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RESEARCH ARTICLE

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The Effect of Work Motivation and Work Discipline on Employee Performance at PT Surya Permata Transindo

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Purpose This study aims to analyse the effect of work motivation and work discipline on employee performance at PT Surya Permata Transindo.

Design/Methodology This study employed a quantitative explanatory approach. The sample comprised all 48 employees, selected through saturated (census) sampling. Data were collected using a five-point Likert-scale questionnaire, supported by preliminary interviews and field observations, and analysed using multiple linear regression after validity, reliability and classical assumption tests.

Findings The results show that work motivation had no significant effect on employee performance, whilst work discipline had a positive and significant effect. Simultaneously, both variables had a significant effect on employee performance. An Adjusted R Square of 0.474 indicates that both variables jointly explain 47.4 per cent of the variation in performance, with work discipline being the dominant variable.

Practical Implications The company should prioritise strengthening work discipline through consistent procedures, clear supervision and firm sanctions, whilst reviewing its compensation system and workload distribution, particularly in the Helper/Loading division, to support motivation.

Originality/Value This study clarifies the relative influence of work motivation and work discipline on employee performance through empirical testing. Although earlier studies have examined logistics companies, it offers evidence from a field-based work structure, the Driver and Helper/Loading divisions, where physical effort and time pressure provide a context-specific test of how both variables operate.

Keywords: Work Motivation, Work Discipline, Employee Performance
JEL Classification: M12, M54, J24.
SDG: SDG 8

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1. Introduction

Human resource management (HRM) is a key factor in organisational success because it plays a role in managing the workforce so that organisational objectives can be achieved effectively and efficiently (Hasibuan, 2019; Afandi, 2019; Bangun, 2021). HRM does not only focus on employee administration, but also encompasses efforts to enhance competence, motivation and work discipline so that employees are able to make an optimal contribution to the company. One of the main indicators of successful HRM is employee performance, namely the work outcomes achieved by an individual in carrying out their duties and responsibilities in accordance with the standards set by the organisation (Mangkunegara, 2020; Wibowo, 2022). Employee performance is an important aspect because it directly affects productivity and the achievement of overall organisational goals; at PT Surya Permata Transindo, the company's targets have also not been met over the past five years.

One factor that influences employee performance is work motivation. According to Maslow (1943), motivation is shaped by the fulfilment of needs ranging from basic physiological needs through to self-actualisation. Preliminary interview results (see Section 3) indicate that some employees still have unmet needs and limited career development opportunities, which has contributed to work delays and to targets not being achieved. Witasari and Wahyuati's (2022) research also demonstrates that work motivation influences employee performance.

In addition to work motivation, work discipline is also a factor that influences employee performance. Hasibuan (2019) explains that work discipline reflects employees' awareness and willingness to comply with company regulations. Based on preliminary interview results (see Section 3), delays in submitting operational reports, a lack of punctuality in completing work, and less than optimal compliance with work procedures were still found. These findings are consistent with Putri and Isnowati's (2024) research, which found that work discipline has a significant effect on employee performance.

Previous studies by Zulkarnain and Pogo (2019), Putri and Isnowati (2024) and Julistia (2024) show that work motivation and work discipline influence employee performance. However, evidence on the relative strength of each variable's effect remains limited, and several of the previous studies cited here, including those by Zulkarnain and Pogo (2019), Putri and Isnowati (2024) and Witasari and Wahyuati (2022), were conducted in logistics companies using similar variables and reported significant effects. Meta-analytic evidence nevertheless indicates that the link between motivation and performance depends on the type of performance and on how incentives are tied to it (Cerasoli et al., 2014), so such effects should be tested rather than assumed in each operational setting. Employees also remain central to logistics operations, and recent evidence links employee attitudes such as job satisfaction to logistics performance (Wang et al., 2026). This study therefore does not claim that logistics companies are under-researched. Instead, it positions its contribution in the specific operational context of PT Surya Permata Transindo, whose work is organised around field-based divisions, namely Driver and Helper/Loading, that involve physical work patterns and time pressure. Examining the relative effect of work motivation and work discipline in this setting allows the findings of earlier studies to be re-examined in a distinct operational context. Therefore, this study employs a quantitative explanatory approach to empirically examine the effect of work motivation and work discipline on employee performance at PT Surya Permata Transindo.

2. Literature Review and Hypothesis Development

2.1 Work Motivation

Work motivation is the drive that arises within an individual to fulfil their needs in life, thereby encouraging them to work optimally. According to Maslow (1943), motivation is shaped by five levels of need: physiological needs, safety needs, social needs, esteem needs, and self-actualisation needs. When these needs are fulfilled, employees will possess greater motivation to improve their performance.

In this study, work motivation is measured using the five indicators proposed by Maslow (1943): physiological needs, safety needs, social needs, esteem needs, and self-actualisation needs. Physiological needs are reflected in salary adequacy, safety needs through occupational safety and pension guarantees, social needs through good working relationships, esteem needs through appreciation of work results, and self-actualisation needs through opportunities to develop potential and skills.

Work motivation is closely related to employee performance because it drives individuals to work more effectively in achieving organisational goals. According to Handoko (2020) and Sutrisno (2020), motivation is a condition that drives a person to take action in order to achieve a particular goal. The higher an employee's work motivation, the greater their drive to improve the quality, quantity and responsibility of their work, so that employee performance also improves.

2.2 Work Discipline

Work discipline is an individual's awareness and willingness to comply with all company regulations and prevailing norms (Hasibuan, 2019; Rivai & Sagala, 2020). Awareness is reflected in voluntary compliance in carrying out duties and responsibilities, whilst willingness reflects an individual's readiness to comply with the provisions established by the organisation. With good work discipline, employees are able to carry out their work in an orderly and effective manner that is consistent with company objectives.

In this study, work discipline is measured using three indicators proposed by Hasibuan (2019): attitude, norms, and responsibility. Attitude relates to employee behaviour in complying with rules, such as punctuality in attendance and the correct use of work equipment. Norms reflect compliance with the company's regulations and operational procedures, whilst responsibility reflects employees' awareness in completing work in accordance with the targets and timeframes set.

Work discipline is closely related to employee performance because it fosters order, effectiveness and productivity at work. Work discipline reflects orderly, reliable and self-controlled work behaviour, which are core features of conscientiousness, the most potent non-cognitive predictor of occupational performance identified in a century of research (Wilmot & Ones, 2019). Therefore, the higher an employee's work discipline, the better the performance produced.

2.3 Employee Performance

Employee performance is the work outcome achieved by an individual, in terms of both quality and quantity, in carrying out the duties and responsibilities assigned in accordance with company standards (Mangkunegara, 2020). Performance is measured not only by the quantity of work completed, but also by the quality of the work produced, punctuality, the ability to cooperate, and responsibility in carrying out tasks. Good performance indicates that employees are able to work effectively and efficiently, thereby supporting the achievement of organisational goals.

Meta-analytic evidence shows that employee performance is influenced by individual and job-related factors, including age (Ng & Feldman, 2008), level of education (Ng & Feldman, 2009) and length of service in the organisation (Ng & Feldman, 2010). These factors play a role in determining an individual's physical capability, knowledge, skills, experience, and level of responsibility in carrying out their work. In this study, employee performance is measured using five indicators proposed by Mangkunegara (2020): quality of work, quantity of work, responsibility, cooperation, and initiative.

2.4 Previous Research

Based on previous research, work motivation and work discipline are factors that have been widely studied because of their relationship with employee performance. Studies by Zulkarnain and Pogo (2019), Julistia (2024) and Putri and Isnowati (2024) show that work motivation and work discipline have a significant effect on employee performance, and Witasari and Wahyuati (2022) likewise report significant positive effects of work motivation, compensation and work discipline on employee performance at a logistics company. Taken together, these studies, several of them conducted in logistics settings, point to a fairly consistent pattern of significant effects. Meta-analytic evidence, however, indicates that the link between motivation and performance depends on the type of performance and on how incentives are tied to it (Cerasoli et al., 2014), which suggests that the relative influence of work motivation and work discipline should be tested rather than assumed in each operational setting. This study therefore seeks to examine their relative influence in the specific operational context of PT Surya Permata Transindo, a logistics company whose work is organised around field-based Driver and Helper/Loading divisions.

2.5 Hypothesis Development

Based on the theoretical framework and the results of previous research outlined above, the hypotheses of this study are developed as follows.

Work motivation is the drive to fulfil needs that leads individuals to work optimally. According to Maslow's (1943) hierarchy of needs, employees whose physiological, safety, social, esteem and self-actualisation needs are fulfilled are more strongly driven to improve their performance, and Handoko (2020) and Sutrisno (2020) likewise describe motivation as a condition that drives a person to act towards a goal. Meta-analytic evidence indicates that intrinsic motivation and extrinsic incentives both predict performance, with their relative importance depending on whether the quality or the quantity of performance is considered (Cerasoli et al., 2014). Previous studies in logistics companies have also reported a significant positive effect of work motivation on performance (Putri & Isnowati, 2024; Witasari & Wahyuati, 2022; Zulkarnain & Pogo, 2019). Because the theoretical reasoning and this prior evidence point to a positive relationship, the following hypothesis is proposed:

H1: Work Motivation has a positive and significant effect on Employee Performance at PT Surya Permata Transindo.

Work discipline reflects employees' awareness and willingness to comply with company regulations and prevailing norms (Hasibuan, 2019; Rivai & Sagala, 2020). Disciplined employees carry out their work in an orderly and effective manner, and the orderly, reliable and self-controlled behaviour associated with discipline reflects conscientiousness, which is a strong non-cognitive predictor of occupational performance (Wilmot & Ones, 2019). In field-based logistics work, where punctuality, adherence to schedules and compliance with operational procedures are central to daily operations, discipline can be expected to be particularly relevant to performance. Earlier studies in logistics companies have likewise reported a significant effect of work discipline (Putri & Isnowati, 2024; Witasari & Wahyuati,

2022; Zulkarnain & Pogo, 2019). Based on this reasoning, the following hypothesis is proposed:

H2: Work Discipline has a positive and significant effect on Employee Performance at PT Surya Permata Transindo.

Work motivation and work discipline can be expected to complement each other: motivation supplies the drive to perform, whereas discipline translates that drive into compliant, timely and responsible work behaviour. This reasoning is consistent with Zulkarnain and Pogo (2019), Julistia (2024) and Putri and Isnowati (2024), who report that the two variables together significantly affect employee performance. Accordingly, the following hypothesis is proposed:

H3: Work Motivation and Work Discipline simultaneously have a positive and significant effect on Employee Performance at PT Surya Permata Transindo.

The relationships among the variables tested in this study are presented in the research model in Figure 1.

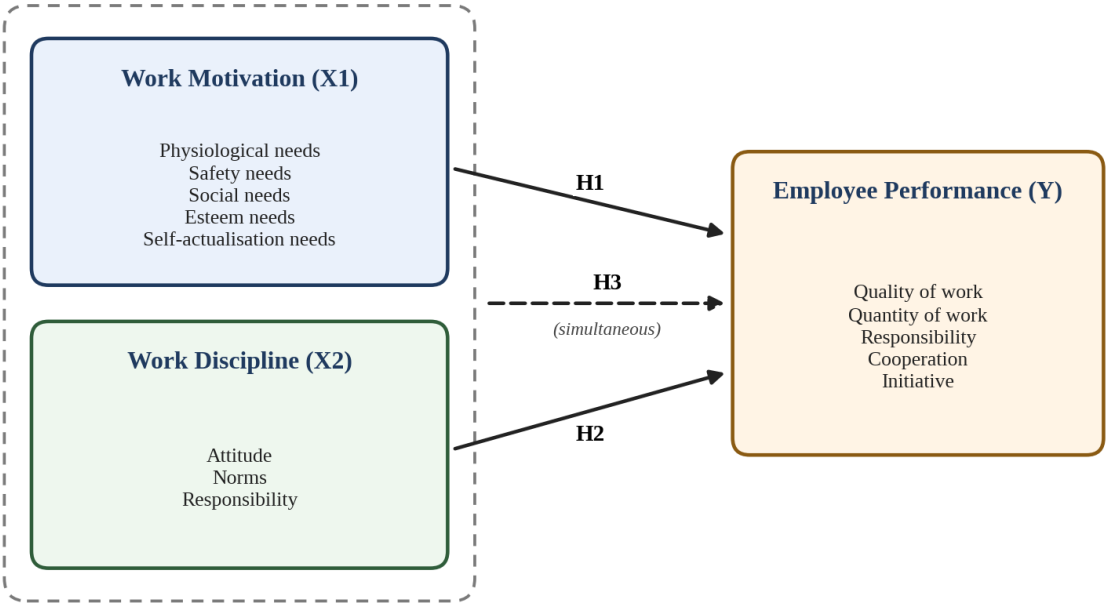


Figure 1. Research Model

Source: Developed by the authors based on Maslow (1943), Hasibuan (2019) and Mangkunegara (2020)

3. Research Method

This study employs a quantitative approach using an explanatory research design. According to Creswell and Creswell (2018), quantitative research is used to test theory through the numerical analysis of data using statistical tests. This study aims to analyse the effect of work motivation and work discipline on employee performance at PT Surya Permata Transindo using primary data obtained through the distribution of questionnaires (Sekaran & Bougie, 2019).

The operational definition of each variable is used as a reference in measuring the research variables based on the indicators established. Work motivation (X1) is measured using the indicators of physiological needs, safety needs, social needs, esteem needs, and self-

actualisation needs according to Maslow (1943). Work discipline (X2) is measured through the indicators of attitude, norms and responsibility based on Hasibuan (2019), whilst employee performance (Y) is measured using the indicators of quality of work, quantity of work, responsibility, cooperation and initiative according to Mangkunegara (2020).

The population in this study comprises all 48 employees of PT Surya Permata Transindo. The sampling technique used was saturated sampling (census sampling), whereby all members of the population were used as the research sample (Sugiyono, 2019; Arikunto, 2010). This technique was chosen because the population size was relatively small, so that all 48 employees were used as respondents in the study.

Data in this study were collected using a questionnaire as the source of primary data. Respondents' answers were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to measure respondents' perceptions of each indicator of the research variables.

In addition to the questionnaire, this study drew on preliminary interviews and field observations at PT Surya Permata Transindo, conducted during the research period (January–June 2026). These were used to identify the problems underlying the research and to provide contextual support for interpreting the questionnaire results, rather than as a separate qualitative dataset. The interview involved one key informant, the company's Human Resource Development (HRD) officer, selected on the basis of position, and was conducted in January 2026. It covered the fulfilment of employees' needs, including monthly needs and career development opportunities, and discipline problems such as delays in submitting daily operational reports, punctuality and compliance with work schedules and procedures. The observations focused on compliance with work procedures and on supervision in the Driver and Helper/Loading divisions. Because the interview and observation data served only as supporting evidence, the statistical inference in this study is based solely on the questionnaire data, and the study therefore remains a quantitative explanatory design. Data collection, including the use of the company's name and performance data in this publication, was carried out with the permission of PT Surya Permata Transindo.

4. Results and Discussion

4.1 Validity and Reliability Test

Validity testing was conducted to determine the accuracy of each statement item in measuring the research variables (Fatihudin, 2020). The test results show that all statement items on the work motivation, work discipline and employee performance variables have an r-count value greater than 0.30 and a significance value of less than 0.05, so that all items are declared valid and suitable for use as a research instrument, as shown in Table 1.

Table 1. Validity Test Results

Variable	Indicator	Item	r-count	Sig.	Description
Work Motivation (X1)	Physiological needs	X1.1	0.486	0.000	Valid
		X1.2	0.549	0.000	Valid
	Safety needs	X1.3	0.640	0.000	Valid
		X1.4	0.507	0.000	Valid
	Social needs	X1.5	0.605	0.000	Valid
		X1.6	0.581	0.000	Valid
	Esteem needs	X1.7	0.722	0.000	Valid
		X1.8	0.477	0.001	Valid
	Self-actualisation needs	X1.9	0.686	0.000	Valid

		X1.10	0.714	0.000	Valid
Work Discipline (X2)	Attitude	X2.1	0.784	0.000	Valid
		X2.2	0.814	0.000	Valid
	Norms	X2.3	0.815	0.000	Valid
		X2.4	0.837	0.000	Valid
	Responsibility	X2.5	0.744	0.000	Valid
		X2.6	0.720	0.000	Valid
Employee Performance (Y)	Quality of work	Y1.1	0.607	0.000	Valid
		Y1.2	0.582	0.000	Valid
	Quantity of work	Y1.3	0.708	0.000	Valid
		Y1.4	0.518	0.000	Valid
	Responsibility	Y1.5	0.824	0.000	Valid
		Y1.6	0.643	0.000	Valid
	Cooperation	Y1.7	0.729	0.000	Valid
		Y1.8	0.634	0.000	Valid
	Initiative	Y1.9	0.711	0.000	Valid
		Y1.10	0.680	0.000	Valid

Source: Processed primary data, 2026; Note: items are valid if r-count > 0.30 and Sig. < 0.05.

Reliability testing was conducted to measure the consistency of the research instrument using Cronbach's Alpha values. All variables have a Cronbach's Alpha value above 0.60 (Ghozali, 2022), so that all research instruments are declared reliable and suitable for use in the study, as shown in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work Motivation (X1)	0.797	Reliable
Work Discipline (X2)	0.871	Reliable
Employee Performance (Y)	0.856	Reliable

Source: Processed primary data, 2026

4.2 Classical Assumption Test

The normality test was conducted using the Kolmogorov-Smirnov method (Ghozali, 2022) to determine whether the residual data were normally distributed. The test results show an Asymp. Sig. value of 0.634 (> 0.05), so it can be concluded that the residual data are normally distributed and the regression model satisfies the assumption of normality.

The multicollinearity test was conducted to determine whether there was a strong relationship between the independent variables. The test results show that the Work Motivation and Work Discipline variables each have a Tolerance value of 0.826 (> 0.10) and a VIF value of 1.211 (< 10), in line with the criteria recommended by Ghozali (2022). Thus, the regression model does not experience multicollinearity problems and is suitable for further analysis.

The heteroscedasticity test was conducted using a scatterplot graph and the Glejser test to determine whether there was inequality of residual variance in the regression model. The test results show that the data points are scattered randomly and do not form a particular pattern, which suggests the absence of heteroscedasticity. Because a scatterplot is a visual and somewhat subjective method, the result was confirmed with the Glejser test, which regresses the absolute residuals on the independent variables (Glejser, 1969; Ghozali, 2022).

4.3 Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the effect of work motivation and work discipline on employee performance. The results of the analysis show that work motivation has a regression coefficient of 0.110 and work discipline has a regression coefficient of 0.886, which means that both variables have a positive effect on employee performance. Thus, every increase in work motivation and work discipline will be followed by an increase in employee performance, with work discipline providing the greater effect.

4.4 Hypothesis Testing (t-test and F-test)

The t-test was conducted to determine the effect of each independent variable on the dependent variable, whilst the F-test was conducted to determine the simultaneous effect of work motivation and work discipline on employee performance. The results of hypothesis testing are presented in Table 3.

Table 3. Hypothesis Testing Results

Hypothesis	Coefficient (B) / F-count	t-count / F-table	Sig.	Description
H1: Work Motivation → Employee Performance	B = 0.110	t = 1.042 (t-table = 2.014)	0.303	Not significant (rejected)
H2: Work Discipline → Employee Performance	B = 0.886	t = 5.546 (t-table = 2.014)	0.000	Significant (accepted)
H3: Work Motivation & Work Discipline → Employee Performance (simultaneous)	F = 22.206	F-table = 3.20	0.000	Significant (accepted)

Source: Processed primary data, 2026

Based on Table 3, work motivation does not have a significant effect on employee performance ($t = 1.042 < 2.014$; Sig. = 0.303 > 0.05), so H1 is rejected. Work discipline has a positive and significant effect on employee performance ($t = 5.546 > 2.014$; Sig. = 0.000 < 0.05), so H2 is accepted. Simultaneously, work motivation and work discipline have a significant effect on employee performance ($F = 22.206 > 3.20$; Sig. = 0.000 < 0.05), so H3 is accepted.

4.5 Coefficient of Determination

The coefficient of determination test was conducted to determine the magnitude of the contribution of work motivation and work discipline to employee performance. The results show a correlation coefficient (R) of 0.705, indicating a strong relationship between the independent variables and employee performance, an R Square value of 0.497, and an Adjusted R Square value of 0.474, meaning that work motivation and work discipline are able to explain 47.4 per cent of the variation in employee performance, whilst the remaining 52.6 per cent is explained by other factors outside this study, as summarised in Table 4.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square
Employee Performance	0.705	0.497	0.474

Source: Processed primary data, 2026

4.6 Discussion

This study aimed to analyse the effect of work motivation and work discipline on employee performance at PT Surya Permata Transindo. Based on the results of the data analysis conducted, the discussion of the research findings is outlined as follows:

4.6.1 The Effect of Work Motivation on Employee Performance

The results of the t-test show that work motivation does not have a significant effect on employee performance at PT Surya Permata Transindo ($t = 1.042 < 2.014$; Sig. $= 0.303 > 0.05$), so the first hypothesis is rejected. Although work motivation obtained a mean score of 3.96 (categorised as good), the salary-adequacy indicator recorded the lowest score (3.77), whilst the old-age security indicator recorded the highest score (4.21). Interview results also indicate that some employees, particularly in the Helper/Loading division, feel that the salary received is not commensurate with their workload. This finding indicates that the incomplete fulfilment of financial needs has prevented work motivation from significantly improving performance, consistent with Maslow's (1943) Hierarchy of Needs theory, which states that physiological needs must be met before they can encourage more optimal work behaviour. This result contrasts with earlier logistics studies that reported a significant effect of work motivation (Putri & Isnowati, 2024; Witasari & Wahyuati, 2022; Zulkarnain & Pogo, 2019), which suggests that the motivation–performance link depends on the context and on which needs are actually met.

From a theoretical standpoint, this finding qualifies how Maslow's (1943) theory is applied in formal employment. In this study, motivation was measured through five need-based indicators and fell in the good category (3.96), yet it did not translate into better performance. This pattern is consistent with the hierarchical premise of the theory, in that unmet lower-order needs, particularly salary adequacy among Helper/Loading staff, can weaken the performance effect of higher-order needs such as esteem and self-actualisation. It also fits meta-analytic evidence that the link between motivation and performance depends on the type of performance and on how incentives are tied to it (Cerasoli et al., 2014), and that pay level alone is only marginally related to job satisfaction (Judge et al., 2010). At the same time, it suggests that an aggregate motivation score built from parallel indicators may mask the sequential nature of needs, so that a high overall mean does not guarantee that the need most relevant to performance has been satisfied. In addition, because respondents evaluated their own workplace on a five-point Likert scale, response bias, such as a tendency towards mid-to-high ratings or social desirability, cannot be ruled out (Podsakoff et al., 2003) and may have reduced the variation in motivation scores, which should be borne in mind when interpreting the non-significant result.

4.6.2 The Effect of Work Discipline on Employee Performance

The results of the t-test show that work discipline has a positive and significant effect on employee performance at PT Surya Permata Transindo ($t = 5.546 > 2.014$; Sig. $= 0.000 < 0.05$), so the second hypothesis is accepted. The work discipline variable obtained a mean score of 4.26 (categorised as very good), with the responsibility indicator recording the highest score (4.33) and compliance with work procedures recording the lowest score (4.19). Observation results indicate that some employees, particularly in the Driver and Helper/Loading divisions, have not fully complied with work procedures due to a limited number of operational supervisors. Nevertheless, employees' high level of responsibility in completing work according to target has been able to improve performance. This finding supports Hasibuan's (2019) theory that work discipline reflects compliance with regulations and work responsibility, and is consistent with Witasari and Wahyuati's (2022) research, which found that work discipline has a positive and significant effect on employee performance.

4.6.3 The Effect of Work Motivation and Work Discipline on Employee Performance Simultaneously

The results of the F-test show that work motivation and work discipline simultaneously have a significant effect on employee performance at PT Surya Permata Transindo (F = 22.206 > 3.20; Sig. = 0.000 < 0.05), so the third hypothesis is accepted. The employee performance variable obtained a mean score of 4.13 (categorised as good), with the cooperation indicator recording the highest score (4.33), whilst the ability to complete work according to target and to solve problems independently recorded the lowest scores (3.96). These results indicate that work discipline is the variable that has the greatest influence on employee performance, whilst work motivation does not have a significant effect. This finding suggests that the achievement of performance at PT Surya Permata Transindo is more strongly influenced by compliance with work procedures, punctuality, and responsibility in completing tasks, and is consistent with the studies of Zulkarnain and Pogo (2019), Julistia (2024) and Putri and Isnowati (2024), which found that work motivation and work discipline simultaneously have a significant effect on employee performance.

5. Conclusions & Recommendations

5.1 Conclusion

Work motivation does not have a significant effect on employee performance at PT Surya Permata Transindo, as shown by the t-test result with a significance value of 0.303 > 0.05. Although work motivation falls into the good category, aspects of physiological needs – particularly salary adequacy – have not been fully met, so that work motivation has not been able to significantly improve employee performance.

Work discipline has a positive and significant effect on employee performance at PT Surya Permata Transindo, as shown by the t-test result with a significance value of 0.000 < 0.05. High work discipline, particularly in terms of responsibility and completing work according to target, is able to improve employee performance, although several violations of work procedures were still found.

Work motivation and work discipline simultaneously have a significant effect on employee performance at PT Surya Permata Transindo, as shown by the F-test result with a significance value of 0.000 < 0.05. Work discipline is the variable that provides the most dominant effect on performance, whilst work motivation acts as a supporting factor in improving employee performance.

5.2 Theoretical and Social Implications

Theoretical implications. The finding that work motivation was rated in the good category but did not significantly affect employee performance contributes to the application of Maslow's (1943) hierarchy of needs in formal organisational settings. Contemporary revisions of the hierarchy retain its hierarchical structure and the physiological, safety and esteem needs, while questioning whether self-actualisation is a functionally distinct need (Kenrick et al., 2010), which supports examining need levels separately rather than as one aggregate score. It suggests that need fulfilment affects performance only when the needs that matter most to employees, here financial adequacy, are sufficiently met, and that work discipline, as a more directly enforceable behavioural factor, may be a stronger proximal predictor of performance in procedure-driven field work. These interpretations should be tested

in future research that examines the need levels separately and considers possible moderating or mediating mechanisms.

Social implications. The concerns identified among field workers, namely salary adequacy in the Helper/Loading division and limited supervision of procedure compliance among Drivers and Helper/Loading staff, point to wider issues of worker welfare and occupational safety in the logistics sector, which underpins the distribution of goods. Although occupational safety was not measured directly in this study, fairer compensation, a balanced workload and adequate supervision may support the well-being of field workers and the sustainability of the logistics workforce. Meta-analytic evidence also shows that safety motivation, safety knowledge and safety climate are strong antecedents of safety performance behaviours, and that group safety climate is most strongly associated with accidents and injuries (Christian et al., 2009), which underlines the relevance of supervision and consistent procedures in field-based work.

5.3 Recommendations

For PT Surya Permata Transindo, the company is advised to: (a) review its compensation system, particularly for the Helper/Loading division, so that it is more commensurate with the workload assigned, as this adjustment is expected to improve employee work motivation; (b) evaluate the distribution of workload, particularly in the Helper/Loading division, so that it is more balanced with the available workforce and employees are able to work more optimally; (c) strengthen supervision within the operational division, particularly for Drivers and Helper/Loading staff, by optimising the role of, or increasing the number of, Operational Supervisors so that compliance with work procedures can be improved; and (d) maintain work discipline through the consistent application of work procedures, the socialisation of work rules, and the imposition of firm sanctions for violations, so that employee performance is sustained.

For future researchers, it is recommended that: (a) additional variables that may influence employee performance be included, such as compensation, workload, leadership, working environment, job satisfaction, or supervision, so as to obtain a more comprehensive picture of the factors that influence employee performance; and (b) a mixed-methods approach be used so that research results are more comprehensive and accurate. Through a combination of quantitative and qualitative methods, researchers can test the relationships between variables whilst also gaining a deeper understanding of the factors that influence employee performance.

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