

Analysis of Work Loyalty and Work Motivation during the Covid-19 Pandemic on Employee Performance on Delivery Services in Palembang City

Trisninawati¹, Andrian Noviardy², Kemas Zulfikri³
Universitas Bina Darma^{1,2,3}

Jl. Jenderal Ahmad Yani No.3, 9/10 Ulu, Kota Palembang, Sumatera Selatan 30111
Correspondence Email: trisninawati@binadarma.ac.id

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ABSTRACT

This study aims to determine the performance of employees who are influenced by work loyalty and work motivation at the Delivery Service Service in Palembang City during the Covid-19 Pandemic, totaling 40 respondents. Purposive sampling was used in this research sample and a survey was conducted to collect data through a questionnaire with a Likert scale and using multiple regression analysis with a significance level of 5% analysis of the data. This study found that work loyalty and work motivation have a positive effect on employee performance with the F value obtained at 6.550 which is greater than F table (3.24), this is also strengthened by the significant level value of 0.004 or the significance obtained is smaller than $\alpha = 0.05$. The results of the t-test of work loyalty show $0.231 > 0.05$, which show that work loyalty has no effect on employee performance. The results of the t-test of work motivation show a t-statistic value of $0.004 < 0.05$, which show motivation partially has a significant influence on employee performance. Thus the multiple regression model can be used to predict employee performance in Delivery Services in Palembang City.

Keywords: Employee Performance Work Loyalty, Work Motivation

INTRODUCTION

The development of freight forwarding service industry has recently been growing rapidly due to increasing consumer demand. The situation during the COVID-19 pandemic is increasing, where changes in people's culture to obey health protocol rules and maintain distance are new, including the goods delivery service industry. The online-based sales system has become the people's choice and has become a new phenomenon. So that the development of the goods delivery service industry is growing rapidly due to increasing consumer demand. Thus, the human resource factor in the organization is a concern so that the organization survives. Human resources in every organization are one of the important factors that need to be considered in achieving the goals of the active role of employees in setting plans, systems, processes, and goals to be achieved so that human resources who perform well will be able to design and carry out all work to achieve goals. In an organization, for this reason, employee performance is a concern one of which is of course required aspects such as work motivation and work loyalty.

Loyalty can be said as a person's loyalty to something that is not only physical loyalty, but rather non-physical loyalty such as thoughts and attention. Employee loyalty in an organization is absolutely necessary for success of the organization itself. Employee loyalty as members of an organization, employees have a strong drive to work optimally, have high confidence in company values. In addition, there are factors that affect loyalty, including the availability of facilities, welfare benefits, work atmosphere and salary received by the company. For those who have high job satisfaction and productivity. This causes employees to tend to be lazy and even results in the employee quitting work so that people have to work hard to stay alive. Usually people with this work attitude have a strong loyalty to the organization and its goals. Studies in various companies show that these attitudes lead to moral responsibility rather than just rational business dealings. According to Sheldon (as cited in Oktorita al, 2015) suggests that loyalty is an orientation towards the organization related to one's identification with the organization.

PT Tiki, one of the companies engaged in the delivery of goods, has been known in every city in Indonesia, related to work loyalty, following obediently and faithfully to someone or the existing system or rules. Loyalty is often interpreted if someone is loyal or has high loyalty and wants to follow what is ordered. Meanwhile, according to Saydam (in Firmansyah & Parjono, 2016) the characteristics of loyalty can be seen in obedience, responsibility, dedication, and honesty. A person is said to have high loyalty if the person has personal characteristics, and job characteristics. However, the motivation of employees at PT Tiki Palembang is in a declining state due to regulations that follow health protocols which results in decreased employee enthusiasm. If these follow resources can be developed properly, then these human resources will help the company achieve the desired target. During this Pandemic, the performance of employees at PT Tiki Palembang is in a declining state, in the following table:

Table 1. Sales Data

PLM TO PLM						
Month	Product	Total CN	T Weight	Shipment	Surcharge	Total
April 2022	ECO	128	197	2.190.000	5.200	2.195.200
	ONS	430	534	8.608.500	76.300	8.684.800
	REG	717	916	12.569.000	52.000	12.621.000
	TRC	2	30	431.500	0	431.500
	Sub Total	1.277	1.677	23.799.000	133.500	23.932.500
PLM TO PLM						
Mounth	product	Total CN	T Weight	Shipment	Surcharge	Total
May 2022	ECO	68	107	1.096.000	20.800	1.116.800
	ONS	310	396	6.547.000	67.600	6.614.600
	REG	503	599	8.604.000	62.400	8.666.400
	TRC	3	98	929.500	0	929.500
	Sub Total	884	1.200	17.176.500	150.800	17.327.300

Source: PT Tiki Palembang

The decline in sales could be due to the impact of this pandemic where several jobs must be concurrent so that employee loyalty and work motivation decrease which affects employee performance. Therefore, this study aims to analyze whether work loyalty and work motivation affect employee performance during the Covid-19 pandemic in goods delivery services in the city of Palembang.

LITERATURE REVIEW

Loyalty is an important aspect in improving job performance. In increasing work loyalty, the organization is expected to provide good feedback, as well as create a comfortable and conducive work environment so that employees do not hesitate to increase their work loyalty to the company. Moreover, Putra, Jodi, and Prayoga (2019) explain that employee loyalty is determined by factors of compensation, organizational culture, and job satisfaction. They also add that employee loyalty is becoming increasingly important, because employees have a major role in every operational activity of the company (Putra et al., 2019). Thus, the aims to achieve company goals, in line with literature review by Trivellas (2010); Saputra, Bagia, and Yulianthini (2016); Ariyani, (2016); Mamesah, Kawet, and Lengkong (2016), employee loyalty has positive effect on employee performance. Loyalty is a binding condition between employees and their organization because loyalty is not only loyalty that is reflected in how long a person has worked in the organization, but can also be seen in how much thoughts, ideas, and performance are fully devoted to the organization. Thus, the hypothesis in this study is drawn below.
 H1: Loyalty has a positive effect on employee performance.

The Effect of Work Motivation on Employee Performance

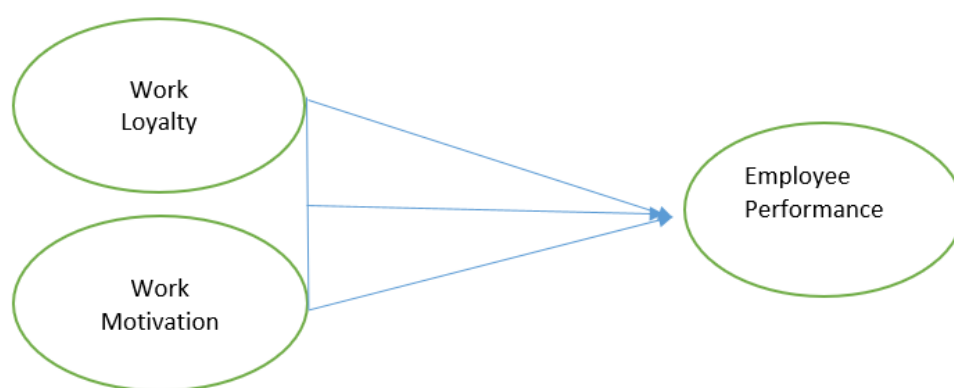
Work motivation plays an important role for employees so that it becomes a big concern for the organization so that employees get good performance. Work motivation is the desire that exists in the individual to work in fulfilling his life needs, on impulse, both from superiors and the work environment as one to meet the needs for satisfaction, responsibility for work entrusted by the organization (Azanita, 2016). This is in line with previous research by Trisninawati and Efan (2021); Sahar and Setiawati (2019); Trivellas, Kakkos, and Reklitis (2010). Thus the hypothesis:
 H2: Motivation has a positive effect on employee performance.

The Influence of Loyalty and Motivation on Employee Performance

Loyalty and work motivation are important variables improving employee performance. The results of previous research by Diana, Mitariani, and Imbayani (2022); Gomes (2017); Alfiyah (2016) in his research show that work loyalty and motivation have a simultaneous and significant effect on employee performance. Motivation is related to the desire to meet the needs of employees so that organizations need to pay attention to the wishes of employees to achieve their expectations. In addition, creating a work environment that meets employee expectations will make them feel convenience at work. Because of motivational factors, work loyalty Provide results for employees in this case job satisfaction and improve performance for the organization. So, work loyalty and work motivation can improve employee performance. Thus the hypothesis:

H3: Work loyalty and work motivation have a positive influence on employee performance.

Figure 1. Research Framework



Goal Setting Theory

Goal setting theory that supports this research is according to Locke's model (Locke, 1968). Goal setting theory has four objectives to motivate employees in achieving their performance. First, it can give individual attention to be more focused on achieving that goal. Second, helping employees to achieve goals. Third, increase individual persistence in achieving these goals. Fourth, helping individuals to set strategies according to organizational plans. Thus, setting goals can improve individual performance which in turn will improve company performance.

RESEARCH METHOD

We use a quantitative with a survey conducted on employees of a Freight Forwarding Service Company in Palembang City totaling 40 sample. In this study, the samples taken were all permanent employees at the PT Tiki Palembang office with a total of 40 people. We also use saturated sampling technique in this study. The sampling technique was taken from all of the population in this study. This research is using data analysis in Multiple linear regression. The research data is obtained validity and reliability tests were carried out first.

RESULTS

Respondent Characteristics

Based on the demographics of the respondents, this study consisted of 30 (75%) men and 10 (25%) respondents based on age, mostly dominated by respondents aged between 18-30 years. This means that at that age the average employee is still young

and productive. Respondents based on education were 13 people with high school education and 27 respondents with undergraduate education.

Table 2. Validity and Reliability Test
Source: Processed data 2022

Variabel	Statement	r-table	r-account	Remark
Loyalty	P1	0,312	0,811	Valid
	P2	0,312	0,797	Valid
	P3	0,312	0,786	Valid
	P4	0,312	0,775	Valid
	P5	0,312	0,797	Valid
	P6	0,312	0,850	Valid
	P7	0,312	0,725	Valid
	P8	0,312	0,877	Valid
Motivation	P1	0,312	0,750	Valid
	P2	0,312	0,688	Valid
	P3	0,312	0,649	Valid
	P4	0,312	0,835	Valid
	P5	0,312	0,673	Valid
	P6	0,312	0,758	Valid
Performance employee	P1	0,312	0,871	Valid
	P2	0,312	0,707	Valid
	P3	0,312	0,792	Valid
	P4	0,312	0,787	Valid
	P5	0,312	0,753	Valid
	P6	0,312	0,743	Valid
	P7	0,312	0,715	Valid
	P8	0,312	0,690	Valid

Table 3. The reliability test of the construct of loyalty, work motivation, and employee performance

Reliability Statistics		
Variable	Cronbach's Alpha Based on Standardized Items	Remark
Work Loyalty	0,920	Valid
Work Motivation	0,842	Valid
Employee Performance	0,890	Valid

Table 3 shows the results of reliability loyalty work showing valid with 0.920 Cronbach's alpha, work motivation variable showing valid with 0.842 Cronbach's alpha and employee performance variable 0.890 Cronbach's alpha.

Determinant Coefficient (R2)

Value of Coefficient of Determination The results of the analysis obtained information for the value of the coefficient of determination (Adjusted R Square) presented in table 4.

Table 4. Correlation coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517 ^a	.267	.226	4.97

a. Predictors: (Constant), Loyalty, Motivation

Source: Data processed 2022

Based on the results of the table above, it can be seen that the coefficient of determination is 0.267 where the arithmetic analysis is $1 - 0.267 = 0.733$. This means that the coefficient of determination is 0.733 or 73.3%, which means that Loyalty and Motivation has an effect of 73.3% on employee performance and the remaining 26.7% is influenced by other variables outside this study.

Table 5. T-test results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.569	5.497		2.286	.028
	Loyalty	.165	.135	.194	1.219	.231
	Motivation	.466	.185	.401	2.517	.016

a. Dependent: employee performance

The results of the t-test analysis can be seen in table 5 below:

From the results of the above table calculations through data processing, the multiple linear regression equation can be written as follows:

$$Y = 12,569 + 0,165 \text{ Work loyalty} + 0,466 \text{ work motivation}$$

The explanation of the Multiple Linear Regression above is as follows:

1. The formula of 12.569 states its you ignore the style of loyalty and motivation, then the performance score is 12.569
2. Regression Coefficient X1 Loyalty variable is 0.165, meaning that if loyalty increases by 1%, there will be an increase in Employee Performance of 0.165, assuming the score for Motivation Variable (X2) remains/constant.
3. The Regression Coefficient of X2 Motivation Variable is 0.466, meaning that if motivation increases by 1%, there will be an increase in Employee Performance of 0.466, assuming the Loyalty variable score (X1) remains/constant.

Table 6. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	324.299	2	162.149	6.550	.004 ^b
	Residual	891.137	36	24.754		
	Total	1215.436	38			

a. Dependent: employee performance

b. Predictors: (Constant), Loyalty, Motivation

Source: Processed data 2022

Based on the table above, it can be seen that the F count value obtained is 6.550 which is greater than F table (3.24), this is also strengthened by the significant level value of 0.004 or the significance obtained is smaller than $= 0.05$, meaning H_0 is rejected and H_a is accepted. So, it can be concluded that Loyalty and Motivation affect employee performance.

DISCUSSION

The Influence of Loyalty on Employee Performance

This study indicate that loyalty has no effect on employee performance, as evidenced by a significant 0.231 indicating that the value is greater than 0.05 ($0.231 > 0.05$), then the first hypothesis is rejected and it can be concluded that work loyalty decreases one of the The factor causing the employee's lack of interest in the position or job occupied then affects loyalty and dedication to the organization that has not been maximized. This study are in line with the research of Tamba, Pio, & Sambul (2018); Lumingkewas, Adolfina, & Uhing (2019). Thus the importance of employee loyalty for the organization is very important because it will be beneficial for the organization where the organization must be able to understand the personal characteristics of its employees. In addition, loyalty is not only loyalty which is reflected in how long a person has worked in a company organization, but it can also be seen from how much thoughts, ideas, and performance are fully devoted to the company (Onsardi, 2018). Employees who have loyalty will basically have obedience to the rules. This obedience is based on the awareness that employees have that the regulations made by the company are prepared to help organize the smooth running of work implementation. This condition makes employees able to be kind and obedient without any sense of compulsion or fear of sanctions that will be received if they violate these regulations. Employees who have good work loyalty will have a harmonious relationship and environment with colleagues and leaders. For companies to hire employees who have high loyalty is very profitable. This research is in accordance with Yulianthini (2016); Ariyani, Aini, and Tjahjono (2016); Mamesah, Kawet, and Lengkong (2016) which show that there is a significant influence between work loyalty on employee performance.

The Influence of Motivation on Employee Performance

The results show that work motivation has an effect on employee performance as evidenced by a significant value of 0.016 indicating that the value is smaller than 0.05 ($0.016 < 0.05$), then the hypothesis is accepted meaning that employee motivation increases, one of which is the fulfillment of employee needs. Will make employees feel comfortable with their work, and the establishment of good relationships with co-workers becomes a motivator in itself at work. They feel comfortable and not awkward to communicate with each other. Adequate compensation, in the form of financial rewards and in the form of awards to employees as well as efforts to fulfill needs in the form of providing encouragement to each employee to obtain satisfactory work results, for employees whose work is satisfactory can be given reasonable rewards (Azanita, 2016). This research is in accordance with the research proposed by Trisninawati and efan (2021); Alfiah (2016); Sahar and Setiawati (2019); Bose, (2018).

The Influence of Loyalty and Work Motivation on Employee Performance

The results of the f test of work motivation and work loyalty are significant to employee performance which is indicated by the F count value obtained by 6.550 which is greater than F table (3.24), this is also strengthened by the significant level value of 0.004 or the significance obtained is smaller than $= 0, 05$, meaning H_0 is rejected and H_a is accepted. It is proven that Loyalty and Motivation affect the performance of PT Tiki Palembang employees. then it can be understood that the motivation in employees and the environment obtained from the work environment can help to improve performance. In

this case a manager needs to direct motivation by creating organizational conditions so that employees feel motivated to work harder so that the performance achieved is also high. So thus, it can be said that the value of the regression coefficient is positive, meaning that there is a unidirectional relationship, if work motivation and work loyalty increase, then employee performance will increase. This study is in accordance with the Goal Setting Theory or goal setting theory proposed by Locke (1968) emphasizing the importance of the relationship between the goals set and the resulting performance. This theory suggests that an employee knows the goals of the organization that will affect his work behavior In line with the results of this study, Diana et al. (2022); Kasdi, Ibrahim, Amer, and Masrom (2021); Gomes (2017).

Thus, this study refers to the goal setting theory that employees at PT Tiki Palembang have several goals to achieve their performance with high motivation. This theory assumes that the main factor that influences the choices that individuals make is the goals they have so that whatever difficulties they face by employees is one of the attributes to achieve goal setting. In goal setting theory, so we can understand that the more difficult and specific a goal is, the higher the level of reach that will be produced. if the level of difficulty of different goals will provide different motivations for individuals to achieve certain performance. A low level of goal difficulty will make individuals view goals as routine achievements that are easy to achieve so that it will reduce individual motivation to be creative and develop their abilities. Meanwhile, at a higher level of difficulty but possible goals to be achieved, individuals will be motivated to think about how to achieve these goals. This process will be a means of developing individual creativity and ability to achieve these goals, this research is in line with what was done by Arsanti (2009). That if an employee wants to get something what he wants with high work motivation, goal setting will affect him, one of which is developing creativity which will affect his performance.

CONCLUSION

Based on the results of partial testing, loyalty has not significant on employee performance, as evidenced by a significance value of 0.231 which means that work loyalty has decreased, one of the factors causing the lack of employee interest in the position or job occupied then affects loyalty and dedication to the organization which has not been maximized. The results of the partial test, motivation influences employee performance as evidenced by a significance value of 0.016 indicating that is less than 0.05 ($0.016 < 0.05$) which means that motivation increases, one of which is meeting employee needs. will make employees feel comfortable with their work, establishing good relationships with co-workers is a separate motivation at work. Based on the results of the F test, it shows that motivation loyalty affect job performance as indicated by the F count obtained at 6.550 which is greater than F table (3.24), this is also reinforced by a significant level value of 0.004 or the significance obtained smaller than $= 0.05$. then it can be understood that the motivation and work loyalty of employees increases, one of which is a comfortable working environment so that employees show a loyal attitude and harmonious relationships between co-workers who help each other thereby affecting the increase in job performance.

LIMITATION

The results of this study still have limitations needing to increase the number of respondents. Future research needs to add other variables to produce human resource research where there may be differences in results and conclusions.

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DECLARATION OF CONFLICTING INTERESTS

This research was conducted jointly with the team and agreed to be included in the article along with all the authors involved for publication. This research is original research that has not been published in a journal or published elsewhere.

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