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Driving Employee Performance: The Impact of Achievement Motivation and Culture at a Logistics SOE

Abstract

Suboptimal employee performance severely challenges organizational efficiency, especially within competitive public sectors. This study addresses the performance gaps currently hindering a state-owned shipping enterprise in Bandung, Indonesia. This research investigates how achievement motivation and organizational culture influence employee performance within the state-owned logistics sector. The study employs a quantitative, descriptive, and verificative research design. Utilizing a survey approach, we collected primary data from a sample of 100 employees selected through simple random sampling. The data analysis utilizes path analysis to evaluate the direct effects and statistical significance of the variables. The statistical analysis reveals that both achievement motivation and organizational culture significantly boost employee performance, with corporate culture acting as the primary driver. The results confirm that strategic interventions in workplace dynamics directly elevate workforce productivity. Unlike generic organizational behavior studies, this research provides unique empirical evidence by focusing specifically on a state-owned shipping and logistics enterprise in a developing economy. It uncovers how civil service mindsets shift when coupled with targeted achievement-driven incentives. These findings imply that state-owned logistics managers must actively cultivate a high-achievement culture and modernize organizational values. Practically, implementing robust reward systems and alignment programs will directly resolve the current performance deficits.

Keywords: *Employee Performance, Achievement Motivation, Organizational Culture, State-Owned Enterprise, Logistics.*

Introduction

Employee performance heavily dictates the overall success and long-term survival of any organization. Consequently, modern institutions consistently strive to elevate employee output to ensure they achieve their strategic goals (Foster & Sidharta, 2019). To secure this organizational viability across various sectors, management must cultivate a highly reliable and competent workforce. Organizations evaluate this workforce quality through specific performance indicators, including policy compliance, core competencies, continuous self-development, and an intrinsic motivation to work optimally.

Recent literature reinforces this vital link between human resource management and workforce productivity. For instance, Yu et al. (2022) demonstrate that commitment-oriented human resource practices establish a powerful threshold effect that directly drives individual job performance across different age demographics. Furthermore, Stirpe, Profili & Sammarra (2022) illustrate that when employees feel satisfied with corporate HR practices, their organizational engagement and overall health improve, which subsequently maximizes their daily performance. Ultimately, as framed by Liang & Li (2025), implementing sustainable human resource management not only secures the long-term survival of the enterprise but also builds a resilient conceptual framework that continuously fosters high employee performance.

Existing literature extensively documents the individual mechanisms through which motivation and workplace environments influence organizational outcomes. Scholars often analyze employee motivation through highly specific lenses; for example, Szabó et al. (2023) link work-related motivation to deep-seated personality traits and job attitudes, while Liaquat et al. (2024) connect motivational drivers to specialized green behaviors and environmental performance. On the structural side, researchers regularly tie performance management systems to small and medium enterprises, as seen in the work of Siraj and Hágen (2023), or look at motivation from broad regional innovation and career perspectives (Zhu et al., 2022).

Similarly, studies on organizational culture frequently focus on macro-level concepts or specific leadership styles. Alkhadra, Khawaldeh & Aldehayyat (2023) examine corporate culture alongside ethical leadership and corporate social responsibility to measure overall organizational performance. While some scholars, such as Triguero-Sánchez, Peña-Vinces & Ferreira (2022), successfully isolate the power of collectivism-based organizational culture within public institutions, a significant empirical gap remains.

Most existing studies either examine motivation and culture in isolation, focus heavily on private SMEs, or analyze public organizations without considering the fast-paced, highly competitive demands of the modern logistics and shipping industry. Hardly any studies combine achievement motivation and multi-dimensional organizational culture (discipline, openness, mutual respect, and cooperation) into a single path-analysis model specifically tailored to a state-owned enterprise (BUMN) facing logistical market pressures. Our research directly bridges this literature gap. By evaluating a state-owned shipping and logistics enterprise in Bandung, Indonesia, this study uncovers how institutional bureaucracy interacts with individual ambition. We shift the academic conversation from generic public-sector commitment to industry-specific operational performance. Ultimately, this study provides fresh empirical evidence showing how state-owned logistics firms can strategically leverage both corporate culture and achievement motivation to overcome real-world workforce performance deficits.

Research Method

This study employs a quantitative research design utilizing a survey approach to gather empirical data. We conducted the research at a state-owned shipping and logistics enterprise in Bandung, Indonesia. From the organization's workforce, we selected a sample of 100 employees using a simple random sampling technique, ensuring that every employee had an equal chance of selection to prevent sampling bias.

The research model evaluates three primary variables: achievement motivation, organizational culture, and employee performance. Operationalize organizational culture through four distinct dimensions: discipline, openness, mutual respect, and cooperation. Conversely, we measure employee performance using five key performance indicators: quality of work, quantity of work, responsibility, cooperation, and initiative.

To ensure the integrity of our primary data, we subjected the survey instruments to rigorous data quality tests, specifically examining validity and reliability. Once the instruments passed these quality thresholds, we applied path analysis as the primary data analysis technique. This statistical method allows us to map, evaluate, and determine the strength of the direct and indirect causal relationships between the independent variables and employee performance.

Results and Discussion

The statistical results confirm that all survey items meet the required psychometric thresholds, establishing a solid foundation for further hypothesis testing. Achievement Motivation: The validity test for the achievement motivation scale yields item-to-total correlation coefficients ranging from 0.660 to 0.850. Because every single item exceeds the critical r-table value, we retain all indicators as valid measures. Furthermore, the internal consistency test generates a Cronbach's alpha value of 0.957, demonstrating excellent instrument reliability. Organizational Culture, for the organizational culture variable, the individual items produce correlation coefficients between 0.419 and 0.796. These values confidently surpass the validity threshold, confirming that the indicators accurately capture the underlying cultural dimensions. Additionally, the reliability

analysis reveals a Cronbach's alpha of 0.924, indicating high internal consistency. Employee Performance: Lastly, the employee performance scale demonstrates robust validity, with correlation coefficients spanning from 0.315 to a highly strong 0.983. This confirms that the survey items successfully measure workforce productivity and behavioral outcomes. The reliability test yields a Cronbach's alpha value of 0.962, the highest among all variables, proving that the instrument provides highly stable and dependable measurements over time. Because all correlation values exceed the validity cut-off and all Cronbach's alpha coefficients substantially surpass the standard 0.70 reliability threshold, we conclude that the dataset possesses the required quality and integrity for advanced path analysis.

The path analysis reveals a strong positive correlation (r = 0.791) between achievement motivation and organizational culture, indicating that these two organizational forces reinforce each other. When evaluating their individual impacts on employee performance, achievement motivation exerts a substantial direct effect with a Beta value of 0.638, while organizational culture shows a moderate direct effect with a Beta value of 0.341. Together, these two independent variables explain a striking 86.7% (R2 = 0.867) of the variance in employee performance, leaving a minimal residual error of only 13.3% (ξ= 0.133). Looking at the combined pathways, achievement motivation yields a total effect (encompassing both direct and indirect influences) of 0.579 on employee performance. In comparison, organizational culture generates a total effect of 0.288. Ultimately, these metrics demonstrate that achievement motivation acts as the most dominant driver of employee performance within the state-owned shipping company, significantly outperforming organizational culture.

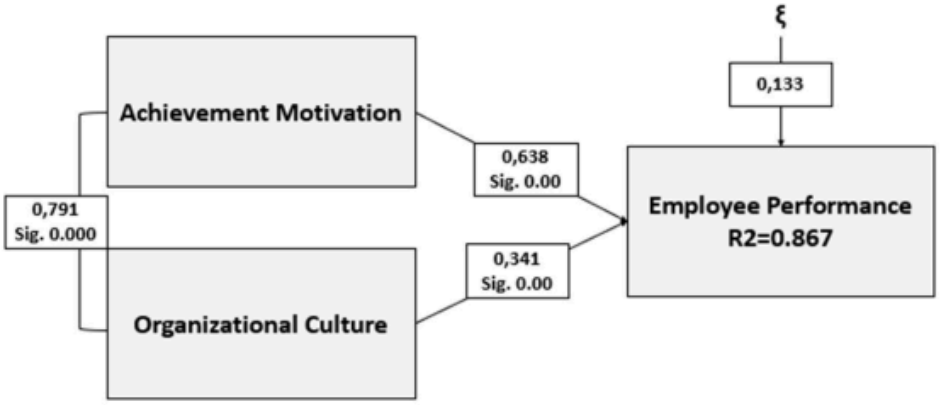


Figure 1. Calculation of Path Analysis

Our empirical findings demonstrate that both achievement motivation and organizational culture significantly and positively drive employee performance at the state-owned shipping enterprise in Bandung. By improving these two institutional forces, management directly elevates workforce productivity, resolving previous performance deficits.

Our path analysis highlights achievement motivation as the most dominant predictor of employee performance, proving that goal-oriented and intrinsically driven workers consistently deliver better results. This finding strongly aligns with contemporary organizational literature. For instance, Szabó et al. (2023) emphasize how core work-related motivations reshape constructive work attitudes, ensuring that employees remain committed to their tasks. Furthermore, Liaquat et al. (2024) demonstrate that robust motivational factors directly catalyze specialized employee performance, proving that targeted incentives spur proactive workplace behaviors. Achievement motivation sparks the desire to excel, and a strong organizational culture provides the framework to do so. By cultivating resilience, as emphasized by Sidharta (2024), organizations empower employees to sustain extra-role performance during crises.

By structuring clear pathways for professional growth, organizations can systematically unlock latent employee potential. Siraj and Hágen (2023) support this mechanism, arguing that

dynamic performance management systems effectively optimize employee output by aligning personal goals with corporate targets. Similarly, Zhu et al. (2022) and Syaifuddin & Sidharta (2017) illustrate that cultivating an achievement-oriented mindset from a career perspective successfully promotes innovative workplace behaviors, which are essential for navigating the highly competitive logistics and shipping industry.

In addition to individual motivation, our study confirms that a structured organizational culture—anchored by discipline, openness, mutual respect, and cooperation—significantly boosts collective employee performance. A healthy workplace environment provides the strategic foundation necessary for operational excellence. This outcome mirrors the findings of Alkhadra, Khawaldeh, and Aldehayyat (2023), who establish that a positive organizational culture functions as a critical lever to enhance overall corporate performance. Sidharta (2023) highlights how organizations can drastically improve both task performance (the core duties of a job) and quality performance (the standard of accuracy and excellence delivered).

Because our study examines a state-owned enterprise (BUMN), the public sector context plays a unique role in shaping workforce dynamics. Triguero-Sánchez, Peña-Vinces, and Ferreira (2022) explicitly show that collectivism-based organizational culture drastically improves employee commitment within public institutions, providing a strong theoretical baseline for the high cooperation and mutual respect observed in our Bandung sample. Ultimately, as summarized in the systematic review by Tadesse Bogale and Debela (2024), organizational culture dictates the behavioral norms of an institution; therefore, modernizing cultural values remains an absolute necessity for any state-owned logistics firm aiming to sustain a high-performing workforce.

Conclusion

This study concludes that both achievement motivation and organizational culture significantly drive employee performance at

the state-owned shipping enterprise in Bandung. The path analysis confirms a strong mutual relationship between these two variables, proving that a supportive workplace culture naturally fosters individual ambition. While both factors positively affect productivity, achievement motivation emerges as the most dominant force directly influencing employee output. Based on these findings, we offer targeted recommendations for the management of the state-owned shipping firm to elevate achievement motivation and modernize organizational culture.

These results carry crucial theoretical and practical implications for public sector management. Theoretically, this study enriches organizational behavior literature by providing empirical evidence of path analysis linkages within a state-owned logistics framework in a developing economy. Practically, the findings imply that state-owned enterprise leaders can no longer rely solely on bureaucratic compliance to meet targets. Instead, they must actively transition into transformational leaders who treat cultural health and employee motivation as core strategic assets to survive the competitive logistics market.

Despite its meaningful insights, this study contains specific limitations that future researchers should address. First, our sample size from a single state-owned shipping company in Bandung, which restricts the generalizability of the findings to private logistics firms or other regions. Second, our quantitative survey design relies on self-reported data, which may introduce response bias. To expand on this foundation, future research should expand the geographical and institutional scope by conducting comparative studies between public and private logistics enterprises across Indonesia. Incorporate longitudinal data or mixed-method approaches—such as combining surveys with qualitative depth interviews—to capture deeper,

evolving behavioral trends over time.

References

Cek JEME 186

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