

Improving Human Resource Performance Through Discipline and Work Environment and Motivation as a Moderating Variable (Case Study of Gojek Drivers in Bandar Lampung)

Thomas Harlim¹, Vonny Tiara Narundana²

^{1,2}Fakultas Ekonomi dan Bisnis, Universitas Bandar Lampung
Jl. Zainal Abidin Pagar Alam No.26, Labuhan Ratu, Kedaton, 35142, Bandar Lampung, Indonesia

Corresponding Author: Thomas Harlim

DOI: <https://doi.org/10.52403/ijrr.20240171>

ABSTRACT

Gojek is a business entity that operates in the motorcycle taxi transportation service sector, whose main function is to connect passengers with motorcycle taxis. Gojek is often used by residents of metropolises, and one of them is the city of Bandar Lampung. This research was carried out in order to find out the influence of discipline, work environment, and motivation on performance, as well as motivation on the work environment and performance of Gojek drivers in Bandar Lampung. This study uses quantitative methods, using a sample of 101, namely all Gojek drivers in Bandar Lampung. Then the study method uses PLS (partial least squares) statistical software with the inner weight equation. The results of this analysis are that discipline and the work environment do not influence performance, then motivation influences performance, and motivation also influences the work environment and performance. For drivers, it is best to improve performance based on more significant aspects such as managing time more effectively, and for future researchers, the importance of using broad variables is very significant to determine results that can be improved on discipline variables, work environment to improve the performance of Gojek drivers in Bandar Lampung, and skills in designing questionnaires are crucial to achieve maximum results.

Keywords: performance, motivation, discipline, work environment

INTRODUCTION

The current era of modernization, characterized by rapid change, presents opportunities and threats for an organization to be able to implement, manage, and exploit it. Organizations need to make adjustments to all aspects of their organization. Human resources are a fundamental part of the advancement of science, development, and technology. One that requires human resource aspects is the Gojek company. Gojek is a motorbike taxi transportation service whose main function is to connect passengers with motorbike taxis. Gojek is widely used by residents of big cities such as Jakarta and Bandung, and one of them is the city of Bandar Lampung. Many people use Gojek services because it can be an alternative tool for people to travel short and long distances, and the fares are relatively cheap. The presence of Gojek in Bandar Lampung has made people enthusiastic about using the motorcycle taxi service application. Researchers also made initial observations and obtained results in the form of a decline in the performance of Gojek drivers, which was proven by a number of employees quitting as Gojek drivers and preferring to get other jobs. Apart from that, many Gojek drivers have resigned from their jobs due to the drivers' lack of understanding of using GPS or the location they are going to. One example is when making a Go Ride order.

When placing an order, you will get a driver from the place where the driver is waiting for the order. But while waiting for the driver to arrive, the driver's status does not move from the point of receiving the order, making the passenger wait too long and finally decide to cancel the order. This problem causes a decrease in the performance of the driver's account due to poor ratings given by consumers, which indicates that the employee's performance is not optimal.

The progress of a country depends on the performance of its human resources. With motivation, you can realize that motivation is very important in order to achieve a target for a company or institution. As a factor that influences performance, motivation is considered the most important. Motivation is really needed to support companies or institutions in creating a good work culture. If you want to increase the superior performance of your employees, companies must know what elements are needed to influence their employees' work enthusiasm. An employee certainly has a work goal, namely to fulfill human needs. The results obtained are often not an obstacle that binds someone to remain persistent in their workplace. Several assumptions will result in someone remaining in their job, including that in a situation of uncertainty, a feeling of inadequacy arises if someone needs to leave their current job and start looking for another job.

Based on the explanation in question, the researcher is interested in carrying out a study related to Gojek driver issues regarding what they have obtained and its application in the field of work, along with their work achievements, to become the best human resource for the organization where the activity takes place.

This research was carried out in order to find out the influence of discipline on performance, work environment on performance, motivation on performance, and motivation on the work environment and performance for Gojek drivers in Bandar Lampung.

LITERATURE REVIEW

Understanding Human Resource Management

HRM is a structure with the aim of influencing the behavior, actions, and performance of employees so that they can provide maximum participation as part of achieving the business entity's targets (Dasvil, 2019). Therefore, apart from HRM's aim to ensure that employees can provide optimal participation in order to achieve organizational targets, HRM is also tasked with carrying out other aspects so that they are in line with the company's needs and goals.

Understanding Motivation

The enthusiasm and encouragement to work, both individually and in groups, to achieve goals is called work motivation. (Septia & Narundana, 2023). So it can be concluded that motivation is a series of behaviors that move humans towards achieving these goals. Motivation can be explained as driving people to want to act because they want to do that thing. When someone has motivation, they make good decisions because they fulfill them, and they can stay focused on their main goals and achieve their targets better.

Motivational Indicator

One indicator of work motivation is remuneration, which means things received in the form of money and services provided by the company to employees. Second is working conditions, which means the condition of the employee's workplace to carry out all activities with the expectation of feeling comfortable so that they support their work. The third is work facilities, which means everything that is either main or supporting for employees at work. The fourth is work performance, which means the final results obtained by employees at work. The fifth is recognition from superiors, which means a statement from superiors regarding the performance that has been carried out by employees. And finally, the work itself means that employees who complete their responsibilities independently can make their

responsibilities an encouragement to other employees (Tresno Firdaus Putra, 2023).

Understanding Discipline

Discipline is the hope and memory to comply with institutional or organizational regulations. So discipline is a fundamental instrument for achieving targets; therefore, disciplinary action is a fundamental component of management. Management in any field requires discipline from all participants in companies and institutions. Discipline is also considered to be a medium for forming and guiding someone to follow all the rules so that they obey and are able to move neatly in a company or organization. Another definition of discipline is a method that corrects or sanctions for ignoring rules or procedures (Nikolas Denis Andrian, 2017).

Discipline Indicator

An indicator of work discipline is punctuality. If a worker arrives at the work location, leaves work according to schedule, and the employee is friendly, it is concluded that the employee has good discipline. The second is the use of facilities. Employees who ensure that there is no damage to office equipment when using it are a sign that they have good discipline. The third is high responsibility. If an employee is highly disciplined, it can be said to be an employee who often carries out the obligations given to him well and consistently in his work. The fourth is compliance with office rules. If employees dress well and have permission not to be present in the office, it reflects a good level of discipline (Ulfa Sri Hartini, 2019).

Understanding the work environment

The work environment is everything about employees and influences the rules for carrying out and completing obligations accepted in that field. Therefore, research on the work environment tends to focus on how safe, peaceful, relaxed, and relieved workers are when carrying out their duties at work (Diana Khairani Sofyan, 2013). If the work environment feels comfortable, it will

increase motivation and creativity. This motivation and creativity can give rise to positive ideas and can shape organizational culture, such as values and norms that are upheld in the organization.

Work environment indicators

The work atmosphere is an indicator of the work environment. Work atmosphere refers to the condition of all employees who do their work and influences their work performance. The second is the relationship between colleagues. Includes harmonious relationships without any attempts to corner fellow workers. The third is the availability of work facilities. This means that the equipment used is complete or adequate to support the smooth running of the work (Mutiarra & Amalia, 2018).

Understanding Performance

Performance is something that cannot be separated from all management, whether at the company or organization level, large or small. Performance in carrying out its role cannot stand alone but is often related to work comfort and the size of the wages earned. Performance is the achievement obtained in a process that is measured and assessed within a certain period of time.

Performance Indicators

The first performance indicator is the quantity of work. This element states the number of responsibilities carried out and the appearance of a person or community in accordance with the tasks determined by the company. The second is the quality of the work. In carrying out their activities, each employee meets special criteria so that the company can provide the specified quality of work. The third is punctuality. The situation where an activity occurs according to a predetermined schedule is the result of time constraints. The fourth is work commitment. Work commitment is a matter of the dignity of employees who are bound by their seriousness and activities simultaneously in order to create a vision and mission to remain

members of the company (Muhammad Hilmy Fauzan, 2022).

Research Hypothesis

1. H01: It is suspected that discipline does not affect the performance of Gojek drivers in Bandar Lampung.
HA1: It is suspected that discipline affects the performance of Gojek drivers in Bandar Lampung.
2. H02: It is suspected that the work environment does not affect the performance of Gojek drivers in Bandar Lampung.
HA2: It is suspected that the work environment affects the performance of Gojek drivers in Bandar Lampung.
3. H03: It is suspected that motivation does not affect the performance of Gojek drivers in Bandar Lampung.
HA3: It is suspected that motivation influences the performance of Gojek drivers in Bandar Lampung.
4. H04: It is suspected that motivation does not strengthen the relationship between the work environment and the performance of Gojek drivers in Bandar Lampung.
HA4: It is suspected that motivation strengthens the relationship between the work environment and the performance of Gojek drivers in Bandar Lampung.

MATERIALS & METHODS

Research Methods

This study uses a quantitative system. The population is all Gojek drivers in Bandar Lampung. The data accumulation method used in this study involves asking respondents several questions with the aim of answering the questions in the questionnaire. Because the population of Gojek drivers is unknown, the researchers will calculate the

number of respondents using the Lemeshow formula to test the number of populations that have not been identified. The following formula is used to determine the sampling size using the Lemeshow formula (Anisa Meidiyani, 2020), which was modified by the author:

$$n = z^2 p (1 - p) / d^2$$

$$n = 1,96 \times 0,5 (1 - 0,5) / 0,102 = 96,04$$

Explanation:

n = number of samples

z = standard value = 1.96

p = maximum estimate = 50% = 0.5

d = alpha (0.10) or sampling error = 10%

Therefore, the researchers concluded that the minimum sample obtained was 96 and was rounded up to 101 respondents. This study uses the Lemeshow method because the total population has not been identified yet and the number will definitely change.

STATISTICAL ANALYSIS

In this study, researchers explored data by distributing questionnaires to obtain answers from respondents who had been targeted by the researchers. To test the hypothesis, this study uses PLS (partial least squares) statistical software. Partial least squares (PLS) is an alternative approach to general similarity modeling that uses many indicators to test the relationship between latent constructs simultaneously (Dewi Anggita et al., 2019). The scoring for each answer used in the questionnaire is 5 for the alternative answer strongly agree, 4 for the alternative answer agree, 3 for the alternative answer neutral, 2 for the alternative answer disagree, and 1 for the alternative answer strongly disagree. (Fitri & Khairiyah, 2015).

RESULT

Table 1 Inner Weight Results

	Original Sample(O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics > 1,966	P Values
Discipline->performance	0.024	0.039	0.119	0.205	0.838
Work environment->performance	0.087	0.109	0.131	0.661	0.509
Motivation->Performance	0.388	0.404	0.135	2.879	0.004
Motivation Work Environment->Performance	0.187	0.174	0.085	2.196	0.028

Source: data processed from SmartPLS 4 output

Based on trials on the variable coefficient between motivation and performance, the existence of a positive relationship was found with a coefficient number of 0.388, a t-statistic number of 2.879, and a significance of 0.004 above $\alpha = 0.05$. Because the t-statistic number is above 0.1966, this hypothesis explains that motivation has a positive and relevant impact on performance. Based on trials on the coefficients of the motivation variables for the work environment and performance, it was found that the existence of a positive relationship was found at a coefficient number of 0.187, a t-statistic number of 2.196, and a significance of 0.028 above $\alpha = 0.05$. Because the t-statistic number is above 0.1966, this hypothesis states that motivation has an impact on performance and the performance environment and has a positive and significant influence.

Based on trials on variable coefficients between discipline and the work environment, it was found that the existence of a negative relationship was found at a coefficient number of 0.024, a t-statistic number of 0.205, and a significance of 0.838 at $\alpha = 0.05$. Because the t-statistic number is below 0.1966, the hypothesis that discipline has no effect on performance has a negative impact and has no effect on performance.

Based on trials on variable coefficients between work environment and performance, it was found that the existence of a negative relationship was found at a coefficient number of 0.087 and a t-statistic number of 0.661 and a significance of 0.509 above $\alpha = 0.05$. Because the t-statistic number is below 0.1966, therefore the work environment does not affect performance and has a negative impact and has no influence on performance.

DISCUSSION

According to the analysis that has been carried out, it is stated that motivation influences performance. This fact states that the better the driver's motivation, the greater the performance. Motivation is a crucial part of the development of members in an agency.

So motivation can influence the psychological situation of employees because it has a big impact on employee performance.

According to the analysis that has been carried out, it is clear that motivation influences the work environment and performance. This fact states that the better the work environment in which the driver works and the performance produced by the driver, the better the efficiency and quality of the driver's work at work. If the work environment can support employee enthusiasm, employees will be motivated and able to overcome challenges better and can create a positive atmosphere in the work environment.

According to the analysis that has been carried out, it is clear that discipline does not affect performance. This fact states that the cause of the lack of influence of discipline on performance is due to the drivers' irregular working hours, and as seen from this data, the drivers have different working hours. This fact is consistent with a study conducted by Agung Setiawan (2013), which revealed that discipline does not have an impact on performance (Setiawan, 2013).

According to the analysis that has been carried out, it states that the work environment has no effect on performance. This fact states that the work environment indirectly influences a driver. Drivers may be more influenced by factors such as the number of requests, traffic conditions, and passenger location. This fact is consistent with a study conducted by Bayu Dwilaksono Hanafi and Corry Yohana (2017), which revealed that the work environment does not have an impact on performance (Bayu Dwilaksono Hanafi, 2017).

CONCLUSION

According to the results of hypothesis testing using smartPLS 4 (partial least squares), the following conclusions can be drawn:

1. Test the coefficient between motivation variables and performance. The result is a positive relationship. So the hypothesis

- that motivation has a good and important influence on performance is accepted.
2. Test the coefficient between motivation variables for the work environment and performance. The result is a positive relationship. So the hypothesis that motivation has a good and important influence on the work environment and performance is accepted.
 3. Test the coefficient between discipline variables and performance. The result is a negative relationship. So the hypothesis that discipline has a negative impact and has no impact on performance is accepted.
 4. Test the coefficient between work environment parameters and performance. The result is a negative relationship. So the hypothesis that the work environment has a negative impact and has no impact on performance is accepted.

Declaration by Authors

Acknowledgement: None

Source of Funding: None

Conflict of Interest: The authors declare no conflict of interest.

REFERENCES

1. Anisa Meidiyani. (2020). *Pengaruh Green Marketing, Label Halal, Dan Electronic Word Of Mouth Terhadap Keputusan Pembelian Pada Produk Kosmetik Korea Dalam Prespektif Ekonomi Islam (Studi Kasus Pada Kosmetik Innisfree di Banjarmasin)*.
2. Bayu Dwilaksono Hanafi, C. Y. (2017). *Pengaruh Motivasi, Dan Lingkungan Kerja, Terhadap Kinerja Karyawan, Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada PT BNI Lifeinsurance*.
3. Dasvil. (2019). *Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan PT. Chandra Karya Sukses*.
4. Dewi Anggita, E., Hoyyi, A., & Rusgiyono, A. (2019). *Analisis Structural Equation Modelling Pendekatan Partial Least Square Dan Pengelompokan Dengan Finite Mixture PLS (FIMIX-PLS) (Studi Kasus: Kemiskinan Rumah Tangga di Indonesia 2017)*. 8(1), 35–

45. <http://ejournal3.undip.ac.id/index.php/gaussian>
5. Diana Khairani Sofyan. (2013). *Pengaruh Lingkungan Kerja Terhadap Kinerja Kerja Pegawai BAPPEDA*. In *Malikussaleh Industrial Engineering Journal* (Vol. 2, Issue 1).
6. Fitri, M. A., & Khairiyah, D. (2015). *Persepsi Konsumen Terhadap Penjualan Melalui Media Internet (Online Shopping) (Studi Kasus pada Mahasiswa Fakultas Ekonomi Universitas Muhammadiyah Bengkulu Angkatan Tahun 2015)*.
7. Muhammad Hilmy Fauzan. (2022). *Pengaruh Kompensasi, Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Driver Gojek Di Jakarta Timur*.
8. Mutiara, N., & Amalia, R. (2018). *Pengaruh Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Di Dinas Tenaga Kerja Dan Sosial Kabupaten Sleman*.
9. Nikolas Denis Andrian, I. A. A. H. D. (2017). *Pengaruh Disiplin Dan Motivasi Kerja Terhadap Kinerja Pegawai Di PT PLN (PERSERO) Unit Induk Distribusi Lampung*.
10. Septia, S., & Narundana, V. T. (2023). Analisis Motivasi Kerja dalam Meningkatkan Kinerja Karyawan pada Eyelashbdl di Bandar Lampung. *Jurnal EMT KITA*, 7(3), 654–658. <https://doi.org/10.35870/emt.v7i3.1189>
11. Setiawan, A. (2013). *Pengaruh Disiplin Kerja Dan Motivasi Terhadap Kinerja Karyawan Pada Rumah Sakit Umum Daerah Kanjuruhan Malang*. In *Jurnal Ilmu Manajemen |* (Vol. 1).
12. Tresno Firdaus Putra. (2023). *Pengaruh Disiplin Kerja, Motivasi Kerja Dan Insentif Terhadap Kinerja Driver Gojek Di Kemayoran*.
13. Ulfa Sri Hartini. (2019). *Pengaruh Motivasi Kerja Dan Lingkungan Kerja Terhadap Disiplin Kerja Pada Pegawai Dinas Pekerjaan Umum, Perumahan Dan Energi Sumber Daya Mineral D. I. Yogyakarta*.

How to cite this article: Thomas Harlim, Vonny Tiara Narundana. Improving human resource performance through discipline and work environment and motivation as a moderating variable (case study of Gojek drivers in Bandar Lampung). *International Journal of Research and Review*. 2024; 11(1): 630-635. DOI: <https://doi.org/10.52403/ijrr.20240171>
