

# **Impact of Employee Training, Work Environment, Incentives, and Work Disciplines on Employee's Job Performance Through Mediating Role of Job Satisfaction During Covid 19 Pandemic: A Study on Logistic Companies in West Jakarta**

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## **Abstract**

The logistic sector which is engaged in services business relies heavily on its human resources to compete with their competitors. This requires employees who are high performing, disciplined, and have a good work skill. To compete in business world, company must pay attention to their employee's development. After recruit and develop a high-performance employee, the company must also pay attention to the work environment and consider bonus for remuneration to increase their loyalty and satisfaction. This study is to analyze the impact of employee training, work environment, incentives, and work disciplines on employee's job performance during Covid 19 pandemic through job satisfaction as a mediating role. This study is descriptive research with quantitative method. The sampling technique uses non-probability sampling with purposive sampling method by distributing questionnaires to 187 employees in logistic companies in West Jakarta. The data were analyzed by using Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) at 95% confidence level. The result is incentives variable has positive and significant influence on job performance and job satisfaction, meanwhile other variables don't have any significant influence. Therefore, incentives found to be an effective way to improve employee's job satisfaction and job performances on logistic companies in Jakarta.

## **Keywords**

*Employee, Performance, Training, Satisfaction, Incentives*

## **1. Introduction**

Needs are something that must be met in every human life. To fulfill their needs such as food, clothes, household appliances, etc, people must buy them. In this Covid 19 era, shopping has become easier because people don't have to visit the store in person and can do it online. Online shopping also can limit people's mobility and help to prevent the spread of the COVID-19 virus. Online shopping also not only makes it easier for people in fulfilling their needs, but also saves a lot of time and money compared to traditional shopping (Mujiyana and Elissa, I. 2013).

Online shopping is also become a trend nowadays because people can compare some alternatives in marketplace and other platform and choose the best buy product for their needs. shopping online is very easy because customers only

need to buy it and the goods will be delivered by a delivery service. Therefore, because more and more people are shopping online, the needs of express delivery services are also increasing (www.kominfo.go.id.).

Online shopping not only increase the revenue of shipping companies but also increase the number of competitors. The continuity of logistics companies, especially express shipping services, is very dependent on their employees. Therefore, companies need to recruit more qualified employees and people who are high performing. The increasing need for delivery services due to the increase in online shopping during the pandemic will certainly increase the workload of employees, so it is important for companies to make sure that their employees are prepared for high workloads.

Companies must pay attention to their employee's skill which could be increased by giving them the right training to be able to perform various tasks and increased workload (Tampubolon, H. 2016). To be able to achieve business goals, employees need the company's help to develop their skills and knowledge for a better job performance. Training prepares employees for greater responsibilities in the future, for example the increase of workloads during pandemic. Therefore, training could become one of ways to improve employee's job performance.

After develop employee's skill, the next thing companies must do is to retain the high-performance employee. Work environment described as one of the determinant keys of employee's work qualities and productivity level (Omari and Okasheh, 2017). Other researchers also mentioned that work environment becomes one of factors that determine employees' performance. Other factor to improve employee's job employee is incentives. Employee with high performance and great skill would be pleased if they get something as a reward other than salary. Liu (2021) also stated that by giving more profits and incentives to employee, their performances will be increased and get better.

A great work environment which feels like home can improve employee's job performance because they feel comfortable. However, a too comfortable environment will be a double-edged sword for company if the employee misuse it. Therefore, company needs to apply work discipline to manage their employee to be able to achieve the business goals. The higher the discipline, the higher the job performance and vice versa (Angriani and Eliyana, 2020).

If company pays attention on employee's job satisfaction, it will increase customer satisfaction and make a higher service demand (Sila and Sirok, 2018). A satisfied employee can be seen from their job performance because job satisfaction is directly related to job performance (Donley, 2021). Other researchers found that training, work environment, incentives, and work discipline are positively related to job satisfaction. To achieve their business goal, companies need satisfied employees because job satisfaction led to employee's commitment, conscientiousness, and honesty which lead to a better job performance.

In this paper, we will examine the direct influence between employee training, work environment, incentives, and work disciplines on job performance and job satisfaction, and examine whether job satisfaction mediates the relationship of employee training, work environment, incentives, and work discipline on job performance or not. The study will be conducted on logistic companies in West Jakarta which have a huge impact during Covid 19 Pandemic.

## **1.1 Objectives**

The objectives on this study are:

- a. To know the influence of employee training on job performance.
- b. To know the influence of work environment on job performance.
- c. To know the influence of incentives on job performance.
- d. To know the influence of work discipline on job performance.
- e. To know the influence of job satisfaction on job performance.
- f. To know the influence of employee training on job satisfaction.
- g. To know the influence of work environment on job satisfaction.
- h. To know the influence of incentives on job satisfaction.
- i. To know the influence of work discipline on job satisfaction.
- j. To know the influence of employee training on job performance through the mediating role of job satisfaction.
- k. To know the influence of work environment on job performance through the mediating role of job satisfaction.

- l. To know the influence of incentives on job performance through the mediating role of job satisfaction.
- m. To know the influence of work discipline on job performance through the mediating role of job satisfaction.

## **2. Literature Review**

### **Employee Training**

Training is a planned effort conducted by the company to facilitate the employee a learning process related to job competencies including knowledge, skill, or behavior that can boost their job performances. (Noe, 2010). Training is also a process of providing and giving knowledge and skills to employee, whether they are a current or new employee to perform well at their task and various job task in advance (Dessler in Goball, et. al., 2018). Other than that, he also stated that training brings an impressive effect on improving organizational effectiveness.

In the other hand, Teklab (in Goball, et.al., 2018) stated that training could enhance and determines employee's job performance. Providing training to improve employees' skills and knowledge will increase the probability of achieving their job functions task and achieve company's business goals (Hashim in Goball et. al., 2018).

Nassazi (in Rodriguez and Walters, 2017) stated the benefits of employee training are: improve employee's morale, motivation, and confidence; reducing production cost; increase the feel of safety which leads into a lower turnover and decrease absenteeism; increase employee's competence; opening the opportunities for salary increases and company's recognition; and improving employee's quality.

Byars and Rue (in Umi and Nurnida, 2018) describe indicators of employee training, namely:

1. Training contents: the content should be according to the needs of the participants and up to date to the latest issue happened in society.
2. Training methods: how the methods adjusted to the employee's ability of acceptance
3. Trainer's attitude and skill: how the trainer deliver the material to be understood by the employee
4. Training duration
5. Training facility: facility that support the training process

Training, however, leads to job satisfaction if it provides the needs of the employee, and because it enhances employee's ability, it boosts up employee's motivation (Fletcher in Muhammad, et. al., 2020).

H1: Employee training has a positive and significant impact on job performance.

H6: Employee training has a positive and significant impact on job satisfaction.

H10: Employee training has a positive and significant impact on job performance through the mediating role of job satisfaction.

### **Work Environment**

Anything that exists around the employee and affect their job performance is called work environment (Omari and Okasheh, 2017). Other researchers stated that work environment is both an external and internal condition that affect and can influence employee's working spirit.

Many studies have shown that workers or employees are experience satisfaction through certain features of the work environment. These features that the employees love (ventilation rates, access to natural lights, lighting, and acoustic environment) can contribute to their workspace satisfaction and job performance (Omari and Okasheh, 2017). Some researchers stated that lighting and other factors such as ergonomic furniture have been found to have a positive impact on employee's health and productivity, in contrast to the bad (unhealthy and unsafe) working environment that affects negatively to employee's health and performance.

H2: Work environment has a positive and significant effect on job performance.

H7: Work environment has a positive and significant effect on job satisfaction.

H11: Work environment has a positive and significant effect on job performance through the mediating role of job satisfaction.

## **Incentives**

Liu and Liu (2022) in their research stated that incentives are concrete incentives or any kind of compensation that company give to employees in the form of cash, when some researches are also defined incentives into two types, one is the concrete one and the other is moral incentives. In this study, we will be talking about the concrete one, which company give to employee as a compensation for their work.

Incentives are used by the company as a tool to compensate the employee for their great work and to retain them by increasing their job satisfaction to finally reach the best job performance they will have and achieving their business goals.

Hasibuan (2019) stated that incentives indicators conclude:

1. Performance
2. Length of working
3. Seniority
4. Needs
5. Justice and fairness
6. Job evaluation

Incentives are being used by the company to trigger employee's motivation which leads to a job satisfaction (Quadri, A. in Liu and Liu, 2022). A satisfied employee leads to a better job performance they will give to the company.

H3: Incentives has a positive and significant effect on job performance.

H8: Incentives has a positive and significant effect on job satisfaction.

H12: Incentives has a positive and significant effect on job performance through the mediating role of job satisfaction.

## **Work Discipline**

Discipline according to Sulistiyono, et. al. (2020) is a person's awareness and willingness to obey all the obligation regulations made by the company. In the other hand, Fathoni (in Sulistiyono, et. al., 2020) stated that discipline is a person's consciousness and willingness to obey all company rules and applying social norms. The more the employee carry out the work discipline at the company, the higher and better their job performance is, and without a good discipline, it is hard to the company to achieve their business goals (Hasibuan in Sulistiyono, et. al., 2020). The better job performance also increases employee's job satisfaction and of course can retain the high-perform talent. The lack of adequate disciplinary measures increases ineffectiveness and increase the amount of lack of skill and ability employees (Nduka, et. al., 2019).

Sutrisno (in Sulistiyono, et. al., 2020) stated that there are few discipline indicators, such as: Obey the rule of time, Obey the company's regulation, Obey the rules of conduct at work, and obey the other regulations in the company.

H4: Work discipline has a positive and significant effect on job performance.

H9: Work discipline has a positive and significant effect on job satisfaction.

H13: Work discipline has a positive and significant effect on job performance through the mediating role of job satisfaction.

## **Job Satisfaction**

Job satisfaction according to Robins (in Egenius, et. al., 2020) is the general attitude of or towards the job performed by employees. In the other hand, Sudaryo, et. al., (2018) stated that job satisfaction is a feeling about their job, both pleasant and unpleasant, based on employee's expectations on rewards provided by the company. Hoppok & Spielgler (in Raziq and Maulabakhsh, 2015) stated that job satisfaction is a set of psychological and environmental conditions that lead workers to admit that they are satisfied or happy with their jobs. Job satisfaction can be achieved by making a positive experience at work for the employee, and the lackness of job satisfaction leads into a low productivity, bad job performance, and increase job turnovers (Goball, et. al., 2018). Company that applies discipline makes their employee has a work discipline to perform better, which increase their satisfaction of their job. Taylor (in Goball, et. al., 2018) stated that a satisfied employee increase

productivity and reduce the turnover intentions. Researchers have found that training improve job performance, which leads into a greater impact towards the job satisfaction, as well as employees who enjoy their work environment tends to be more satisfied and performs better (Goball, et. al., 2018).

As mentioned above, other factors that improve job satisfaction is incentive. Incentives are being used by the company to trigger employee's motivation which leads to a job satisfaction (Quadri, A. in Liu and Liu, 2022).

H5. Job satisfaction has a positive and significant effect in job performance.

### **Job Performance**

Performance is something that is individual, basically because every person has a different level of skill, ability, and knowledge in performing their tasks. Mangkunegara (in Angriani and Eliyana, 2020) describe that performance is a result of work (quantity or quality) that is achieved by the employee in carrying out their responsibility to the job that are given to them by the company. Robbins (in Angriani and Eliyana, 2020) stated that employee's performance is determined by factors such as ability, motivation, and opportunity. Chester I (in Angriani and Eliyana, 2020) described that employee performance indicators are:

1. Effectiveness and Efficiency  
Effectiveness of the company can be seen through how close the objectives can be achieved according to the planned needs. Efficiency is the sacrifice spent in order to achieve the goals.
2. Authority and Responsibility  
Speaks about the authority and responsibility of the employee to carry out tasks that have been given to each of them.
3. Discipline  
Discipline is obeying all the regulations made by the company where the employee works.
4. Initiative  
Related to the power of thought, creativity that turns into ideas to perform better and achieve the company's business goals.

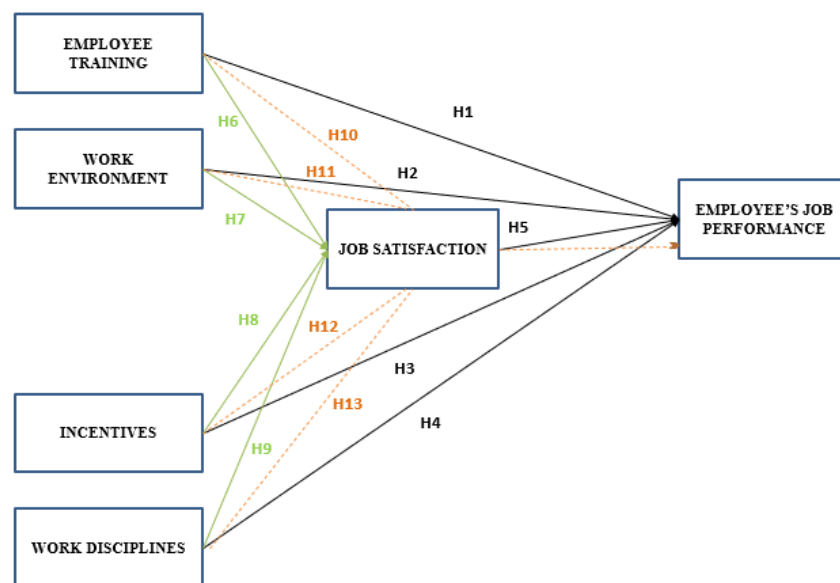


Figure 1. Research Framework

### 3. Methods

This study is descriptive research with quantitative method. The sampling technique uses non-probability sampling with purposive sampling method by distributing questionnaires to 187 employees in logistic companies in West Jakarta, Indonesia. The questionnaire technique is used to obtain data related to the research variables.

The questionnaire is arranged in the form of a closed statement with 5 (five) alternative answers using Likert scale and the data were analyzed by using Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) at 95% confidence level.

### 4. Data Collection

The source people are males (140 employees, 74.87%) and females (47 employees, 25.13%) in the range of age from 22 to 42 years. Mostly have completed the high school education (100 employees, 53.48%) and reach their bachelor's degree (87 employees, 46.52%). Most of the employees have worked for the company for more than five years (135 employees, 72.19%). Most of them worked as a sprinter (courier, 100 employees, 53.48%) and the others work as back-office employees.

### 5. Results

#### 5.1 Average Variant Extract (AVE)

Based on the data presented in Table 1 below, the AVE value of employee training, work environment, incentives, work discipline, job performance, and job satisfaction variables are  $> 0.5$ . Thus, it can be stated that each variable has a good discriminant validity.

Table 1. Average Variant Extract (AVE)

Variable	AVE
Employee Training	0.664
Work Environment	0.647
Incentives	0.666
Work Disciplines	0.726
Job Performance	0.702
Job Satisfaction	0.642

#### 5.2 Composite Reliability

According to Ghazali (2015), composite reliability of 0.7 and above is considered satisfactory. Composite reliability is the part used by researchers to test the reliability value of indicators on each variable (Ghozali, 2015). Based on the results Table 2 below, all the composite reliability of each variable are  $> 0.7$ , thus we consider this study meet the condition applied for composite reliability.

Table 2. Composite Reliability

Variable	Composite Reliability
Employee Training	0.965
Work Environment	0.972
Incentives	0.96
Work Disciplines	0.949
Job Performance	0.963
Job Satisfaction	0.962

### 5.3 Cronbach Alpha

If a variable has a Cronbach Alpha  $> 0.7$ , it can be declared reliable, because it meets and fulfills Cronbach's Alpha (Ghozali, 2015). This can strengthen the reliability of each variable. This study's variables meet the Cronbach's Alpha Value as can be seen Table 3 below. Thus, the variables have a high level of reliability.

Table 3. Cronbach's Alpha

Variable	Cronbach's Alpha
Employee Training	0.961
Work Environment	0.97
Incentives	0.954
Work Disciplines	0.938
Job Performance	0.957
Job Satisfaction	0.957

### 5.4 Path Coefficient

Based on the research results as can be seen at Table 4 below, the highest path coefficient value is the effect of Incentives on Job Satisfaction, which is 0.466. The lowest influence is the effect of Employee Training on Job Performance which is -0.061.

Table 4. Path Coefficient

Variable	Original Sample
Employee Training -> Job Performance	-0.061
Employee Training -> Job Satisfaction	0.069
Work Environment -> Job Performance	0.167
Work Environment -> Job Satisfaction	0.097
Incentives -> Job Performance	0.439
Incentives -> Job Satisfaction	0.466
Work Disciplines -> Job Performance	0.056
Work Disciplines -> Job Satisfaction	0.272
Job Satisfaction -> Job Performance	0.108

### 5.5 Specific Indirect Effects

A research indicator can be said to be significant if it meets the requirements of convergent validity, namely with a statistical value greater than the T-Table value (T-Statistic 1.96) and P-Values  $< 0.05$  (Ghozali, 2015). This study, however, doesn't meet the significancy requirements, because the T-Statistics value is below 1.96 and the P-Values  $> 0.05$ . (Table 5)

Table 5. Specific Indirect Effects

Variable	Original Sample	T-Statistics	P-Values
Employee Training -> Job Satisfaction -> Job Performance	0.008	0.41	0.682
Work Environment -> Job Satisfaction -> Job Performance	0.01	0.298	0.766

Incentives -> Job Satisfaction -> Job Performance	0.05	0.798	0.425
Work Disciplines -> Job Satisfaction -> Job Performance	0.029	0.615	0.539

## 5.6 Hypothesis Testing

Based on the calculation that has been done, the results will be used to answer the hypothesis on this study as mentioned above. The hypothesis can be accepted if the P-Values are above 0.05 (Ghozali, 2015). This following are the results of hypothesis testing: (Table 6)

Table 6. Hypothesis Test Results

Hypothesis	Correlation	T-Statistics	P-Values	Result
H1	Employee Training -> Job Performance	0.483	0.629	Not Accepted
H2	Work Environment -> Job Performance	0.992	0.322	Not Accepted
H3	Incentives -> Job Performance	4.372	0.000	Accepted

Hypothesis	Correlation	T-Statistics	P-Values	Result
H4	Work Disciplines -> Job Performance	0.354	0.724	Not Accepted
H5	Job Satisfaction -> Job Performance	0.839	0.402	Not Accepted
H6	Employee Training -> Job Satisfaction	0.672	0.502	Not Accepted
H7	Work Environment -> Job Satisfaction	0.512	0.609	Not Accepted
H8	Incentives -> Job Satisfaction	3.936	0.000	Accepted
H9	Work Disciplines -> Job Satisfaction	1.597	0.111	Not Accepted
H10	Employee Training -> Job Satisfaction -> Job Performance	0.41	0.682	Not Accepted
H11	Work Environment -> Job Satisfaction -> Job Performance	0.298	0.766	Not Accepted
H12	Incentives -> Job Satisfaction -> Job Performance	0.798	0.425	Not Accepted
H13	Work Disciplines -> Job Satisfaction -> Job Performance	0.615	0.539	Not Accepted

From the Table 4, 5, and 6 above, it can be seen that:

1. The effect of employee training on job performance has an Original Sample -0.061 and P value > 0.05. Therefore, it can be stated that the employee training has a negative and not significant effect on job performance.
2. The effect of work environment on job performance has an Original Sample 0.167 and P value > 0.05. Therefore, it can be stated that the work environment has a positive but not significant effect on job performance.
3. The effect of incentives on job performance has an Original Sample 0.439 and P value < 0.05. Therefore, it can be stated that the incentive has a positive and significant effect on job performance.
4. The effect of work discipline on job performance has an Original Sample 0.056 and P value > 0.05. Therefore, it can be stated that the work discipline has a positive but not significant effect on job performance.
5. The effect of job satisfaction on job performance has an Original Sample 0.108 and P value > 0.05. Therefore, it can be stated that the job satisfaction has a positive but not significant effect on job performance.
6. The effect of employee training on job satisfaction has an Original Sample 0.069 and P value > 0.05. Therefore, it can be stated that the employee training has a positive but not significant effect on job satisfaction.



7. The effect of work environment on job satisfaction has an Original Sample 0.097 and P value  $> 0.05$ . Therefore, it can be stated that the work environment has a positive but not significant effect on job satisfaction.
8. The effect of incentives on job satisfaction has an Original Sample 0.466 and P value  $< 0.05$ . Therefore, it can be stated that the incentive has a positive and significant effect on job satisfaction.
9. The effect of work disciplines on job satisfaction has an Original Sample 0.272 and P value  $> 0.05$ . Therefore, it can be stated that the work discipline has a positive but not significant effect on job satisfaction.
10. The effect of employee training on job performance through the mediating role of job satisfaction has P value  $> 0.05$ . Therefore, it can be stated job satisfaction does not act as a mediator between employee training and job performance.
11. The effect of work environment on job performance through the mediating role of job satisfaction has P value  $> 0.05$ . Therefore, it can be stated job satisfaction does not act as a mediator between work environment and job performance.
12. The effect of incentives on job performance through the mediating role of job satisfaction has P value  $> 0.05$ . Therefore, it can be stated job satisfaction does not act as a mediator between incentives and job performance.
13. The effect of work disciplines on job performance through the mediating role of job satisfaction has P value  $> 0.05$ . Therefore, it can be stated job satisfaction does not act as a mediator between work disciplines and job performance.

## **6. Discussion**

Based on the data results above, we have found that only hypothesis 3 and 8 that are accepted. This study's results showed that incentives have a positive and significant impact on job performance and job satisfaction. It means, the higher the incentives, the better the performance, and employees become more satisfied. These findings are in accordance with the research conducted by Angriani and Eliyana (2020) which stated that compensation is given to motivate the employee and improve their work performance. These findings are also in accordance with the research conducted by Liu and Liu (2021), which stated that the higher the incentives, the better employee's job performance is. It is because incentives found to be a compensation for employee's performance other than salary. This research also found that work environment and work disciplines have a positive but not significant impact on job performance and job satisfaction. It means, they have the impact, but not significant. So does the employee training. It has a negative and not significant impact on job performance but has a positive but not significant impact on job satisfaction. It means, employees in logistic companies, especially express delivery services in West Jakarta are not influenced with or without employee training. This research found that in this pandemic time, people are more satisfied with what they could earn in the form of cash to fulfill their needs. In this hard times, training, satisfaction, environment, and rules are not that important to them anymore. If they could still work, they will work hard to get the incentives as their additional income, thus, the result showed that only incentives that have impact on job performance, and job satisfaction cannot act as the mediator as it could in other previous research done in normal times. Moreover, most of the source person is the operational employee (sprinter or courier) which only paid by the people's minimum wage, so that incentives do have the biggest impact for them to fulfill their needs.

## **7. Conclusion**

This research found that employee training has negative and not significant effect on job performance. Employee training, however, has positive but not significant effect on job satisfaction. Work environment has positive but not significant effect on job satisfaction and job performance. Incentives has a positive and significant impact on job performance and job satisfaction. Work disciplines have a positive but not significant impact on job performance and job satisfaction. This study also found that job satisfaction does not act as a mediator between the independent variables and dependent variable. This research found that in this Covid 19 pandemic time, incentives affect job satisfaction and performance due to persistent inflation and the need for jobs that is very high, so employees are only focused on how to earn more income and be able to meet their needs in these difficult times. Though, this study also has some gaps and suggests the next researchers to study these variables impact on other companies, which has more back-office employee than the operational ones to emphasize the effect on these variables.

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## **Biographies**

**Johanna Tania** is a student from The Faculty of Management at Universitas Tarumanagara focusing on Human Resource Management. She graduated from Universitas Tarumanagara in 2015 for her bachelor's degree in civil engineering and now is focusing on Human Resource Management study. She is currently working as a Manager Assistant in one of the biggest logistic (express delivery services) company in Jakarta, Indonesia. She got the best employee award on her 5 years of working at her current company. Her interest in HRM made her conduct research on the influence of talent management on the job performance in the form of papers that are currently being published.

**Yenita** studied Economics S3 concentrated in Service Management at Trisakti University and completed her doctoral education in Business Law at Pelita Harapan University. Yenita has been a lecturer at the Faculty of Economics, Tarumanagara University since 2004. Currently, Yenita is the Manager of Academic Planning and Development at the Directorate of Learning at Tarumanagara University. Yenita is also active as a lecturer in several master's study programs at Tarumanagara University and several other large private universities in Jakarta. Several fields of study that Yenita has taught include Operation Research, Financial Management, Operational Management, Feasibility Study, Marketing Management, Human Resources Management, Product Development, Quality Management, Supply Chain Management, Project Management, Service Operation Management, Finance Management, Business Ethics, Mathematics, Statistic, Micro and Macro Economics, etc. Yenita is also active in assisting students in national and international competitions and won various awards for competitions in the fields of economics and business management.