



Analysis of the Influence of Workload, Wage Level, and Ritase on the Performance of Transport Service Drivers at PT Barokah Bumi Jaya

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ABSTRACT

The purpose of this study is to explain the impact of workload, wage amounts, and the number of trips on the performance of drivers, using the drivers of PT Barokah Bumi Jaya's transportation services as the research subject. This research employs a quantitative approach. The population of this study comprises drivers from PT Barokah Bumi Jaya's transportation services. The sample for this study consists of 32 drivers from PT Barokah Bumi Jaya's transportation services. All tests conducted using the SmartPLS application show that all the tests meet the prerequisites to be considered reliable. This study employs a quantitative research approach, and PLS and descriptive statistics are used in the data analysis. The study's findings show that driver performance is positively and significantly impacted by workload.

INTRODUCTION

Performance refers to the quality and quantity of work produced by an individual relative to the tasks assigned within a specific period (Pratiwi et al., 2023). The completion of duties and responsibilities by a group of individuals within an organization can also be defined as performance (Silaen et al., 2021). PT. Pilarmas Diadasa, a company operating in the residential construction sector, is facing several challenges in improving the performance of its transportation service drivers. One of the main issues is the distance traveled and the perceived inadequacy of wages, which negatively impacts productivity. The drivers have expressed dissatisfaction with the long distances they must travel and the number of trips (ritase) they can complete in a day, leading them to demand higher wages. This issue has resulted in protests and work stoppages, disrupting the landfilling process at the Pilarmas Residence project in Sidoarjo.

Another significant problem is the poor management of employees. Ineffective management hinders the development of skills and work motivation among the drivers, ultimately affecting their productivity and performance. This study aims to examine the impact of workload, wage levels, and the number of trips on the performance of the transportation service drivers at PT. Barokah Bumi Jaya, which collaborates with PT. Pilarmas Diadasa. By understanding the influence of these three variables, it is hoped that the company can formulate more effective strategies to enhance driver performance. The analysis is conducted using a quantitative approach through the distribution of questionnaires and data analysis using Partial Least Square (PLS). The findings of this study are expected to contribute to the human resource management literature and management practices within the company, as well as assist PT. Pilarmas Diadasa in achieving its strategic objectives by improving driver performance.

LITERATUR REVIEW

Workload

According to Vanchapo (2020), workload refers to the various processes or tasks that need to be completed by a worker within a specific period. If a worker can complete and adapt to the tasks assigned, these tasks will not be perceived as a workload. However, if a worker fails to complete the tasks, they become a significant workload. In such cases, these tasks and activities will be considered a substantial burden, causing the worker to feel overwhelmed, which can lead to mental and physical stress and decrease their efficiency and productivity. According to Arif (2022), there are several indicators of workload, including:

- 1) Target Achievement,
- 2) Work Conditions, and
- 3) Work Standards.

Wage Levels

Wages can be understood as compensation given to workers as a reward for their contributions to achieving the company's goals. In the production process, providing wages to workers is essentially a recognition of their contribution to the production process (Niati et al., 2021). According to Ivancevich as cited by Laia (2022), wage indicators include: (1) Adequacy, (2) Fairness/Equitability, (3) Incentive Provision, and (4) Security.

Ritase

Ritase refers to the number of trips made by a fleet in transporting materials from one location to another. In the context of truck or freight vehicle rentals, ritase or "rit" refers to a one-way journey for transporting goods (Arifin & Nurani, 2023). According to Arifin & Nurani (2023), the indicators for ritase or the transportation of goods on a one-way trip include: (1) Load, (2) Transportation Equipment, (3) Medium, and (4) Media.

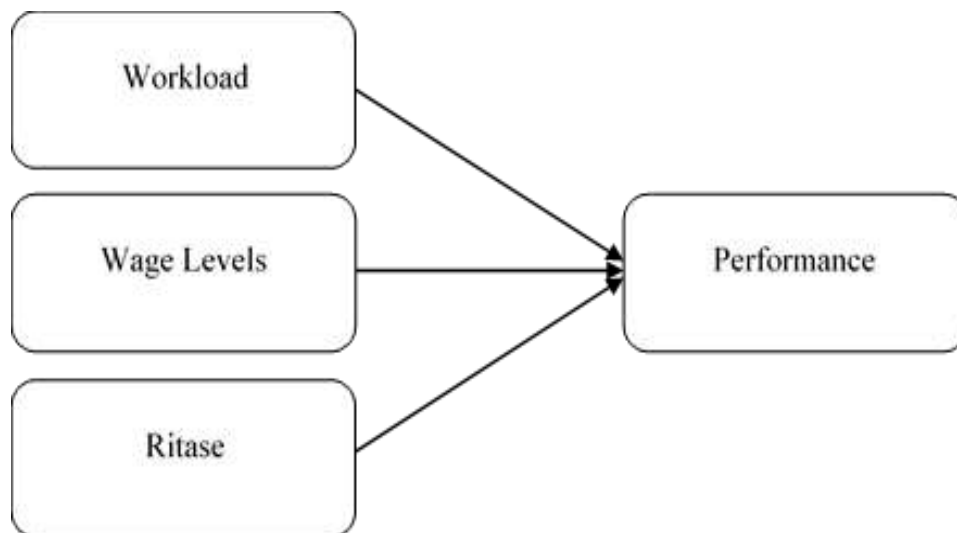


Figure 1. Conceptual Framework

METHODOLOGY

This study uses one dependent variable and three independent variables in causal interactions using a quantitative methodology. The dependent variable is employee performance (Y), while the independent variables are workload (X1), wages (X2), and ritase (X3). The data in this study is derived from primary sources through questionnaires. The population consists of 32 truck drivers from PT Barokah Bumi Jaya, with the sample obtained through saturation sampling. The questionnaire data is assessed using a Likert scale, a weighting technique applied to measure the opinions, views, and attitudes of groups or individuals regarding social phenomena (Sugiyono, 2017).

The Likert scale offers the following response alternatives:

1. Strongly Disagree (SD)
2. Disagree (D)
3. Neutral (N)
4. Agree (A)
5. Strongly Agree (SA)

Partial Least Square (PLS) software is utilized to process the questionnaire data collected from respondents to determine the influence between variables. This method assesses the measurement of the parameter model to achieve relevant precision. The study focuses on the accuracy and validation of predictions rather than merely interpreting and estimating relevant parameters.

RESULTS

Responses to the statements provided in the questionnaire distributed from July 14, 2024, to July 19, 2024, yielded data on the respondents' conditions. A total of 32 individuals were used as respondents. The PLS software was then employed to process the survey data.

PLS Measurement Model (Outer Model)

Outer Loading

The initial test run in this study to examine relationships between variables is called an outlier. The following are the outcomes of the outer model test:

Tabel.1 Outer Loading

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)
X1.1 <- Workload (X1)	0.913	0.913	0.031	29.415
X1.2 <- Workload (X1)	0.910	0.900	0.035	25.825
X1.3 <- Workload (X1)	0.925	0.923	0.016	56.084
X1.4 <- Workload (X1)	0.884	0.878	0.047	18.905
X2.1 <- Wage Levels (X2)	0.914	0.906	0.046	20.066
X2.2 <- Wage Levels (X2)	0.934	0.907	0.051	18.346
X2.3 <- Wage Levels (X2)	0.864	0.847	0.055	15.778
X2.4 <- Wage Levels (X2)	0.937	0.936	0.019	48.442
X3.1 <- Ritase (X3)	0.882	0.856	0.105	8.415
X3.2 <- Ritase (X3)	0.900	0.884	0.057	15.858
X3.3 <- Ritase (X3)	0.864	0.798	0.134	6.459
X3.4 <- Ritase (X3)	0.895	0.895	0.041	21.998
Y1.1 <- Performance (Y)	0.938	0.937	0.022	43.409
Y1.2 <- Performance (Y)	0.925	0.927	0.020	45.704
Y1.3 <- Performance (Y)	0.926	0.916	0.030	30.385
Y1.4 <- Performance (Y)	0.850	0.843	0.055	15.488

If an indicator has a factor loading value above 0.5, it can be considered valid. The findings from the analysis in Table 1 clearly show that each variable has a factor loading value above 0.5. Either convergent validity is attained or all variable indicators have strong validity.

Discriminant Validity

Table.2 Discriminant Validity

	Average Variance Extracted (AVE)
Workload (X1)	0.825
Wage Levels (X2)	0.833
Ritase (X3)	0.784
Performance (Y)	0.829

Based on Table 2, the four variables show values greater than 0.5, indicating adequate validity for the latent variables.

Composite Reliability

Table.3 Composite Reliability

	Composite Reliability
Workload (X1)	0.950
Wage Levels (X2)	0.952
Ritase (X3)	0.935
Performance (Y)	0.951

Based on Table 3, the three variables demonstrate composite reliability values above 0.70, indicating that all variables in this study are reliable.

Latent Variable Correlations

Table.4 Latent Variable Correlations

	Performance (Y)	Ritase (X3)	Wage Levels (X2)	Workload (X1)
Performance (Y)	1.000	0.519	0.624	0.782
Ritase (X3)	0.519	1.000	0.610	0.756
Wage Levels (X2)	0.624	0.610	1.000	0.789
Workload (X1)	0.782	0.756	0.789	1.000

The correlation coefficient between the variables Wage Rate (X2) and Performance (Y) is the greatest, at 0.789. This suggests that, compared to the correlations between other variables in the study model, the association between Wage Rate (X2) and Performance (Y) is greater.

PLS Model Analysis

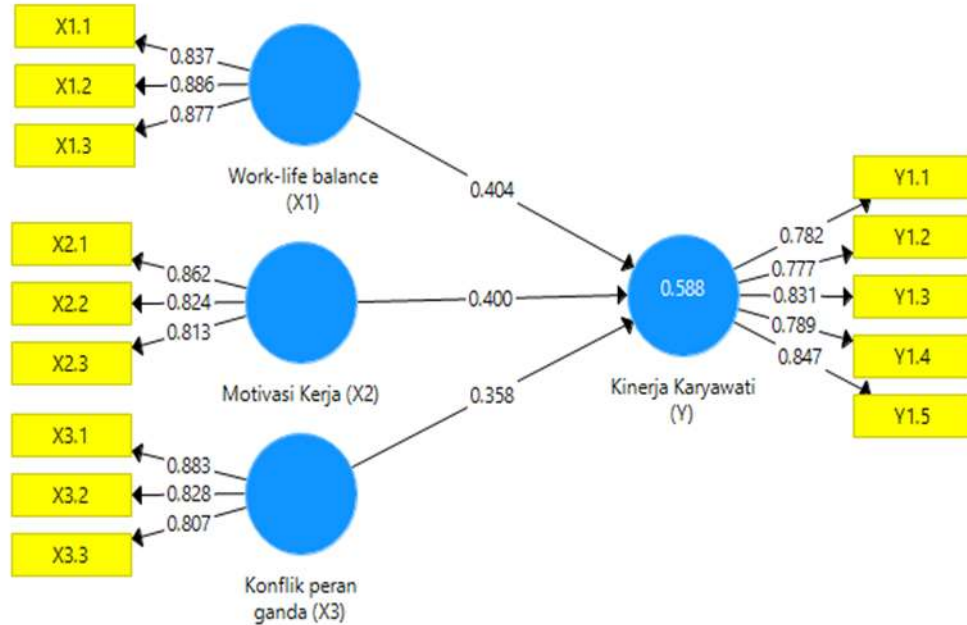


Figure 2. PLS Output Results Path Diagram

From Figure 2, it can be seen that the largest indicator for the Workload variable is X1.3, or Work Standard, while for the Wage variable, the largest indicator is X2.4, or Security. For the Ritase variable, the largest indicator is X3.2, or Transportation. Therefore, the indicators Work Standard, Security, and Transportation have the most significant influence from the workload, wage, and ritase variables on employee performance.

Evaluation of Structural Model Testing (Inner Model)

Table.4 Model Testing

	R Square
Performance (Y)	0.833

With a R2 value of 0.833, the model can account for 88.3% of the variation in the dependent variable (Y), which is impacted by the independent variables X1, X2, and X3. Other factors not covered in this study account for the remaining 11.7%.

Hypothesis Test

Tabel.5 Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	TStatistics (O/STDEV)	P Values
(X1) -> (Y)	0.349	0.322	0.126	2.766	0.009
(X2) -> (Y)	0.330	0.329	0.083	3.978	0.000
(X3) -> (Y)	0.395	0.432	0.088	4.499	0.000

DISCUSSION

The Effect of Workload on Driver Performance

The results of the study indicate that driver performance is positively and significantly impacted by the workload variable. This means that if an inadequate workload is there, driver performance will not be at its best. The analysis results based on the factor loading of the workload variable indicate that the most influential indicator on driver performance is the work standard. Indirectly, a workload that adheres to work standards will make employees feel comfortable with the company. This research aligns with the study conducted by Anisa Sifi Begedina Depari and Ari Pradhanawati in 2016, titled "The Influence of Wage Levels, Work Stress, and Work Motivation on Truck Driver Productivity at PT. Semesta Transportasi Limbah Indonesia." The findings of that study also indicated a positive influence of stress/workload on the productivity/performance of truck drivers.

The Effect of Wage Rate on Driver Performance

The original sample value of the Wage Rate variable was shown to have a positive and substantial influence on driver performance, hence validating the hypothesis based on the study undertaken. This implies that if a driver's performance is not bolstered by a suitable salary rate, it will not be at its best. The analysis results based on factor loading for the Wage Rate variable show that the most influential indicator on driver performance is Security. Indirectly, a secure wage rate will make employees feel valued for their performance. This research aligns with the study conducted by Ayung Wijia Lestari in 2022, titled "The Influence of Wages and Work Environment on Employee Performance at CV Andi Jaya Mojokerto." The results of that study also indicate a positive effect of wages on employee performance.

The Effect of Number of Ritase on Driver Performance

Based on the research conducted, it was found that the Number of Ritase variable has a positive and significant effect on driver performance, thus supporting the hypothesis. This indicates that driver performance will not be optimal without the support of an appropriate number of ritase. The analysis results based on factor loading for the Number of Ritase variable show that the most influential indicator on driver performance is Transportation. Indirectly, the number of ritase completed by drivers with adequate transportation tools will assist drivers in their work process. This research aligns with the study conducted by Indah Sari in 2014, titled "The Influence of Vehicle Ritase on Income for Each Goods Transportation Vehicle (Case Study on a Transportation Company in Pandaan Pasuruan)." The results of that study also indicate a positive effect of the number of ritase on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the tests conducted using PLS analysis to examine the influence of Workload, Wage Rate, and Number of Ritase on the Performance of Transport Service Drivers at PT Barokah Bumi Jaya, as well as the results explained, it can be concluded that Workload contributes to the performance of transport service drivers at PT Barokah Bumi Jaya. The Workload variable has a favorable and considerable impact on the performance of transport service drivers at PT Barokah Bumi Jaya, which demonstrates this.. The Wage Rate also contributes to the performance of transport service drivers at PT Barokah Bumi Jaya, as indicated by the positive and significant impact of the Wage Rate variable on the performance of transport service drivers at PT Barokah Bumi Jaya. The Number of Ritase contributes to the performance of transport service drivers at PT Barokah Bumi Jaya, as evidenced by the positive and significant effect of the Number of Ritase variable on the performance of transport service drivers at PT Barokah Bumi Jaya.

From the research findings, several recommendations can be proposed for consideration and use in future decision-making. It is recommended that PT Barokah Bumi Jaya reassess the impact of workload on the established work standards to ensure that the performance of transport service drivers at PT Barokah Bumi Jaya is better organized. It is also suggested that PT Barokah Bumi Jaya review the impact of a more secure wage rate to ensure that the performance of transport service drivers at PT Barokah Bumi Jaya feels safer and more comfortable. Furthermore, PT Barokah Bumi Jaya is encouraged to reevaluate the impact of the number of ritase with more adequate transportation tools so that the performance of transport service drivers at PT Barokah Bumi Jaya becomes more targeted and productive.

ADVANCED RESEARCH

Future research is encouraged to include the Work Discipline variable. Additionally, future studies are recommended to develop the research model by incorporating conditional variables as moderating or intervening variables.

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