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Analysis of Factors Affecting Employee Behavior in The Workplace Case Study: PT. Goto Gojek Tokopedia Tbk

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Abstract

This study aims to analyze the factors that influence employee performance at PT. Goto Gojek Tokopedia Tbk, one of the leading technology companies in Indonesia. In an era of increasingly fierce competition, understanding the elements that contribute to employee performance is crucial to achieving organizational goals. This study identifies several key factors, including work motivation, work environment, leadership, training and development, and social relations between employees. The research method used is a qualitative approach with data collection through in-depth interviews and surveys of employees in various departments. The results of the study indicate that high motivation, a conducive work environment, and effective leadership contribute significantly to improving employee performance. In addition, ongoing training programs and positive social relations among employees have also been shown to increase productivity. The conclusion of this study emphasizes the importance of management in creating a supportive environment and providing opportunities for employee skill development. Thus, PT. Goto Gojek Tokopedia Tbk can improve employee performance and ensure sustainable growth in an increasingly competitive industry.

Keywords: Work Motivation, Employee Performance, Work Environment PT. Goto Gojek Tokopedia Tbk.

INTRODUCTION

They play a key role in the development of a company or institution. Human resources are basically individuals who act as implementers, thinkers, and planners to achieve company goals. Along with the latest developments, employees are no longer

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viewed as mere resources, but as valuable assets or capital of an institution or organization. As an asset, the human resources department is required to provide optimal performance in order to achieve company goals. Performance is the achievement of employees, teams, or organizational units in achieving previously defined strategic goals with expected behavior. Performance-related problems often occur in an agency or organization, such as: a) ineffective communication patterns, b) conflicts between employees and superiors, which can reduce productivity, c) lack of discipline, and d) low job satisfaction. Performance is the result of employees' efforts in completing the tasks assigned to them by the organization (Muljani, 2014).

According to Sastrohadiwiryo (2013), a person's performance is influenced by various factors, including innate abilities (skills), abilities that can be developed (capacity), support in completing tasks (assistance), and incentives, both tangible and intangible (motivation). In addition, the environment (situation) and assessment (evaluation) also contribute. In this case, performance is also influenced by the individual's physical characteristics, such as expertise and skills, training, and talent, in addition to the environment that includes incentives and various challenges that may be faced. Employee behavior in the workplace is a very important aspect in the context of human resource management. Internal factors include aspects such as employee personality, motivation, and personal values. Every individual has a unique background, experiences, and characteristics that shape their behavior in the workplace. Employees who are highly intrinsically motivated are generally more proactive and committed to their work. On the other hand, external factors include the work environment, company culture, and leadership style. A positive work environment—with support, collaboration, and effective communication—can increase employee satisfaction and engagement. Conversely, a toxic work environment can lead to stress, anxiety, and even burnout. Company culture also plays an important role, as the values and norms that apply within it can shape employee behavior and attitudes. Effective leadership, which is able to provide guidance and motivation, can encourage employees to reach their full potential.

In addition, employee performance has a significant impact on the production process. Good employee performance will produce satisfactory results, while poor performance will result in less than optimal company results (Munzir et al., 2021). Good compensation is an important factor in maintaining and improving employee performance and work enthusiasm (Munzir, Hanggari Citra Rini, and Azis, 2021). Compensation includes everything that is given in physical or non-physical forms. This term refers to all forms of rewards received by employees, either directly or indirectly, in the form of money

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or goods, as recognition of their performance in the company. In line with that, compensation is closely related to financial rewards in employment relationships. Compensation is one of the reasons for employees to continue working, because it can meet their primary and secondary needs. Therefore, companies must pay special attention to the importance of compensation received by employees. Compensation is a reward in the form of money or goods given as an appreciation for services that have been provided (Djati and Khusaini, 2003). In addition, motivation and work environment are also important factors that can improve employee performance. Work motivation is an internal force that can inspire, guide, and influence someone to show intensity and perseverance in carrying out their tasks. Work motivation is a combination of various forces or energies, both from within and outside the work context, which are related to the effort made, direction, intensity, and perseverance.

The importance of understanding these factors cannot be overstated, as their impact is directly visible on productivity, employee engagement, and job satisfaction. By analyzing the various elements that influence employee behavior, companies can develop more effective strategies to improve employee well-being and, in turn, the company's overall performance. In this paper, the authors conduct an in-depth exploration of the various factors that influence employee behavior in the workplace. With a comprehensive approach, it is hoped that this analysis can provide valuable insights for managers and organizational leaders in creating a better and more productive work environment.

LITERATURE REVIEW

Work Environment

According to Spector (1997), a positive work environment can improve job satisfaction and performance. Research by Bakker and Demerouti (2007) shows that social support in the workplace contributes to increased employee engagement. A supportive environment not only creates a comfortable working atmosphere, but also encourages collaboration between employees. According to Sedarmayanti (2017), the work environment includes all available tools and materials, the location of the workplace, the methods used, and work arrangements both as individuals and groups. Reksohadipradjo and Gitosudarmo (1991) explain that the work environment is everything that is around workers and can affect their performance. This includes aspects such as lighting, protection from noise, hygiene regulations, and safety precautions in the workplace. A supportive work environment not only provides a sense of security but also

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allows employees to work optimally. Several experts also provide definitions of the work environment. Danang (2015) states that the work environment includes everything around workers and can affect the implementation of tasks that are their responsibility. Meanwhile, Fachrezi and Khair (2020) identify work environment indicators which include: a) facilities, b) noise, c) air circulation, and d) work relationships.

Compensation

Compensation is generally a given object, except when the source is income tax. Compensation is generally related to financial rewards in a company or commonly called financial rewards received by employees or employees. In general, compensation is defined as anything received by a person, either in the form of physical or intangible goods, and must be calculated and paid to the individual. In the context of a company, compensation is a common measure used to appreciate employee performance. Although similar to other forms of rewards, in the world of work and business, compensation is more often recognized in the form of salary and/or benefits. According to Ariandi (2018), compensation includes all rewards received by employees for their hard work for a company or organization. This includes all income in the form of money, as well as direct and indirect goods received by employees in return for the work or services they provide to the company.

Organizational Culture

Organizational culture reflects the values and norms embraced by an organization. Schein (2010) explains that organizational culture can influence individual and group behavior. Research by Hofstede (1980) shows that cultural differences can affect the way employees interact and communicate. Organizations with a strong and positive culture tend to have more engaged and loyal employees. Leadership style plays an important role in shaping employee behavior. According to Bass (1985), transformational leadership can increase employee motivation and performance. Research by Judge and Piccolo (2004) shows that supportive leadership can increase job satisfaction and employee commitment. An effective leadership style is able to create an environment that supports individual growth and development.

Individual factors, such as personality and motivation, also contribute to employee behavior. Barrick and Mount's (1991) research shows that personality factors, such as emotional stability and openness to experience, can influence work performance. Intrinsic motivation, such as the desire to learn and develop, also plays a role in increasing

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employee engagement, as expressed by Deci and Ryan (2000). Performance or achievement is the result of work done by humans both in quantity and quality in performing their duties in sync with obligations that increase a sense of responsibility in solving a problem, and can determine a goal, there is reliable feedback. The term performance comes from the phrase "job performance" which means work achievement, or "actual performance" which refers to the actual performance or real achievements of a person.

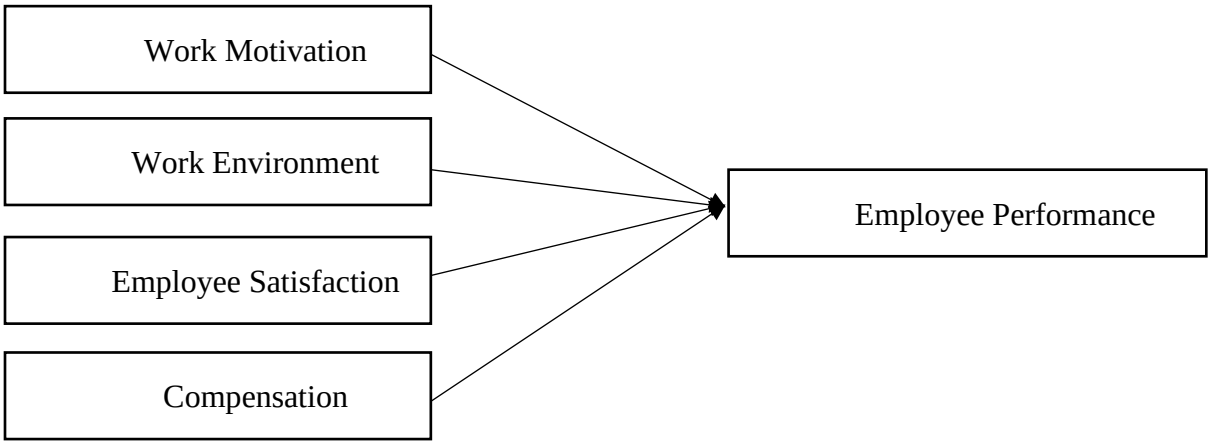


Figure 1. Research Model Analysis of Factors Affecting Employee Behavior in the Workplace Case Study: PT Goto Gojek Tokopedia Tbk.

H1: There is an Influence between Competence and Employee Performance
H2: There is an Influence of Motivation and Employee Performance
H3: There is an Effect of Work Environment on Employee Performance

RESEARCH METHOD

Researchers use the literature review method in research with a descriptive approach (Descriptive Literature Review). Literature review is a research methodology that aims to find data generated from previous research results and also and then collected into one new research (Snyder, 2013). In this literature review, there are twenty scientific articles that become data sources as the main topic. The scientific articles used in this study were taken from Mendeley and Google Scholar sources. The type of data presented by the author is data obtained through library research. This library research method is used to collect data or sources that are relevant to the topic discussed.

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Furthermore, the author applies a descriptive analysis method to analyze the data that has been collected. In this method, the analysis is carried out by describing the facts and then analyzing them. This process is not only limited to description, but also aims to provide a deep understanding and explanation of the facts.

RESULT & DISCUSSION

Descriptive Analysis GoTo Gojek Tokopedia Tbk

Goto is a leading technology company in Indonesia that is the result of a merger between Gojek and Tokopedia. As one of the largest digital ecosystems in Southeast Asia, Goto offers a wide range of services that include transportation, food delivery, e-commerce, and financial services. Gojek, founded in 2010, initially focused on online ojek services and has expanded to cover a wide range of transportation solutions. Meanwhile, Tokopedia, founded in 2009, has become one of the largest marketplaces in Indonesia, providing a platform for sellers and buyers to conduct transactions efficiently. Goto's vision is to create digital solutions that connect consumers and businesses in a more effective way. The company's mission emphasizes improving people's quality of life through technology and innovation, with a focus on sustainability and economic inclusion. In achieving its goals, Goto is committed to empowering MSMEs and driving the growth of the digital economy in Indonesia. With over 30,000 employees spread across various divisions, Goto has a complex and dynamic organizational structure. The company's main business units include transportation services through Gojek, e-commerce platform Tokopedia, as well as financial services through Gopay, which facilitates digital payments and transactions. The work environment at Goto is known to be innovative and collaborative, where employees are encouraged to contribute new ideas and participate in product and service development. However, Goto is not free from challenges. In a highly competitive industry, the company faces pressure from competitors as well as regulatory changes that can affect operations. Nonetheless, opportunities for growth remain open, especially with the increasing adoption of digital technology by Indonesians. Through this research, Goto serves as an ideal example to explore the factors that influence employee behavior. With an innovative corporate culture and a wide range of services offered, Goto provides many aspects to analyze regarding employee job satisfaction, engagement and performance. This research is expected to provide useful insights for the company in improving managerial strategies and creating a better working environment.

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The Influence of Compensation on Employee Performance at GoTo Gojek Tokopedia Tbk

Based on the results of the journal literature review, it was found that there is an influence of compensation on employee performance. This is because compensation is a benchmark for each employee to be enthusiastic about maintaining and preserving performance. While performance is a result of employee achievement of the responsibilities given by the company in achieving company goals, after employees complete their responsibilities well, the company is also required to provide good compensation to employees. Compensation is one of the crucial aspects in human resource management that has a direct impact on employee performance. PT. Goto Gojek Tokopedia, which is the result of the merger of two large companies in Indonesia, Gojek and Tokopedia, the compensation structure is designed to attract and retain the best talent in this highly competitive industry.

In this context, this discussion aims to explore how the compensation system implemented at Goto affects employee motivation, job satisfaction, and overall performance. PT. Goto Gojek Tokopedia implements a comprehensive and diverse compensation system, covering several important elements. First, a competitive base salary is determined based on industry standards and market capabilities. Goto ensures that the salary offered is not only attractive but also reflects the value and contribution of employees. In addition to the base salary, benefits are also an integral part of the compensation package. Health benefits, transportation benefits, and other benefits are designed to support employee well-being. Goto also provides flexibility in the form of benefits, allowing employees to choose the benefits that best suit their needs. One of the most prominent aspects of compensation at Goto is performance incentives. Bonuses given based on individual and team achievements not only encourage employees to achieve targets but also create a healthy competitive culture. These incentives serve as the main motivator that drives employees to perform better.

Fair and competitive compensation has a significant impact on employee motivation. Research shows that employees who feel appreciated through fair compensation are more satisfied with their jobs (Herzberg, 1966). At PT. Goto, a performance incentive program provides motivation for employees to achieve better results. Employees who feel recognized and appreciated are more likely to contribute actively, which in turn increases productivity and work efficiency. A good compensation system also contributes to employee retention. In the highly competitive technology industry, retaining top talent is a challenge. Goto offers an attractive compensation

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package to reduce turnover rates. According to Michaels et al. (2001), employees who feel they are being rewarded according to their contributions tend to stay with the company longer. Thus, an effective compensation strategy can reduce the recruitment and training costs required to replace employees who leave. Team-based compensation, such as group bonuses, can increase collaboration among employees. Goto implements incentives that encourage cooperation between divisions, thereby creating a mutually supportive work environment. Employees who feel that team success will be rewarded tend to contribute actively. Research by Katz and Kahn (1978) shows that good team performance is positively correlated with employee job satisfaction.

This is in line with research conducted by previous research by Muljani (2002) explaining that salary and allowance variables affect employee performance. Because employees who are motivated by salary and allowances will work enthusiastically and earnestly in carrying out the tasks given by the company to employees. There is a very strong relationship between compensation and performance, employees do their work on time if their salaries are paid on time (Firmandari, 2014). In addition, in line with Arifudin (2019). From the discussion above, compensation has a significant influence on employee performance at PT. Goto Gojek Tokopedia. A fair and attractive compensation structure not only increases motivation and job satisfaction, but also contributes to employee retention and team performance. Therefore, it is important for Goto to continue to evaluate and develop their compensation system to remain relevant to employee needs and market demands. Thus, the company can create a productive and innovative work environment, supporting sustainable business growth.

The Influence of Work Motivation on Employee Performance GoTo Gojek Tokopedia Tbk

Based on the results of the literature review, it is known that work motivation has a significant impact on employee performance. In general, motivation can be divided into two basic forms, namely extrinsic and intrinsic motivation. To improve employee performance, companies need to utilize both types of motivation. Extrinsic motivation relates to the company's efforts to encourage employees, such as through rewards or incentives, while intrinsic motivation involves internal factors that encourage employees to achieve certain goals. Every new employee who joins the company certainly has their own reasons and motivations that underlie their desire to work in the place they have chosen. Suhardi (2013) explains that motivation is a condition within an individual that will arouse their behavior through actions to achieve existing goals. Therefore, motivation is

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something that can encourage an individual or group to achieve what has been set. Motivation is a force that comes from within or from outside, which is able to raise enthusiasm and resilience to achieve desired goals (Daft, 2010). According to Kasmir (2016), employees will be motivated to do their jobs well when they have a strong drive, both from within themselves and from the company. In addition, Apriani and Hartoyo (2012) found that an employee's performance increases along with their increasing motivation to work in the company.

Work motivation is one of the key factors that influence employee performance in various organizations. At PT. Goto Gojek Tokopedia, which is the result of the merger of two large companies in Indonesia, work motivation is an important aspect in creating a productive and innovative work environment. In this context, this discussion aims to explore how work motivation affects employee performance at Goto. Work motivation can be defined as the drive that drives individuals to achieve certain goals in their work. At Goto, work motivation does not only come from external factors, such as compensation and benefits, but also from internal factors, such as personal satisfaction and achievement. According to Maslow (1943), human needs are organized in a hierarchy, where basic needs must be met before a person can be motivated to achieve higher needs, such as self-actualization.

In this hypothesis, work motivation has an impact on employee performance with increased productivity, employees tend to have higher levels of productivity. At PT. Goto, programs designed to increase motivation, such as training and skills development, provide opportunities for employees to learn and develop. When employees feel that they are supported to achieve their best potential, they are more likely to contribute optimally. This is in line with research by Locke and Latham (2002) which shows that clear goals and challenges can increase motivation and performance. Furthermore, high work motivation is also directly related to job satisfaction. Employees who feel motivated are more likely to feel satisfied with their jobs, which in turn reduces turnover rates. At Goto, recognition of employee achievement through reward and incentive programs contributes to increased job satisfaction. Satisfied employees tend to be more loyal and committed to the organization, as expressed by Herzberg (1966) in the two-factor theory which emphasizes the importance of motivator factors in increasing job satisfaction. On the other hand, high motivation also affects collaboration between employees. In Goto's work environment that encourages innovation, motivated employees are more likely to collaborate and share ideas. Good teamwork contributes to achieving company goals and creates a positive work atmosphere. When employees feel involved in the decision-

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making process and have an active role in the team, they will be more committed to achieving the desired results. Work motivation has a significant influence on employee performance at PT. Goto Gojek Tokopedia. Increased productivity, job satisfaction, and collaboration between employees are some of the positive impacts of high motivation. Therefore, it is important for Goto management to continue to develop strategies that support work motivation, such as reward programs, training, and career development. By creating a motivating work environment, Goto can ensure optimal employee performance and support the company's sustainable growth.

The Influence of the Work Environment on Employee Performance at GoTo Gojek Tokopedia Tbk

The work environment is one of the crucial factors that influences employee performance in an organization. At PT. Goto Gojek Tokopedia, known as a leading digital ecosystem in Indonesia, a conducive work environment plays a major role in driving employee productivity and innovation. In this discussion, we will explore how the work environment at Goto affects employee performance and the achievement of company goals. The work environment includes all elements that are around employees when they carry out their duties, including physical, social, and organizational cultural factors. A positive work environment can increase employee comfort, satisfaction, and motivation. Conversely, a poor environment can hinder performance and lower employee morale. According to Robinson and Judge (2017), a supportive work environment can contribute to increased employee engagement and better work results.

The results obtained from the work environment that affects employee performance are caused by the Company's Efforts to provide facilities and infrastructure at the GoTo Company, modern facilities and good infrastructure are one of the advantages. Comfortable workspaces, access to the latest technology, and supporting facilities such as break rooms and collaboration areas create an environment that makes it easier for employees to work efficiently. Research shows that a good physical environment can increase employee productivity (Baker et al., 2006). Employees who feel comfortable in the workplace are more likely to work harder and innovate. Furthermore, another thing that drives is the work culture at GoTo also plays an important role in creating a positive work environment. With a culture that encourages collaboration, openness, and innovation, employees feel valued and encouraged to share ideas. An inclusive and supportive work environment can increase employee ownership and loyalty

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to the company. According to Schein (2010), a strong culture can influence employee behavior and improve team performance.

A good work environment also includes positive social relationships between employees. At Goto, good interactions between employees and management create a harmonious work atmosphere. When employees feel connected to their colleagues, they are more likely to collaborate and support each other. Research shows that strong social relationships can increase job satisfaction and reduce stress (Bakker et al., 2008). Employees who feel supported by their colleagues tend to perform better. The work environment has a significant influence on employee performance at PT. Goto Gojek Tokopedia. Good facilities, a positive organizational culture, and strong social relationships contribute to increased productivity and innovation. Therefore, it is important for Goto management to continue to create and maintain a conducive work environment. Thus, the company can not only improve employee performance but also ensure business growth and sustainability in a competitive market, this is in line with research conducted by (Widiasworo, 2014, Sinollah & Amin, 2021), A supportive work environment is one that has the ability to involve employees in their performance. The work environment will always have an influence on employee performance, because the good or bad work environment can trigger employees to get comfort or discomfort while working.

CONCLUSION

In the context of PT Goto Gojek Tokopedia, employee performance is the result of the interaction of various factors that influence each other. First of all, work motivation is a key driver that cannot be ignored. Employees who feel motivated-whether due to fair compensation, recognition of achievements, or opportunities for growth-tend to show higher productivity. At Goto, management strives to create an atmosphere that boosts morale, so that employees feel valued and committed to their duties. Furthermore, the work environment at Goto plays an important role in supporting employee performance. Modern facilities and adequate infrastructure create a comfortable and efficient atmosphere. An organizational culture that encourages collaboration and innovation further reinforces the positive work environment. Employees who work in a harmonious and supportive atmosphere are more motivated to give their best. Effective leadership is also a key factor affecting performance. At Goto, leaders who are supportive and provide constructive feedback can increase employee engagement. When employees feel listened to and valued by their superiors, they will be more motivated to contribute

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optimally, creating an important sense of trust within the team. Ongoing education and training also contribute greatly to employee performance. Goto is committed to providing relevant training programs, enabling employees to continuously develop their skills and knowledge. Well-trained employees are not only more confident, but also better able to face the challenges presented in a fast-changing industry. Lastly, good social relations among employees create a collaborative working atmosphere. At Goto, positive interactions between coworkers not only promote a sense of community, but also support team efficiency and productivity. Employees who feel connected to their peers tend to be more willing to work together, support each other, and share ideas. Overall, the management of PT Goto Gojek Tokopedia needs to continuously evaluate and manage these factors. By creating a supportive work environment, providing skill development opportunities, and building strong relationships among employees, Goto can ensure continued success and growth. Effective management of these factors will not only improve individual performance, but also overall contribution to organizational goals. As such, Goto will be able to maintain its position as one of the industry leaders in Indonesia and Southeast Asia.

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