

## The Existence Of Truck Driver In The Spirit Of Work

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**Abstract:** The role of truck drivers in sustainable transportation and logistics in a sustainable supply chain network is particularly noteworthy. The driver work system is very different from the employees in the company. Therefore, this research was conducted to analyze the effect of work passion, strength against frustration, quality of survival, and team spirit on the morale of truck drivers in their delivery activities. This study used a quantitative approach with 173 truck drivers participating as respondents. Testing using SEM analysis with the SmartPLS 3.0 application. The results showed that work passion, strength against frustration, quality of endurance, and group spirit each had a unidirectional relationship with morale, meaning that the higher the passion for work, the strength against frustration, the quality of survival, and the group spirit of truck drivers, the higher the morale will increase. Based on the coefficient value, it can be seen that the quality of survival is a predictor that has a dominant influence on morale, which is indicated by the highest coefficient of 0.288.

**Keywords:** Work Spirit; Transportation; Truck Driver.

**Abstrak:** Peran sopir truk dalam transportasi dan logistik yang berkelanjutan dalam jaringan rantai pasokan yang berkelanjutan sangat perlu diperhatikan. Sistem kerja sopir sangat berbeda dengan karyawan yang ada di dalam perusahaan, karena itu penelitian ini dilakukan untuk menganalisa pengaruh gairah kerja, kekuatan melawan frustasi, kualitas bertahan, dan semangat kelompok terhadap semangat kerja sopir truk dalam aktivitasnya pengiriman barang. Penelitian ini menggunakan pendekatan kuantitatif dengan responden yang berpartisipasi sebanyak 173 orang sopir truk. pengujian menggunakan analisis SEM dengan aplikasi SmartPLS 3.0. Hasil penelitian menunjukkan bahwa gairah kerja, kekuatan melawan frustasi, kualitas bertahan, dan semangat kelompok masing-masing memiliki hubungan searah dengan semangat kerja, artinya semakin tinggi gairah kerja, kekuatan melawan frustasi, kualitas bertahan, dan semangat kelompok dari pengemudi truk, maka semangat kerja akan semakin meningkat. Berdasarkan nilai koefisien, maka dapat diketahui bahwa kualitas bertahan merupakan prediktor yang berpengaruh dominan terhadap semangat kerja yaitu ditunjukkan dengan koefisien tertinggi sebesar 0.288.

**Kata Kunci:** Semangat Kerja; Transportasi; Sopir Truk.

## INTRODUCTION

Indonesia, the largest archipelagic country in the world, must, of course, have good land, sea and air transportation facilities to support all activities carried out. Transportation within the company has an important role in the movement of goods. Both goods are in the form of raw materials, components, goods in process, and finished goods. Part of transportation in the world of commerce is absolutely due. Without a vehicle, a company cannot run delivery activities other than financial sources, time, and environmental resources, also influenced by human resources.



Judging from the need for transportation, it shows that the distribution of goods from one place to another absolutely requires means of transportation when the goods being transported exceed the capacity of human transport. Trucks are the right choice as one of the land transportation commonly used to transport and move goods in large quantities or large goods. The need for trucks as a means to transport and move goods from one place to another on land is large. Impossible to be transported by small vehicles such as cars or motorcycles.

The limitations of human resources, in addition to being faced with the volume of goods to be transported, are also faced with other obstacles, namely the distance to be travelled, the required transportation time and the safety of the goods to be transported. For this reason, humans need transportation facilities to overcome all the limitations mentioned above. The selection of trucks chosen by many companies has several advantages, including not being bound by a time when deliveries can be made at any time.

Delivery activities are other than financial sources. Time and environmental resources are also influenced by human resources. Delivery of goods by land truck drivers is a human resource that has an important role in delivering the right goods at the right place and time. Truck drivers have an important role in the distribution of goods and products (Depari and Pradhanawati, 2016) in delivering goods to consumers. There are potential problems, such as lost items and arrival delays. The number of items received does not match the number of items ordered, and the condition of the goods sent is not proper.

The job of a truck driver can bring driver problems along the way, like an accident, vehicle damage, congestion, requests from intermediaries or entrepreneurs and sanctions for violations. There are many problems and struggles that truck drivers have to solve when delivering goods; they still have to endure hunger, and they must be able to resist sleepiness in order to get to their destination as soon as possible. The intensity of meeting with family is also significantly reduced due to spending more time on the trip. The income received by truck drivers is also relatively small, depending on the quantity and type of goods sent; mileage in the process of shipping goods also increased significantly, received by the truck driver. In addition, the pressure from other parties that truck drivers experience during the journey is also very diverse, ranging from extortion to thuggery (Syahfila. 2019).

Driver's socioeconomic life level, according to (Lestari, 2017). pretty good with a low level of education (SD-SMP) and secondary (SMA) and good personal assets. However, it is not a luxury item, active in community activities. Driver satisfaction at work will encourage drivers to provide quality service to every customer (Halim, 2015), where the fairness of rewards has a positive and significant effect on driver job satisfaction (Dewi and Dewi, 2018).

Motivation can cause a person's behaviour to increase his morale. Morale can be interpreted as a work atmosphere in an organization that shows a sense of enthusiasm in carrying out work and encourages employees to work better and more productively. Morale is a person's psychological state; in very good psychological conditions, morale creates fun that encourages someone to work diligently and consistently to achieve the goals set by the company (Flood et al., 2019).

According to (Depari and Pradhanawati, 2016) that wage levels do not affect driver productivity; Work stress and work motivation affect the productivity of truck drivers. Meanwhile (Citradewi and Soebandono, 2017), total work and psychological capital have a significant positive effect on job satisfaction, job satisfaction on work morale (Rahman,



2017). Job satisfaction and work environment have a significant effect on (Nurbudiyani, 2016).

Truck drivers are very important human resources and have not been replaced until now. Truck drivers have a role in sustainable transportation and logistics systems as well as in sustainable supply chain networks. Analyzing the motivational factors of truck drivers is very important because morale affects employee performance (Pratama and Wardani, 2017). job satisfaction (Karsini et al., 2016), as well as increasing organizational effectiveness in realizing the goals and objectives that have been set (Alwi et al., 2016). By knowing the moral factors of truck drivers in working to deliver goods, companies can increase the role of drivers in the workplace, especially truck drivers, who are an important part of freight forwarding activities.

## **THEORETICAL REVIEW**

The prospect of road-based land transportation services is still very promising because it is supported by massive infrastructure development and factory expansion of a number of large companies. In the next few years, the national freight transport population is predicted to grow 50 per cent per year. This is because the government has completed the construction of the 969 km Trans Java toll road, which stretches from Merak to Probolinggo. This facility and the integrated National Logistics System will simplify and speed up the flow of goods delivery by truck. From the market side, government development projects continue to increase, and retail demand and consumption grow by 5 to 6 per cent per year. This will boost the demand for goods delivery services (Herdiyan, 2019).

Human Resources is one of the important aspects in realizing the goals of the company. So in choosing a driver, the objective must be selected based on three predetermined criteria, namely work experience, achieved targets, and having a certificate of competence. Then in the process of selecting the driver, it is not adequate based on certain criteria in accordance with the required criteria. The method of assessment to determine who will occupy the position of the best driver needed is the weight of each criterion that will occupy the best driver needed (Batubara and Indra, 2019). The reliability of a driver in running a vehicle, especially a truck, not only ensures safety along the way but also saves fuel use by up to 10 per cent so that operational expenditures are more efficient. The reliability of this driver will also be able to increase the loyalty of the company's business partners.

The contribution of truck drivers in shipping goods by land for companies is very important because the smooth distribution of goods will bring benefits to the company. Delivery of goods at the right place and time is very dependent on the driver when travelling there are always problems on the road. Drivers also need to be treated well in order to stay enthusiastic at work.

Each truck driver has a different work spirit, even with the same type of work. This shows that the nature of employees in a company is heterogeneous. Morale is a diverse psychological force that drives a person to complete his work. According to (Davis, 1989) that morale is the attitude of individuals and groups to the work environment and cooperation with others that are maximally in accordance with the best interests. Elements of work spirit include work enthusiasm, job satisfaction and cooperation.



Work spirit, according to (Hasibuan, 2017), is a person's desire and sincerity to do a good job and be disciplined to achieve maximum results. Morale is a picture of feelings in the form of desire, ability, interest and enthusiasm shown by a worker in doing work diligently, disciplined and diligently so as to produce more, faster and better work. Companies or agencies will get a lot of benefits if every individual who works has a high enthusiasm or enthusiasm for work. High morale can usually be seen from the individual's willingness to work wholeheartedly. Morale is a condition that arises from within the individual, which causes the individual to be able to do work in a happy atmosphere so that he works harder, faster and better. Morale is a mental attitude that shows enthusiasm to carry out work so that it encourages to be able to work together and be able to complete tasks on time with a sense of responsibility for the work assigned to him (Riadi, 2020).

According to (Putri, 2019), that high morale is needed in every employee cooperation effort to achieve organizational goals because high morale will result in high performance and productivity. Truck drivers who have high morale seem to feel happy and optimistic about activities and tasks and are friendly to each other. A truck driver who is not enthusiastic about working in vain will appear dissatisfied, irritable, often sick, argumentative, restless, and pessimistic, so this reaction is said to be evidence of low morale.

According to (Kusuma, 2016), employee morale is sometimes considered trivial by company leaders, even though employee morale is very important to every employee. If every employee has high morale, then every employee will put out all his ability to complete the tasks assigned to him. so that employee performance will also be better and able to complete tasks quickly, well and with satisfactory results for the company.

Some aspects of morale, according to Maier and Majorsy (Anggreni et al., 2018), indicated work passion, quality of survival, strength against frustration and team spirit.

**Passion for work.** Excitement is the condition of truck drivers who have enthusiasm at work; this enthusiasm is indirectly related to high motivation. Excitement can also predict that the motivation is in the task itself because Excitement means there is an interest that will encourage a truck driver to put in more effort at work. A truck driver who has a passion for work means that the truck driver has the drive to do the job as well as possible.

Passion for work, according to (Hasibuan, 2017), is the willingness and deep pleasure in the work done. The factors that affect work passion according to (Kurniawan, 2020), the factors that affect work passion are as follows; (1). Job Security, the job held by the employee is a safe job and remains not a job or position that is easily shifted (2). Opportunity for advancement is a company that provides opportunities for employees to develop themselves by encouraging employees to be more enthusiastic in working and completing tasks (3). Pleasant working conditions, a harmonious working environment, and no tension are requirements for the emergence of passion for work (4). Good Leadership, Good leadership does not cause fear to employees but will cause respect and appreciation, and (5). Compensation, Salary, Rewards. These factors greatly affect employee morale.

**Enduring quality.** The quality of survival is the condition of a truck driver that describes a situation where the group does not lose its direction when faced with difficulties, meaning that there is perseverance, full of confidence and mutual encouragement among employees. Truck drivers who have high morale will not easily give up in the face of various difficulties that arise in their work, meaning that person has

the energy and confidence to see the future well, which can improve a person's quality to survive.

The quality of staying in a driver in carrying out his work is strongly influenced by how truck drivers perceive their well-being both physically and psychologically. Several factors need to be considered by the company so that employees or drivers who work can have a high quality of survival; it is necessary to give the drivers the opportunity to make decisions about the design of jobs that match their skills and ensure a suitable working environment.

The work environment affects the quality of employees' survival at work. If the work environment has a quality that is in accordance with employee expectations, then employees will feel comfortable at work because they feel that all aspects of the work environment, both visible and invisible, have met their expectations in work, and this situation tend to make employees feel at home at work (Tripure et al., 2021). If the quality of survival increases, it will be able and able to increase organizational commitment, then high organizational commitment will create an interest from employees to want to stay in a company and will increase interest in survival from the employees themselves, which is indicated by enthusiasm in carrying out the work that is their duty.

**Strength against frustration.** The power to fight frustration is the power that truck drivers have to always be constructive despite the failures they encounter at work. A truck driver who has high morale will certainly not choose a pessimistic attitude when he encounters difficulties in his work. The quality of staying in a driver in carrying out his work is strongly influenced by how truck drivers perceive their well-being both physically and psychologically. Several factors need to be considered by the company so that employees or drivers who work can have a high quality of survival. It is necessary to give drivers the opportunity to make decisions about the design of jobs that match their skills and ensure a suitable working environment.

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**Group spirit.** The spirit of the group is shown by the relationship between truck drivers and one another. With a group spirit, truck drivers think more of us than me; they will help each other and not compete with each other to bring down; success in a truck driver is considered a group success. Group spirit is an aspect of work spirit that clearly describes group symptoms and is one of the basic characteristics of groups to work together and be socially responsible.

A sense of togetherness will encourage the uniting of truck drivers and will create cohesiveness in order to achieve common goals. Togetherness and cooperation between truck drivers in groups that are interdependent and have a sense of unity to support each other's success lead to group cohesiveness. According to (Rifedi et al., 2021), individuals who choose to join a group generally have the feeling of belonging to the people of the group. Togetherness can embed interpersonal relationships between group members and



close relationships make group members seem to be tied to each other. These ties can lead to group cohesiveness, and high cohesiveness will result in better work efficiency and performance.

## METHODS

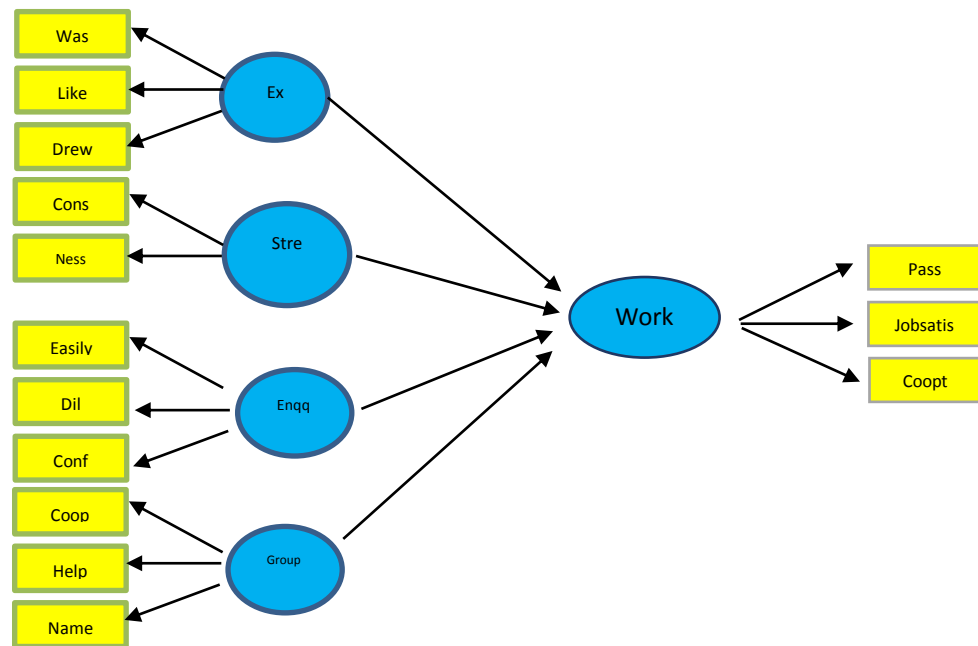
This type of research is explanatory research that explains the causal relationship between variables that affect the hypothesis (Sugiyono, 2019), where the purpose of this study is to determine the effect of work passion, strength against frustration, quality of survival and team spirit on truck drivers' morale at work. Respondents in this study were truck drivers who worked in land transportation companies in East Java, namely Multi Trans, Sriputra, Rapi Trans, ALK logistics, SMB Trans, Duta Cargo, Mekar Jaya Expedisi, Dakota Cargo, KSM Trans, Timur Jaya, Amboina Jaya Cargo. Of the 12 land transportation companies who are willing to become respondents, 173 people.

The method of analysis uses quantitative methods to measure the attitudes and opinions of respondents with a Likert Scale scale. The Likert scale, according to (Sekaran and Bougie, 2016), is an interval scale to assess how strongly respondents agree or disagree using a five-point scale. Respondents were asked to answer statements to indicate their level of agreement, namely one for Strongly disagree, two for Disagree, three for Disagree or disagree, four for Agree and five for Strongly Agree measured.

Incoming data will be analyzed using SmartPLS. Data analysis with SmartPLS in this study is very suitable for parameter estimation, which has a respondent size of between 100 and 200 respondents, with a minimum sample of 50 (Solimun et al., 2017). To measure the two variables/constructs according to (Haryono and Wardoyo, 2017) that the latent and manifest constructs. Latent constructs are variables that cannot be measured directly. Observation of the construct is done through the influence of indicator variables so that the PLS model used in this study is a reflective model (direction of causality from latent constructs to indicators), where this indicator is a variable that can be measured directly.

To analyze or predict the relationship between variables with theories that are still weak or have not been tested before. This study is more appropriate to use the PLS (Partial Least Square) technique. Where is the framework of this research, as shown by the PLS model as follows:





**Figure 1.** Research Model

Source: (Researcher, 2020)

The operational definition of a variable is defined as a clue that explains to the researcher that deals with the disclosure of the variable more concretely. This study uses five variables which are divided into four independent variables and one dependent variable. This study uses one dependent variable, work spirit (wrks). The independent variables are Excitement (ext), strength against frustration (Stre), Enduring quality (Endq), and Group spirit (group). Each variable has different indicators described in the research model in **Figure 1**.

T testing the data in the researcher using SEM analysis with the SmartPLS 3.0 application. To determine the validity and reliability of indicators to measure latent variables using the Outer model. The value of outer loading (valid greater than 0.500 and ideally outer loading greater than 0.700). The average variance extracted (valid greater than 0.050) and composite reliability (reliable when greater than 0.800) (Sholihin and Ratmono, 2020).

Meanwhile, to see the structural model that was built correctly using the inner model. the inner evaluation can be seen from the determinant coefficient (R<sup>2</sup>). Predictive relevance (Q<sup>2</sup>). And Goodness Fit Index (GOF) (Sholihin and Ratmono, 2020).

## RESULTS

**Validity and Reliability Test.** Validity indicates the measurement ability of the research questionnaire. A valid questionnaire shows that each statement indicator in the questionnaire has a good measurement ability in measuring the variables. If the resulting Corrected item-total Correlation is more significant than 0.300. then the indicators in the questionnaire are said to be valid. The reliability test was conducted to determine the reliability or consistency of the answers to the questionnaire. If the value of Cronbach's alpha is more significant than 0.600. then the questionnaire is declared reliable.

The following are the results of testing the validity of each item on the research variables. Namely the variables of Excitement (Exc). strength against frustration (Stre). Enduring quality (Endq). group spirit (Groups). and work spirit (Wrks):

**Table 1.** Validity and Reliability Result

Variable	Indicator	Corrected Item-Total Correlation	Cronbach's Alpha
Excitement	Was	0.543	0.712
	Like	0.548	
	Drew	0.510	
Strength Against Frustration	Cons	0.459	0.629
	Ness	0.459	
	Easily	0.648	
Enduring Quality	Dil	0.585	0.772
	Conf	0.590	
	Coop	0.590	
Group Spirit	Help	0.611	0.745
	Complete	0.517	
	Pass	0.649	
Work Spirit	Jobsatis	0.682	0.788
	Cooption	0.557	

Source: proseed data (2021)

**Table 1** shows it is known that each indicator measuring the research variables produces a Corrected item-total Correlation greater than 0.300. meaning that these indicators can measure well the variables to be measured. The resulting Cronbach's Alpha each is greater than 0.600. meaning that the questionnaire used is said to be reliable or can provide consistent answers.

**Data Research Description.** This section will explain the description of the respondent's profile. as well as a description of the research variables on each statement indicator in the research questionnaire.

**Table 2.** Respondent Profile

Age	Frequency	Per cent
Less than 25 year	12	6.940
25 to 30 year	17	9.830
31 to 35 year	21	12.140
36 to 40 year	27	15.610
41 to 45	33	19.080
46 to 50	42	24.280
More than 50 year	21	12.140
Education		
SD	36	20.810
SMP	60	34.680
SANTA	77	44.510
Marriage		



Before married	21	12.140
are married	152	87.860

Source: processed data (2021)

**Table 2** shows that from a total of 173 truck drivers in the study sample, most were aged between 45 to 50 years, as many as 42 people (24.280 per cent). Meanwhile, for drivers aged under 25 years, as many as 12 people (6.940 per cent) were the drivers with the least number. From education, it can be seen that most truck drivers have the last instruction, namely high school, as many as 77 people (44.510 per cent). Another thing that can be concluded is that most of the truck drivers. as many as 152 people (87.860 per cent), are married.

**Research Variables.** Below is a description of the average value (mean) and standard deviation of the answers for each statement indicator on the Excitement (Exc). Strength against frustration (Stre). Enduring quality (Endq). group spirit (Groups), and work spirit (Wrks):

**Table 3.** Description of Work Passion Variable

	Indicator	Mean	Std. Deviation
Was	Work according to skill	3.760	0.833
Like	Likes work	3.600	0.862
Drew	Drive to work	3.450	0.967
	Overall average	3.600	

Source: Processed data (2021)

**Table 3** shows that the overall average of respondents' answers to the joy variable is 3.600. where the value is close to 4 (agree) on a Likert scale of 1 to 5, this shows that truck drivers who are the study's sample agree about jobs that match their skills, tend to like work, and have the incentive to work. The highest perception of truck drivers regarding joy lies in the job indicators that match their expertise, with the highest average being 3.760. Meanwhile, the lowest perception of pleasure lies in the drive-to-work indicator, with the lowest average of 3.450. The standard deviation shows the variation of answers on each hand. It is known that the lowest standard deviation is 0.833, which indicates that truck drivers have the most homogeneous assessment of indicators regarding work according to expertise.

**Table 4.** Description of the Variable Strength Against Frustration

	Indicator	Mean	Std. Deviation
Cons	Constructive attitude	3.710	0.849
Npess	Not pessimistic	3.690	0.867
	Overall average	3.700	

Source: Processed data (2021)

The average respondent's overall answer on the strength against frustration variable is 3.700. where the value is close to 4 (agree) on a Likert scale of 1 to 5, this shows that the study's truck drivers who are the sample agree on a constructive attitude and are not



pessimistic. Truck drivers rated the constructive attitude indicator higher than the non-pessimistic indicator, with the highest average of 3.710. In addition, it is known that the lowest standard deviation is 0.849, which indicates that truck drivers have the most homogeneous assessment of indicators regarding constructive attitudes (see **Table 4**).

**Table 5.** Description of Durable Quality Variable

Indicator		Mean	Std. Deviation
Easily	Not easily discouraged	3.810	0.865
Dil	Diligent in work	3.820	0.847
Conf	Confident	3.640	0.927
Overall average		3.760	

Source: Processed data (2021)

**Table 5** shows that the overall average of respondents' answers on the survival quality variable is 3.760. with a value close to 4 (agree) on a Likert scale of 1 to 5. This shows that the truck drivers who are the study sample agree about the attitude of not giving up easily. being diligent in work, and having self-confidence. The highest perception of truck drivers regarding the quality of survival lies in the indicator of being active in position, with the highest average of 3.820. Meanwhile, the lowest perception of the quality of survival lies in the confidence indicator, with the lowest average of 3.640. It is known that the lowest standard deviation is 0.847, which indicates that truck drivers have the most homogeneous assessment of the indicators of perseverance at work.

**Table 6.** Description of Group Spirit Variable

Indicator		Mean	Std. Deviation
Coop	Cooperate	3.940	0.836
Help	Help each other	3.750	0.879
Complete	Not competing with each other	3.510	0.919
Overall average		3.730	

Source: Processed data (2021)

**Table 6** shows that the overall average of respondents' answers to the group spirit variable is 3.730, with a value close to 4 (agree) on a Likert scale of 1 to 5. This shows that the study's truck drivers who are the sample agree about cooperation, mutual assistance, and not competing with each other. The highest perception of truck drivers regarding group spirit lies in the indicators of working together, with the highest average of 3.940. Meanwhile, the lowest perception of group spirit lies in the hand of not competing with each other, with the lowest average of 3.510. It is known that the lowest standard deviation is 0.836, which indicates that truck drivers have the most homogeneous assessment of the indicators regarding working together.



**Table 7.** Description of Work Spirit Variable

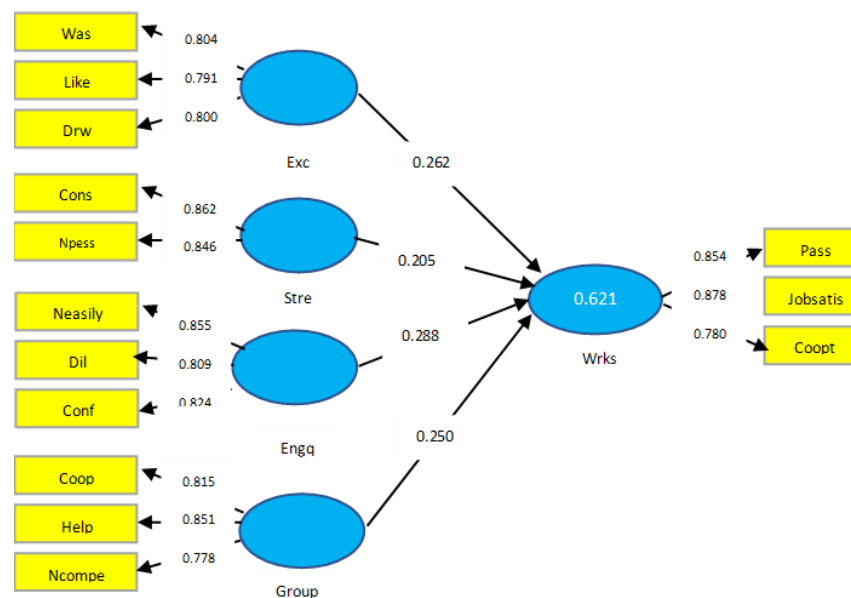
	<b>Indicator</b>	<b>Mean</b>	<b>Std. Deviation</b>
Pass	Passion for work	3.82	0.778
Jobsatis	Job satisfaction	3.75	0.808
Cooption	Cooperation	3.89	0.781
	Overall average	3.82	

Source: Processed data (2021)

The average respondent's overall answer on the work spirit variable is 3.820. where the value is close to 4 (agree) on a Likert scale of 1 to 5, this shows that the study's truck drivers who are the sample agree on work enthusiasm, job satisfaction, and cooperation. The highest perception of truck drivers regarding work morale lies in the cooperation indicator, with the highest average of 3.890. Meanwhile, the lowest perception of work spirit lies in the job satisfaction indicator, with the lowest average of 3.750. It is known that the lowest standard deviation is 0.778, which indicates that truck drivers have the most homogeneous assessment of indicators regarding work enthusiasm.

**Partial Least Square Analysis.** Partial Least Square (PLS) analysis was used with the SmartPLS 3.0 program to test the research hypothesis. This section will discuss the evaluation of the outer model. which explains the validity and reliability of the measurement model. and the assessment of the inner model. which explains the relationship between the hypothesized variables.

**Outer Model Evaluation.** Figure 2 is a figure of the evaluation of the outer structural model in this study:



**Figure 2.** Outer Model Evaluation

**Convergent Validity.** The first evaluation of the outer model is convergent validity. To measure convergent validity, that is by looking at the value of each exterior loading. An indicator is said to meet convergent validity if it has an exterior loading and AVE value

greater than 0.500. The following is the value of the external loading and AVE of each research variable:

**Table 8.** Outer Loading value and AVE

Variable	Indicator	Outer Loading	AVE
Excitement	Was	0.804	0.637
	Like	0.791	
	Drew	0.800	
Strength against frustration	Cons	0.862	0.729
	Ness	0.846	
	Easily	0.855	
Enduring quality	Dil	0.809	0.688
	Conf	0.824	
	Coop	0.815	
Group spirit	Help	0.851	0.664
	Complete	0.778	
	Pass	0.854	
Work Spirit	Jobsatis	0.878	0.703
	Cooption	0.780	

Source: Processed data (2021)

**Table 8** shows it is known that the outer loading value of each indicator in the five research variables is more than 0.500. In addition, the AVE value in each variable is more than 0.500. This means that the indicators used in this study have met convergent validity.

**Discriminant Validity.** The following evaluation of the outer model is discriminant validity. To measure discriminant validity, you can use the cross-loading value. An indicator is said to meet discriminant validity if the value of the cross-loading hand on the variable is the largest compared to the cross-loading of the other variables. The cross-loading value in this study is presented in **Table 9**:

**Table 9.** Cross Loading value

Indicator	Exec	Stre	End	Groups	Works
Was	<b>0.804</b>	0.387	0.454	0.388	0.492
Like	<b>0.791</b>	0.319	0.304	0.315	0.455
Drw	<b>0.800</b>	0.378	0.430	0.402	0.521
Cons	0.376	<b>0.862</b>	0.414	0.344	0.490
Npess	0.400	<b>0.846</b>	0.342	0.395	0.466
Easily	0.378	0.420	<b>0.855</b>	0.447	0.558
Dil	0.352	0.300	<b>0.809</b>	0.480	0.515
Conf	0.510	0.379	<b>0.824</b>	0.508	0.552
Coop	0.344	0.366	0.454	<b>0.815</b>	0.480
Help	0.333	0.322	0.543	<b>0.851</b>	0.551
Complete	0.462	0.374	0.405	<b>0.778</b>	0.495
Pass	0.489	0.443	0.600	0.552	<b>0.854</b>
Jobsatis	0.533	0.545	0.579	0.552	<b>0.878</b>
Cooption	0.528	0.413	0.458	0.465	<b>0.780</b>

Source: Processed data (2021)



Based on the cross-loading value. It can be seen that each indicator that measures each variable in this study has met discriminant validity because it has the most significant outer loading value (bold value) for the variables it measures and not for other variables. Thus, all indicators in each variable in this study have met discriminant validity.

**Composite Reliability.** The following evaluation of the outer model is reliability. Composite reliability tests the value of the reliability of indicators on a construct. A construct or variable is said to meet composite reliability if it has a combined reliability value greater than 0.700. The following is the combined reliability value of each construct or variable:

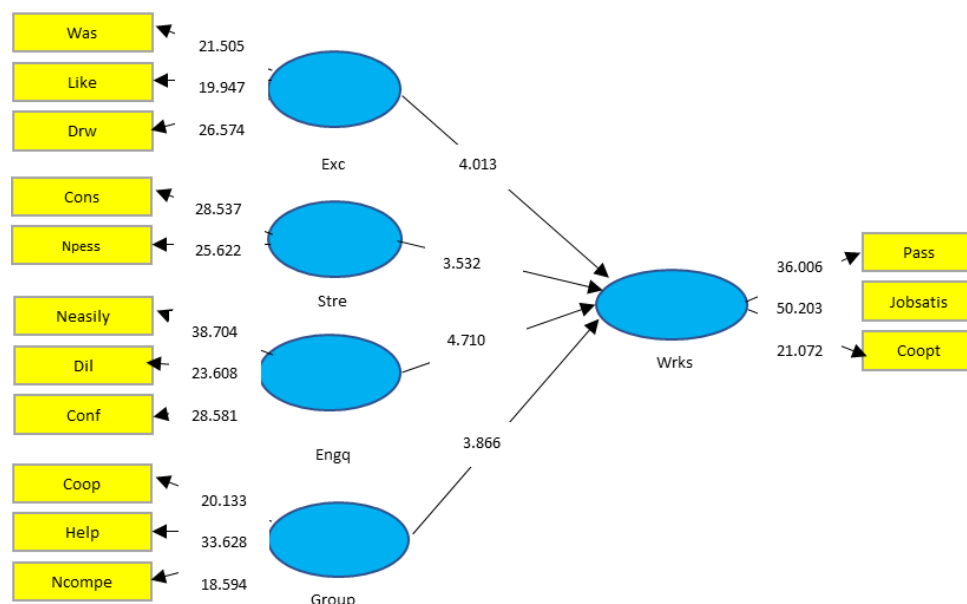
**Table 10.** Composite Reliability Value

Variable	Composite Reliability
Exec	0.840
Stre	0.844
End	0.869
Groups	0.856
Works	0.876

Source: Processed data (2021)

**Table 10** shows that the composite reliability value of each research variable is more than 0.700. Thus it can be concluded that each variable has good reliability.

**Inner Model Evaluation.** The following is a picture of the evaluation of the inner structural model in this study:



**Figure 3.** Inner Model Evaluation

**R-Square.** The evaluation of the inner model can be done by looking at the R-Square value or the coefficient of determination. Based on data processing with PLS., the resulting R-Square value of 0.621 means that 62.100 per cent of truck drivers' morale is the object

of research. It can be influenced by joy, strength against frustration, quality of survival, and group spirit. In comparison. 37.900 per cent of the rest is influenced by other variables not examined.

**Hypothesis test.** The research hypothesis can be accepted if the resulting t-statistic value is more significant than 1.960. The following is the estimated coefficient value and t-statistic value of each relationship in the research model regarding the effect of work passion, strength against frustration, quality of survival, and group spirit on work morale:

**Table 11.** t-statistic and coefficient value

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )
Excitement → Work Spirit	0.262	0.262	0.065	4.013
Strength against frustration → Work Spirit	0.205	0.208	0.058	3.532
Enduring quality → Work Spirit	0.288	0.290	0.061	4.710
Group spirit → work spirit	0.250	0.245	0.065	3.866

Source: Processed data (2021)

**Table 11** shows it can be seen that the four hypothesis tests resulted in t-statistics whose value was more significant than 1.960. This shows that the predictor variables, namely work enthusiasm, strength against frustration, quality of survival, and group spirit, each substantially affect the morale of truck drivers. Who is the object of research? From these results, the four hypotheses can be accepted.

## DISCUSSION

Truck drivers are important human resources in the supply chain distribution system. The effectiveness of a supply chain in a company is determined, one of which is determined by a truck driver owned by the company. Therefore, a leader needs to understand well the individuals who work in an organization related to their talents, interests, motivations, hopes, needs and abilities and manage human resources as well as possible so that organizational goals can be achieved effectively and efficiently (Alwi et al., 2016).

Based on the results of research and data analysis that has been done, there are three important findings in this study, first that the variables of joy, strength against frustration, quality of survival, and group spirit each have a direct relationship with truck driver morale, meaning that the higher the work passion, the strength against frustration, the quality of survival, and the group spirit of the truck driver, the morale will increase, the two variables of survival quality are the variables that have a dominant effect on the morale of the truck driver, and the three variables of the strength against frustration are the variables that have a non-dominant effect on morale and truck driver job.

The first finding in this study reinforces the results of research by (Depari and Pradhanawati, 2016), which states that work passion affects the productivity of truck drivers. (Indriasari and Setyorini, 2018) believe that work passion has a positive effect on work performance. And the results of this study with the results of (Purba and Ananta,

2018) research that work passion has a significant effect on job involvement and job satisfaction, (Mas'ud et al., 2020) that obsessive work passion has a significant effect on affective commitment and employee performance.

Morale is the ability of a group of people to work diligently and consistently in pursuit of a common goal. Work spirit here describes the feeling of being in touch with the soul, group spirit, Excitement, and activity. If workers seem to feel happy, optimistic about activities and tasks, and friendly with each other, then the employee or employee is said to have a high spirit of purpose. Meanwhile, according to (Saifudin, 2002), morale is a picture of a feeling related to the character/spirit of the group, and joy/activity for groups of workers shows the work climate and work atmosphere.

Truck drivers have to work hard every day in the midst of traffic jams, even through the wilderness far away in remote parts of Indonesia. Truck drivers are still human beings who have lives like the rest of us. They have families to support, while sometimes, the results of driving a truck do not match the necessities of life. On the other hand, when working on asphalt roads, they also need to rest, eat, or just relax. We often see truck drivers having to wait for hours to get in line when crossing from one island to another. Problems on the road also confront truck drivers, who have to use smaller vehicles but behave recklessly, which must be handled with more patience. The limited speed of trucks, especially when transporting goods, must also be carefully considered when they will change lanes, overtake, or increase speed. Truck drivers also have to be very careful with the speed of the truck they are carrying because it is usually difficult to brake suddenly because it takes time for the speed to drop to 0 kilometres per hour.

Motivation can be seen as a fundamental part of management activities so that everything can be directed in the direction of potential and human resources by generating, enlivening and growing a high level of desire and togetherness in carrying out individual and group tasks within the company organization can increase morale employees by reducing work stress and employee work conflicts.

The higher the morale, the power to fight frustration, the quality of survival, and the morale of the truck driver group, the higher the morale will be. Companies really need to create a pleasant working atmosphere. This can be done by fostering a warm relationship with the driver, paying attention to the driver's condition, and building a sense of family so that the driver feels comfortable and happy to work for the company and changes the notion that work is a burden. Drivers need to manage rest periods well, so they don't overwork themselves. Companies also need to check the health of drivers within a certain period of time (Depari and Pradhanawati, 2016).

The performance of a driver is highly dependent on the level of morale in carrying out their duties. High morale will have an impact on optimal employee performance so that the achievement of organizational goals can be achieved. Meanwhile, low employee morale will have an impact on low employee performance, so the achievement of organizational goals will be difficult to achieve. Therefore, it is very important to increase the harmonization of employee passion based on growth and the use of personal signature power according to attractive job design with greater autonomy, building a culture of mutual belonging and development which ultimately creates a meaningful work environment (Stoi, 2017).

The second finding in this study, the survival quality variable, is a variable that has a dominant influence on truck driver morale, in line with the results of (Nugroho, 2016) research that a driver will force himself to work to earn an income. a lot of money.



Motivation to work as a driver in one of the professions to earn a living for the sake of survival and his family meeting the needs the family can help support their children, especially in terms of education and also the needs in their household and improve the household economy (Jupri, 2017).

The long journey of work and working hours knows no time, many truck drivers feel lonely, feel isolated, and it is a job without rewards. And the profession of a truck driver is considered a job that is underestimated and despised by the general public, both by those who work in offices and those who work in factories or warehouses. The job of a truck driver is considered by society to be a job with no future, a statusless job reserved for dropouts, morons, and ex-criminals. In fact, this job requires a lot of time and commitment to quality. On the other hand, many truck drivers resign from their jobs because they are paid low wages for long hours. Actually, this wage is quite high when compared to other unskilled jobs. It's just that you won't have time to enjoy it because, as a full-time truck driver, you can't have much free time.

The quality of survival for truck drivers is a condition that describes a group situation that does not lose its direction when faced with difficulties, meaning that there is perseverance, full of confidence and mutual encouragement among employees. People who have high morale will not easily give up in the face of various difficulties that arise in their work, meaning that person has the energy and confidence to see the future well; it can improve a person's quality to survive.

Motivation can spur truck drivers to work hard; it will increase their morale. A motivated truck driver will have higher morale, so they are motivated to work hard to achieve the expected results. The provision of wages is one of the company's efforts to increase the morale of drivers because wages can meet the needs of a decent family life.

High driver morale will encourage the work productivity of truck drivers to increase. Motivation is a force that results from a person's desire to satisfy his needs. The assumption that the job of being a driver is a burden arises because drivers feel they have a great responsibility to meet their needs, and some drivers are forced to work because they do not have other skills. The pattern of family relationships in truck drivers is a type of Head Complement relationship pattern, namely the husband as the main breadwinner and the wife as a housewife, the wife is allowed to work with her husband's permission, and in realizing a *sakinah* family, they always strengthen their intentions, give love, commitment, communication, and mutual trust (Fadilah, 2019).

The third finding in this study is that the power against frustration variable is a variable that has no dominant effect on truck driver morale, this result is in line with the results of (Depari and Pradhanawati, 2016) research that work stress has an influence on truck driver productivity, this is due to anxiety in doing work, irritability at work, work is a burden, and physical fatigue. Drivers who often feel anxious can be overcome by getting enough rest, refreshing their minds, laughing more, planning, and managing these worries so that they don't become excessive and don't appear at inappropriate times, especially when driving a truck. In addition, a calm and happy mind can reduce emotions while driving so that feelings of irritability do not arise.

The company encourages its drivers to have very high work morale because, with high work morale, it is hoped that work enthusiasm and enthusiasm will increase and work can be completed more quickly, the damage will be reduced, and absenteeism will be minimized, which means not only work productivity can be improved increased but also the cost per unit will be reduced. Enthusiasm does not come from no man's land, but every



time it comes, enthusiasm can solve life's problems because enthusiasm is one of the greatest emotions, which will automatically give us a positive outlook. So, of course, everyone can get that spirit without having to spend money to pay for it. On the other hand, with passion, we can get extraordinary results. This indication of a decrease in morale is important for every company to know because with knowledge of these indications, it will be possible to know the cause of a decrease in morale (Afrina, 2020).

There is a difference in the motivational strength shown by a person in dealing with certain situations compared to other people facing the same situation, from the various kinds of problems, a good leader is required to be able to analyze the problems that arise and how to solve them. Humans, as the most important element in achieving organizational goals, need to get the attention of company leaders by motivating all employees to work well (Martini, 2018).

Paying attention to the work motivation of the drivers is very important if you want each driver to make a positive contribution to the achievement of organizational goals. Without work motivation, employee drivers cannot fulfil their duties according to standards or exceed standards because their motives and motivations for work are not fulfilled, so the driver's morale is not as expected. Even if the driver has good abilities if he does not have the motivation to work, the end result of his work will not be optimal (Mulya, et al., 2019).

Increased morale will have an impact on the work will be completed more quickly, the damage will be reduced, and delays will be minimized. This means that it is hoped that not only can work productivity be increased but also the cost per unit will be reduced (Syafriana and Mani, 2020).

## CONCLUSION

Based on data analysis and discussion, it can be concluded that; (1). The variables of work passion, strength against frustration, quality of survival, and group spirit each have a significant effect on the morale of truck drivers (2). The variable of survival quality is a variable that has a dominant influence on the morale of truck drivers, and (3). The variable of strength against frustration is a predictor that has no dominant effect on the morale of truck drivers.

**SUGGESTIONS.** With high morale, it will automatically make truck drivers happy to work, which will have an impact on drivers being loyal to the company, and can reduce the number of accidents because drivers who have high morale tend to work carefully and thoroughly so that they are always in accordance with work procedures. In the company. Based on the results of research and discussion of several suggestions that can be given to increase the morale of truck drivers; (1). Company leaders can reduce the workload and emotions while driving so that feelings of irritability do not arise; the driver must be able to be calm and happy (2). Company leaders must be able to motivate all employees to work well with enthusiasm in order to achieve company goals, both intrinsically and extrinsically motivated (3). Leaders can appreciate every improvement in the work of these truck drivers. Because no matter how small or big the positive changes from them for this business entity, of course, it aims to advance the credibility and electability of your company, and this must be appreciated.



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