

The Effect of Shift Work, Work Discipline and Motivation on Employee Performance of Public Fuel Filling Station PT. Habi Sejahtera Sejati Indragiri Hulu Regency

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ABSTRACT

The purpose of this study is to ascertain how employee performance at PT. Habi Sejahtera Sejati Indragiri Hulu Regency is impacted by shift work, work discipline, and motivation. This study's methodology is quantitative in nature. A sample size of thirty individuals who are selected as respondents is used in the sampling approach, which employs the census method. With the aid of SPSS version 22.0, path analysis is the data analysis method utilized. Employee performance is impacted by shift work, according to the study's findings. Employee performance is unaffected by work discipline. Employee performance is impacted by motivation

INTRODUCTION

Performance as an achievement of employee work results can certainly help the company run smoothly in achieving its goals in a more focused and well-organized and sustainable manner. According to Mangkunegara (2019:208), "performance is the amount and quality of work results that an individual achieves while completing the duties that are given to him. A company's profit or loss can be attributed to the performance of its employees. The management is undoubtedly aware of this, thus the organization must take a number of steps to enhance employee performance in order to meet corporate objectives."

The Public Fuel Filling Station (SPBU) is a trading company (goods/services) and a working partner of PT Pertamina (Persero) whose scope of business is focused on distributing Fuel Oil (BBM) to the public as users of goods and services. PT. Habi Sejahtera Sejati, the owner of SPBU 14,293,134 and SPBU 14,292,645 which are included in the type of SPBU Dealer Operation Dealer Owner (DODO), also employs employees to distribute BBM to the public who use the fuel. Because, the quality and quantity of fuel products sold at gas stations must be guaranteed, including the availability of adequate fuel stock, good service quality, fast, thorough, and accurate. In addition, trained employees, product knowledge, complete facilities and well-maintained equipment.

Gas Station 14,293,134 and Gas Station 14,292,645 provide fuel sales services for Peralite, Biosolar, Pertamina Turbo, Dex Lite, subsidized and non-subsidized fuel types. Gas Station 14,293,134 has had a "Pasti Pas" certificate since 2019, as a company commitment to improving excellent service to its consumers. However, the level of fuel sales at Gas Station 14,293,134 and Gas Station 14,292,645 tends to fluctuate relatively. The lowest sales realization experienced by these two gas stations occurred in 2021, namely 13,297,571 liters, while the highest sales realization occurred in 2023 with a total of 43,059,849 liters. The fluctuation in sales is influenced by the ups and downs of fuel consumption by users. In addition, employee performance in fuel sales and purchase services is also a measure of how good the performance of gas station employees is.

According to Sutrisno, (2019: 179) performance can be influenced by factors of quality and quantity of work, as well as employee creativity. It should also be noted that employees of gas stations 14,293,134 and 14,292,645 work in shifts or follow the work shift rules set by the company. Employee performance at gas stations can, of course, also be impacted by the shift work element. According to a study, "employee performance is impacted simultaneously by work shift schedules and work discipline," (Hidayat, 2019).

Workplace motivation and discipline can also have an impact on employee performance. Research by Wahyuni and Supriyatin, (2019), Sudarso, (2022) shows that "workplace culture, discipline, and motivation can all improve employee performance."

Based on previous research, it may be inferred that a number of elements, including work shift time factors, work discipline factors, and work motivation aspects, can affect employee performance. Employee performance is positively impacted by these three aspects. However, those studies are limited to discussing work shifts for employees who work in offices, buildings or factories only, such work shift conditions will be different from work shift employees who are

outside the office or building such as employees who work at gas stations. Likewise with the discussion of work discipline, where the work discipline behavior between shift employees (working inside or outside the building) and employees who do not work shifts, there are also differences in work discipline behavior. Similarly, the degree of motivation that differs between employees who receive a work shift schedule and those who do not will also be determined by their job motivation.

Regarding the implementation of 24-hour non-stop working hours, it requires a good work shift system arrangement and in accordance with applicable norms and regulations. The normal working hours imposed in the company are 8 hours, and if it exceeds the normal working hours limit, the company is required to regulate the shift work system as regulated by the Government Constituion 13/2003 concerning Labour, Chapter 79 poin 2 (a) which states that work shifts are regulated into three shifts. The division of each shift is a maximum of 8 hours per day, including breaks between working hours. However, due to the relatively busy working conditions (can invite work stress) and being outside the building, gas station employees automatically often face a polluted work environment (carbon monoxide emissions from vehicle engine combustion) and/or changing weather. This means that gas station employees can experience excessive physical fatigue, which will have an impact on work discipline and work motivation. Despite the fact that work shifts have been planned in this manner, some employees lack discipline in performing their jobs. For example, they switch shifts slowly, which results in long lines of motorcycles and the cessation of gasoline filling services. According to Hasibuan, (2020:21), since improved employee discipline leads to better performance, discipline itself is the most crucial operational role of HR management. Without effective employee discipline, a firm finds it challenging to attain the best possible outcomes.

Attendance rate of gas station employees every month is 100%. However, violations of work discipline were found related to lateness of employees in changing work shifts, and employees who were rarely at the pump unit, and there were also employees who went home earlier than the agreed working hours. This indicates that the level of discipline of PT. Habi Sejahtera Sejati gas station employees in working varies greatly, and this can disrupt the order and smoothness of fuel service and sales transactions at the gas station.

Disciplined behavior can also determine the rise and fall of work motivation in employees. Employees who have high work discipline must have high work motivation. Conversely, workers that exhibit poor discipline must also be unmotivated at work. This implies that motivation at work can be directly impacted by work shifts and work discipline, thus impacting employee performance. As Mangkunegara, (2019:70) argues that "The following three aspects can affect an individual's performance in an organization: 1) the worker's aptitude and interest; 2) the clarity and acceptability of the role explanation; and 3) the level of motivation at work." More investigation is required to learn more about the effects of shift work, work discipline, and motivation on employee performance in relation to the phenomena that occur in employee performance.

Research on "Employee Performance at Public Fuel Filling Station PT. Habi Sejahtera Sejatii Regency: The Impact of Shift Work, Work Discipline, and Motivation".

LITERATURE REVIEW

Employee Performance

According to John Miner in Mangkunegara (2019:67), "performance is the outcome of an employee's effort in fulfilling his responsibilities in terms of both quantity and quality." And "employee performance is the amount and quality of work that an employee accomplishes while doing his or her duties in accordance with the responsibilities assigned to them," (Mangkunegara in Masram, 2017:139).

Sutrisno (2019:179) stated that "the following factors may have an impact on performance: 1) job quality, which is the degree to which an employee's precision, neatness, abilities, and job skills indicate how well or poorly they performed their duties; 2) Quantity of work, namely the process of identifying a worker who possesses the necessary training or experience for a certain position, such as the worker's comprehension of concepts pertaining to the duties performed; 3) Creativity, which is the capacity of an employee to carry out his work in an effective and efficient manner using his own initiative and to develop a variety of inventions for the advancement and enhancement of the company."

Performance has several indicators that can be used as material for this research, namely adopted from John Miner's theory in Mangkunegara (2019:70), "the following are performance indicators: 1) Work quality, which includes everything from the work process to the output that may be gauged by an individual's degree of efficacy and efficiency in carrying out the task that is aided by additional resources. Work quality include neatness, correctness, and dependability. 2) Work quantity, which refers to the amount or upper limit that employees must work toward and accomplish within the time frame set by the leader. The quantity of work include employment happiness, work outcomes, and timeliness; 3) Cooperation, which refers to how staff members act and think when they collaborate with managers or other employees to do tasks. Cooperation encompasses both solidarity and cooperation; 4) Specifically, responsibility pertains to the outcomes of finished work and requires employees to account for them in accordance with the leader's expectations. 5) Initiative, which refers to all internal movements by employees to complete tasks and find solutions on their own; 5) accountability involves a sense of accountability in making decisions and using resources and infrastructure. Initiative encompasses self-reliance and productivity."

Shift Work

Shift work, which is typically broken up into three shifts—morning, afternoon, and night—is a work schedule that employees are given by the organization to complete tasks, (Suma'mur in Satrio,2015:14). In Law Number 13 of 2003, Article 77 paragraph 2 states that the cumulative number of working hours for each shift must not exceed 40 hours per week. Article 79 paragraph 2 letter a states that work shifts are arranged into three shifts. The division of each shift is a maximum of 8 hours per day, including breaks between working hours.

There are three indicators of Shift Work, 1) Division of shift time, the rotation of working hours regulated by the company either quickly or slowly within a period of two days to one month without burdening employees; 2) Change of work shift, the change of working hours desired by employees by changing the work schedule determined by the company by looking at employee capabilities; 3) Compensation, the provision of wages given to employees, (Kroll, in Resdiana and Pratiwi, 2022:58)

Work Discipline

An attitude of awareness and readiness to follow all corporate policies and relevant social norms is known as work discipline. The attitude of someone who willingly complies with all rules and is conscious of his obligations is what is meant by awareness in this context, (Hasibuan, 2020:193). "The main goal of encouraging work discipline is to ensure that the company's existence aligns with its planned objectives. The specific goals of promoting work discipline are as follows: 1) ensuring that employees follow all applicable employment laws and company policies; 2) enabling them to perform their jobs as effectively as possible; 3) enabling them to use and maintain the company's facilities and infrastructure for goods and services as effectively as possible; 4) enabling them to act and behave in a way that complies with the company's standards; and 5) enabling the workforce to generate high productivity in line with the company's expectations, both in the short and long term," (Supomo, 2018:14)

Indicators of employee discipline in working are: 1) Adhering to all corporate policies, including the mindset of staff members in adhering to all relevant company policies; 2) Efficient utilization of time, namely the mindset exhibited by workers in efficiently allocating their time for work; 3) Responsibility in work and tasks, namely the mindset that workers exhibit to constantly take accountability for the duties or job assigned by the leadership; 4) Absenteeism rate, namely attitude related to employee attendance discipline in the workplace, thereby reducing the absenteeism rate, (Hasibuan, 2020:194)

Motivation

The supply of a driving force that instills a person's excitement for their work so that they are willing to collaborate, perform efficiently, and integrate all of their efforts to attain job satisfaction is known as motivation, (Sutrisno, 2019:55). "Motivation coaching aims to the following things, specifically: 1) Boost worker morale and job satisfaction; 2) Boost worker productivity; 3) Preserve employee stability; 4) Strengthen the discipline of employees; 5) Increase the efficiency of hiring; 6) Establish positive working relationships and an environment; 7) Boost employee involvement, loyalty, and inventiveness; 8) Boost employee well-being; 9) Boost employee sense of accountability for their work; 10) Make the usage of tools and raw materials more efficient," (Hasibuan, 2020:146) Motivation indicators include "1) Rewards, specifically remuneration given to staff members for their contributions to the company, including job advancements and gifts; 2) Working circumstances, specifically the condition of a comfortable and safe workplace that facilitates employees' ability to do their duties effectively, such as a clean, safe, and pleasant workplace; 3) Work facilities, which include everything that employees occupy and enjoy within the company,

both directly related to their jobs and for the efficient operation of their jobs, like sufficient infrastructure and amenities; 4) Work performance, or the outcomes everyone aims for when working, such as achieving certain tasks and maximizing work results; 5) Evaluations of employees' work performance and commendation for their accomplishments are examples of how superiors show their appreciation for their drive," (Afandi, 2018:29)

Theoretical Framework

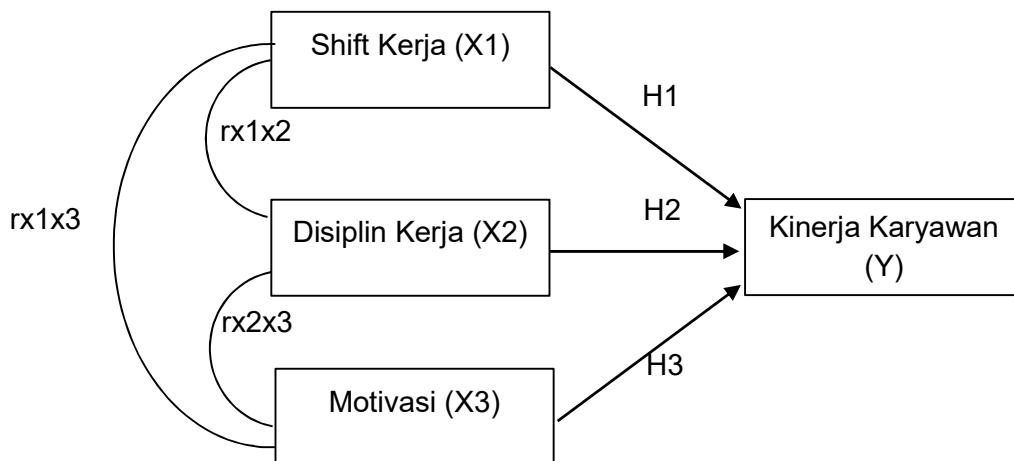


Figure 1. Theoretical Framework

Hypothesis

H1 Employee performance at the PT. Habi Sejahtera Sejati gas station in Indragiri Hulu Regency is thought to be impacted by shift work.

H2 Employee performance at the PT. Habi Sejahtera Sejati gas station in Indragiri Hulu Regency is thought to be impacted by work discipline.

H3 Employee performance at the PT. Habi Sejahtera Sejati petrol station in Indragiri Hulu Regency is thought to be impacted by motivation.

METHODOLOGY

This study's methodology is quantitative in nature. The quantitative technique is a research approach that gathers and analyzes quantifiable data using numbers and statistics. PT. Habi Sejahtera Sejati Gas Station, Indragiri Hulu Regency, has a sample size of 30 persons. The purpose of this study is to ascertain the link between the factors of work shift, work discipline, motivation, and employee performance. This study employed questionnaires, documentation, and observation as data gathering methods. The data analysis method employed the hypothesis test (t Test), model feasibility test (F Test), and path analysis using SPSS 22.0

RESULT

In this study, the path coefficient path in each path diagram of the causal relationship between shift work, work discipline, and motivation on employee performance is utilized to examine the extent of the contribution.

$$Y = 0,491X_1 - 0,279X_2 + 0,413X_3 + e$$

It can be written as follows based on the computation results and the route analysis coefficient equation above:

1. Work shifts' impact on workers' performance is 0.481.
2. Workplace discipline's impact on worker performance -0.279.
3. Motivation's impact on worker performance is 0.413.
4. Work shifts and work discipline are correlated in the following ways 0.679.
5. The correlation between work shifts and motivation is 0.364.
6. The correlation between work discipline and motivation is 0.472.
7. The effect of other variables from the variables studied, namely $e = 1 - 0.343 = 0.657$.

H1 Employee Performance at the PT. Habi Sejahtera Sejati Gas Station in Indragiri Hulu Regency is Thought to be Impacted by Shift Work

With a t-test result of $2.263 > 2.0484$ and a sig value of $0.032 < 0.05$ for the Keja Shift variable, it can be concluded that shift work significantly affects employee performance at PT. Habi Sejahtera Sejati, Indragiri Hulu Regency.

H2 It is Suspected that Work Discipline has an Effect on Employee Performance of Gas Stations of PT. Habi Sejahtera Sejati, Indragiri Hulu Regency

With a sig. value of $0.235 > 0.05$ and a t-test result of $-1.215 < 2.0484$, the Work Discipline variable shows a significant impact on employee performance at PT. Habi Sejahtera Sejati, Indragiri Hulu Regency.

H3 Work Discipline is Thought to Have an Effect on Employee Performance at the Gas Stations Owned by PT. Habi Sejahtera Sejati in Indragiri Hulu Regency.

With a sig. value of $0.031 < 0.05$ and a t-test result of $2.285 > 2.0484$, the motivation variable has a significant impact on employee performance at PT. Habi Sejahtera Sejati Indragiri Hulu Regency.

DISCUSSION

The Impact of Shift Work on Employee Performance

Shift Work is the division of organizational working hours with different work teams sequentially covering more than 8 working hours per normal day into 24 hours. Some people work shifts with temporary rotations, while others are scheduled regularly, namely morning, afternoon and night shifts. Employee performance can undoubtedly be impacted by shift work that is correctly performed by employees and by following rules in accordance with their work standards. The findings of this study's shift work variable analysis test indicated that PT. Habi Sejahtera Sejati's employee performance was significantly impacted. The findings of this study are consistent with those of a study by

Hidayat (2019), which found that “employee performance at PT. Tirta Investama Medan is impacted by the variable of working time and shifts.”

The Influence of Work Discipline on Employee Performance

The attitude and behavior of an individual in fulfilling their tasks and responsibilities as employees while adhering to applicable organizational regulations is known as work discipline. Work discipline is a strategy used to control employee work activities and generate high performance, which will aid in achieving the company's objectives. The Work Discipline variable analysis test results in this study indicated that PT. Habi Sejahtera Sejati's employee performance was not significantly impacted. The study's findings contradict those of research by Hidayat (2019), Wahyuni and Supriatin (2019), and Sudarso (2022), which found that “work discipline significantly affects employee performance.”

The Influence of Motivation on Employee Performance

Motivation is giving someone a motivating factor that makes them enthusiastic about their work so they are willing to collaborate, work efficiently, and put all of their effort into achieving job satisfaction. Since the personnel in question have goals they would like to accomplish, motivation can be employed as a driving factor for their enthusiasm so they can perform as efficiently as possible. The findings of this study's motivation variable analysis test indicated that PT. Habi Sejahtera Sejati's employee performance was significantly impacted. The findings of this study are consistent with those of studies by Wahyuni and Supriatin (2019) and Sudarso (2022), which found that “employee performance is significantly impacted by motivation”.

CONCLUSIONS

The following conclusions can be made in light of the study's findings and the discussion of how shift work, work discipline, and motivation affect employees' performance at the PT. Habi Sejahtera Sejati petrol station in Indragiri Hulu Regency:

1. Employee performance at the PT. Habi Sejahtera Sejati gas station in Indragiri Hulu Regency is impacted by shift work.
2. Employee performance at the PT. Habi Sejahtera Sejati gas station in Indragiri Hulu Regency is impacted by work discipline.
3. Employee performance at the PT. Habi Sejahtera Sejati gas station in Indragiri Hulu Regency is impacted by motivation.

RECOMMENDATIONS

Based on the findings of the study that have been presented above, the author can provide several suggestions as follows:

1. Company managers need to regulate employee shift changes through intensive supervision, so that there are no more delays in changing work shifts.
2. Company managers need to provide guidance through education and training for employees so that the attitude of responsibility in working and using work equipment increases, so that employee performance increases.

3. Company management needs to provide rewards for employees who have worked well and provided the best work results, so that employee work motivation is higher.

FURTHER STUDY

This study still has limitations. Therefore, for further researchers who will study the same variables, it is better to study the effect of employee performance on other aspects. The goal is that the results obtained are more significant so that they can be input for improving work discipline and employee motivation at the PT. Habi Sejahtera Sejati gas station, Indragiri Hulu Regency.

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Alhamdulillah, the research activities at the PT. Habi Sejahtera Sejati gas station in Indragiri Hulu Regency can be completed as expected. Hopefully this article can be useful for everyone, as a reference and development of science, especially the development of human resources on work discipline, motivation, and performance.

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