

Analysis of Employee Management in Improving The Performance of Shipping Service Companies

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KEYWORD

Management of Human Resources, Job Satisfaction, Employee Productivity, and Business Performance.

A B S T R A C T

This research investigates the influence of human resource management (HRM) and job satisfaction on business performance, using employee productivity as a mediating variable. The research used a quantitative survey targeting Shopee Xpress Sekupang Branch employees. A structured questionnaire was distributed to 116 respondents, selected through purposive sampling, to measure HRM, Job Satisfaction, Employee Productivity, and Business Performance. Data analysis was set utilizing SmartPLS to test the proposed hypotheses. The outcomes reveal that HRM and Job Satisfaction significantly favorably affect Employee Productivity and Business Performance, both directly and indirectly. Notably, Employee Productivity mediates the connection between HRM and Business Performance and between Job Satisfaction and Business Performance. These outcomes emphasize the critical role of effective employee management in enhancing organizational outcomes. The research highlights the importance of improving HR strategies to address operational inefficiencies and enhance service quality. Recommendations are provided for optimizing HR practices to foster a more productive and satisfied workforce, ultimately boosting business performance.



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INTRODUCTION

Generating profits is a fundamental objective for companies in both service and commodity sectors. A business's success in producing high-quality products or services hinges on its ability to meet customer preferences, directly influencing customer satisfaction. Customer satisfaction is critical to how well a business fulfills consumer expectations, effecting its image and reputation (Khan et al., 2022). Effective Human Resource Management (HRM) is pivotal in enhancing organizational productivity and affecting customer satisfaction (Alswaigh & Aloud, 2021). However, many companies need help to align their HR practices with performance improvement strategies, highlighting a critical gap in understanding the nuanced connection between HRM and business outcomes.

The logistics industry has witnessed significant shifts in recent years due to globalization and technological

advancements, intensifying competition and raising customer expectations. Delivery service companies like Shopee Xpress are constantly pressured to provide efficient, reliable, and accurate services. Despite its market prominence, Shopee Xpress frequently encounters operational challenges, including unconfirmed package returns, misdeliveries, and delayed shipments (Mediakonsumen,2023). These recurring issues expose weaknesses in employee management, particularly in branches like Sekupang, which reports a higher volume of customer complaints than other branches (Fajri et al., 2022). Such problems recommend deficiencies in employee productivity, often reflecting inadequate HR practices, further underscoring the need for a more effective management approach (Kloutsiniotis et al., 2022).

Although previous research has thoroughly explored the influence of Human Resource Management (HRM) on job satisfaction and organizational performance, much of the literature remains lacking in examining the mediating role that employee productivity plays inside particular operational contexts. The existing body of work underscores the significance of various HR practices, including employee training, performance appraisals, and work motivation, in fostering enhanced productivity (Al-Jedaia & Mehrez, 2020). However, in high-pressure environments like logistics, where service quality directly effects customer satisfaction, these connections become more complex and require further exploration. According to Hair et al. (2018), mediating variables such as employee productivity can provide deeper insights into the causal mechanisms linking HRM to business performance. This research aims to bridge this gap by investigating how HRM and job satisfaction influence business performance, using employee productivity as a mediating variable.

This research centers on Shopee Xpress Sekupang, an operation in a densely populated area characterized by a substantial volume of deliveries and considerable operational risks. The uniqueness of this research stems from its context-specific focus, which delves into the complex interplay among Human Resource Management (HRM) practices and performance inside the logistics sector. Unlike general studies on HR practices, this research delves into operational challenges unique to the logistics industry, such as maintaining delivery accuracy under tight deadlines. Furthermore, it comprehensively analyses the interconnections among HRM, job satisfaction, and productivity, providing a more holistic understanding of their effect on business performance.

This research significantly contributes to academic literature and managerial practices by merging HRM theories with practical interventions. It highlights the importance of strategic HRM enhancements to tackle operational inefficiencies, focusing on customized employee training, skills development, and the optimization of communication systems. The outcomes are expected to provide actionable insights for logistics companies seeking to optimize their workforce management and improve service quality. Ultimately, this research highlights the critical role of HRM in sustaining competitive advantage in dynamic, customer-driven industries like logistics (Luthans et al., 2006; Robbins et al., 2008).

This research aims to support the literature by examining human resource management and job satisfaction, which affect business performance through employee productivity. The following is the research model used in this research.

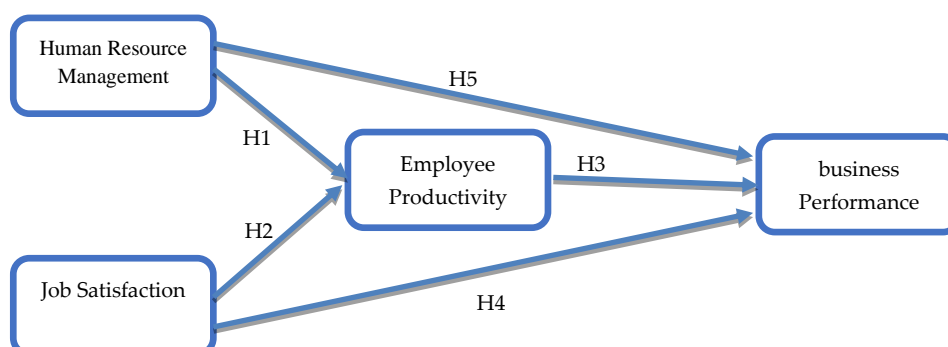


Figure 1. Research conceptual framework

Source: Primary data processed

RESEARCH METHODS

Adopting a quantitative design, this research employs a survey-based approach to investigate the connections among Human Resource Management (HRM), job satisfaction, employee productivity, and business performance. The research’s population comprises 160 employees from the Shopee Xpress Sekupang branch, chosen due to the notably high volume of customer complaints experienced at this location. Utilizing the Slovin formula by a 5% margin of error, the required sample size was calculated to be 114 respondents; however, 116 employees were targeted to account for potential non-responses. The sampling method was purposive, specifically utilizing employees with the business for at least one year in operational or supervisory roles. Data collection was conducted utilizing a structured questionnaire comprising 15 questions, which addressed various dimensions of the research: Human Resource Management (covering areas such as recruitment, training, and employee development); Job Satisfaction (measuring employees’ contentment with their working conditions, compensation, and work environment); Employee Productivity (assessing individual performance and contributions to the team); and business Performance (evaluating the business’s success in achieving its strategic and operational objectives). To ensure validity and reliability, 20 employees from other branches conducted a pilot test, yielding a Cronbach’s Alpha value exceeding 0.7 for all constructs. Furthermore, the validity of the instrument was confirmed through factor analysis. Data analysis was set utilizing Partial Least Squares Structural Equation Modelling (PLS-SEM) by the SmartPLS 4.0 software. The hypotheses of the research were subsequently tested as follows:

- H1: HRM favorably influences Employee Productivity.
- H2: Job Satisfaction favorably influences Employee Productivity.
- H3: Employee Productivity favorably influences business Performance.
- H4: HRM favorably influences business Performance.
- H5: Job Satisfaction favorably influences business Performance

RESULTS AND DISCUSSION

Descriptive Statistics

Data on respondent characteristics in this research showed two main demographic variables: gender and age (Table 1). Out of 116 respondents, the proportion of males was 114 people (98.3%), while females were only two people (1.7%). This predominance of male respondents reflects a significant gender imbalance in the employee population at Shopee Xpress Sekupang Branch. This situation can affect work dynamics and decision-making inside the organization. by very few women, it is essential to consider how gender diversity can be optimized to improve workplace performance and innovation. Future research can explore the reasons behind this imbalance and its effect on job satisfaction and productivity.

Table 1. Gender and Age Characteristics of Respondents

Characteristics	N	%
Gender		
Male	114	98,3%
Female	2	1,7%
Total	116	100%
Age		
< 25 Years	83	71,55%
26-30 Years	23	19,83%
31-35 Years	7	6,03%
36–40 Years	2	1,72%
> 40 Years	1	0,86%
Total	116	100%

Source: Primary data processed, 2023

Regarding age, most respondents were under 25 years old, totaling 83 people (71.55%). Furthermore, the 26-30 years age group accounted for 23 respondents (19.83%), followed by the 31-35 years age group with seven respondents (6.03%), 36-40 years as many as two respondents (1.72%), and only one respondent (0.86%)

aged above 40 years. The high proportion of young employees indicates that Shopee Xpress Sekupang Branch tends to recruit a younger workforce. This may reflect the business's strategy of filling positions with individuals more adaptive to technology and rapid changes in the work environment.

The small proportion of older employees indicates potential challenges in attracting and retaining a more experienced workforce. Consequently, future research could explore the effect of age on job satisfaction, productivity, and the effectiveness of HRM practices. Taking gender and age into account when developing HRM strategies may enhance job satisfaction, boost productivity, and improve overall organizational performance.

Validity and Reliability Test

Researchers must perform a convergent validity test to assess the degree of association among related constructs. In this research, convergent validity was evaluated based on the criteria of factor loading and Average Variance Extracted (AVE) values, with factor loading values required to be ≥ 0.5 and AVE values ≥ 0.5 , as outlined by Hair et al. (2018).

As revealed in Table 2 below, all variables exhibit an Average Variance Extracted (AVE) value exceeding the 0.5 threshold established for this research. Specifically, Human Resource Management (HRM) displays an AVE value of 0.712, signifying that this variable is valid in representing HRM inside the organization. In other words, the indicators employed can account for the majority of the variance in the construct, thereby reinforcing the significance of HRM in the context of this research.

Furthermore, the Job Satisfaction variable recorded an AVE value of 0.719. This value recommends that the job satisfaction construct is likewise valid, implying that the indicators used are reliable in capturing employee satisfaction. It further indicates that employees are content with their working conditions, which, in turn, is likely to have a favorable effect on business productivity and overall performance.

On the other hand, Employee Productivity shows the highest AVE value of 0.784. This confirms that the employee productivity construct is highly valid and reliable, as the selected indicators effectively reflect employees' contributions to business performance. Finally, business Performance obtained an AVE value of 0.697, meeting the validity criteria. This indicates that the indicators used to measure business performance can explain the variation in organizational performance, giving confidence in the outcomes obtained from this analysis.

Table 2. Validity Test outcomes

Variable	AVE	Criteria	Remarks
Human Resource Management	0.712	> 0.5	Valid
Job Satisfaction	0.719	> 0.5	Valid
Employee Productivity	0.784	> 0.5	Valid
business performance	0.697	> 0.5	Valid

Source: SmartPLS output, 2023

Furthermore, reliability testing is conducted to verify the consistency and utility of the instrument inside the research. Values of Cronbach's alpha (CA) and composite reliability (CR) exceeding 0.7 demonstrate that the test adheres to a composite reliability approach, as outlined by Hair et al. (2018).

Table 3. Reliability Test outcomes

Variable	Composite Reliability	Criteria	Remarks
Human Resource Management	0.946	> 0.7	Reliable
Job Satisfaction	0.920	> 0.7	Reliable
Employee Productivity	0.936	> 0.7	Reliable
Business Performance	0.963	> 0.7	Reliable

Source: SmartPLS output, 2023

Table 3 presents the Composite Reliability values for the four variables analyzed in this research: Human Resource Management (HRM), Job Satisfaction, Employee Productivity, and Business Performance. Composite Reliability is a crucial indicator for evaluating the internal consistency of the measured constructs. A high Composite Reliability value recommends that the indicators employed inside each construct reliably measure the intended concept, ensuring consistency across the measurements.

The analysis’s outcomes reveal that all variables exhibit a Composite Reliability value exceeding the 0.7 thresholds established for this research. Specifically, the HR Management variable demonstrates a Composite Reliability value of 0.946, indicating that this construct displays exceptional consistency in measuring the various aspects of human resource management. In other words, the indicators used in this measurement can be relied upon to provide an accurate picture of Human Resource Management in the business.

Moreover, the Job Satisfaction variable yielded a Composite Reliability value of 0.920, signifying a very high level of reliability for the job satisfaction construct. This recommends that the indicators employed are dependable in consistently capturing the extent of employee job satisfaction. Such reliability is particularly significant, given the crucial role that job satisfaction plays in influencing both productivity and overall organizational performance.

Employee Productivity shows a Composite Reliability value of 0.936, confirming strong consistency in measurement. This value indicates that the indicators measuring employee productivity effectively reflect individual contributions to business performance. Finally, business Performance obtained the highest Composite Reliability value of 0.963. This figure shows that the indicators used to measure business performance are highly reliable, providing confidence in the analysis outcomes obtained.

Hypothesis Test

Table 4. Direct Effects Test outcomes

Hypothesis	T Statistics	Criteria	P Values	Criteria	Remarks
Human Resource Management – Employee Productivity	2.613	>1.96	0.009	< 0.05	Significant
Job Satisfaction -Employee Productivity	2.732	>1.96	0.007	< 0.05	Significant
Job Satisfaction - Business Performance	7.276	>1.96	0.000	< 0.05	Significant
Job Satisfaction - Business Performance	3.286	>1.96	0.001	< 0.05	Significant
Human Resource Management - Business Performance	3.476	>1.96	0.001	< 0.05	Significant

Source: SmartPLS output, 2023

Table 4 displays the outcomes of the direct effects test for the hypotheses examined in this research. This test assesses the connections among Human Resource Management (HRM) variables, Job Satisfaction, Employee Productivity, and Business Performance. All the proposed hypotheses yield T Statistics values exceeding the 1.96 threshold and P values below 0.05, confirming that all the connections tested are statistically significant.

Human Resource Management has a significant favorable effect on employee productivity

The connection between Human Resource Management (HRM) and employee productivity is characterized by a T Statistics value of 2.613 and a P value of 0.009, indicating a statistically significant favorable effect. This recommends that enhancements in HR management practices can increase employee productivity, as satisfied employees are generally more inclined to perform at higher levels. This outcome aligns with the research conducted by Ogbonnaya and Messersmith (2019), which demonstrates that HR development factors exert both simultaneous and partial effects on employee productivity.

Job Satisfaction has a significant favorable effect on Employee Productivity

The connection between job satisfaction and employee productivity is evidenced by a T Statistics value of 2.732 and a P value of 0.007, further confirming the significant effect of job satisfaction on employee productivity. Employees who experience higher job satisfaction are more likely to demonstrate improved performance. This outcome is consistent with the research by Muayyad and Gawi, which indicates that at the Regional Office II of Bank Syariah X, the average level of employee satisfaction is relatively high, correlating by productivity levels that fall inside of the productive category (Melani, 2012).

Employee Productivity has a significant favorable effect on business Performance

The connection between employee productivity and business performance is demonstrated by a notably high T Statistics value of 7.276 and a P value of 0.000, indicating a highly significant connection between the two variables. This recommends that enhanced employee productivity can directly support improving overall business performance. This outcome is further supported by the research conducted by Sulistyawati and Indrayani, which highlights that productivity exerts the most direct influence on competitive advantage (Robbins et al., 2008).

Job Satisfaction has a significant favorable effect on business Performance

The connection between job satisfaction and business performance is evidenced by a T Statistics value of 3.286 and a P value of 0.001, indicating a significant favorable influence. This recommends that employees who are satisfied with their jobs support enhanced business performance. Supporting this, research by Sulistyawati and Indrayani (2012) demonstrates that job satisfaction plays a crucial role in influencing the performance levels of employees at PT Bank Mandiri.

Human Resource Management has a significant favorable effect on business performance

The connection between Human Resource Management (HRM) and business performance is demonstrated by a T Statistics value of 3.476 and a P value of 0.001, indicating a significant effect of HRM on business performance. Effective HR management policies and practices are crucial in supporting the attainment of organizational goals. This outcome is further corroborated by the research of Supriyadi, Khamdari, and Susilowati, which identifies a strong correlation between HRM practices and performance outcomes in construction companies (Suardi, 2019).

Table 5. Indirect Effect Test outcomes

Hypothesis	T Statistics	Criteria	P Values	Criteria	Remarks
Human Resource Management – Employee Productivity – Business Performance	2,050	>1.96	0.041	< 0.05	Significant
Job Satisfaction - Employee Productivity – Business Performance	3,176	>1.96	0.002	< 0.05	Significant

Source: Primary data processed, 2023

Table 5 presents the outcomes of the indirect effect test of the hypotheses tested in this research. This test measures the connection among Human Resource Management (HRM) variables, Job Satisfaction, Employee Productivity, and Business Performance. It aims to evaluate the extent to which these variables directly or indirectly influence business performance.

The analysis results show that both hypotheses tested yielded T Statistics values more significant than the 1.96 threshold and P values less than 0.05, indicating that all relationships tested are significant. First, the HR Management - Employee Productivity - Business Performance hypothesis has a T Statistics value of 2.050 and a P value of 0.041. This result indicates a significant indirect effect between HRM and performance through employee productivity. This means that HRM improvements not only directly affect employee productivity but also support the improvement of overall business performance through this channel.

Second, the Job Satisfaction—Employee Productivity—Business Performance hypothesis recorded a t-statistics value of 3.176 and a P value of 0.002. This outcome shows that job satisfaction also significantly

indirectly affects business performance through employee productivity. Employees who are satisfied with their jobs increase individual productivity and favorably contribute to business performance.

Overall, the indirect effect test outcomes show that human resource management and job satisfaction significantly influence business performance through employee productivity. This outcome confirms the importance of good HR management and efforts to increase job satisfaction as strategies to improve organizational performance. This research provides strong empirical evidence to support the proposed hypotheses and shows how the connection among variables can improve business performance.

CONCLUSIONS

This research explored the effect of human resource management (HRM) and job satisfaction on business performance, with employee productivity as a mediating variable inside Shopee Xpress Sekupang Branch. The outcomes reveal that both HRM and Job Satisfaction significantly influence business Performance, directly and indirectly, via Employee Productivity. These outcomes underscore the pivotal role of effective HR practices and employee satisfaction in driving organizational success inside the logistics industry.

Despite this research's valuable contributions, several limitations should be noted. First, the research was conducted at a single Shopee Xpress branch, which may restrict the generalisability of the outcomes to other branches or industries. Second, the reliance on self-reported data introduces the potential for bias in the responses. Finally, the cross-sectional design employed in this research limits the capacity to draw definitive conclusions about causality among the variables.

Future research should consider a broader scope by including multiple branches or companies to enhance generalizability. Longitudinal studies are recommended to capture better the causal connections among HRM, Job Satisfaction, Employee Productivity, and Business Performance. Additionally, companies should invest in targeted training programs and improve communication systems to enhance employee productivity, ultimately boosting overall performance.

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