

Courier Performance, Work Environment, Workload, and Compensation: A Study on Indonesian Courier at a Package and Document Delivery Company

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Abstract: This study aims to analyze the effect of the work environment, workload and compensation on the performance of package delivery officers and documents. The population in this study were 300 officers delivering packages and documents. The sample used was 171 package and document delivery officers, calculated based on the Slovin formula. The sampling method used was Simple Random Sampling. The data collection method was obtained through a questionnaire. Methods of analysis and data hypothesis testing were carried out using IBM SPSS and Smart PLS. The results show that the first hypothesis (H_1) and the third hypothesis (H_3) are accepted, which is the work environment and compensation has a positive and significant effect on the performance of package delivery officers and documents, while the second hypothesis (H_2) is rejected, which is the workload has a positive and significant effect on the performance of package delivery officers and documents.

Keywords: Work Environment, Workload, Compensation, Employee Performance.

INTRODUCTION

In the era of the free market, companies as instruments are faced with intense competition, requiring companies to always develop themselves in order to survive and compete with other companies. The alarm era has had a significant impact on companies in Indonesia, both companies in the manufacturing, trade and service sectors. This condition requires companies to continuously carry out various innovations to be able to compete and have an advantage in terms of quality and quantity of products as well as services and product prices. The advantages possessed must be maintained, enlarged, and improved continuously, while the weaknesses must be repaired or eliminated. This is done so that the company can achieve the desired goals. The success of a company in achieving its goals is not only determined by the amount of funds owned, the technology used or supporting infrastructure, but the most decisive thing is the human resource factor (in the form of: employees/employees). Because no matter how sophisticated and complete the supporting facilities of a company are, without adequate resources, both in quantity and ability (quality), the company cannot realize the vision, mission and goals of its organization.

Humans have a very strategic role in a company, namely as the prime mover in all activities and operations of the company in its goals. Human Resources are the most important capital and wealth of every human activity. Humans as the most important element are absolutely analyzed and developed in this way. Time, energy and ability can really be used optimally for the benefit of the organization, as well as for the benefit of individuals. Human Resources are people who are

driven and limited in an organization or company as a source of movement, thinkers and planners to achieve the goals of that organization, according to Elbadiansyah, (2018). Similar to the opinion of Priyono and Marnis, (2016), human resources are the integrated ability of the individual's thinking and physical abilities. Employees become arms of an organization that have an extraordinary role in the preparation and development of organizational affairs.

The success of the company is strongly influenced by the performance of the employees themselves. Every company will always try as optimal as possible in improving the performance of its employees, with the hope that the company's goals can be achieved. Today all over the world there are phenomena that disrupt the world economy and impact the Indonesian state. Companies engaged in package and document delivery services play an important role in the Indonesian economy, so they are required to provide the best performance to their customers. The customer's decision to use a freight forwarder occurs if the performance of the freight forwarder is in accordance with what the customer expects.



Based on the info graphic above, it can be seen that the officers' performance achievements throughout 2020 from January to April did not reach the targets set by management. Not achieving the employee's performance can be influenced by various factors, for this reason the author conducted a literature study to find out what factors influence the employee's performance. The results of research by Hidayati, *et al.*, (2019) from a case study at the Dr. Central General Hospital (RSUP). Mohammad Hoesin Palembang, factors that affect performance are work discipline and work environment. Then Ramli, (2019) from his research in health services at private hospitals in Jakarta, the factors that affect performance are the work environment and job satisfaction. As for the results of Auliyah and Artaya's research, (2019) from a case study at Quds Royal Hotel Surabaya, the factors that affect employee performance are work facilities, rewards / awards and work environment. Erawati, *et al.*, (2019) from her research on employee performance through mediation of motivation which is a case study at an International Restaurant in Badung Bali, the influencing factors are work stress and the work environment. Suryandari, *et al.*, (2018) from a case study at the Yogyakarta Regional Hospital, the factors that influence the performance of emergency nurses are nurse competence, motivation and workload. Pasaribu, *et al.*, (2019) from his research on the performance of case study agricultural officers in Deli Serdang Regency, North Sumatra, the factors that influenced this were communication skills, workload and wages. Jailani and Nawangsari, (2020) in their research on the performance of Ministry of Industry employees, the influencing factors are compensation, competence and leadership. Nadiyah, *et al.*, (2019) research was conducted at CV Zazil Bakery Makassar, the influencing factors were job analysis and compensation through job satisfaction

LITERATURE REVIEW

Definition of Employee Performance

Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. The definition of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. The following are some opinions regarding performance as stated by experts. According to Byars and Rue in Bintoro and Daryanto, (2017: 105) states "performance is the degree of preparation of tasks that regulate one's work". Meanwhile, according to Rivai and Basri in Bintoro and Daryanto, (2017: 106) stated that "performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals or predetermined criteria that have been mutually agreed upon". Meanwhile, the opinion of Mathis and Jackson in Bintoro and Daryanto, (2017: 106) states that "performance is basically what employees do or don't do". According to the behavioral approach to management, performance is the quantity or quality of something produced or services provided by someone who does the job. Opinion from Luthans in Bintoro and Daryanto, (2017: 106). Based on some of the definitions above, it can be concluded that performance is the willingness of a person or group of people to carry out activities or improve them according to their responsibilities with the expected results. Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company.

Definition of Work Environment

Paying attention to the work environment is expected to increase enthusiasm at work. If employee morale increases, employee productivity will also increase. If this can go well, the

achievement of a company's goals will run well and smoothly. The work environment is closely related to the psychological factors of employee work. Nitisemito in Enny, (2019: 56) says that what is meant by the work environment is everything that is around the worker and that can affect him in carrying out the tasks assigned to him. For example, is cleanliness, music and others? Because it can affect the work done, every company must make efforts in such a way as to have a positive influence on employees. Meanwhile, Ahyari in Enny, (2019: 56) explains that the work environment is an environment in which these employees work in which there are elements of the conditions in which these employees work. Also, Reksohadiprojo and Gitosudarmo in Enny, (2019: 56) argue that the work environment is a condition or condition of the workplace that needs to be regulated so that it does not interfere with the work of employees and in order to obtain increased productivity and reduced production costs each year. From some of the definitions above, it can be concluded that the work environment is everything that exists around workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks assigned to employees in order to improve employee work in a company.

Definition of Workload

Kharié, (2019) defines workload as a number of processes or activities that must be completed by a worker within a certain period of time. Vanchapo, (2020: 1) suggests that workload is a number of processes or activities that must be completed by a worker within a certain period of time. The Menpan in Vanchapo, (2020: 3) defines that

workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Yurasti, (2015) then concluded in his research that workload is a number of activities that require mental processes or abilities that must be completed within a certain period of time, both physically and psychologically. Based on the above understanding, it can be concluded that workload is something related to the physical and psychological or mental condition of an employee who is influenced by the factors of responsibility that arise for his work in an organization.

Definition of Compensation

According to Hasibuan in Supomo and Nurhayati, (2018: 95) explains that compensation is all opinions in the form of money, goods directly or indirectly received by employees in return for services provided to the company. As for Ulfatin and Triwiyanto in Khoe and Tewal, (2016), argue that compensation is a reward or reward received by employees given by the organization based on contributions and productive performance in an organization. Furthermore, Masram and Mu'ah, (2015: 130) argue that compensation is everything that employees receive as remuneration for their work. Compensation for employees must have a logical and rational basis. Meanwhile, Enny, (2019: 37) argues that in general compensation can be defined as a form of compensation given to employees as a form of appreciation for their contribution and work to the company, where the award can be in the form of direct or indirect financial, and the award can also be indirect. After paying attention to the above understanding, it can be concluded that what is meant by compensation is an award from an organization or company for the efforts of an employee, both in the form of energy, thoughts, and emotions he gives.

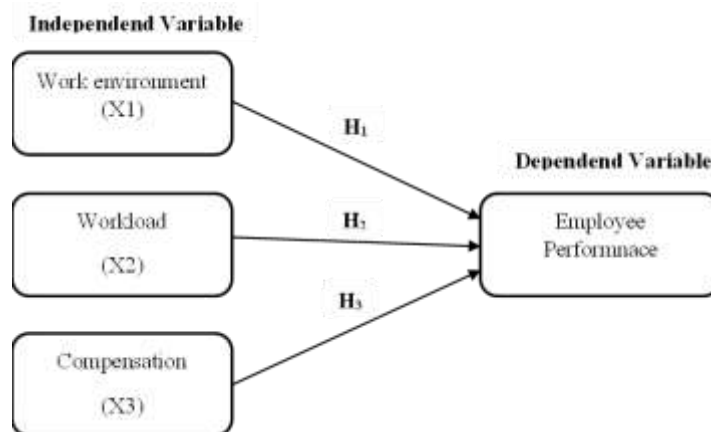


Figure 1: Research Framework

METHOD

In carrying out scientific research activities, researchers must follow all applicable rules of the scientific method. To apply the scientific method in a study requires a research design. The research design conducted by the author in this research activity uses causal research. Causal research design has a function to analyze the relationships between one variable and another or how a variable affects other variables. Causal design examines the "cause and effect" relationship between variables. Sugiyono, (2016: 50) states that a causal relationship is a causal relationship. So here there are independent variables (variables that influence) and dependent variables (variables that are influenced). The research conducted is research that functions to determine the effect of three independent (free) variables, namely work environment, workload and compensation on one dependent variable (tied), namely employee performance. The measurement scale in this study uses a 5-point Likert scale. The Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. In research, social phenomena have been specifically determined by researchers which are referred to as research variables.

Sugiyono, (2016: 148) states that the population is a generalized area consisting of objects/subjects that have certain quantities and characteristics set by researchers to study and then draw conclusions. The population in this study were 300 employees who worked in the operational division of package and document delivery. Sugiyono, (2016: 149) defines that the sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, manpower and time, the researcher can use samples taken from that population. Information obtained from the sample; the conclusion will be applied to the population. For this reason, samples taken from the population under study must be truly representative. The sampling technique used by the authors in this study is Simple Random Sampling. According to Sugiyono, (2016: 152) reveals that it

is said to be simple (simple) because the taking of sample members from the population is done randomly without regard to the strata in that population.

To calculate how many samples from the population, the Slovin formula is used as follows:

$$n = \frac{N}{1 + N(e)^2}$$

n : Sample Size

N : Total Population (of 300)

e : Error level or critical value (5%)

This sampling was carried out at a 95% confidence level or a critical value of 5%. Based on these calculations, the research sample that will be taken from the total population is 171 respondents who work in the operational division of package and document delivery. For data collection technique is an attempt to find, develop and test the data obtained by the scientific method. In this study the data collection technique used was a direct survey by distributing soft copies (google form links) to package and document delivery officers. The survey was carried out directly by distributing soft copies that the researchers carried out with the package and document delivery officers in order to avoid taking a long time in the collection process, misunderstandings by respondents in translating the contents of the questionnaires given and not being on target in the research process carried out by researchers. Larry Cristensen in Sugiyono, (2016: 230) states that a questionnaire is an instrument for collecting data where participants or respondents fill in questions or statements given by researchers. Researchers can use a questionnaire to obtain data related to the thoughts, feelings, attitudes, beliefs, values, perceptions, personality and behavior of the respondents. In other words, researchers can measure various characteristics using questionnaires. The statements in the questionnaire will be measured using a Likert scale. All data collected in this study will be analyzed and tested the hypothesis. Analysis and hypothesis testing of the data was carried out using IBM SPSS and Smart PLS.

RESULT

Table 1: Characteristics of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Gender				
Male	168	98,0	98,0	98,0
Female	3	2,0	2,0	100,0
Age				
< 20 Years Old	3	2,0	2,0	2,0
21 – 30 Years Old	86	50,0	50,0	52,0
31 – 40 Years Old	68	40,0	40,0	92,0
> 40 Years Old	14	8,0	8,0	100,0
Total	171			
Education				
High School	151	88,0	88,0	88,0
Diploma Bachelor	15	9,0	9,0	97,0
Total	5	3,0	3,0	100,0
Year of Service				
< 5 years	85	50,0	50,0	50,0
6 - 10 years	60	35,0	35,0	85,0
11 - 15 years	17	10,0	10,0	95,0
16 - 20 years	9	5,0	5,0	100,0
Total	171	100,0	100,0	

Convergent Validity

According to Ghazali, (2015: 74), the rule of thumb that is commonly used to assess convergent validity is that the loading factor value must be more than 0.7 for confirmatory research and the

loading factor value between 0.6 – 0.7 for explanatory research is still acceptable and the average variance extracted (AVE) value must be > 0.5.

Table 2: Convergent Validity

Variable	Indicator	Loading Factor	Description
Work Environment	LK1	0.700	Valid
	LK2	0.756	Valid
	LK3	0.781	Valid
	LK4	0.849	Valid
	LK5	0.697	Not Valid
	LK6	0.588	Not Valid
	LK7	0.810	Valid
	LK8	0.769	Valid
Workload	BK1	0.813	Valid
	BK2	0.911	Valid
	BK3	0.925	Valid
	BK4	0.911	Valid
	BK5	0.891	Valid
Compensation	KOM1	0.835	Valid
	KOM2	0.882	Valid
	KOM3	0.659	Not Valid
	KOM4	0.863	Valid
	KOM5	0.687	Not Valid
	KOM6	0.598	Not Valid
Employee Performance	KK1	0.850	Valid

	KK2	0.909	Valid
	KK3	0.819	Valid
	KK4	0.840	Valid
	KK5	0.787	Valid
	KK6	0.861	Valid
	KK7	0.907	Valid
	KK8	0.900	Valid
	KK9	0.889	Valid
	KK10	0.892	Valid

Based on the results of the validity test, it can be seen that all measuring items have not met the requirements for testing the loading factor value because there are still several question items below 0.70, namely the LK5 and LK6 indicators for work

environment variables, KOM3, KOM5 and KOM6 indicators for compensation variables. The five (5) indicators were excluded from the model because they did not meet the test requirements.

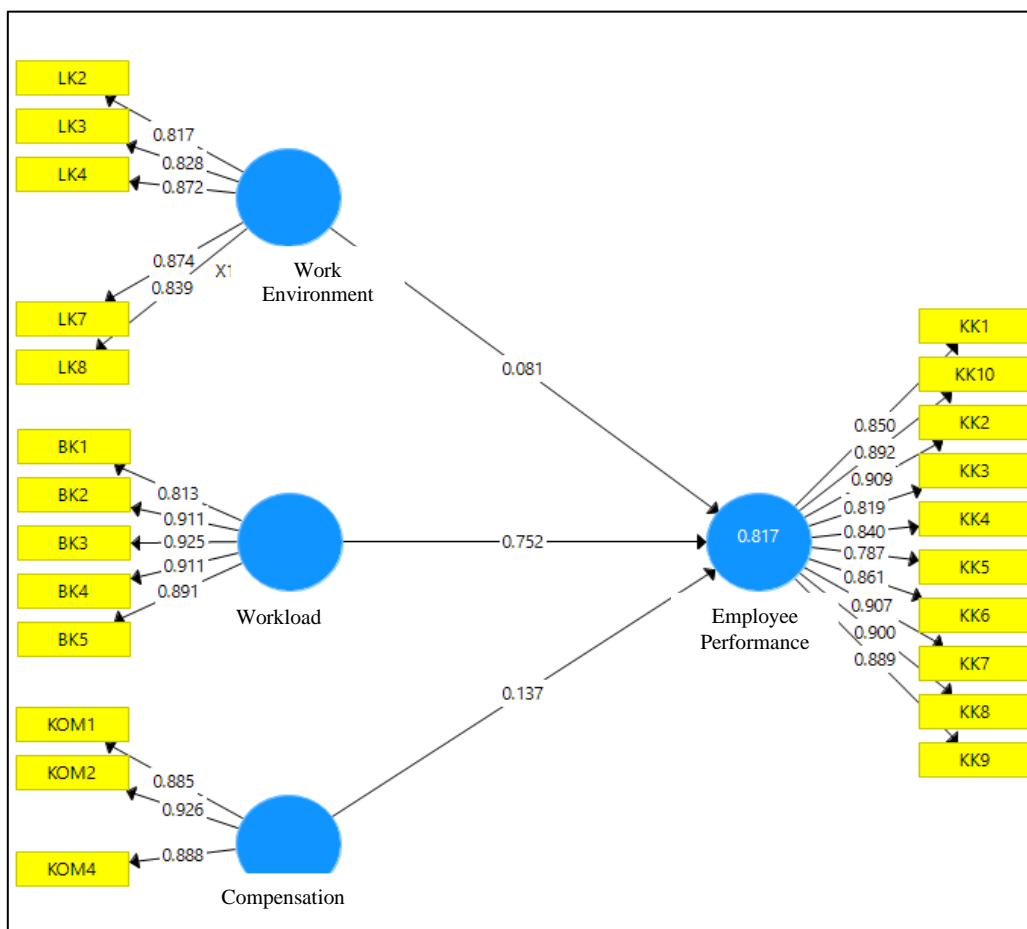


Figure 2: Convergent Validity Test Results Modification

Table 3: Cross Loading

Construct	X1	X2	X3	Y
LK2	0.818	0.331	0.440	0.408
LK3	0.829	0.398	0.424	0.466
LK4	0.873	0.436	0.620	0.497
LK7	0.873	0.386	0.561	0.449
LK8	0.838	0.286	0.530	0.402
BK2	0.420	0.922	0.729	0.771
BK3	0.414	0.944	0.676	0.813
BK4	0.397	0.940	0.658	0.863
KOM1	0.573	0.641	0.885	0.688
KOM2	0.503	0.652	0.925	0.656
KOM4	0.570	0.687	0.889	0.668
KK1	0.510	0.788	0.689	0.856
KK2	0.437	0.825	0.668	0.906
KK4	0.503	0.763	0.648	0.839
KK6	0.404	0.704	0.579	0.866
KK7	0.454	0.791	0.665	0.920
KK8	0.454	0.785	0.640	0.910
KK9	0.526	0.737	0.685	0.893
KK10	0.451	0.792	0.704	0.898

The table above shows that the loading value for each intended construct is greater than the loading value for the other constructs. It can be concluded

that all indicators are valid and there are no problems with discriminant validity.

Table 4: Fornell Larcker Criterion

Construct	X1	X2	X3	Y
X1 (Work Environment)	0.846			
X2 (Workload)	0.438	0.935		
X3 (Compensation)	0.611	0.734	0.900	
Y (Employee Performance)	0.528	0.874	0.746	0.886

The table above shows that after being correlated again, it can be seen that the square root of average variance extracted values are 0.846, 0.935, 0.900 and 0.886. These values are already

greater than the correlation of each construct and it can be concluded that they meet the criteria of discriminant validity.

Table 5: Average Variance Extracted (AVE)

Construct	Average Variance Extracted (AVE)	Description
X1 (Work Environment)	0.717	Valid
X2 (Workload)	0.875	Valid
X3 (Compensation)	0.810	Valid
Y (Employee Performance)	0.786	Valid

Based on the table above it can be seen that all average variance extracted (AVE) items are above 0.50 so that it can be said to be valid and can be used to measure each latent variable.

The reliability test was carried out to prove the accuracy, consistency and accuracy of the instrument in measuring constructs (Ghozali,

2015). The reliability test was carried out using the composite reliability and Cronbach's alpha tests by looking at all latent variable values having composite reliability and Cronbach's alpha values > 0.7, it can be concluded that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent.

Table 6: Composite Reability

Construct	<i>Cronbach's Alpha</i>	<i>Rho_A</i>	<i>Composite Reliability</i>	<i>Description</i>
X1 (Work Environment)	0.901	0.905	0.927	Reliabel
X2 (Workload)	0.928	0.931	0.954	Reliabel
X3 (Compensation)	0.882	0.882	0.927	Reliabel
Y (Employee Performance)	0.961	0.962	0.967	Reliabel

The table above shows that the results of the composite reliability test show that all latent variable values have a composite reliability value of > 0.7. As well as the results of the Cronbach's alpha test also show that all latent variable values have a Cronbach's alpha value > 0.7. From these results, it can be concluded that the construct has good reliability or the questionnaire used as a tool in this research is reliable or consistent.

In assessing the model with PLS it starts by looking at the R-Square (R²) for each endogenous latent variable. The coefficient of determination R-Square (R²) shows how much the exogenous variables explain the endogenous variables. The value of R-Square (R²) is zero to one. If the R-Square value (R²) gets closer to one, then the

independent variables provide all the information needed to predict variations in the endogenous variables. Conversely, the smaller the R-Square (R²) value, the more limited the ability of the independent variables to explain variations in the endogenous variables. The value of R-Square (R²) has a weakness, namely the value of R-Square (R²) will increase every time there is an addition of one exogenous variable even though the exogenous variable has no significant effect on the endogenous variable. In this study, there are endogenous variables, namely employee performance which is influenced by exogenous variables, namely work environment, workload and compensation.

Table 7: R-Square (R²)

Construct	<i>R-Square</i>	<i>R-Square Adjusted</i>
Employee Performance	0.797	0.794

From the table above it can be seen that the value of R-Square (R²) or the coefficient of determination of the organizational commitment construct is 0.797. These results indicate that the endogenous variable of employee performance can be explained by exogenous variables, namely work environment, workload and compensation of 79% while the rest is explained by other exogenous variables outside of this study.

T-Statistics (bootstrapping) is used to see the significance value between constructs. Hair *et al.* in Ramayah *et al.*, (2017) suggested carrying out the bootstrapping procedure with a re-sample value of 5,000. The limit for rejecting and accepting the proposed hypothesis is ±1.96, which if the t-statistic value is in the range of -1.96 and 1.96 then the hypothesis will be rejected or in other words accept the null hypothesis (H₀).

Table 8: Hypothesis testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Work environment → Employee Performance	0.127	0.126	0.061	2.074	0.039	Supported
Workload → Employee Performance	0.710	0.710	0.056	12.747	0.000	Supported
Compensation → Employee Performance	0.147	0.146	0.069	2.125	0.034	Supported

The table above shows the results of the T-Statistic test (bootstrapping) have a range of 2,074 to 12,747. It can be concluded that the relationship between work environment and employee

performance was found to be significant with a T-Statistic value > 1.96, which was 2.074, the relationship between workload and employee performance was found to be significant with a T-

Statistic value > 1.96, which was 12,747 and the relationship of compensation to employee

performance was found to be significant with a T-Statistic value > 1.96, which was 2.125.

Table 9: Model fit testing

	Saturated Model	Estimated Model	Description
SRMR	0.052	0.052	Good Fit
Chi-Square	515.445	515.445	Good Fit
NFI	0.852	0.852	85%

Based on the table above, the results show that the model in this study has good fit because it has a standardized root mean square residual (SRMR) value below 1.00 and the normal fit index (NFI)

value indicates that the model in this study is 85% (0.852) better than the null model. While Chi-square has met the criteria > 0.90, namely 515,445.

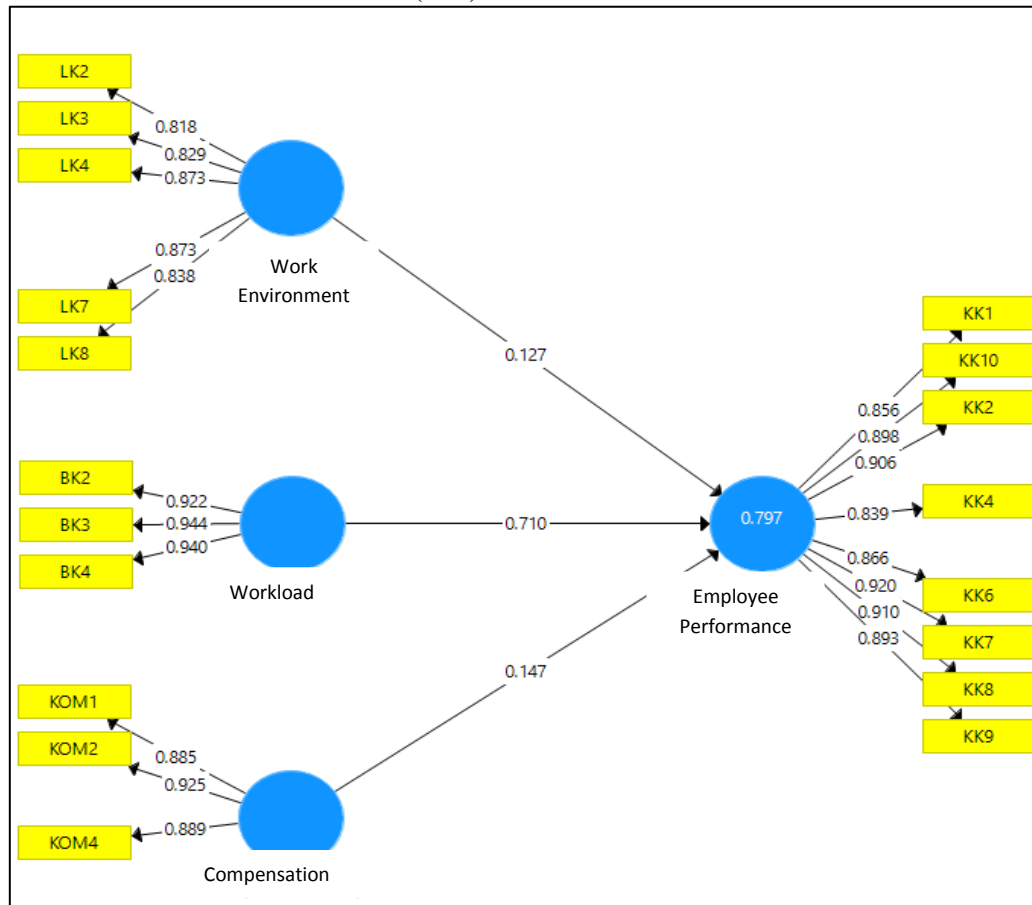


Figure 2: Bootstrapping Test Results

DISCUSSION

The Influence of the Work Environment on Employee Performance

Based on the test results on the effect of the work environment on employee performance, it has a path coefficients value of 0.127 which is close to +1, a T-Statistic value of 2.074 (> 1.96), and a p-value of 0.039 (<0.05), so it can be concluded that the first hypothesis (H1) is accepted and the work environment has a positive and significant effect on employee performance. The results of this study are in line with some of the results of previous studies conducted by Ahmad, et al., (2019), Khoe, et al., (2016), Pratama and

Wismar'ain, (2018) and Sengkey, et al., (2017) which proves the effect of the work environment on employee performance is positive and significant. Khoe, et al., (2016) suggests that human life is inseparable from various environmental conditions. Between humans and the environment there is a very close relationship, humans will always try to adapt to various environmental conditions. Likewise, when doing work, employees as human beings cannot be separated from the various circumstances around where they work, namely the work environment. However, the results of this study are not in accordance with the research conducted by

Kumajas, *et al.*, (2016) which proves that the work environment in his research has a negative and insignificant effect on employee performance. The study found only work culture and work discipline variables that had a positive and significant effect on employee performance. From the results of hypothesis testing and the findings of several previous studies, it can be concluded that work environment variables can have a significant positive influence on employee performance. It can be interpreted that a safe and comfortable working atmosphere, as well as the availability of work facilities make employees more active in doing their jobs. This shows that the better the existing work environment, the better the performance produced by package delivery officers and documents.

Effect of Workload on Employee Performance

Based on the test results on the effect of workload on employee performance, it has a path coefficients value of 0.710 which is close to +1, a T-Statistic value of 12.747 (> 1.96), and a p-value of 0.000 (< 0.05), so it can be concluded that the second hypothesis (H2) is rejected and workload has a positive and significant effect on employee performance. The results of this study are in line with some of the results of previous studies conducted by Balqis and Sugiono, (2020), Adityawarman, *et al.*, (2015) and Runtuwene, *et al.*, (2016) which proves that workload has a positive and significant effect on employee performance. Balqis and Sugiono, (2020) argue that increasing workload to normal limits according to employee capabilities is proven to improve employee performance. In other words, at certain times or conditions, workload can actually be a stimulus for employees to produce good compensation and work performance. However, the magnitude of the workload must be within reasonable limits and in accordance with the capabilities of the employee because excessive workload can eventually cause health problems for the employee concerned. This is none other than being influenced by different situations and conditions in each research conducted. However, the results of this study are not in accordance with the hypothesis and research conducted by Polalakitang, *et al.*, (2019) which states that workload has a negative and insignificant effect on employee performance. This can be proven from the characteristics of the respondents shown in table 4.6 (Descriptive Statistics of Workload Variables) where the statement that has the highest average (mean) is on the BK4 indicator with a

mean value of 4,170 and a standard deviation value of 0,781 out of 171 respondents with the statement "I am enthusiastic about this work, because it suits my abilities" which can be interpreted that the respondents agree to do the job enthusiastically because it is in accordance with their abilities. From the results of hypothesis testing and the findings of several previous studies, it can be concluded that workload variables can have a significant positive effect on employee performance. This can be interpreted that increasing workload to normal limits according to employee capabilities is proven to improve employee performance. Where all forms of work given to employees can be completed within a certain time as long as they are still in accordance with the abilities of the employees and the clearer the benefits the employees get, the better the performance produced by the package and document delivery officers.

Effect of Compensation on Employee Performance

Based on the test results on the effect of the work environment on employee performance, it has a path coefficients value of 0.147 which is close to +1, a T-Statistic value of 2.125 (> 1.96), and a p-value of 0.034 (< 0.05), so it can be concluded that the third hypothesis (H3) is accepted and compensation has a positive and significant effect on employee performance. The results of this study are in line with research conducted by Mahari and Efendi, (2017), Hoke, *et al.*, (2018), Astuti and Suhendri, (2019) and Dwianto, *et al.*, (2019) which proves that compensation has a positive and significant effect on employee performance. Mahari and Efendi, (2017) argue that the more effective the compensation given to employees in a company, the higher the performance of employees in that company. Providing effective compensation can encourage employees to carry out their duties and work as well as possible. This will ultimately improve employee performance. However, the results of this study are not in accordance with research conducted by Suryanulloh and Arifin (2017) which proves that compensation in their research does not have a positive and significant effect on employee performance. The study found that only commitment and work conflict variables had a positive and significant effect on employee performance. From the results of hypothesis testing and the findings of several previous studies, it can be concluded that the compensation variable can have a significant positive effect on employee

performance. It can be interpreted that the more effective the compensation given to employees in a company, the higher the performance of employees in that company. Effective compensation can encourage employees to carry out their duties and work as well as possible. This shows that the higher the award/compensation given, the higher the performance produced by the package delivery officers and documents.

CONCLUSION

This study attempts to analyse variables related to the work environment, workload, compensation and performance of package and document delivery personnel. Based on the results of hypothesis testing and the discussion put forward in the previous chapter, it can be concluded that the work environment has a positive and significant effect on the performance of package and document delivery officers; Workload has a positive and significant effect on the performance of package and document delivery officers; and Compensation has a positive and significant effect on the performance of package and document delivery officers.

Based on the results of the research conducted, the researcher provides several suggestions because this research still has some limitations from several aspects so that it is necessary to make improvements in further research, including: a) For the work environment, based on the results of descriptive statistics the Work Environment variable has the lowest average (mean) on the LK6 indicator with a mean value of 3,374 and a standard deviation value of 1,049 with the statement "My place of work is free from noise" which can be interpreted that the respondents do not quite agree to be free from noise in the work environment. Therefore, suggestions that can be taken into consideration are reducing the volume of the music being played and providing barriers so that employees can avoid psychological disturbances (stress, difficulty concentrating, etc.) and communication disorders, so that employees can work safely, comfortably and productively. b) For workload, based on the descriptive statistical results of the Workload variable which has the lowest average (mean) on the BK1 indicator with a mean value of 3,982 and a standard deviation value of 0,776 with the statement "I work beyond the target set by the company" which can be interpreted that the respondent quite agrees to do work beyond the target set by the company. Therefore, a suggestion that can be taken into

consideration is to provide an equal number of shipments with other officers so that there is no gap in the number of shipments between officers. c) For compensation, based on the descriptive statistical results of the Compensation variable which has the lowest average (mean) on the KOM3 indicator with a mean value of 3,427 and a standard deviation value of 1,042 with the statement "Overtime pay received is in accordance with the calculation of working hours" which can be interpreted that the respondent has not quite agreed to the overtime pay received even though it is in accordance with the calculation of working hours. Therefore, suggestions that can be taken into consideration are to provide transparent information on payment of overtime and timely payments, so that employees can be motivated to improve their performance more optimally.

The researcher suggests that further studies add other variables considering that the endogenous variables (employee performance) in this study can only be explained by exogenous variables of 79% (0.794), namely work environment, workload and compensation through the value of the coefficient of determination. It is hoped that by adding other exogenous variables, the value of the coefficient of determination on employee performance variables can increase.

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