

EFFECTS OF WORK FACTORS ON EMPLOYEE PERFORMANCE AT TKBM USAHA KARYA COOPERATIVE IN SURABAYA

Kokoh Aditama¹, *Hafidulloh², Gogi Kurniawan³, & Dani Rohmati⁴

^{1,2,3,4} Sekolah Tinggi Ilmu Ekonomi Yapan, Surabaya

*Email correspondent: hafidulloh@stieyapan.ac.id

Article Information

Initial draft: March 2, 2026
Revised: March 19, 2026
Accepted: March 24, 2026
Available online: March 25, 2026

Keywords: Job Status Security, Organizational Communication, Work Environment, Training, Regulation, Employee Performance

Article Type: Research paper
(Quantitative)



Published by UMSurabaya
Publishing and managed by the
Management Program, Faculty of
Economics and Business,
Muhammadiyah University of
Surabaya

ABSTRACT

This study examines the extent to which job status security, organizational communication, work environment, training, and regulatory frameworks influence employee performance at Koperasi TKBM Usaha Karya. Employing a quantitative explanatory design, the research involved all 30 active employees through a saturated sampling technique. Primary data were obtained using a five-point Likert-scale questionnaire and subsequently analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The assessment of the measurement model confirmed that all constructs satisfied the required standards of validity and reliability. Despite several variables demonstrating positive directional relationships, hypothesis testing revealed that job status security, organizational communication, work environment, training, and regulatory factors did not exert a statistically significant effect on employee performance. The coefficient of determination ($R^2 = 0.345$) indicates that the proposed model explains 34.5% of the variance in performance outcomes. These findings suggest that, within experience-driven and team-oriented operational settings, structural and formal organizational factors may not constitute the primary determinants of performance. The study highlights the necessity of adopting a contextualized perspective in human resource research and offers managerial insights for developing field-based human resource management strategies.

INTRODUCTION

Amid accelerating globalization and organizational transformation, human resources have emerged as a decisive factor in ensuring both organizational effectiveness and long-term sustainability. The quality of human capital directly shapes the attainment of strategic objectives and institutional resilience (Peretz, 2024). Contemporary workplaces, characterized by digitalization, technological innovation, and increasingly flexible employment arrangements, require organizations to adopt adaptive and strategically oriented human resource management (HRM) practices (Lou & Hong, 2024). In this regard, compensation systems, competency development initiatives, and the integration of technology into HR processes constitute critical mechanisms for strengthening organizational

performance and competitiveness (Mochklas, 2024).

From a sustainability perspective, human resources are likewise positioned as a central pillar in fostering inclusive and productive governance structures (Mochklas et al., 2026). Employee performance, therefore, functions as a key indicator of productivity and service quality, shaped by a combination of intrinsic and extrinsic determinants, including work environment conditions, organizational communication patterns, and opportunities for competency enhancement (Asgeirsson & Gudlaugsson, 2026). Understanding these determinants becomes particularly important in labor-intensive and operationally demanding contexts.

Koperasi TKBM Usaha Karya, a labor cooperative specializing in cargo loading and unloading services, operates within a distinctive

employment structure that emphasizes punctuality, intensive coordination, and physical endurance. Under such conditions, employment status assumes strategic importance, as it relates to income security and job continuity. Moreover, loading and unloading activities necessitate effective internal communication to ensure operational efficiency and occupational safety, supported by adequate physical working conditions and safety standards. Within modern HRM discourse, strengthening organizational culture, fostering innovation, and reinforcing managerial commitment are regarded as essential elements in establishing sustainable workforce management systems (Panggayudi & Mochklas, 2025). Technical and safety training further serve as instrumental tools for enhancing employee competencies while mitigating workplace risks, whereas labor regulations provide the legal safeguards and employment certainty necessary to sustain workforce stability.

Empirical studies have identified multiple antecedents of employee performance across diverse organizational settings. For instance, Nguyen et al. (2021) reported that job security positively influences motivation and performance outcomes. Similarly, Kim and Park (2022) demonstrated that effective organizational communication enhances productivity and job satisfaction. Sukmara and Sukmayadi (2023) highlighted the significant contribution of a supportive work environment to improved performance levels. In parallel, García and López (2020) found that competency-based training strengthens work effectiveness, while Zhang et al. (2022) emphasized that clear labor regulations foster a sense of security that ultimately contributes to performance enhancement. These conclusions are further reinforced by Karimi et al. (2024), who underscored the combined role of communication and training in improving coordination and employee capability.

Notwithstanding these insights, prior research has predominantly focused on manufacturing industries, public institutions, or multinational corporations, thereby limiting its applicability to labor cooperatives. Additionally, earlier investigations often examined these variables independently rather than integrating them within a comprehensive structural framework. This empirical gap underscores the need for a more holistic examination of how employment status, organizational communication, work environment, training, and regulatory factors collectively

influence employee performance within cooperative-based labor organizations.

Addressing this conceptual and empirical gap, the present study systematically analyzes the effects of employment status, organizational communication, work environment, training, and regulatory structures on employee performance at Koperasi TKBM Usaha Karya. Theoretically, the study advances HRM literature by integrating structural factors (employment status and regulation) with organizational factors (communication, work environment, and training) into a unified empirical model. Practically, the findings are expected to inform cooperative management and labor policy stakeholders in designing evidence-based performance enhancement strategies, including strengthening employment security, optimizing communication systems, improving workplace conditions, and developing context-relevant training programs. The subsequent sections elaborate on the theoretical foundations, hypothesis development, and research methodology employed to empirically test the proposed relationships.

LITERATURE REVIEW

Employee Performance

Employee performance refers to the extent to which individuals accomplish assigned responsibilities in alignment with organizational standards and expectations. According to Robbins and Judge (2022), performance outcomes are shaped by the interplay of ability, motivation, and opportunity, whereas Dessler (2020) emphasizes measurable dimensions such as quality, quantity, timeliness, and task effectiveness. From a theoretical standpoint, Social Exchange Theory posits that employees are inclined to reciprocate favorable organizational treatment—such as support, job security, and conducive working conditions—through enhanced work contributions (Blau, 1964; Cropanzano et al., 2017). Complementing this view, Human Capital Theory underscores that investments in employee development, particularly through training, increase individual productivity and overall performance (Becker, 1993).

Within the operational setting of Koperasi TKBM Usaha Karya, performance assumes distinct characteristics due to the physically demanding and coordination-intensive nature of loading and unloading activities. In this context, performance is

not solely reflected in output volume but also in punctuality, team coordination, adherence to safety standards, and operational discipline. Consequently, understanding employee performance requires a contextualized perspective that captures both individual productivity and collective efficiency to ensure organizational sustainability.

Employment Status

Employment status denotes the formal arrangement governing the relationship between employees and the organization, encompassing job security, rights, and obligations. Job security plays a pivotal role in fostering motivation and work engagement by providing stability and psychological assurance (Dessler, 2020). Employees who perceive clarity and continuity in their employment conditions tend to exhibit stronger organizational commitment and higher performance levels compared to those facing uncertainty (Armstrong, 2021). Consistent with Social Exchange Theory, when organizations provide employment certainty and equitable treatment, employees are more likely to reciprocate with enhanced performance (Blau, 1964; Cropanzano et al., 2017).

Empirical evidence reinforces this proposition. Karatepe et al. (2022) and Nguyen et al. (2023) demonstrated that job security significantly predicts productivity and performance outcomes, while Shafi et al. (2021) reported its positive influence on organizational commitment and work results. Drawing upon both theoretical reasoning and empirical findings, employment status is therefore conceptualized as a critical determinant of employee performance. Accordingly, the following hypothesis is proposed:

H1: Employment status has a positive and significant effect on employee performance.

Work Environment

The work environment encompasses both physical and psychosocial conditions that shape employee comfort, safety, and effectiveness. A supportive environment enhances motivation and productivity (Armstrong, 2021) and promotes efficiency by ensuring safe and adequate working conditions (Dessler, 2020). Herzberg's (1966) hygiene theory further suggests that favorable working conditions function as essential factors influencing job satisfaction and performance.

Empirical investigations substantiate this theoretical linkage. Sukmara and Sukmayadi (205),

Abun et al. (2022), and Nguyen et al. (2021) reported a significant positive relationship between workplace conditions and employee productivity. This association is particularly salient in physically demanding occupations, such as cargo handling, where safety standards and environmental quality directly affect performance outcomes. Based on these theoretical and empirical considerations, the following hypothesis is formulated:

H2: The work environment has a positive and significant effect on employee performance.

Organizational Communication

Organizational communication refers to the systematic exchange of information within an organization to facilitate coordination and goal attainment. Effective communication enhances collaboration, reduces misunderstandings, and strengthens overall work effectiveness (Robbins & Judge, 2022). Moreover, transparent and open communication improves task comprehension and employee engagement (Luthans, 2021), while simultaneously reinforcing trust and commitment—both of which are closely linked to performance outcomes (Men & Bowen, 2021).

Empirical studies corroborate these theoretical insights. Kim and Park (2022), Hussain et al. (2023), and Verčič and Špoljarić (2020) found that effective communication positively influences team coordination, productivity, and employee performance. In organizations characterized by high interdependence and operational intensity, communication functions as a strategic mechanism for optimizing performance. Accordingly, the following hypothesis is proposed:

H3: Organizational communication has a positive and significant effect on employee performance.

Training

Training represents a structured process aimed at enhancing employees' knowledge, technical skills, and competencies to improve job effectiveness. By strengthening work capabilities, training contributes directly to productivity improvements (Dessler, 2020; Armstrong, 2021). From the perspective of Human Capital Theory, investment in training increases the productive value of employees and ultimately improves performance (Becker, 1993).

Supporting this argument, Salas et al. (2021), Ali et al. (2021), and Khan et al. (2023) reported that training significantly enhances competence,

efficiency, and overall work outcomes. In labor-intensive organizations requiring technical proficiency and strict adherence to safety procedures, training becomes an indispensable driver of performance enhancement. Therefore, the following hypothesis is advanced:

H4: *Training has a positive and significant effect on employee performance.*

Regulation

Regulation refers to the formal rules governing employment relationships and ensuring legal protection for employees. Clear and consistent labor regulations provide stability and institutional safeguards (Armstrong, 2021), while equitable regulatory systems contribute to higher satisfaction and organizational commitment (Dessler, 2020). Consistent with Social Exchange Theory, when organizations implement fair and protective regulations, employees are likely to reciprocate through improved performance (Blau, 1964).

Empirical findings support this theoretical rationale. Zhang et al. (2022), Kim and Lee (2021), and García et al. (2023) demonstrated that regulatory clarity positively influences job security, motivation, productivity, and performance outcomes. Within cooperative labor organizations, regulation constitutes a foundational mechanism for protecting employee rights and ensuring employment continuity. Based on these considerations, the final hypothesis is formulated as follows:

H5: *Regulation has a positive and significant effect on employee performance.*

RESEARCH METHODOLOGY

This research employs a quantitative explanatory design to examine the influence of employment status, organizational communication, work environment, training, and regulatory frameworks on employee performance at Koperasi TKBM Usaha Karya. The explanatory approach facilitates systematic hypothesis testing to identify causal relationships among variables (Creswell & Creswell, 2018; Hafidulloh & Mochklas, 2024). Because the population consisted of all active employees and was relatively small, a census (saturated sampling) method was applied, whereby all employees participated as respondents (Sekaran & Bougie, 2021).

Primary data were gathered through a structured questionnaire using a five-point Likert scale, a common instrument in management research for capturing perceptual and attitudinal measures (Hair et al., 2019; Hafidulloh & Mochklas, 2024). Supplementary data were obtained from internal organizational records and relevant academic sources. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM), which is particularly suitable for predictive models involving latent constructs and limited sample sizes (Hair et al., 2022; Henseler et al., 2016).

Each construct was operationalized based on established human resource management literature and adjusted to the cargo-handling context. Employment status covered job security and clarity of rights; communication reflected information clarity and coordination; the work environment encompassed physical conditions and safety; training measured frequency, relevance, and skill improvement; and regulation assessed rule clarity and employee protection. Employee performance was evaluated through quality, quantity, timeliness, and task effectiveness (Bernardin & Russell, 2013), ensuring conceptual rigor and contextual relevance of the instrument.

RESULTS & DISCUSSION

Result

Respondent Profile

An overview of respondent characteristics is essential to contextualize the empirical findings and to understand the demographic composition of the workforce under investigation. In this study, the respondent profile describes employees' demographic and employment-related attributes, including gender, age, tenure, and employment status. These characteristics provide a foundational perspective for interpreting the structural relationships examined in the model. A detailed distribution of these attributes is presented in Table 1, which outlines the composition of the sample and serves as the basis for subsequent statistical analysis and discussion.

Table 1. Characteristics of Research Respondents

Characteristics	Category	Frequency	Percentage
Gender	Male	26	86.7%
	Female	4	13.3%
Age	21–30	18	20.0%

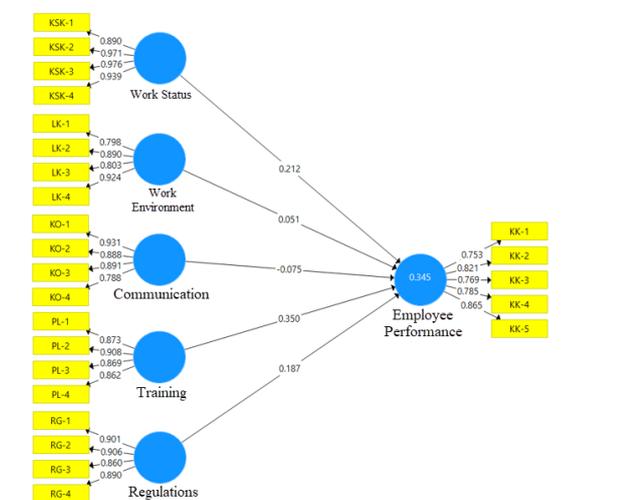
Service Period	31–40	12	40.0%
	41–50	9	30.0%
	> 50	3	10.0%
	< 1 year	4	13.3%
	1–5 years	7	23.3%
Employment Status	5–10 years	11	36.7%
	> 10 years	8	26.7%
	Permanent Member	21	70.0%
	Vocational Staff	9	30.0%

Source: Researcher 2025

Based on Table 1, the respondent composition indicates a clear predominance of male employees, accounting for 86.7% (26 individuals), while female employees represent 13.3% (4 individuals). This distribution reflects the operational nature of cargo-handling activities, which are typically characterized by physically demanding tasks and, consequently, a higher proportion of male workers.

In terms of age structure, the largest segment of respondents falls within the 31–40-year range (40%), followed by those aged 41–50 years (30%), 21–30 years (20%), and above 50 years (10%). This pattern suggests that the workforce is largely concentrated within the productive age bracket, which is generally associated with optimal physical capacity and work performance in operational settings.

Regarding tenure, most employees have accumulated between 5 and 10 years of service (36.7%), while 26.7% have more than 10 years of experience, indicating a relatively experienced workforce with substantial organizational familiarity. Furthermore, from an employment status perspective, 70% of respondents are permanent cooperative members, whereas 30% are



non-permanent workers. This composition

demonstrates the predominance of relatively stable employment relationships within the cooperative structure.

Measurement Model Evaluation

The measurement model evaluation was conducted to ensure that each construct satisfied the established criteria for validity and reliability. This stage is essential to confirm that the indicators accurately represent their respective latent variables and that the research instrument demonstrates adequate internal consistency. Furthermore, the path diagram illustrating the structural outer model is presented to provide a visual representation of the measurement model evaluation. The model configuration is depicted in Figure 1.

Figure 1. Measurement and Structural Model

Source: Processed Researcher Data (2025)

Figure 1 presents the Partial Least Squares Structural Equation Modeling (PLS-SEM) results, illustrating both the measurement (outer) model and the structural (inner) model. The diagram shows the relationships between latent variables Work Status, Work Environment, Organizational Communication, Training, and Regulations and Employee Performance.

The assessment of the measurement model was conducted to verify that each construct satisfied established standards of validity and reliability. This procedure is essential to ensure that the indicators accurately represent their respective latent variables and that the measurement instrument demonstrates internal consistency and construct adequacy. The results of these tests are presented in Table 2 and serve as the foundation for proceeding to the structural model analysis.

Table 2. Results of Convergent Validity and Construct Reliability Tests

Variables	Indicator	Outer Loadings	Cronbach's Alpha	AVE
Certainty of Employment Status	KSK-1	0.890	0.960	0.893
	KSK-2	0.971		
	KSK-3	0.976		
	KSK-4	0.939		
Work environment	LK-1	0.798	0.891	0.732
	LK-2	0.890		
	LK-3	0.803		
	LK-4	0.924		
Organizational Communication	KO-1	0.931	0.860	0.639
	KO-2	0.888		

	KO-3	0.891		
	KO-4	0.788		
Training	PL-1	0.873	0.901	0.771
	PL-2	0.908		
	PL-3	0.869		
	PL-4	0.862		
Regulation	RG-1	0.901	0.912	0.791
	RG-2	0.906		
	RG-3	0.860		
	RG-4	0.890		
Employee performance	KK-1	0.753	0.860	0.639
	KK-2	0.821		
	KK-3	0.769		
	KK-4	0.785		
	KK-5	0.865		

Source: Processed Researcher Data (2025)

Based on the results presented in Table 2, all indicators across the respective constructs exhibit outer loading values exceeding the recommended threshold of 0.70, thereby confirming adequate convergent validity. This finding indicates that each indicator meaningfully contributes to the measurement of its underlying latent construct. Furthermore, the reliability assessment demonstrates that all constructs achieve Cronbach’s Alpha coefficients above 0.70, specifically Employment Status Certainty (0.960), Work Environment (0.891), Organizational Communication (0.860), Training (0.901), Regulation (0.912), and Employee Performance (0.860). These values confirm a satisfactory level of internal consistency. In addition, the Average Variance Extracted (AVE) for each construct surpasses the minimum criterion of 0.50, indicating that the latent variables explain a substantial proportion of variance in their respective indicators.

Taken together, these results establish that the measurement model satisfies the required standards of validity and reliability, thereby providing a robust basis for proceeding to the structural model evaluation.

The structural model was evaluated to assess its explanatory and predictive capabilities. In this stage, the coefficient of determination (R^2) was used to examine the extent to which the exogenous variables explain the variance of the endogenous variable, while the Stone–Geisser’s Q^2 value was employed to evaluate the model’s predictive relevance. The results of this assessment indicate the overall robustness and adequacy of the proposed research model, as presented in Table 3.

Table 3. Coefficient of Determination and Predictive Relevance

Endogenous Variables	R^2	R^2 Adjusted	Q^2
Employee performance	0.345	0.209	0.125

Source: Processed Researcher Data (2025)

As reported in Table 3, the coefficient of determination (R^2) of 0.345 indicates that employment status, organizational communication, work environment, training, and regulatory factors collectively account for 34.5% of the variance in employee performance. The remaining 65.5% is attributable to other variables not incorporated into the proposed model. The adjusted R^2 value of 0.209 further suggests that, after controlling for the number of predictors and sample size, the model’s explanatory power can be categorized as weak to moderate.

Moreover, the Q^2 value of 0.125, which exceeds zero, confirms the model’s predictive relevance. This result implies that, despite its limited explanatory strength, the structural model retains sufficient predictive capability and remains empirically appropriate for examining the relationships among the variables under investigation.

Hypothesis Testing

Hypothesis testing was conducted to evaluate both the direction and statistical significance of the relationships specified in the research model. The analysis employed a bootstrapping procedure to estimate path coefficients, t-statistics, and significance levels. The detailed results for each hypothesized relationship are presented in Table 4.

Table 4. Results of the Direct Effect Test

	Original Sample (O)	t Values	P Values
Job Status Certainty -> Employee Performance	0.212	0.445	0.656
Organizational Communication -> Employee Performance	-0.075	0.279	0.781
Work Environment -> Employee Performance	0.051	0.172	0.864
Training -> Employee Performance	0.350	1,196	0.232
Regulation -> Employee Performance	0.187	0.374	0.709

Source: Processed Researcher Data (2025)

Based on the hypothesis testing results presented in Table 4, the findings can be described as follows:

1. Job status certainty exhibits a positive but statistically insignificant effect on employee

- performance ($\beta = 0.212$; $t = 0.445$; $p = 0.656$). Therefore, H1 is not supported.
2. Organizational communication shows a negative and statistically insignificant effect on employee performance ($\beta = -0.075$; $t = 0.279$; $p = 0.781$). Thus, H2 is not supported.
 3. The work environment has a positive but statistically insignificant effect on employee performance ($\beta = 0.051$; $t = 0.172$; $p = 0.864$). Hence, H3 is not supported.
 4. Training demonstrates a positive yet statistically insignificant effect on employee performance ($\beta = 0.350$; $t = 1.196$; $p = 0.232$). Accordingly, H4 is not supported.
 5. Regulation exhibits a positive but statistically insignificant effect on employee performance ($\beta = 0.187$; $t = 0.374$; $p = 0.709$). Therefore, H5 is not supported.

Discussion

The effect of employment status on employee performance

The findings indicate that employment status certainty exerts a positive yet statistically insignificant effect on employee performance. From a theoretical standpoint, this outcome can be interpreted through Social Exchange Theory (Blau, 1964), which posits that employees are inclined to reciprocate organizational support—such as job security through enhanced contributions and performance. Similarly, Psychological Contract Theory (Rousseau, 1995) suggests that stable employment relationships foster perceptions of fairness and commitment, which may, in turn, encourage improved work outcomes. Nevertheless, within the present context, employment status certainty does not emerge as a dominant driver of performance enhancement.

These results are consistent with the findings of Piccoli et al. (2017) and Sora et al. (2009), who report that job security does not invariably translate into improved performance, particularly in operational and experience-based occupations where technical proficiency and habitual work patterns exert stronger influence. Conversely, studies by Karatepe et al. (2022) and Shoss (2017) demonstrate a significant positive relationship between job security and performance, emphasizing its role in strengthening motivation and work engagement. The divergence in

findings may stem from contextual and demographic differences. In the case of Koperasi TKBM Usaha Karya, long-tenured employees who are accustomed to established operational systems may rely more heavily on experiential knowledge and team cohesion than on formal employment status as a primary performance stimulus.

The effect of the work environment on employee performance

The study also demonstrates that the work environment positively but not significantly affects employee performance. This outcome can be theoretically contextualized through Herzberg's Two-Factor Theory (1959), which classifies working conditions as hygiene factors that prevent dissatisfaction but do not necessarily stimulate higher performance levels. Furthermore, within the framework of the Job Demands–Resources (JD–R) Theory (Bakker & Demerouti, 2007), a safe and supportive work environment constitutes a job resource that may enhance performance when effectively leveraged. However, the present findings suggest that such environmental conditions have not become a primary performance determinant in this context.

Empirically, these results are consistent with Pawirosumarto et al. (2017) and Raziq and Maulabakhsh (2015), who observe that work environment factors may lack significant influence when baseline conditions are perceived as adequate or stable. Conversely, Nitisemito (2019) and Leblebici (2016) report a significant positive relationship, attributing performance gains to improved comfort and productivity. The variation in findings may be explained by the operational nature of cargo-handling activities within Koperasi TKBM Usaha Karya, where employees are habituated to field conditions. As a result, the work environment may no longer serve as a distinguishing factor capable of substantially influencing performance outcomes.

The effect of organizational communication on employee performance

The empirical analysis further reveals that organizational communication has a negative and statistically insignificant association with employee performance. Theoretically, Organizational Communication Theory (Robbins & Judge, 2022) underscores the importance of effective communication in facilitating coordination, minimizing operational errors, and supporting goal attainment. In addition, Information Processing

Theory contends that clear information flows enable employees to better understand their roles and responsibilities, thereby potentially enhancing job performance. Despite these theoretical expectations, the current findings suggest that formal organizational communication mechanisms do not significantly contribute to performance outcomes in this setting.

This result aligns with the conclusions of Verčič and Špoljarić (2020) and Putra and Riana (2021), who argue that internal communication does not always exert a direct effect on performance, particularly in routine-based environments where informal interaction predominates. In contrast, Men and Yue (2019) and Karanges et al. (2015) identify a significant positive impact of effective communication on employee engagement and performance. The discrepancy may be attributed to the operational characteristics of Koperasi TKBM Usaha Karya, where coordination primarily occurs through direct, field-based interaction and established team practices. Consequently, formal communication structures may not function as a critical determinant of performance improvement.

The effect of training on employee performance

The empirical results demonstrate that training exhibits a positive yet statistically insignificant association with employee performance. From a theoretical perspective, this finding may be interpreted through Human Capital Theory (Becker, 1993), which posits that investments in employee development enhance knowledge and skills, ultimately improving productivity. Likewise, Social Learning Theory (Bandura, 1977) emphasizes that individuals acquire competencies through observation, modeling, and practice—mechanisms typically embedded in training initiatives. Despite these theoretical expectations, the statistical evidence in this study suggests that training has not translated into measurable performance gains, indicating that its design, implementation, or alignment with operational demands may not yet be optimal.

This outcome is consistent with the work of Salas et al. (2019) and Al Mamun and Hasan (2017), who argue that training does not automatically improve performance unless supported by effective evaluation systems, transfer-of-training mechanisms, and organizational reinforcement. In contrast, Sendawula et al. (2018) and Otoo and Mishra (2018) report significant positive effects, attributing performance improvements to enhanced competence and self-efficacy. The discrepancy may reflect the occupational characteristics of Koperasi TKBM Usaha Karya, where experiential learning and field-

based practice play a more central role than formal training programs. Consequently, the marginal statistical impact observed here may stem from the predominance of tacit knowledge and practical experience over structured instructional interventions.

The effect of regulations on employee performance

The analysis further indicates that regulatory frameworks exert a positive but non-significant influence on employee performance. Institutional Theory (Scott, 2014) provides a useful lens for interpreting this finding, as it conceptualizes regulations as mechanisms that promote stability, legitimacy, and behavioral standardization within organizations. Moreover, Goal-Setting Theory (Locke & Latham, 2002) suggests that clear rules and procedures can clarify expectations and performance targets, thereby facilitating improved outcomes. Nonetheless, the present study does not find empirical support for a significant direct effect of regulatory clarity on performance levels.

These findings align with Tunji-Olayeni et al. (2018) and Susanto (2020), who contend that regulations may function primarily as administrative guidelines unless accompanied by monitoring systems or incentive structures. Conversely, Kim and Beehr (2020) and Muda et al. (2019) identify significant positive relationships, highlighting the role of consistent regulatory enforcement in reducing role ambiguity and strengthening job security. In the operational context of Koperasi TKBM Usaha Karya, performance appears to be driven more by experiential competence and team solidarity than by formal compliance mechanisms. As such, regulatory structures may provide foundational stability without directly stimulating higher productivity.

Theoretical Implications

From a theoretical standpoint, the findings underscore the contextual nature of the relationships between employment status certainty, organizational communication, work environment, training, regulation, and employee performance. Although established frameworks—such as Social Exchange Theory, Human Capital Theory, and Institutional Theory—generally predict positive associations, the empirical evidence suggests that these relationships are not universally applicable. In experience-based operational settings, structural and managerial variables may not function as primary performance determinants. This reinforces the argument that the effectiveness of human resource practices is contingent upon organizational characteristics, job type, and prevailing work culture.

Furthermore, the relatively modest coefficient of determination indicates the presence of additional influential factors not captured in the current model. Variables such as leadership style, organizational culture, intrinsic motivation, team cohesion, and other psychological dimensions may exert stronger explanatory power. Accordingly, this study contributes to the human resource management literature by emphasizing the importance of contextualized performance models and by encouraging future research to incorporate mediating or moderating variables to enhance explanatory depth.

Managerial Implications

From a practical perspective, the findings suggest that performance improvement cannot rely solely on strengthening employment status, formal communication systems, work environment conditions, training initiatives, or regulatory frameworks. Cooperative management should adopt a more adaptive and context-sensitive approach aligned with operational realities. Given the team-based and technically demanding nature of cargo-handling work, strategies emphasizing collective work culture, participative leadership, and performance-based reward systems may prove more effective.

Additionally, training programs should be redesigned to emphasize experiential learning, such as structured on-the-job training that directly reflects field conditions. Communication effectiveness may also be enhanced through informal and team-centered approaches that resonate with daily operational dynamics. By implementing participatory and contextually grounded management strategies, the cooperative can foster sustainable improvements in employee performance.

CONCLUSION & SUGESSTION

The empirical findings indicate that, when examined individually, employment status certainty, organizational communication, work environment, training, and regulatory factors do not exert a statistically significant influence on employee performance. Although employment status certainty, work environment, training, and regulation display positive directional coefficients—and organizational communication shows a negative direction—all relationships are characterized by t-statistics below the critical threshold and p-values exceeding 0.05. Accordingly, the study does not provide sufficient statistical evidence to support the proposed hypotheses within the specified structural model.

The coefficient of determination (R^2) of 0.345 suggests that the model explains 34.5% of the variance in employee performance, while the remaining 65.5% is attributable to factors beyond the scope of the current framework. This outcome implies that, in experience-driven and team-oriented operational settings, structural variables such as employment status, formal communication, work environment conditions, training, and regulatory arrangements may not constitute the primary determinants of performance. Consequently, future model development should incorporate broader contextual and organizational dimensions to achieve greater explanatory depth.

From a managerial standpoint, cooperative leaders are encouraged to move beyond an exclusive emphasis on administrative and structural mechanisms. Greater attention should be directed toward potentially more influential factors, including leadership practices, collective work culture, performance-based reward systems, and intrinsic motivation. Training initiatives should be redesigned to align more closely with operational realities and field-based demands. For future research, incorporating additional variables—such as leadership style, organizational culture, motivation, or job satisfaction—along with mediating or moderating constructs and larger sample sizes, may enhance the model's predictive capacity.

This study is subject to several limitations, including a relatively small sample size (30 respondents), restricted variable coverage that excludes psychological and leadership dimensions, and reliance on a quantitative survey design with closed-ended instruments that may not fully capture contextual dynamics. Therefore, subsequent investigations are encouraged to adopt mixed-method or qualitative approaches to obtain a more comprehensive understanding of the determinants of employee performance.

REFERENCES

- Abun, D., Macaspact, L. G. R., Valdez, E. B., & Julian, F. P. (2023). Research in business & social science: The effect of innovative work environment on the innovative work behavior of employees. *International Journal of Research in Business and Social Science*, 12(3), 140–158. <https://doi.org/10.20525/ijrbs.v12i3.2467>
- Armstrong, M. (2021). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

- Asgeirsson, M. H., Gudlaugsson, T., & Adalsteinsson, G. D. (2026). The Relationship Between Employee Satisfaction and Perceived Organizational Performance. *Administrative Sciences*, 16((1):30), 1–14. <https://doi.org/10.3390/admsci16010030>
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: state of the art. *Journal of Managerial Psychology*, Vol. 22 No. 3 pp. 309–328, doi: <https://doi.org/10.1108/02683940710733115>
- Bandura, A. (1977). *Social learning theory*. Prentice Hall.
- Becker, G. S. (1993). *Human capital: A theoretical and empirical analysis* (3rd ed.). University of Chicago Press.
- Bernardin, H. J., & Russell, J. E. A. (2013). *Human resource management* (6th ed.). McGraw-Hill.
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Sage.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social Exchange Theory: A Critical Review With Theoretical Remedies. *Academy Of Management Annals*, 11(1), 1–38. <https://doi.org/10.5465/annals.2015.0099>
- Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
- García, F., & López, M. (2020). Competency-based training and performance. *Human Resource Development International*, 23(4), 345–360.
- Hafidulloh, & Mochklas, M. (2024). *Metode penelitian kuantitatif: Panduan untuk akademisi*. Penerbit Underline.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2019). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage.
- Halawi, A., & Haydar, N. (2018). Effects of training on employee performance: A case study of Bonjus and Khatib & Alami companies. *International Humanities Studies*, 5(2), 24–45.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2016). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management & Data Systems*, 116(1), 2–20. <https://doi.org/10.1108/IMDS-09-2015-0382>
- Herzberg, F. (1966). *Work and the nature of man*. World Publishing.
- Hussain, S., et al. (2023). Organizational communication and team performance. *Management Research Review*, 46(3), 410–425.
- Karanges, E., Beatson, A., Johnston, K. A., & Lings, I. (2015). Optimizing employee engagement with internal communication: A social exchange perspective. *Journal of Business Market Management*, 7(2), 329–353. <https://doi.org/10.1007/s12087-015-0116-1>
- Karatepe, O. M., Rezapouraghdam, H., & Hassannia, R. (2022). Job security and performance outcomes. *International Journal of Contemporary Hospitality Management*, 34(5), 1780–1799. <https://doi.org/10.1108/IJCHM-09-2021-1157>
- Karimi, Z., Darban, F., Karimi, S., & Safarzai, E. (2024). The effectiveness of communication skills training on professional performance and quality of work life of pre-hospital emergency medical staff: An experimental study in Iran. *International Emergency Nursing*, 74, 101426. <https://doi.org/10.1016/j.ienj.2024.101426>
- Kim, M., & Beehr, T. A. (2017b). Can empowering leaders affect subordinates' well-being and careers because they encourage subordinates' job crafting behaviors? *Journal of Leadership & Organizational Studies*, Advance online publication. <https://doi.org/10.1177/1548051817727702>
- Leblebici, D. (2016). Impact of workplace environment on productivity. *Procedia Economics and Finance*, 35, 134–143.
- Locke, E. A., & Latham, G. P. (2002). Building a useful theory of goal setting. *American Psychologist*, 57(9), 705–717.
- Lou, Y., & Hong, A. (2024). Assessing the role of HRM and HRD in enhancing sustainable job performance and innovative work behaviors through digital transformation in ICT companies. *Sustainability*, 16, 5162. <https://doi.org/10.3390/su16125162>
- Luthans, F. (2021). *Organizational behavior* (14th ed.). McGraw-Hill.
- Mamun, C. A. Al, & Hasan, M. N. (2017). Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management*, 15(1), 62–71. [https://doi.org/10.21511/ppm.15\(1\).2017.06](https://doi.org/10.21511/ppm.15(1).2017.06)
- Men, L. R., & Bowen, S. A. (2021). Internal communication excellence. *Public Relations Review*, 47(3), 102034. <https://doi.org/10.1016/j.pubrev.2021.102034>
- Mochklas, M. (2024). *Manajemen kompensasi era global: Strategi, teknologi, dan tantangan kontemporer*. Penerbit Lakeisha.
- Mochklas, M., Panggayudi, D. S., Soelistya, D., &

- Iradawaty, S. N. (2026). Inclusive pathways to sustainable marine enterprises: The role of human resources. In *Inclusive pathways for marine resource stewardship and global prosperity* (pp. 97–122). IGI Global Scientific Publishing. <https://doi.org/10.4018/979-8-3373-1777-9.ch005>
- Muda, I., et al. (2019). Regulation and employee productivity. *Journal of Business Economics*, 12(2), 155–168.
- Nguyen, T., Pham, L., & Tran, H. (2021). Job security and employee performance: Evidence from service industries. *International Journal of Productivity and Performance Management*, 70(6), 1423–1441.
- Noe, R. A. (2020). *Employee training and development* (8th ed.). McGraw-Hill.
- Otoo, F. N. K., & Mishra, M. (2018). "Influence of human resource development (HRD) practices on hotel industry's performance: The role of employee competencies". *European Journal of Training and Development*, 42(7-8):435–454, doi: <https://doi.org/10.1108/EJTD-12-2017-0113>
- Panggayudi, D. S., & Mochklas, M. (2025). Building green HRM in catering: The role of innovation, culture, and management commitment. *International Journal of Advanced and Applied Sciences*, 12(11), 198–209. <https://doi.org/10.21833/ijaas.2025.11.019>
- Peretz, H. (2024). Sustainable Human Resource Management and Employees' Performance: The Impact of National Culture. *Sustainability*, 16(17), 7281. <https://doi.org/10.3390/su16177281>
- Piccoli, B., Callea, A., Urbini, F., Chirumbolo, A., Ingusci, E., & Witte, H. De. (2017). Job insecurity and performance : the mediating role of organizational identification. *Personnel Review*, 46(8), 1508–1522. <https://doi.org/10.1108/PR-05-2016-0120>
- Sukmara, A. R., & Sukmayad. (2025). The Effect of The Work Environment on Employee Performance i n the Tandangsari Sumedang Multi-Bussiness Cooperative. *EKOMA : Jurnal Ekonomi, Manajemen, Akuntansi*, 4(2), 3935–3947. <https://doi.org/10.56799/ekoma.v4i2.7072>
- Robbins, S. P., & Judge, T. A. (2022). *Organizational behavior* (18th ed.). Pearson.
- Rousseau, D. M. (1995). *Psychological contracts in organizations*. Sage.
- Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2021). The science of training and development in organizations: What matters in practice. *Annual Review of Organizational Psychology and Organizational Behavior*, 8, 385–417. <https://doi.org/10.1146/annurev-orgpsych-012420-055132>
- Scott, W. R. (2014). *Institutions and organizations* (4th ed.). Sage.
- Sekaran, U., & Bougie, R. (2021). *Research methods for business* (8th ed.). Wiley.
- Sendawula, K., et al. (2018). Training, employee engagement and performance. *International Journal of Productivity and Performance Management*, 67(8), 1509–1528.
- Shafi, M., et al. (2021). Job security and organizational commitment. *Journal of Business Research*, 134, 23–32.
- Shoss, M. K. (2017). Job insecurity and performance. *Journal of Management*, 43(6), 1911–1939.
- Sora, B., Caballer, A., Peiró, J. M., & Witte, H. de. (2009). Job insecurity climate's influence on employees' job attitudes: Evidence from two European countries. *European Journal of Work and Organizational Psychology*, 18(2). <https://doi.org/10.1080/13594320802211968>
- Sukmara, A. R., & Sukmayad. (2025). The Effect of The Work Environment on Employee Performance i n the Tandangsari Sumedang Multi-Bussiness Cooperative. *EKOMA : Jurnal Ekonomi, Manajemen, Akuntansi*, 4(2), 3935–3947. <https://doi.org/10.56799/ekoma.v4i2.7072>
- Tunji-Olayeni, P., et al. (2018). Organizational regulation and productivity. *International Journal of Productivity and Performance Management*, 67(3), 555–571.
- Verčič, A. T., & Špoljarić, A. (2020). Internal communication and engagement. *Corporate Communications: An International Journal*, 25(4), 585–602.
- Zhang, Y., et al. (2022). Employment regulation and performance outcomes. *International Journal of Human Resource Management*, 33(15), 3001–3022.
- Zhang, Y., et al. (2022). Employment regulation and performance outcomes. *International Journal of Human Resource Management*, 33(15), 3001–3022. <https://doi.org/10.1080/09585192.2021.1901234>
- Zhang, Y., Li, X., & Chen, W. (2022). Labor regulation and employee performance: The mediating role of job security. *Economic and Industrial Democracy*, 43(3), 987–1005.