

REVIEWING THE HUMAN CAPITAL PERFORMANCE STIMULANTS OF EMPLOYEES IN LOGISTIC TRANSPORTATION WITH A QUANTITATIVE APPROACH

Intan Alkistasari, Eric Harianto
Management Program, Universitas Ciputra Surabaya, Indonesia

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Abstract: This study aims to determine the effect of work discipline, work environment, and organizational culture on job satisfaction and employee performance in logistics transportation companies. This study uses a sampling technique that is saturated sample. The population used in this study were all employees of PT Surya Lintas Abadi, totalling 56 people. This research was conducted from May 2021 to December 2021. This research method is quantitative with data collection using questionnaires. The analytical method used was Partial Least Square (PLS). The results of this study are work discipline, work environment, and organizational culture has an effect on job satisfaction. Job satisfaction, work environment, and organizational culture has an effect on employee performance. On the contrary, work discipline has no effect on employee performance. Of the seven existing hypotheses, the biggest influence is the effect of work discipline on job satisfaction. PT Surya Lintas Abadi can increase employee satisfaction by making employees have time discipline. The hypothesis that has no effect is the effect of work discipline on employee performance. PT Surya Lintas Abadi needs to implement a key performance index as a tool to make it easier to assess and evaluate employee performance.

Keywords: work discipline, work environment, organizational culture, job satisfaction, employee performance

INTRODUCTION

In Indonesia, the logistics transportation industry plays an important role in the country's economy, which can generate economic growth and support other sectors. In the second quarter of 2021, the transportation and warehousing industry rose 25.10 percent, according to Indonesia Supply Chain (SCI) research. In the second quarter of 2021, the Indonesian economy grew 7.07 percent due to this (Yati, 2021). Logistics in Indonesia will continue to benefit from the development of transportation infrastructure, according to Transportation Minister

Budi Karya Sumadi. Smooth logistics activities can be achieved by reducing logistics costs. The following is a Figure 1 which is data from logistics cost.

Based on Figure 1, it shows that Indonesia is ranked first with the highest logistics costs compared to other countries in Asia. Nofrisel, Chairman of the Expert Board of the Indonesian Logistics Association, said transportation in Indonesia is the most important aspect in reducing logistics costs (Ibrahim, 2021). Companies in the transportation industry have excellent potential for growth.

*Corresponding Author.
e-mail: eric.harianto@ciputra.ac.id

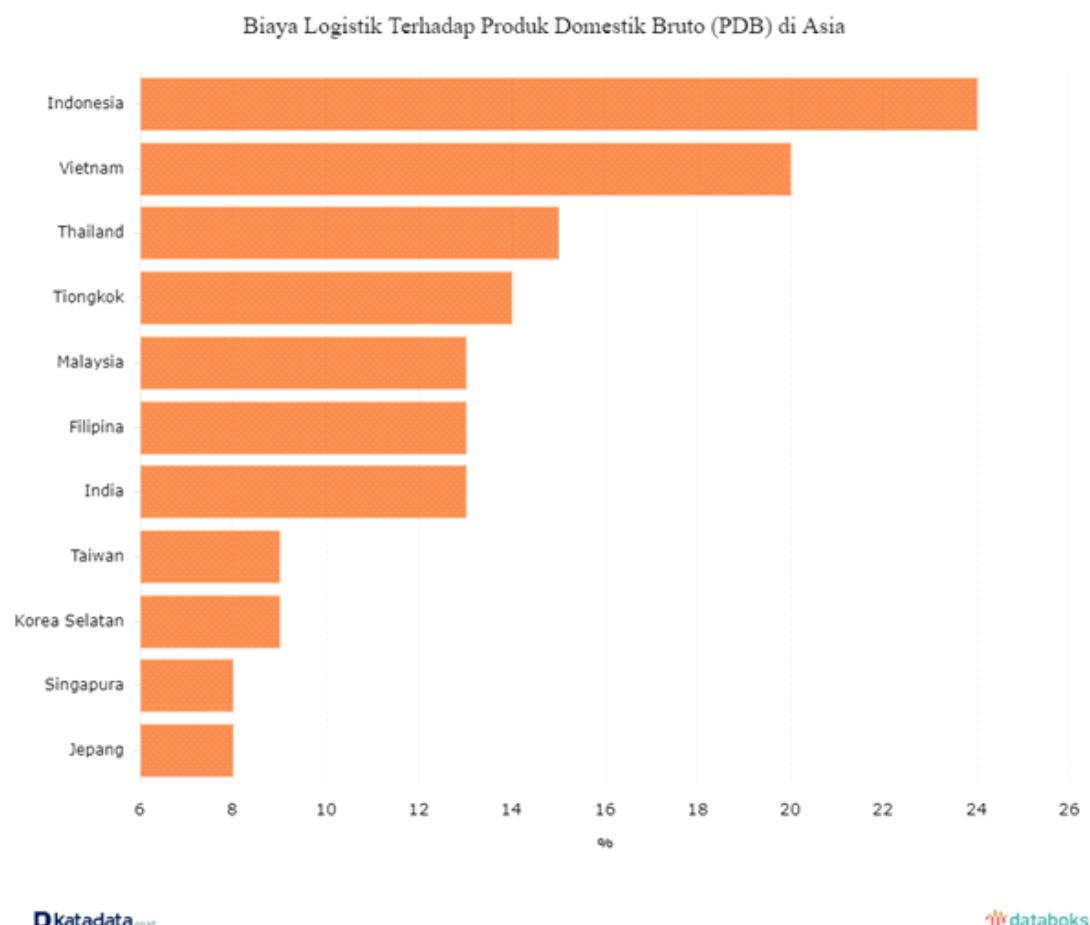


Figure 1 Logistics Costs to Gross Domestic Product (GDP) in Asia
Source: databoks.katadata.co.id (2019)

Businesses must be able to develop and compete with each other due to increasingly fierce competition. Investing in high quality human resources can help organizations gain an edge over their competitors. There are many different types of “human resources” that an organization can use to help it achieve its goals. One of the ways companies strive to achieve their goals of success is to improve the performance of their employees. Work carried out by individuals or groups of workers in accordance with the tasks and degrees of power given to fulfil organizational goals is referred to as “performance”, or the final result (Arif et al., 2019). The efficiency of an organization’s workforce is

the most significant factor in determining its overall performance. Companies’ efforts to improve employee performance could benefit from examining elements such as the level of job satisfaction among employees.

Employees’ perceptions of how pleasant or unpleasant their job is affects their level of job satisfaction (Nuryatin, 2020). According to Hidayat (2019), the amount of job satisfaction experienced by employees is a critical factor. This is due to the fact that the level of job satisfaction of employees can influence their attitude towards their work. Satisfaction with one’s job may have a positive impact on one’s behavior, resulting in improvements in areas such as discipline and

morale. Apart from job satisfaction, workplace culture, work environment, and employee discipline are three other factors that may affect the overall performance of employees.

Workplace discipline refers to employees' prior appreciation of company rules and regulations, which motivates them to follow company laws and regulations (Arif et al., 2019). As a result, it is easier to foster an environment conducive to productive work if staff are experienced in the need to maintain high standards of behavior. Consider the workplace environment when analyzing employee performance. The term "work environment" refers to everything that surrounds workers and has the power to influence how well they perform their assigned responsibilities (Yantika et al., 2018). When working conditions are favorable, employees are more likely to be able to work to their full capacity.

Culture refers to a set of common beliefs that make a company unique among other businesses (Ali & Agustian, 2018). Every part of the company's organization is guided by the company's vision and goals by the company's organizational culture, according to Krisnaldy et al. (2019). As a result, the company's work resources have become more disciplined and have high integrity. As much as possible, be responsible, academically capable, and have soft skills.

PT Surya Lintas Abadi is a subsidiary of PT Gudang Garam, a company engaged in transportation services. The company is located in Kediri, East Java. Employee performance at PT Surya Lintas Abadi still looks less than optimal. In addition, there are some employees who are not disciplined at work, and also the company environment is not comfortable. The absence of a corporate organizational culture makes the company not have values that can be applied by its employees.

Based on the background that has been described by the researchers above, it was found that many of the problems found were from the variables of work discipline, work environment, and organizational culture. This makes researchers want to examine "The Influence of Work Discipline, Work Environment, and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance at PT Surya Lintas Abadi".

Literature Review

Work Discipline

Work discipline refers to employees' prior appreciation of company rules and regulations, which motivates them to follow rules and regulations (Arif et al., 2019). The mind-set and behavior of employees who demonstrate compliance with company rules and principles, both written and unwritten, is referred to as work discipline. Work discipline indicators: (1) attendance level (2) obedience to superiors (3) work awareness (4) responsibility (Arif et al., 2019).

Work Environment

The work environment refers to everything that exists in the environment around workers and has the ability to influence how successfully they perform the tasks assigned to them (Yantika et al., 2018). People should be able to feel comfortable in the environment in which they work in terms of their work. Work environment indicators include (Hidayati et al., 2019): (1) temperature (2) noise (3) lighting (4) air quality (5) workspace concept.

Organization Culture

The culture of an organization refers to a set of shared values shared by its members that

distinguish it from other organizations (Ali and Agustian, 2018). A company culture must exist in order to generate value for its employees, and this culture is vital. Organizational culture indicators (Ali and Agustian, 2018):(1) mission (2) consistency (3) adaptability (4) engagement.

Employees Satisfaction

Employees may have positive or negative emotional states towards their jobs depending on how satisfied they are with their jobs (Nuryatin, 2020). Employee job satisfaction in the company can make employees make good contributions at work. Employees who are satisfied with what they get while working can make employees enjoy their work. Job satisfaction indicators (Martha & Putra, 2020; Garaika, 2020): (1) enjoy their work (2) love their work (3) work morale (4) work performance.

Employee Performance

Performance refers to the final result of work carried out in an organization by a person or group of employees in accordance with the responsibilities and degrees of authority given to achieve organizational goals (Arif et al., 2019). The level of success of an organization can be measured in part by looking at the performance of its personnel. The amount of productivity shown by company personnel is closely related to company growth. Performance indicators (Arif et al., 2019): (1) amount of work (2) quality of work (3) punctuality (4) ability to cooperate.

METHOD

The approach used in this research is a quantitative approach. The quantitative method, according to Djaali (2021), is a research ap-

proach based on a positivist philosophy that is used to analyze certain populations or samples, collect data using research tools, and analyze quantitative or statistical data with the aim of defining and evaluating preset hypotheses. Data collection in this study took place at PT Surya Lintas Abadi, whose address is at Jalan Kediri - Kertosono KM 08 Ngebrak. The research period was taken from May 2021 to December 2021.

According to Djaali (2021), population is an area of generalization of objects/subjects that have certain characteristics. The population of this study were all employees of PT Surya Lintas Abadi, totalling 56 people. The data collection method used in this research is a questionnaire, namely by giving questions or statements to respondents. This questionnaire will be distributed offline to all employees of PT Eternal Solar. Primary and secondary sources of information were used to collect data for this study. Primary data was collected by distributing questionnaires to participants in this study. Secondary data was collected by searching for relevant articles in academic publications. The data for this study were collected mostly using a questionnaire. This data collection method involves asking the respondents questions or letting them express their thoughts (Djaali, 2021). A Likert scale was used in this study.

The data analysis technique used in this study was SEM-PLS. PLS (Partial Least Square) is a multivariate analytical approach described by two equations, the inner model and the outer model, which can be used to represent the relationship between one construct and another, as well as the relationship between one construct and its indicators. This approach can also be used to explain the relationship between the construct and was used because the number

of respondents in this study was very small (total less than 100).

The outer model is used to find out how the latent construct is related to the construct indicator. The validity and dependence of latent construct generating indicators can be evaluated by using the outer model test. Determine whether there are indications that can help build and explain latent constructs that are assessed through validity testing. Validity can be assessed using two techniques: convergent and discriminant testing. The convergent validity test has 2 parameters, namely the loading factor > 0.7 and the average variance extracted (AVE) > 0.5 . The discriminant validity test is seen from the cross loading value > 0.7 (Setyawati & Soedarmadi, 2021). Reliability testing aims to determine whether the latent construct indicators can perform repeated measurements more than twice with consistent and accurate results (Zarkasyi, Hanafi, & Cahyono, 2020). The reliability test was carried out using Cronbach's alpha value > 0.7 to say that a variable was reliable.

The structural model was evaluated using the R-square statistic for the dependent latent variable. By using the R-square statistic, researchers can see how relevant the independent variable is in explaining the dependent variable. Because it shows the strength of the influence of the independent variable on the dependent variable, a high R-squared value is preferred (Alwi & Suhendra, 2019). In testing the hypoth-

esis, testing the t statistic and p value. The influence between variables will be large if the value of the t statistic is more than or equal to 1.96. On the other hand, if the value of the t statistic is less than or equal to 1.96, the impact will be minimal. The hypothesis is considered true if the p value is less than 0.05; on the other hand, the hypothesis is considered false if the p value is more than 0.05 (Julianti, Agung, & Sudja, 2018). In this research project, hypothesis testing aims to prove the seven hypotheses that have been proposed.

RESULTS

Outer Model

Convergent Validity

The convergent validity test has 2 parameters, namely the loading factor value > 0.7 and the average variance extracted (AVE) value > 0.5 (Setyawati & Soedarmadi, 2021).

Average of Variance Extracted

The following is the Average Variance Extracted (AVE) value of all latent variables, namely: work discipline, work environment, organizational culture, job satisfaction, and employee performance.

Since all latent variables have an AVE value > 0.5 , it is clear from the table above that the indications used to construct the latent variable construct can be considered valid.

Table 1 AVE Value

Variable	AVE	Cut Off	Note
Work discipline	0,697	0,5	Valid
Work environment	0,687	0,5	Valid
Organization culture	0,778	0,5	Valid
Work satisfaction	0,661	0,5	Valid
Employee performance	0,715	0,5	Valid

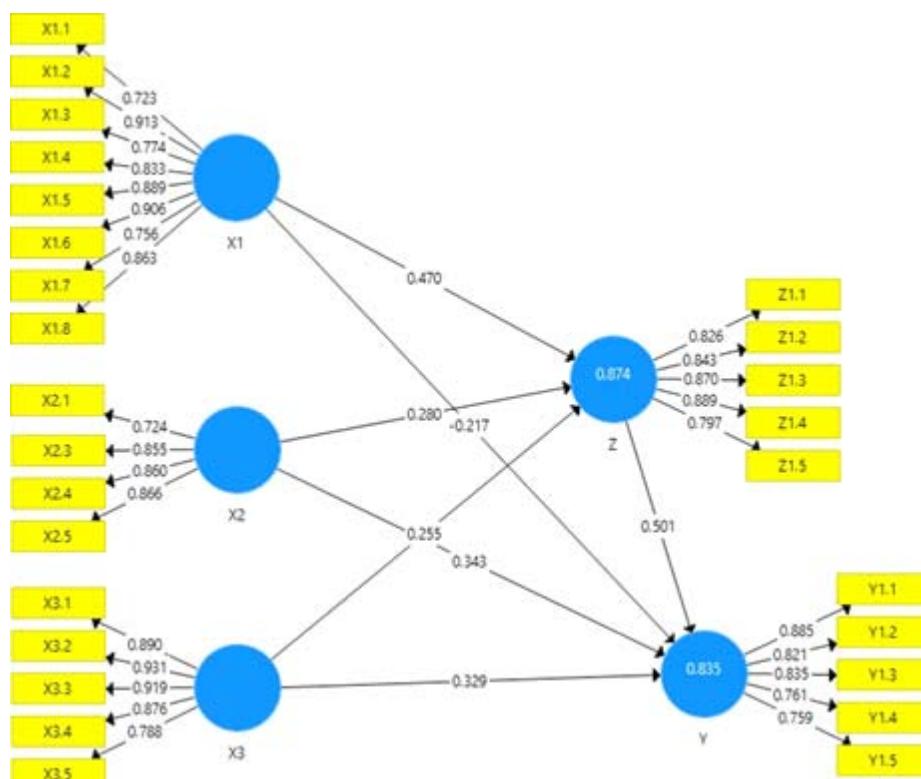


Figure 2 Loading Factors Results

>Loading Factors

Some indicators do not have a loading factor value. This shows that the latent variables created are not sufficiently explained by the indicators used. Indicators that have a value of 0.7 and are at the lowest value in each step are removed gradually during the algorithm testing procedure on SEM-PLS.

There is one indicator that is not valid, namely the X2.2 indicator. This is because the factor loading value does not meet the requirements, namely < 0.7 , so that the indicator is eliminated. The following Figure 2 shows the results of the loading factor value after elimination.

Discriminant Test

The discriminant test requires proof that the indicators used do not have a strong corre-

lation with variables other than the construct variable itself. With each indicator having a loading value > 0.7 , the outer model has a decent discriminant value, which is higher for variables with corresponding indicators than other latent variables.

From the table above, it is clear that the loading factor value of each indicator has a stronger correlation with the appropriate latent variable compared to the cross-loading of other latent variables. All numbers are valid and higher than 0.7. Thus, all research indicators meet the criteria of discriminant validity and are able to explain the latent variables that match the indicators.

Reliability Test

To find out whether the research instrument is reliable and has adequate internal con-

Table 2 Discriminant Value

Indicator	Cross Loading Value
X1.1	0.723
X1.2	0.913
X1.3	0.774
X1.4	0.833
X1.5	0.889
X1.6	0.906
X1.7	0.756
X1.8	0.863
X2.1	0.724
X2.3	0.855
X2.4	0.860
X2.5	0.866
X3.1	0.890
X3.2	0.931
X3.3	0.919
X3.4	0.876
X3.5	0.788
Z1.1	0.826
Z1.2	0.843
Z1.3	0.870
Z1.4	0.889
Z1.5	0.797
Y1.1	0.885
Y1.2	0.821
Y1.3	0.835
Y1.4	0.761
Y1.5	0.759

sistency, the reliability test parameter used in this study is the Cronbach's alpha value > 0.7 .

The variables of work discipline, work environment, organizational culture, job satisfaction, and employee performance have met the reliability criteria and are considered reliable, according to the table above, which shows that all latent variables with construct indicators have Cronbach alpha values > 0.7 .

Inner Model

R-Squared (R²)

The results of the inner model test can be seen using R-square. R-square aims to show how big the independent variable is in explaining the dependent variable. The higher the R-square value, the better, because it will indicate how big/strong the influence of the independent variable is on the dependent variable.

Table 3 Reliability Test

Variable	Cronbach's Alpha	Cut Off	Note
Work discipline	0,937	0,7	Reliable
Work environment	0,847	0,7	Reliable
Organization culture	0,928	0,7	Reliable
Work satisfaction	0,871	0,7	Reliable
Employee performance	0,900	0,7	Reliable

Table 4 R-Squared

Variable	R Square (R ²)	Note
Employee performance	0,835	High
Work satisfaction	0,874	High

Based on Table 4, it can be seen that the R square value of the Y variable is 0.835 or 83.5%, which means that work discipline, work environment, and organizational culture have an influence of 83.5% on employee performance. While the R square value of the Z variable is 0.874 or 87.4%, which means that work discipline, work environment, and organizational culture have an influence of 87.4% on job satisfaction.

Hypothesis Testing

The results of hypothesis testing can be seen from the t-statistic and p-value. The t-statistic value will have a significant effect if the t-statistic value is > 1.96 , while if the t-statistic value is < 1.96 then the influence between variables is not. If the p-value is < 0.05 then the hypothesis is accepted, while if the p-value is > 0.05 then the hypothesis is rejected.

Based on table 5, it can be seen that there is one hypothesis that has a t-statistic value < 1.96 and a p-value > 0.05 . H5 has a t-statistic value of 1.321 and a p-value of 0.187. This states that H5 has no effect and is significant so that H5 is rejected.

Hypothesis Testing for Mediator Variable

Mediation hypothesis testing was conducted to show the strength of the influence of the mediating variable in this study. The variable tested for its influence is the work discipline, work environment and organization culture variable on employee performance which is mediated by job satisfaction. The following are the results of the mediation test that has been carried out.

Based on the table above, it can be seen that the work discipline variable (X1) has an effect on employee performance (Y) through job satisfaction (Z). This is because the t-statistic value > 1.96 and p-value < 0.05 .

Table 5 T Statistic dan P Values

Hypothesis T	Statistic	P Values
H1	3.115	0.002
H2	2.932	0.004
H3	2.041	0.042
H4	2.858	0.004
H5	1.321	0.187
H6	2.523	0.012
H7	2.408	0.016

Table 6 T Statistic

Path	T Statistic	P Values
Work discipline work environment employee performance	0.043	0.043

DISCUSSION

Based on the results of the tests that have been carried out, it is stated that the first hypothesis is accepted, which means that work discipline has a positive and significant effect on job satisfaction. These results are in line with previous research conducted by Yuliana (2018), Nuryatin (2020) & Subhan and Yusuf (2020), which states that work discipline has a positive and significant effect on job satisfaction. This shows that work discipline is one of the determining factors for employee job satisfaction. The higher the work discipline applied by the company, the higher the job satisfaction felt by employees. Work discipline at PT Surya Lintas Abadi can make employees have time discipline, both in terms of attendance at the company and the work they do. With discipline, employees are required to be responsible for the work done. Punctuality in completing work is a separate satisfaction for employees, because there is no need to increase working hours and do not delay other work.

Based on the results of the tests that have been carried out, it is stated that the second hypothesis is accepted, which means that the work environment has a positive effect on job satisfaction. These results are in line with previous research conducted by Astuti & Iverizkinawati (2018), January et al. (2020), and Fahton et al. (2021), which states that the work environment has a positive and significant effect on job satisfaction. This shows that the work environment is one of the determinants of employee job satisfaction. If the work environment in a company is good and increases, then employee job satisfaction will also increase. Based on the distribution of respondents who agree with these indicators, it shows that the employees of PT Surya Lintas Abadi feels that

the work environment in the company is good. This can be felt directly by employees, starting from the layout of the room that is suitable for employees, the temperature and lighting of the room that is appropriate. A good work environment can make employees feel job satisfaction in the company.

Based on the results of the tests that have been carried out, it is stated that the third hypothesis is accepted, which means that organizational culture has a positive and significant effect on job satisfaction. These results are in line with previous research conducted by Wahyuniardi and Nababan (2018), Husodo (2018), Suparta and Ardiana (2019), Pratama et al. (2020), and Wahjoedi et al. (2021), which states that organizational culture has a positive and significant effect on job satisfaction. Organizational culture in the company can make employees align their views on one goal. If the organizational culture of the company is getting better, the job satisfaction of employees will be better too. Organizational culture at PT Surya Lintas Abadi is running well, this can be seen from the employees who are able to adapt to their work environment and know what actions to take. This can increase employee job satisfaction which can be seen from the way employees do and do their work without any burden, so that employees will feel happy with their current work.

Based on the results of the tests that have been carried out, it is stated that the fourth hypothesis is accepted, which means that job satisfaction has a positive and significant effect on employee performance. These results are in line with previous research conducted by Susanto (2019), Garaika (2020), Martha & Putra (2020), and Ende & Firdaus (2021), which states that job satisfaction has a positive and significant

effect on employee performance. This shows that the higher the satisfaction felt by employees, the employee's performance will also increase. Based on the distribution of respondents who agree with these indicators, it shows that if the employees who work at PT Surya Lintas Abadi tends to like his current job, so that the work done is completed on time. This can be used as a benchmark that the job satisfaction felt by employees will be able to make these employees improve their performance.

Based on the results of the tests that have been carried out, it is stated that the fifth hypothesis is rejected, which means that work discipline has no effect on employee performance. These results are in line with previous research conducted by Hardiansyah et al (2019), which stated that work discipline had no significant effect on employee performance. This shows that although the discipline in the company increases, it does not affect employee performance. Discipline in PT Surya Abadi does not affect the performance of its employees. This is because the company sees the results of the performance of its employees, so that if the employee is late or does not come in, for the company the most important thing is that the work of the employee has been completed.

Based on the results of the tests that have been carried out, it is stated that the sixth hypothesis is accepted, which means that the work environment has a positive and significant effect on employee performance. These results are in line with previous research conducted by Priarso et al. (2018), Siagian and Khair (2018), and Ende & Firdaus (2021), which states that the work environment has a positive and significant effect on employee performance. A good and comfortable work environment will increase employee performance. If the work

environment in the company is not good, then employees will feel this and their performance will decrease and be unproductive. Based on the distribution of respondents who agree with these indicators, it shows that company employees feel that the environment at PT Surya Lintas Abadi can make employees comfortable at work. The intended work environment is like the concept of a workspace for each division, cold room temperature, and bright lighting. With a work environment like that, it can improve employee performance.

Based on the results of the tests that have been carried out, it is stated that the seventh hypothesis is accepted, which means that organizational culture has a positive and significant effect on employee performance. These results are in line with previous research conducted by Fachreza et al. (2018), Maulidiyah (2020), and Widuri et al. (2020), which states that organizational culture has a positive and significant effect on employee performance. This shows that the existence of a good organizational culture in the company will be able to affect the performance of its employees. A good organizational culture can make employees have the same views and goals, so that employees can have involvement with the company. PT Surya Lintas Abadi, the company's organizational culture such as the vision and mission can make employees have the same guidelines to be able to achieve company goals. In addition, adjustment to company conditions and employee participation in company activities or activities is very necessary to support the company's success. The compactness between company employees can make employee performance better, because of good cooperation with fellow co-workers. Based on the results of tests that have been carried out, the variable job satisfaction as

a moderating variable of the variables of work discipline, work environment and organizational culture on employee performance has a positive influence, these results are in line with previous research conducted by Wahjoedi (2021) and risnaldy (2019) which means that if work discipline, work environment and organizational culture are improved within the company, it will increase job satisfaction. work that will improve the performance of employees of PT Surya Lintas Abadi.

Based on the results of the research and discussion, it can be concluded that work discipline has a positive and significant effect on job satisfaction according to Yuliana (2018), Nuryatin (2020), and Subhan and Yusuf (2020), the work environment has a positive and significant effect on job satisfaction according to the research of Astuti & Iverizkinawati (2018), Januarty et al. (2020), and Fathoni et al. (2021), organizational culture has a positive and significant effect on job satisfaction according to the research of Wahyuniardi and Nababan (2018), Husodo (2018), Suparta and Ardana (2019), Pratama et al. (2020), and Wahjoedi et al. (2021), job satisfaction has a positive and significant effect on employee performance according to the research of Susanto (2019), Garaika (2020), Martha and Putra (2020), and Ende & Firdaus (2021), work discipline has no effect on employee performance according to the research

of Hardiansyah et al. (2019). The work environment has a positive and significant effect on employee performance according to the research of Priarso et al. (2018), Siagian and Khair (2018), and Ende & Firdaus (2021), and organizational culture has a positive and significant effect on employee performance according to the research of Fachreza et al. (2018), Maulidiyah (2020), and Widuri et al. (2020).

Of the seven existing hypotheses, the biggest influence is the effect of work discipline on job satisfaction. Company PT Surya Lintas Abadi can increase employee satisfaction by making employees have time discipline, both in terms of attendance at the company and the work they do. With discipline, employees are required to be responsible for the work done. The hypothesis that has no effect is the effect of work discipline on employee performance. This is PT Surya Lintas Abadi needs to implement a key performance index as a tool to make it easier to assess and evaluate employee performance, especially including indicators of work discipline in evaluating employee performance. This can make employees more motivated to provide the best performance for the company. In addition, the company provides career advancement awards and income incentives for employees who have good performance and conversely provides sanctions for employees who have poor performance.

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