, and earnestly, while adhering to established rules without violating them. From several outcomes, it can be concluded that work discipline ensures that employees always arrive and leave on time.

The following are indicators of work discipline according to Soeljono (2000:67): (1) punctuality, (2) proper use of office equipment, (3) high level of responsibility, (4) adherence to office rules.

C. RESEARCH METHOD

The research method used employs quantitative research. The data utilized consist of primary data collected through online questionnaire distribution to respondents, measured using *Likert scale* with scoring ranging from 1 to 5, and secondary data obtained from the research in the form of absenteeism data of courier employees at J&T Express Juanda Sidoarjo. The population in this research comprises courier employees at J&T Express Juanda Sidoarjo. The sample in this research consists of 60

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respondents selected using the saturated sampling method. The collected research data were subsequently processed using *Smart Partial Squares* (PLS) application.

D. CONCEPTUAL FRAMEWORK

The illustration of the research model depicted in Figure 1 shown below:

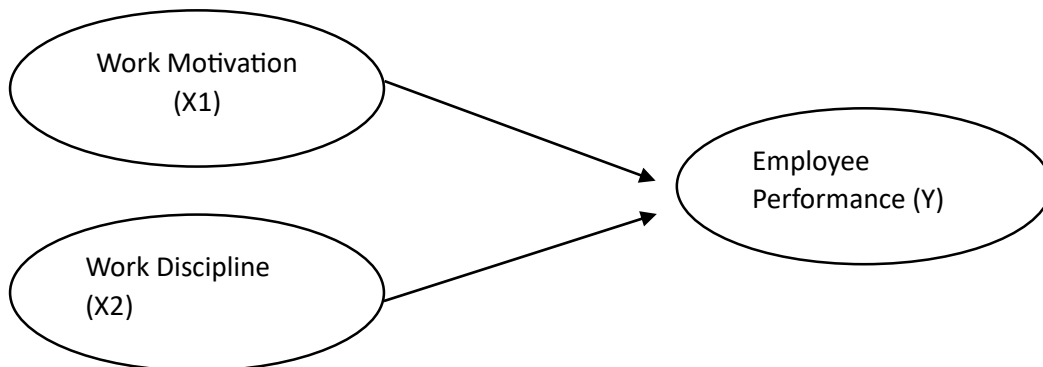


Figure 1 Research Model.

E. HYPOTHESIS

Hypotheses serve as intermediate explanations for the issues that will be presented. The hypotheses proposed in this research are:

H1: It is hypothesized that work motivation has a positive effect on the performance of employees at J&T Express Juanda Sidoarjo.

H2: It is hypothesized that work discipline has a positive effect on the performance of employees at J&T Express Juanda Sidoarjo.

RESULT AND DISCUSSION

Description of Respondents' Demographics

Data for this research were collected from various characteristics of respondents categorized by age, level of education, Occupation, and status. Based on these four categories, it was found that the research was dominated by males (54 people or 90%) and females (6 people or 10%). They were from the age group of 16 - 20 years (15 people or 25%), 21 - 25 years (28 people or 46.7%), 26 - 30 years (14 people or 23.3%), and 31 - 35 years (3 people or 5%). Regarding education level, respondents were from High School (35 people or 58.3%), Diploma (15 people or 25%), and Bachelor's degree (10 people or 10%). As for their status, 48 respondents (80%) were single, and 12 respondents (20%) were married.

Outer Model Test

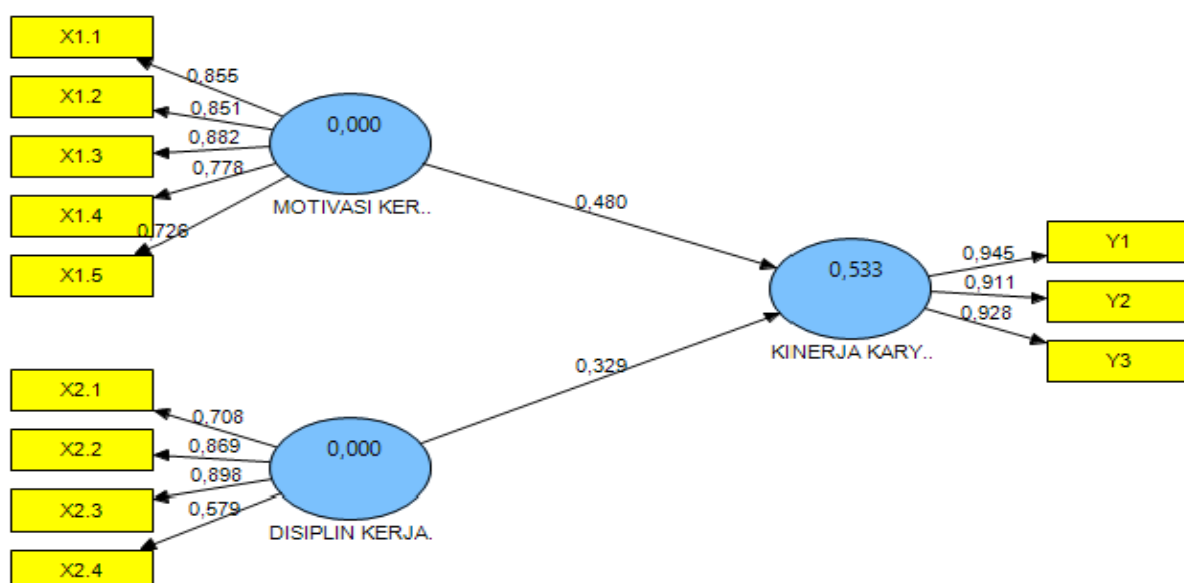


Figure 2 Outer Model with factor loading, Path Coefficient, and R-Square

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Figure 2 above shows the magnitude of the factor loadings for each indicator. Through this figure, it can also be observed that all indicators in this research have factor loading values above 0.5, indicating that all indicators possess high validity and can be considered as reliable measures of each variable.

Table 1 Average Variance Extracted (AVE) Values

	AVE
WORK DISCIPLINE (X2)	0,599394
EMPLOYEE PERFORMANCE (Y)	0,860918
WORK MOTIVATION (X1)	0,673298

From the Table 1 above, the AVE output for the Work Motivation variable (X1) is 0.673298, for the Work Discipline variable (X2) it is 0.599394, and for the Employee Performance variable (Y) it is 0.860918. The results indicate that all variables obtained values greater than 0.5, which means that all variables in this research have good validity.

Composite Reliability

Table 2 Composite Reliability

	Composite Reliability
WORK DISCIPLINE (X2)	0,853369
EMPLOYEE PERFORMANCE (Y)	0,948891
WORK MOTIVATION (X1)	0,911140

The results of *Composite Reliability* testing show that the Work Motivation variable (X1) is 0.911140, the Work Discipline variable (X2) is 0.853369, and the Employee Performance variable (Y) is 0.948891. All these variables have *Composite Reliability* values above 0.70, indicating that all variables in this research are reliable.

Inner Model Test

The Inner Model test generally can be observed in the magnitude of the R-Square values or commonly referred to as the goodness-of-fit model test. The R-Square values indicate the extent to which the independent variables can explain the dependent variables.

Table 3 R – Square

	R Square
WORK DISCIPLINE (X2)	
EMPLOYEE PERFORMANCE (Y)	0,532856
WORK MOTIVATION (X1)	

Table 3 shows that the R-Square value or score for the Employee Performance variable is 0.532856. Therefore, this means that through the variables of Work Motivation and Work Discipline, the occurrence of phenomena in Employee Performance can be explained by 55.65%. The remaining 44.35% can be explained by other variables besides Work Motivation and Work Discipline.

Hypothesis Testing

The testing of hypotheses can be seen from the coefficient results and T-statistic values of the inner model in the following table.

Table 4.15 Path Coefficients (Mean, STDEV, T-Values, P-Values)

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P Values
WORK MOTIVATION (X1) -> EMPLOYEE PERFORMANCE (Y)	0,480461	0,474147	0,075293	6,381253	0,000
WORK DISCIPLINE (X2) -> EMPLOYEE PERFORMANCE (Y)	0,329349	0,337387	0,066298	4,967735	0,000

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DISCUSSION

The Influence of Work Motivation on Employee Performance

Based on the results of the hypothesis testing in the previous sections, it can be concluded that work motivation has a significant influence on the decline in employee performance. With a path coefficient score of 0.480461 and a *T-Statistic* score of $6.381253 > 1.96$, this can be considered as a reason to support the hypothesis with a positive direction. This is due to the lack of rapport between supervisors and employees, as well as the insufficient motivation from management to motivate their employees, resulting in a decrease in employees' work enthusiasm. Consequently, this lack of work motivation leads to suboptimal work outcomes, which also affect the performance of the tasks carried out. The research conducted by Wildayanti (2016) stated that work motivation has a significant influence on employee performance. The outcomes of this research are also consistent with the research conducted by Sari (2021), which concluded that there is a positive and significant relationship between work motivation and employee performance, indicating that work motivation is indeed crucial for employees to achieve good performance.

The Influence of Work Discipline on Employee Performance

Based on the results of the hypothesis testing conducted previously, it can be concluded that work discipline has a significant effect on reducing employee performance. With a path coefficient score of 0.329349 and a *T-statistic* score of $4.967735 > 1.96$, this can be cited as a reason for formulating hypotheses with a negative direction. This phenomenon is attributed to the lack of supervision by supervisors over employee work and the resulting increase in employee errors. Supported by the research of (Sril, 2021), which concludes that partially, the work discipline variable has a significant and negative effect on employee performance. Another research, conducted by (Syilfananda Putril Filanta et al., 2021), also supports this outcome, suggesting that as work discipline among employees increases, the efficiency of a company's operations also increases.

CONCLUSION

The purpose of this research was to examine how Work Motivation and Work Discipline affect the performance of courier employees at J&T Express Juanda Sidoarjo. After understanding several aspects, the following conclusions can be drawn: Work motivation and work discipline have a significant positive impact on employee performance. This implies that an increase in Work Motivation and Work Discipline among employees will likely lead to an improvement in their performance, thus enhancing the performance of courier employees at J&T Express Juanda Sidoarjo.

SUGGESTION

Based on the results of the research on courier employees at J&T Express Juanda Sidoarjo from the conclusions above, several recommendations can be proposed for the company, including:

1. Based on the results of the research conducted at J&T Express Juanda Sidoarjo branch, it is necessary to improve the work motivation, particularly by fostering better rapport between supervisors and their employees, conducting regular performance evaluations, fostering camaraderie among employees, and enhancing communication and work relations. Therefore, effective communication between supervisors and the courier employees at J&T Express Juanda Sidoarjo branch becomes crucial to optimize their resources for achieving the company's goals, with supervisors also providing rewards to employees exhibiting good work integrity on a monthly basis.
2. In terms of work discipline at J&T Express Juanda Sidoarjo branch, which needs to be improved further, it should be assessed from the responsibilities of each employee. Supervisors should always monitor the performance of employees so that they can consistently carry out their tasks on time and responsibly. If employees frequently make mistakes, such as late delivery, then supervisors intend to impose penalties or issue warning letters (SP).
3. For employees, they should aim to improve performance, both in intellectual abilities and interpersonal skills, while continuously enhancing and developing teamwork among colleagues to achieve smooth workflow and individual, group, and organizational development.

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