

The Influence of Work Motivation, Work Environment, And Job Satisfaction on The Performance of Courier Employees at Shopee Express East Semarang Office

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ABSTRACT

This research aims to ascertain how work motivation, work environment, and job satisfaction affect the performance of courier employees at Kantor Shopee Express Semarang Timur. This research is based on a case study of courier employees at Kantor Shopee Express Semarang Timur. Where there is less than optimal performance of courier employees. The population of this study consisted of all employees of the courier section at the Shopee Express East Semarang Office, with a sample size of 56 respondents. The sampling method used is probability sampling, while the type of probability sampling used is random sampling. The instrument used in this study was a questionnaire and testing with the help of SPSS 24. The findings indicate that (1) work motivation has no impact on courier employees' performance at the Shopee Express in East Semarang Office, (2) The work environment at the Shopee Express East Semarang Office has no impact on the couriers' performance, (3) The performance of courier staff at Shopee Express East Semarang Office is positively and significantly impacted by their job satisfaction.

Keywords: *employee performance; work motivation; work environment; job satisfaction*

INTRODUCTION

Employee performance is determined by the output of performance that an employee achieves while doing his or her activities in compliance with the assigned obligations. In addition, motivation can also affect employee performance when working for a company. The work environment in a company can also affect employee performance and must be considered because it relates to employee activities inside and outside the room. The degree of job satisfaction among employees may also be measured by seen from a comfortable workplace and work environment so that employees can provide the best for their company. Shopee Express is a service office engaged in the delivery of goods. Shopee Express East Semarang itself was established in August 2020, with a total of 247 employees who are divided into several sections, namely couriers (drivers and riders), operators, operations including security and other employees. The Shopee Express East Semarang office is located at Jl. Supriyadi No. 134, Perum Singatara, Kalicari, Pedurungan District, Semarang City.

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At the Shopee Express East Semarang office, several things need to be considered in the delivery of goods: the level of customer satisfaction, how to drive, speed in delivery, goods that arrive in good condition or defective, and delivery accuracy. The courier sending the goods must be able to adjust the goods delivered on time according to the estimate that has been set. However, problems arise from poor employee performance, as evidenced by the failure to deliver goods by 2% in one day. The following is a table of package delivery data from April-September at the Shopee Express East Semarang Office:

Table 1. East Semarang Shopee Express Package Delivery Data as of April September 2023

No	Month	Grand Total	Successful Delivery	Percentage	Delivery Failed	Percentage
1	April	239.400	222.103	92,78	17.635	7,22
2	May	227.973	215.626	94,58	12.443	5,42
3	June	248.810	239.374	96,20	9.524	3,8
4	July	310.221	297.352	95,85	13.017	4,15
5	August	320.876	309.320	96,39	11.660	3,61
6	September	327.648	314.411	95,95	12.993	4,05

Source: Shopee Express Package Delivery Data

The facts above show that package delivery made by drivers and riders of Shopee Express East Semarang employees is not stable every month, and the package delivery target needs to be achieved. In the table, it can also be seen that between packages that have been successfully delivered and those failed to deliver, when the results are added up, the results are not the same as the total listed; this happens because there are packages that are missed in the calculation, lost packages, and can also occur because packages that have been counted but counted again. Because the calculation or sorting of packages is still manual or uses human labour.

THEORETICAL BACKGROUND

Employee Performance

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Employee performance is the ability of employees to perform a specific skill (Sinambela, 2016). According to Robbins (Sangadji, 2018), five indicators of employee ability can be used to assess employee performance, namely:

a. Standards of Quality

The leader's assessment of the calibre of work completed and the task completion compared to the employee's skills and abilities can be used to gauge how well employees perform.

b. Amount

Quantity refers to the amount generated, such as the number of units or completed activity cycles.

c. Being On Time

Reliability refers to the degree of effort put forward to finish tasks within the time allotted, which is the benchmark for meeting deadlines.

d. Efficiency

Effectiveness is the degree to which the organization's resources—money, labour, and raw materials- are used to their fullest potential to improve each resource-using unit's output.

e. Self-determination

His or her level of independence measures an employee's ability to do his job duties and work devotion. At this point, workers are expected to fulfil their employment obligations to the agency and the organization.

Work Motivation

According to Winardi (Nina Andriyani, 2020), work motivation is the result of a process that is from within and from outside for individuals in carrying out activities. Motivation is a set of beliefs and attitudes that can persuade someone to accomplish particular tasks in line with personal objectives (Rivai, 2013). According to (Ulfa et al., 2022), work motivation indicators include:

a. Behaviour Direction

The ability to choose one's behaviour at work. By showing good behaviour, it can be seen that the employee is motivated to do his job.

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b. Level of Effort

The company must be able to provide good encouragement for employees so that they can work well. That way, employees will show their efforts to provide the best for the company. A high level of effort from employees indicates that employees feel motivated to do their jobs.

c. Persistence Level

Employees' persistence will be seen when they are highly motivated. When employees are faced with a dead end, they will show their persistence to get out of the dead end.

Work Environment

The entire set of tools and materials used, the setting in which an individual works, their work processes, and their group and solo work arrangements make up their work environment (Mangkunegara, 2017). Setiawan's indicators of the work environment are listed in (Ahmad et al., 2019) as follows:

a. Work Atmosphere

What is the work atmosphere like when employees carry out the assigned tasks? The work atmosphere includes sound, lighting, workplace cleanliness, and so on.

b. Relationship with coworkers

How is the employee's relationship with his coworkers? When the relationship is good, it will affect the employee's performance. Likewise, when the working relationship is not good, the employee's performance is also not good.

c. Facilities for Employees

Adequate employee facilities will ensure that employees feel their needs are met, ensuring that workers are at ease and motivated to perform their duties.

Job Satisfaction

(Sutrisno, 2019) defines job satisfaction as an employee's perspective on work in connection to physical and psychological aspects of the job, relationships among

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coworkers, and compensation received during work hours. (Afandi, 2018) lists the following as means of work satisfaction:

- a. Job, how the job is done can make employees feel satisfied or not
- b. Wages, the amount of compensation that employees get from what has been done, whether it is by their needs and by the work done
- c. Promotion: Employees can move up and develop again from their satisfactory work.
- d. Supervisor: How someone can provide direction or guidance while employees work
- e. Coworkers, office mates who can help each other when there are difficulties in doing work

METHOD, DATA AND ANALYSIS

In the research conducted, the Dependent variable or dependent variable is Employee Performance (Y). The Independent variables or independent variables are work motivation (X1), Work Environment (X2), and Job Satisfaction (X3). The population at the Shopee Express East Semarang office totals 247 employees. Still, the population to be used in this study is only employees of the courier section (drivers and riders) at the Shopee Express East Semarang Office, totalling 128 employees. In contrast, the sample used in this study was part of the Shopee Express Office employees of the courier section (drivers, riders), totalling 56 respondents, calculated with the Slovin formula's help. According to (Sugiyono, 2018), the Slovin formula is used to find the sample size that is considered capable of representing the entire population.

$$n = \frac{N}{1 + Ne^2}$$

Description:

n = Minimum sample

N = Population

e = Percentage of tolerance limit (margin of error)

Then the number of calculated samples in this study is as follows:

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$$n = \frac{N}{1 + Ne^2}$$
$$n = \frac{128}{1 + 1,28}$$
$$n = \frac{128}{2,28}$$

= 56.14 if rounded to 56 respondents

The sampling method used is probability sampling, which provides an equal opportunity for each element of the population to be selected as a sample member. The type of probability sampling used is random sampling, where the sampling technique of all individuals in the population, either individually or together, is given the same opportunity to be selected as a sample member.

Primary data was obtained through respondents' answers from distributed questionnaires, and secondary data was obtained through existing data, in this case, data obtained from the Shopee Express East Semarang Office.

The hypothesis test used in this study uses the T and the determination coefficient tests. The base for testing regression results is the 95% confidence level or 5% significance level ($\alpha = 0.05$). If the t-test significance value > 0.05 , then H_0 is accepted, and H_a is rejected. This means the independent variable has no influence on the dependent variable. If the significance value of the t-test < 0.05 , then H_0 is rejected, and H_a is accepted, which means that the independent variable influences the dependent variable. How much does the independent variable (X) impact the dependent variable (Y), which can be shown from the adjusted R-squared value?

RESULTS

Respondent Identity

Table 2. Age of Shopee Express Courier Department Employees in East Semarang

No	Age (year)	Amount	Percentage
1	18-25	10	17,86
2	26-30	15	26,79
3	31-40	13	23,21
4	>40	18	32,14
	Amount	56	100

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Source: Primary Data 2024

The data table above explains the age of the courier employees at the Shopee Express East Semarang Office. Where the number of employees aged 18-25 years is 10 employees or 17.86 per cent, the number of employees aged 26-30 years is 15 employees or 26.79 per cent, the number of employees aged 31-40 years is 13 employees or 23.21 per cent, the number of employees aged more than 40 years is 18 employees or 32.14 per cent. This shows that the Shopee Express East Semarang Office courier employees are of productive age and have work experience.

Table 3. Gender of Shopee Express Semarang Office Courier Employee East

No	Gender	Amount	Percentage
1	Man	50	89,29
2	Woman	6	10,71
Amount		56	100

Source: Primary Data 2024

In the table of the gender of courier employees at the Shopee Express East Semarang Office, where the number of men has a large number, namely 50 employees or 89.29 per cent, compared to the female gender, of which there are only six employees or 10.71 per cent.

T – Test

Table 4. T Test Results

Model		Coefficients				t	Sig.
		Unstandardized Coefficients		Standardized Coefficients	Beta		
		B	Std. Error				
1	(Constant)	3.177	2.008			1.582	.120
	Motivasi Kerja	.096	.195	.062		.492	.625
	Lingkungan Kerja	.321	.181	.240		1.770	.083
	Kepuasan Kerja	.587	.144	.555		4.070	.000

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 24 calculation results

a. Hypothesis Test of Work Motivation on Employee Performance

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The result's significance value of 0.625 is more significant than 0.05. It states that hypothesis 1 of this study is rejected, meaning that work motivation has a positive but insignificant effect on employee performance.

b. Hypothesis Test of Work Environment on Employee Performance

The result's significance value of 0.083 is greater than 0.05. This means that hypothesis 2 of this study is rejected, meaning that the work environment has a positive but insignificant effect on employee performance.

c. Hypothesis Test of Job Satisfaction on Employee Performance

The significance value of the result of 0.000 is smaller than 0.05. This states that hypothesis 3 in this study is accepted, meaning that job satisfaction positively and significantly affects employee performance.

Determination Test

Table 5. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	.638	.617	1.704

a. Predictors: (Constant), Kepuasan Kerja, Motivasi Kerja, Lingkungan Kerja

Source: SPSS 24 calculation results

The table above shows that the adjusted R square value of the regression model is 0.617, which means that 61.7 per cent of employee performance variables can be explained by work motivation, work environment, and job satisfaction; the remaining 38.3 per cent is explained by other variables outside this study.

DISCUSSION

The Effect of Work Motivation on Employee Performance

The research results state that work motivation has a significance value of 0.625, which is greater than 0.05. This shows that hypothesis 1 of this study is rejected, meaning that work motivation has no effect on employee performance. This happens because there are still courier employees who have yet to be able to solve problems, such as complaints from package recipients that are not immediately dealt with, which causes motivation to decrease.

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The Effect of Work Environment on Employee Performance

The research results state that the work environment has a significance value of 0.083, which is greater than 0.05. This shows that hypothesis 2 of this study is rejected, meaning that the work environment has no effect on employee performance. This happens because of the inadequate equipment provided by the Shopee office, such as the damaged and unrepaired basket for the package to be delivered.

The Effect of Job Satisfaction on Employee Performance

The research results state that job satisfaction has a significance value of 0.000, which is smaller than 0.05. This shows that hypothesis 3 of this study is accepted, meaning that job satisfaction positively and significantly affects employee performance. This happens because employees feel satisfied and happy when doing their jobs, namely when sending packages to recipients.

CONCLUSIONS

Based on the analysis results, this study concludes that hypothesis 1 on work motivation variables does not affect employee performance, which means that if work motivation increases or decreases, it does not affect employee performance. Hypothesis 2 on work environment variables does not affect employee performance, which means that if the work environment increases or decreases, it does not affect employee performance. Hypothesis 3 on job satisfaction variables has a positive and significant effect on employee performance, which means that increasing job satisfaction will improve employee performance.

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