From Human Resources to Business Growth: The Role of Skills, Motivation, and Compensation in Driving Driver Performance and Service Quality

Dari SDM ke Pertumbuhan Bisnis: Peran Keterampilan, Motivasi, dan Kompensasi dalam Mendorong Kinerja Pengemudi dan Layanan Berkualitas

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ABSTRACT

The purpose of this study is to determine the effect of skill, motivation and compensation on driver performance and its impact on service quality at PT Annanta Agree Group. The population in the study was all drivers who worked on travel and all Annanta travel passengers. So that in determining the sample in this study using a meetode mix, 72 respondents were obtained, which were 36 drivers and 36 passengers. Sampling techniques using incidental sampling and data collection techniques using primary data (in the form of questionnaires) using google forms. This data analysis uses Structural Equation Modelling (SEM) using the SmartPLS application. The results showed that driver performance variables had an effect and were significant on service quality. Variable compensation does not have a significant effect on driver performance, variable compensation has an effect and is significant on service quality. Motivation variables do not have a significant effect on driver performance, motivation variables do not have a significant effect on service quality. Skill variables have an effect and are significant on driver performance, motivation variables do not have a significant effect on service quality.

Keywords: *Skill, Motivation, Compensation, Driver Performance, Service Quality*

ABSTRAK

Tujuan penelitian ini untuk mengetahui pengaruh keterampilan, motivasi dan kompensasi terhadap kinerja pengemudi serta dampaknya terhadap kualitas pelayanan pada PT Annanta Setuju Group. Populasi dalam penelitian adalah seluruh pengemudi yang bekerja pada travel dan seluruh penumpang travel Annanta. Sehingga dalam penentuan sampel pada penelitian ini menggunakan mix meetode diperoleh 72 responden yang merupakan 36 pengemudi dan 36 penumpang. Teknik pengambilan sampling menggunakan *incidental sampling* dan teknik pengumpulan data menggunakan data primer (berupa kuesioner) menggunakan *google form*. Analisis data ini menggunakan *Structural Equation Modelling* (SEM) menggunakan aplikasi SmartPLS. Hasil penelitian menunjukkan bahwa variabel kinerja pengemudi berpengaruh dan signifikan terhadap kualitas pelayanan. Variable kompensasi tidak berpengaruh signifikan terhadap kinerja pengemudi, variable kompensasi berpengaruh dan signifikan terhadap kualitas pelayanan. Variabel motivasi tidak berpengaruh signifikan terhadap kinerja pengemudi, variabel motivasi tidak berpengaruh signifikan terhadap kualitas pelayanan. Variabel skill berpengaruh dan signifikan terhadap kinerja pengemudi, variabel motivasi tidak berpengaruh signifikan terhadap kualitas pelayanan.

Kata Kunci: Keterampilan, Motivasi, Kompensasi, Kinerja Pengemudi, Kualitas Pelayanan

1. Introduction

Transportation is the movement of people or goods from one place to another within a specific period using vehicles operated by humans, animals, or machines. Public transportation services aim to transport people and/or goods from one place to another using public transport vehicles for a fee. Types of public transport are categorized into three groups: land transport such as cars, trains, buses, and horse-drawn carriages; water transport such as ships, speedboats, and canoes; and air transport such as helicopters and airplanes.

Public transportation has long been beneficial in driving economic activity and regional development because it addresses various human needs, including commuting to work, shopping, attending school, distributing goods, delivering raw materials, and many other activities. Therefore, transportation is a crucial element that cannot be separated from economic development (Ariani, 2022).

The following are several travel services with passenger reviews on Google Reviews in the public transportation service category in Pekanbaru. First is Pekanbaru-Padang Libra Travel, which has a driver performance rating of 3.3 points and a service quality rating of 3.6 points, resulting in a gap of 0.3 points. Next is Pekanbaru-Padang Dinda Wisata Travel, with a driver performance rating of 3.6 points and a service quality rating of 3.0 points, resulting in a 0.6-point gap.

Then, Nusa Mulya Travel has a driver performance rating of 4.0 points and a service quality rating of 4.6 points, with a gap of 0.6 points. SSM Travel has a driver performance rating of 4.3 points and a service quality rating of 4.8 points, resulting in a gap of 0.5 points. Lastly, Annanta Setuju Group has a driver performance rating of 4.3 points and a service quality rating of 3.2 points, showing the highest gap of 1 point.

It can be seen that PT Annanta Setuju Group has the highest average gap of 1 point. This rating gap is the largest among all travel agencies reviewed. The discrepancy between service quality ratings and driver performance indicates a misalignment, as performance and service quality should ideally grow together. Improvement in performance has a direct impact on improved service quality (Dhani & Surya, 2024).

Performance indicators are tools used to measure how well employee performance is achieved. These indicators include: (1) Quality of Work; (2) Quantity; (3) Timeliness; (4) Effectiveness; (5) Independence. Employee work quality can be measured by the employee's perception of their output and the completion of tasks in accordance with their skills and abilities. Work quality can be reflected in how well employees perform their tasks, including their skills and competencies (Haqi & Swasti, 2024).

Google Reviews indicate that Annanta Travel's service quality still requires improvement, especially regarding commitment to scheduled customer departures. Among the different review categories, service quality has the lowest rating, which should be a particular concern for management. Although Annanta Travel has achieved a good overall average rating above 4.0, service quality remains the lowest at 3.3, making it the primary focus for this study (Kafid & Putra, 2020).

Service quality refers to the degree to which the provided service meets customer expectations. The low rating suggests that customer expectations are not yet being fully met. Poor service quality is generally caused by low performance. A preliminary survey was conducted to assess Annanta Travel's driver performance. The survey, conducted in July 2024 with 21 respondents, revealed that 33% (7 respondents) disagreed that they were picked up on time by drivers, indicating a need for performance evaluation (Meutia et al., 2024).

Performance is about doing work and achieving outcomes. It reflects the results achieved by employees according to their roles in the company. One way to assess company growth is by evaluating employee performance. Studies have shown a significant relationship between employee performance and service quality in various institutions (Nangoy et al., 2020).

Skills refer to the abilities a person possesses, reflecting how well they can implement work-related tasks. Skills can be developed through experience or learning processes such as training. Skills involve translating knowledge into practice to achieve desired goals. Research shows that both soft skills and hard skills significantly and positively impact service quality and employee performance (Novi et al., 2020). Similar findings indicate that skills have a significant partial influence on employee performance in various organizations (Owuze & Akhimien, 2022).

Motivation is also a strong influencing factor in employee performance. Some research shows that motivation affects service quality, though other studies argue otherwise (Paais & Pattiruhu, 2020).

Compensation is everything employees receive from their employers, such as salary, wages, bonuses, health benefits, insurance, etc. It represents the reward provided by the company for employee contributions. Research shows that compensation positively and significantly influences both employee performance and service quality (Qin et al., 2024).

Based on the company phenomenon and supporting journals mentioned above, there is inconsistency in findings regarding the impact of skills, motivation, and compensation on service quality (Rasminingsih et al., 2024).

2. Literature Review

Passenger pick-up and drop-off activities are not easy tasks
High-level skills are essential in this field. Understanding road safety, the ability to drive a vehicle, and knowledge of the geographical locations of certain areas are critical. These skills must be possessed by drivers, especially those working for travel agencies that provide pick-up and drop-off services, whether within the city or between cities. These essential skills directly influence a driver's performance in carrying out their duties in the field. When performed well, this leads to positive outcomes, ensuring the smooth execution of the schedule. The more skilled the driver, the better their performance will be.
Hypothesis 1 (H1): Skills affect the performance of drivers at PT Annanta Setuju Group

The Effect of Motivation on Driver Performance at PT Annanta Setuju Group
In performing their work, drivers do not always feel motivated. There are times when a driver may feel bored, unenthusiastic, or not in a good condition. Motivation is crucial in maintaining enthusiasm for everyday tasks, whether it comes from small or big things. High motivation can reignite enthusiasm, leading to the best possible output in performing their duties. This effect is felt not only by the driver but also by passengers using the service. The higher the motivation of a driver, the better their performance will be.
Hypothesis 2 (H2): Motivation affects the performance of drivers at PT Annanta Setuju Group

The Effect of Compensation on Driver Performance at PT Annanta Setuju Group
Compensation can take the form of monetary or non-monetary rewards. One of the purposes of compensation is to retain high-performing employees so that they do not leave the company. This is important as their contributions are key to the company's progress. Therefore, it

is important to provide adequate compensation to encourage employees to stay. Additionally, providing compensation can increase motivation, leading to improved performance. The more appropriate the compensation, the better the driver's performance will be.
Hypothesis 3 (H3): Compensation affects the performance of drivers at PT Annanta Setuju Group

The Effect of Driver Performance on Service Quality at PT Annanta Setuju Group
In the service sector, service quality is a vital aspect that needs close attention. Service quality can impact the growth of a business. A driver's performance is one of the factors that influence service quality in a travel agency. How well the driver communicates with passengers, ensures passenger comfort, and addresses unexpected situations during the journey are all components of quality service. The better the driver's performance, the more it will positively affect the service quality.
Hypothesis 4 (H4): Driver performance affects service quality at PT Annanta Setuju Group

The Effect of Skills on Service Quality at PT Annanta Setuju Group
A driver's proficiency in performing their job directly impacts the passenger's experience. Paying attention to manners of communication, helping passengers with their luggage, directing them to their seats, managing unexpected situations during the journey, and safely delivering passengers to their destinations all contribute to service quality. The driver's ability to serve passengers well will directly affect the service quality perceived by passengers.
Hypothesis 5 (H5): Skills affect the service quality at PT Annanta Setuju Group

The Effect of Motivation on Service Quality at PT Annanta Setuju Group
Motivation is the ability to direct oneself or others to work towards achieving a specific goal. Achieving this goal provides more energy, leading to increased motivation, either within oneself or others. A highly motivated individual is typically diligent in their work, committed, and strives to do their best, which influences the service quality they provide to passengers.
Hypothesis 6 (H6): Motivation affects the service quality at PT Annanta Setuju Group

The Effect of Compensation on Service Quality at PT Annanta Setuju Group
Compensation is often referred to as a reward and can be defined as any form of reward given to employees in return for their contributions to the organization. The performance achievements are assessed and measured based on criteria set by the organization. This aligns with equity theory, which suggests that fairness in compensation tends to lead to high performance. Thus, the more appropriate the compensation provided, the better the driver's performance, which, in turn, improves the service quality.
Hypothesis 7 (H7): Compensation affects the service quality at PT Annanta Setuju Group

3. Methods

Population and Sample
The population in this study consists of employees who work as drivers, totaling 36 people, and passengers using Annanta travel services. In this study, the sample size was determined using the census method, which considers the entire population as the research sample. This study applied a mixed-method approach, where all the drivers in the population (36 individuals) were considered as the sample. For the passengers, the sample size was adjusted to match the number of drivers, resulting in a total sample size of 72 people, comprising 36 drivers and 36 passengers.

The sample for the variables of skills, motivation, and compensation was taken from the drivers, while the passengers were used to assess service quality.

Research Instruments

This research uses a questionnaire distributed to respondents. The research instrument is adapted from previous studies. The service quality variable (Y2) consists of 6 indicators, performance (Y1) has 6 indicators, and skills (X1), motivation (X2), and compensation (X3) each have 4 indicators, all using a 5-point Likert scale. The 5 points range from 1, which means strongly disagree, to 5, which means strongly agree.

Data Analysis Techniques
Descriptive Analysis

The descriptive analysis in this study discusses the characteristics of the respondents in relation to their responses. (1) **Respondent Characteristics Analysis** includes gender, age, and the respondents' last educational level. (2) **Respondent Responses Analysis** discusses the respondents' answers in relation to their characteristics.

SEM PLS Analysis

The PLS model test conducted in this study includes:

- **Validity Test**: The validity test measures the accuracy of the research instrument or questionnaire. A questionnaire is valid if the statements or questions in the questionnaire can accurately measure the concept it is intended to measure. The accuracy of the questionnaire can be measured using correlation coefficients. A questionnaire is considered good and valid if the correlation coefficient is > 0.3.

- **Reliability Test**: The reliability test is used to measure the consistency of respondents' answers. The reliability test is done using Cronbach's alpha statistic. A questionnaire is considered reliable if the Cronbach's alpha value is ≥ 0.70.

- **Multicollinearity Test (VIF)**: The multicollinearity test is conducted by observing the VIF value. The VIF value must be less than 5; if it is greater than 5, it indicates multicollinearity between constructs.

- **R Square Test**: The coefficient of determination (R Square) is used to evaluate how much the endogenous construct can be explained by the exogenous constructs. The expected value of R Square is between 0 and 1. An R Square value of 0.75, 0.50, and 0.25 indicates a strong, moderate, and weak model, respectively.

Structural Equation Analysis and Hypothesis Testing

To assist in the processing of structural equations, Smart PLS software is used. The steps in structural equation analysis are as follows:

- **Model Development Based on Theory**: The model to be designed must be based on causal relationships, supported by existing theory. This stage has been discussed in the theoretical framework and hypotheses section.

- **Creating Path Diagrams and Structural Equations Evaluating the Model in PLS-SEM**: Model evaluation in PLS consists of two stages: evaluating the outer model or measurement model and evaluating the inner model or structural model.

- **Hypothesis Testing**: After the measurement requirements are met, the next step is to conduct bootstrapping on SmartPLS. Bootstrapping is a procedure for repeatedly taking new samples (N) from the original dataset (n). For partial tests, the P-value is used. The P-value indicates the probability of incorrectly rejecting the null hypothesis based on the research data. P-values represent the significance of a test and show the likelihood of a hypothesis being true. The smaller the P-value, the more likely the null hypothesis is rejected.
- **Hypothesis Testing Criteria**: (a) If P-values < α = 0.05, the hypothesis is accepted. This means that the independent variable has a significant effect on the dependent variable. (b) If P-values > α = 0.05, the hypothesis is rejected. This means that the independent variable does not have a significant effect on the dependent variable.

4. Results and Discussion

Respondent Profile

The respondent profile in this study is presented in Table 1. Respondents in this study consist of drivers and customers of Annanta Travel, totaling 72 individuals.

Table 1. Respondent Profile

Profile	Category	Drivers	Percentage	Passengers	Percentage
Gender	Male	36	100%	27	75%
	Female	0	0%	9	25%
	Total	36	100%	36	100%
Age	20–30 Years	19	57%	9	25%
	30–40 Years	14	24%	16	44%
	>40 Years	3	14%	11	31%
	Total	36	100%	36	100%
Last Education	High School	23	64%	5	14%
	Junior High	7	19%	0	0%
	University	6	17%	31	86%
	Total	36	100%	36	100%

Source: Processed Data, 2024

The respondents who are drivers are all male, mostly aged 20–40 years, with a high school education. Meanwhile, the passengers are predominantly male, mostly aged 30–40 years, and have a university-level education.

Respondents' Responses

In general, respondents' answers regarding the variables—Skills, Motivation, Compensation, Performance, and Service Quality—are rated as high to very good, with average scores ranging between **3.93 – 4.68**, as shown in Table 2 below.

Table 2. Respondent Scores by Variable

No	Average Score	Description
1	Compensation	4.63
2	Motivation	4.65
3	Skills	4.68
4	Performance	3.93
5	Service Quality	4.18

Source: Processed Data, 2024

Data Analysis Technique
Validity and Reliability Test

Before testing the hypotheses, the instrument and assumption tests were carried out. Table 3 presents the instrument test results. From Table 3, all items under the variables of Performance, Job Satisfaction, Organizational Culture, Motivation, and Spiritual Intelligence have Corrected Item-Total Correlation values greater than 0.3, indicating all items are **valid**. Cronbach's Alpha values are all above 0.70, confirming that the variables are **reliable**. According to AMOS output, validity and reliability are also confirmed by AVE (Average Variance Extracted) values > 0.5 and Composite Reliability (CR) values > 0.7.

Multicollinearity and R Square (Coefficient of Determination) Test

Table 4. Multicollinearity and R² Test Results

Variable	Effect	VIF	Conclusion	R Square Adjusted	Conclusion
Performance (Y1)		1.150	No Multicollinearity	0,231	Weak
Compensation(X3)	Service Quality	1.129	No Multicollinearity		
Motivation (X2)		1.130	No Multicollinearity		
Skill (X1)		1.225	No Multicollinearity		
Compensation(X3)		1.125	No Multicollinearity	0.047	Weak
Motivation (X2)	Performance	1.106	No Multicollinearity		
Skill (X1)		1.140	No Multicollinearity		

Source: Processed Data, 2024

The VIF values are all below 10, indicating **no multicollinearity**. The R Square values for endogenous variables are below 0.70, which suggests that the exogenous variables moderately to weakly explain the variation in Performance and Service Quality.

This section presents the partial effect analysis of the independent variables—**Skills,** Motivation, and Compensation—on the dependent variables, namely Driver Performance and Service Quality, at PT Annanta Travel Setuju Group.

Table 5. Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient	T-Statistic	p-value	Conclusion
H1	Skills → Driver Performance	-0.271	1.818	0.069	Significant
H2	Motivation → Driver Performance	-0.143	0.630	0.528	Not Significant
H3	Compensation → Driver Performance	-0.059	0.341	0.733	Not Significant
H4	Driver Performance → Service Quality	-0.318	1.712	0.087	Significant
H5	Skills → Service Quality	-0.010	0.052	0.959	Not Significant
H6	Motivation → Service Quality	-0.011	0.059	0.953	Not Significant
H7	Compensation → Service Quality	0.426	2.812	0.005	Significant

Source: Processed Data, 2024

Discussion

The Influence of Driver Performance on Service Quality at PT Annanta Setuju Group

Based on the path coefficient results, the driver performance variable shows a significant influence on service quality. Therefore, the hypothesis stating that driver performance affects service quality is accepted. In the context of passenger transportation services, the performance of drivers plays a crucial role in determining the overall service experience. Punctuality, prioritization of safety, and the ability to create a pleasant travel atmosphere are key attributes that shape customer satisfaction (Ariani, 2022; Paais & Pattiruhu, 2020). PT Annanta Setuju Group recognizes this and has strategically recruited drivers aged between 30 to 40 years, which is considered ideal due to correlations with physical fitness, emotional maturity, and responsiveness (Novi et al., 2020).

The Influence of Compensation on Driver Performance at PT Annanta Setuju Group

The path coefficient for compensation has a negative original sample value, indicating that compensation does not significantly influence driver performance. Therefore, the hypothesis is rejected. Generally, compensation is expected to motivate employees and enhance their performance (Owuze & Akhimien, 2022; Kafid & Putra, 2020). However, in the case of PT Annanta Setuju Group, compensation such as complete and well-maintained vehicle facilities is perceived as standard rather than an incentive (Meutia et al., 2024; Saluy, 2024). This is evident in the lowest-rated questionnaire item: "Ananta Travel provides complete and well-maintained vehicle facilities," which still received a high average score of 4.71 (Agree). This shows that while the facilities are adequate, they are no longer perceived as motivational tools, thus limiting their influence on actual driver performance (Yazin, 2024).

The Influence of Compensation on Service Quality at PT Annanta Setuju Group

The path coefficient for compensation shows a positive original sample value, indicating a significant effect on service quality. Therefore, the hypothesis is accepted. When compensation—whether financial or non-financial—is provided appropriately, employees are more likely to feel

appreciated and are motivated to maintain high service standards (Haqi & Swasti, 2024; Nathania et al., 2024). PT Annanta Setuju Group demonstrates its commitment to service quality by offering excellent work tools and facilities. This is evidenced by the high-scoring questionnaire item: "Ananta Travel provides complete and well-maintained vehicle facilities," which received an average score of 4.71. These conditions enable drivers to work more efficiently and comfortably, contributing to a higher level of service (Rasminingsih et al., 2024; Meutia et al., 2024).

The Influence of Motivation on Driver Performance at PT Annanta Setuju Group

The motivation variable has a negative original sample value according to the path coefficient results, indicating that motivation does not significantly influence driver performance. Therefore, the hypothesis is rejected. Routine jobs such as driving can often lead to monotony and fatigue, making motivation an essential managerial tool. However, drivers at PT Annanta Setuju Group display high levels of responsibility and discipline regardless of external motivational efforts (Siamto, 2022; Saad, 2018). This is supported by the highest-rated statement in the survey: "Ananta Travel staff and drivers provide high-quality service in line with passenger expectations," reflecting an internally driven commitment to excellence.

The Influence of Motivation on Service Quality at PT Annanta Setuju Group

The path coefficient for motivation also shows a negative original sample value, suggesting no significant influence on service quality. Thus, the hypothesis is rejected. Motivation is often used to boost employee engagement and service outcomes (Regen et al., 2024; Dhani & Surya, 2024). However, in this context, motivation did not have a measurable impact. Staff and drivers appear to regard excellent service as a fundamental obligation rather than something driven by motivational programs. This is evident in the consistently high ratings of service-related statements, indicating that performance is rooted in professional integrity rather than external motivation (Rizana et al., 2024).

The Influence of Skill on Driver Performance at PT Annanta Setuju Group

Skill significantly influences driver performance, as shown by the positive path coefficient. Hence, the hypothesis stating that skill affects driver performance is accepted. Driver skill—including technical vehicle handling, route knowledge, and adaptability—is critical in delivering high performance in service-based industries (Novi et al., 2020; Sugiharti & Kiswoyo, 2021). PT Annanta Setuju Group recruits male drivers based on skill compatibility, assuming that men may maintain prolonged focus more effectively, which is essential for long-distance driving (Nathania et al., 2024). These skills enable drivers to manage operational challenges, ensure safety, and adhere to schedules, ultimately improving overall performance.

The Influence of Skill on Service Quality at PT Annanta Setuju Group

Despite its influence on performance, the skill variable has a negative original sample value regarding its effect on service quality. Therefore, the hypothesis is rejected. Technical skills, while important, do not encompass the broader scope of service quality, which also includes emotional intelligence, communication, and attentiveness (Rizana et al., 2024; Qin et al., 2024). A statement from the survey—"Ananta Travel agents and drivers are friendly and attentive to customers' needs and preferences"—received some disagreement, highlighting a gap in soft skills. Thus, while drivers may be technically competent, their interpersonal shortcomings hinder the overall quality of service

delivery. Skill alone is insufficient to ensure a superior service experience without being complemented by professionalism, empathy, and discipline.

5. Conclusion

This study aimed to examine the influence of skill, motivation, and compensation on driver performance and service quality at PT Annanta Setuju Group. The findings indicate that skill significantly affects driver performance, while compensation and performance have a significant impact on service quality. On the other hand, motivation and skill were found to have no significant effect on service quality, and compensation and motivation do not significantly affect driver performance.

There are several limitations in this study. The research was conducted on a single organization, which restricts the generalizability of the findings to similar phenomena in different contexts or institutions. Therefore, interpretations should be made with caution when applied to broader or different settings.

Based on the findings, it is recommended that PT Annanta Setuju Group focuses on enhancing the skills and intrinsic motivation of its drivers, as well as continuously improving service quality to ensure better customer satisfaction and maintain competitive advantage.

For future researchers interested in the same topic, it is suggested to use alternative sampling methods and involve a larger and more diverse sample to yield stronger and more generalizable results. A broader scope would allow for better measurement and comparison of the influence of independent variables on dependent variables across various contexts or organizations.

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