



## Implementation of motivation to increase employee work productivity at the Paketzentrum Ludwigsfelde DHL Berlin, Germany

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### Keywords

Work Motivation;  
Productivity; Logistics  
Company.

### Abstract

This study aims to analyse what factors cause the need for work motivation in increasing the work productivity of Ludwigsfelde DHL Paketzentrum DHL Berlin, Germany employees. The research method used is field research with qualitative descriptive methods. The data sources used are primary and secondary data. Data collection techniques are observation, interviews and documentation. Then, the data analysis techniques used are data reduction, presentation, and verification. The results of this study show that: 1) 2 factors cause the need for work motivation in increasing employee productivity, namely internal factors, namely meeting needs and skills and knowledge, then external factors, namely the relationship between superiors and subordinates, working environment conditions and active customers. In Islam, work motivation can motivate you to work and earn a halal living. 2) The value of motivation in increasing employee productivity includes honesty and trust, patience and effort, work ethic, responsibility and skill. In the Islamic view, motivation can lead to good values for employees. 3) The realisation of work motivation has been implemented to increase employee productivity, which can increase morale and income and make employees more productive.



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## 1 Introduction

Human resources are one of the capitals and play an important role in achieving company goals. Therefore, the company must manage human resources as well as possible. Work productivity is one of the parameters that can be used to assess the quality of human resources. This can be done through adjustments, such as increased motivation (Achmad et al., 2023).

The research was conducted at Deutsche Post AG, under the trade name DHL Group, a multinational parcel delivery and supply chain management company headquartered in Bonn, Germany. Deutsche Post is the world's largest courier service provider. The postal division of the company delivers 61 million letters daily in Germany, making it the largest postal service provider in Europe. The express division of the company (DHL) claims to have a presence in more than 220 countries and territories (Yusuf & Al Arif, 2015). Deutsche Post is the successor to the German postal authority, Deutsche Bundespost, which was privatised in 1995 and became a fully independent company in 2000. Deutsche Post AG is listed in Börse Frankfurt under the DPW ticker and is a constituent of the Euro Stoxx 50 stock market index. In 2016, 20.5% of the company's shares were held by KfW, while the rest were traded

on the stock exchange, with 65.6% of the company's shares held by institutions and the rest held by individual investors.

This study aims to analyse what factors cause the need for work motivation in increasing the work productivity of Ludwigsfelde DHL Paketzentrum DHL Berlin, Germany employees.

An organisation or company expects its employees to be capable, capable and qualified, but most importantly, employees are willing to work hard and want optimal work results. So that the company's goals can be achieved properly, employees can perform tasks with high productivity results and due to high work motivation.

(Wiranti, 2016) said that motivation comes from, in other words, drive, driving force or power that produces actions or deeds. (Soetrisno, 2016) states that motivation is a condition or energy that moves employees who are directed or directed to achieve organisational or company goals.

(Abdillah, 2021) states that motivation is a skill in directing employees and organisations to work successfully to achieve the wishes of employees and organisational goals. States that motivation encourages a series of human behaviour processes to achieve goals. At the same time, the elements contained in motivation include arousing, directing, maintaining, showing intensity, being continuous and having goals.

Robbins in (Busro, 2018) states that motivation is the willingness to use a high level of effort for organisational goals conditioned by the effort's ability to meet some individual needs. Hasibuan in (Desanti & Sutrisno, 2017) states that motivation is the driving force that achieves a person's work excitement so that they want to work together, work effectively, and are integrated with all efforts to achieve satisfaction.

External motivation includes control factors from managers, including work-related issues such as salary or wages, working conditions and company policies, and work containing rewards, development and responsibility. A manager must identify external motivations to elicit a positive response from his employees. So managers must always balance between the presenter of information and the user of information, which will be a study in motivating employees in work. In this case, the relationship between information balance can be seen on the presenter and user sides, where these two parties must have an information balance (Sipi & Tandil, 2021).

This positive response shows that subordinates are working to advance the company. Using positive and negative external motivations. Positive motivation is an appreciation for achievements, while negative motivation is in the form of sanctions if achievements cannot be achieved. Stated that this need is a need that drives a person to achieve success and is measured based on the proportion of perfection that exists in a person.

(Kadarisman, 2012) states that motivation as a psychological process in a person will be influenced by several factors, namely internal actors, personal maturity, level of education, Personal Desires and Expectations, Necessity, Fatigue and Boredom, Job Satisfaction, and External Factors: Type and nature of work, Workgroup to which a person belongs, Organization to work for, Environmental situation, Reward system. Edy Sutrisno (2017: 100) stated that work productivity is a mental attitude. A mental attitude that always seeks improvement to what already exists. A belief that one can do a better job today than yesterday and tomorrow better than today. Hasibuan in Busro (2018: 340) states that productivity is a comparison between output (results) and input (input). If productivity increases, efficiency (time-material-labor), work systems, production techniques, and workforce skills will increase.

(Rachmat et al., 2023) suggests that productivity is a comparison between the results achieved and the participation of the time union workforce. Labour participation here is the use of resources and is effective and efficient. Productivity essentially includes an attitude that always believes that today's work method must be better than yesterday's work method and the results that can be achieved tomorrow must be more or more quality than today's.

(Busro, 2018). Work productivity is the ability of a person or group of people to produce goods and services at a certain time that has been determined or according to plan. Previous research was conducted by Nia (Heprima, 2019), examining the influence of the work environment, work motivation, internal communication, and teamwork

on employee work productivity in Odie Convection. The analysis technique uses linear regression and multiple regression. The results of this study show that the work environment, work motivation, internal communication and teamwork significantly affect the productivity of production employees.

This research is prepared in a framework of thought that explains the understanding of variables and relationships between variables in research based on certain theoretical foundations. The framework of thought in this study is as follows:

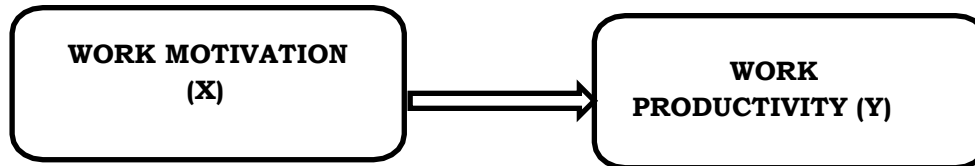


Figure 1 Frame of mind

## 2 Materials and Methods

This research is a type of qualitative research. Qualitative research is a research procedure that produces descriptive data in the form of written or spoken words of people and observed behaviour (Rezkitia & Wardani, 2018). Meanwhile, descriptive research analyses data by describing or describing the data collected as it is without intending to make conclusions that are generally applicable or generalisations.

This study analysed employee motivation to increase employee work productivity at the Paketzentrum Ludwigsfelde DHL Berlin, Germany. This research was conducted from September to December 2023. The data source in research is the subject from which data can be obtained. To obtain the data needed in this study, the author uses field data sources and literature data to obtain the theoretical data discussed.

Source of research data: Primary Data, namely data obtained directly from the field, conducted through direct interviews, observations and other tools. Data collection techniques start from observation and continue with interviews.

The data analysis used in this study was using qualitative descriptive methods. The descriptive method is the process of solving a problem by describing the object of research by looking at the facts that occur in the field as they are (Sofyan Siregar, 2017). Data analysis starts with data reduction, data presentation, and conclusion pulling.

## 3 Results and Discussions

Motivation is very important in the company because it can improve employee performance. The purpose is to provide work motivation to employees so they can carry out their duties effectively and efficiently. Thus, it also means maintaining and improving morale, enthusiasm and passion for work because it is perceived as challenging.

### Factors that cause the need for Work Motivation in Increasing Employee Productivity

Several factors can influence motivation. Employee work motivation factors are internal motivation from within the employee and external motivation that arises from the company he works for and the employee's external environment. Factors that cause the need for work motivation in increasing employee productivity at Paketzentrum Ludwigsfelde DHL Berlin, Germany are as follows: Based on the results of an interview with Stefan Yakimov Parcel to Container employee at Paketzentrum Ludwigsfelde DHL Berlin, Germany, who stated that: "The relationship between employees and superiors is very influential, because by having a boss who is good, friendly and wants to mingle with employees and provide input to everything is to work casually but surely both the Manager and other employees, so that employees can work well and comfortably"

So researchers can conclude that employees assume that the relationship between superiors and subordinates can add value to their motivation to work more comfortably and well, and having a good boss also helps them to work better but surely without pressure. Based on the results of an interview with Christian Wulfft, an employee of the Package to Container section at the Paketzentrum Ludwigsfelde DHL Berlin, Germany, who stated that: "Good encouragement from superiors that makes the employees at Paketzentrum Ludwigsfelde DHL Berlin, Germany can work well and optimally."

Based on the interview above, encouragement from direct superiors can affect the performance of employees so that they can work well and optimally. The next factor that causes the need for work motivation is increasing employee productivity, according to Linda Kempinska employee of the computer control and reporting section at the Paketzentrum Ludwigsfelde DHL Berlin, Germany, who stated that: "One of the factors that influence motivation is the work environment, at Paketzentrum Ludwigsfelde DHL Berlin, Germany has a good work environment, starting from employee friends who can be worked with well, besides that, outside of work as an employee in break hours, they also take the time to chat and gather, joke, laugh like family, and in working hours still obey the rules and work well, but the sense of solidarity remains like helping other employees' friends who are busy."

Based on the information above, one of the factors of work motivation is the work environment, with employee friends who can work well together and foster a sense of solidarity and kinship. However, they still obey the rules during working hours and work well. The next factor that causes the need for work motivation is increasing employee productivity; according to Zyta Blaszak, an employee of the drafting and unloading of packages to trolleys at the Paketzentrum Ludwigsfelde DHL Company Berlin, Germany, states: "My motivation in working is to support my family. Because I am the head of the family, who has to support my children and wife."

Weronika Franskowska, a container unloading officer at Paketzentrum Ludwigsfelde DHL Berlin, Germany, stated: "I work to make ends meet, and I usually give it to my parents."

Based on the interview above, the motivation of employees to work includes being the head of the family, supporting children, providing for his wife's needs, and meeting the parents' daily needs.

Then another factor that causes the need for work motivation in increasing employee productivity is, based on the results of an interview with Pawel Jerzyk, an employee at Paketzentrum Ludwigsfelde DHL Berlin, Germany, who stated: "Skills must be present in every job. If the motivation to work is high but the skills are still lacking, it will not affect the work. So it is good that skills are accompanied by motivation so the work will be good and smooth."

Milan Galovsky stated the same thing as the manager at Paketzentrum Ludwigsfelde DHL Berlin, Germany, who stated: "Actually, one that increases motivation for employees is knowledge and skills, so that work is even more productive, it would be nice Skills must be accompanied by knowledge in order to create conducive work and by what we want. However, what is happening right now is the lack of training that can increase employee knowledge about DHL."

So, the purpose of the information above is that important factors that affect motivation are skills and knowledge; with the existence of skills and knowledge, work will be more conducive and work according to company goals.

Based on the results of an interview with Milan Galovsky, manager at Paketzentrum Ludwigsfelde DHL Berlin, Germany, who stated that: "I, as a manager who oversees, provides services and manages employees, by establishing good relationships with employees can add motivation that makes employee morale increase, because the manager has a special task to unite all employees to work together so that company goals can be achieved properly. Maximum. Therefore, I cultivate a compact attitude and working atmosphere by always mingling with employees and being willing to help others. Moreover, in between breaks, take the time to joke together so there are no boundaries between employees or managers during breaks."

Based on interviews from managers that superiors not only organise or organise their teams and all activities in the office but also have a special task to perform services, unite employees and foster a conducive working atmosphere in order to create good and maximum cooperation to achieve company welfare because specifically, managers must be able to provide quality publicly because this company is part of public services. In providing services, always prioritise the quality of public services so that the people served get satisfaction (Darlin et al., 2021). The influence of this motivation greatly affects performance and the reason for employees to stay in the company. The influence of motivation on employee performance can be identified from two factors, namely internal and external.

### **The Value of Work Motivation in Increasing Employee Productivity**

Satisfaction at work will be felt by a person if there is a match between values and self-motivation with his task. Therefore, understanding the work values embraced by employees at work is important for workers to determine the level of employee productivity at work. In addition, it can also help someone work effectively in their duties. The value of work motivation in increasing employee productivity at Paketzentrum Ludwigsfelde DHL Berlin

can be known through the results of interviews with resource persons. Based on the results of an interview with Linda Kempinska, an employee at the Paketzentrum Ludwigsfelde DHL Berlin Company, stated: "My motivation value is honesty, by working honestly, just like we work without any burden because at DHL it is also based on an honest and trustworthy attitude, so employees must also be honest in their work."

Based on the interview, it is known that the motivation value of the employee is honesty because work based on honesty is the same as work without burden; demanding employees must also be honest. Stefan Yakimov at Paketzentrum Ludwigsfelde DHL Berlin stated: "Honesty and trust are important values that exist in me because by working honestly, what will be obtained is trust, both from superiors and others."

Based on the interview, the author sees that honesty is very important for these employees because honesty fosters trust in superiors and customers.

Furthermore, work motivation is valued for increasing productivity. Based on the results of an interview with Amir Tang, an employee at Paketzentrum Ludwigsfelde DHL Berlin stated: "My motivation values are punctuality and good work ethic because that attitude can make my work less stressful. However, I am always punctual and not easily discouraged; whatever we face in the field or the office, we must be optimistic so that morale grows and our work motivation increases."

On-time and good work ethic are motivational values applied so that work does not become a pressure that can hinder. Always have an attitude that is not easily discouraged, which adds value in fostering morale and work motivation, increasing both in the field and the office. Another value of work motivation, based on the results of an interview with Weronika Franskowska, an employee at Paketzentrum Ludwigsfelde DHL Berlin, stated that: "One of the values of work motivation is to apply a good work ethic, which is appropriate and obeys the rules, such as discipline, both time discipline and others, then have an honest attitude in working and diligently do not procrastinate work."

Based on the interview, one of the values of work motivation is a good work ethic that can comply with the rules set by the company, such as discipline both time and work discipline, always being honest at work, and diligently not procrastinating work that can make work neglected.

#### **The Realization of Motivation that has been implemented in Increasing Employee Productivity**

The manifestation of motivation implemented to increase employee productivity at the Paketzentrum Ludwigsfelde DHL Berlin Company can be known through interviews with resource persons. Based on the results of an interview with Stefan Yakimov, an employee at Paketzentrum Ludwigsfelde DHL Berlin, who stated that: "Motivation can give us morale, and get everything done calmly and regularly."

Based on the interview, one of the forms of work motivation that have been implemented to increase employee productivity is that motivation can increase morale and complete work calmly and regularly. A different manifestation was conveyed by employee Milan Galovsky, based on the results of his interview, which stated: "If we apply good work motivation, fortunately, there is ourselves and also the company. With motivation, we work well and productively so that the company's revenue increases; if the company's revenue increases, we will also get additional commissions."

Based on the interview, the motivation of employees is more enthusiasm for working, which increases the company's income. As the company grows, employees earn more commissions for their hard work. The next manifestation of the motivation that has been implemented into increasing employee productivity at Paketzentrum Ludwigsfelde DHL Berlin, Based on the results of interviews with several employees, who stated that: "The next manifestation of motivation that has been implemented into increasing employee productivity at Paketzentrum Ludwigsfelde DHL Berlin" Based on the results of interviews with several employees, who stated that: "For me the motivation of all work will be done correctly and not carelessly. Motivation can encourage us to work optimally; moreover, many employee friends help if they are busy or have difficulty at work because there are too many jobs, but there are still not many employees." If it is from myself, motivation can make me work harder and able to do work on time." With work motivation, I am more passionate about working so that my ability to work increases and work can be completed."

Based on the interview, it can be concluded that Paketzentrum Ludwigsfelde DHL Berlin is a company engaged in services where employees have many tasks. The many tasks require employees to increase working hours outside of predetermined hours. However, all employees are highly motivated to work solely because they love the work done so that they can work more productively for the company. Then, with motivation, I can encourage them to

work with enthusiasm and maximum and not work carelessly, increase work enthusiasm, and complete their work on time.

### **Factors that cause the need for Work Motivation in Increasing Employee Productivity**

Hasibuan motivation is an encouragement to move employees to realise and achieve the goals set by the company. Motivation is very important for employees because it supports human behaviour, enabling them to work harder and enthusiastically get optimal results (Hasiuan, 2019). Providing appropriate and supportive motivation will allow employees to reflect on all their potential and become a stimulus to increase work productivity. If there is no appropriate and supportive motivation, employees become lazy, weak, and even bored, which will ultimately cause a decline in work productivity. Based on some of the interviews above, the researcher concluded several factors that cause work motivation to increase employee productivity at Paketzentrum Ludwigsfelde DHL Berlin. The factors are as follows:

1. Internal factors. Internal factors are motivational factors that originate from within a person. This internal motivation 1. arises from the individual's desire to get something in his life. There are several things included in the internal factors of employees of the Paketzentrum Ludwigsfelde DHL Berlin, Germany, including:

#### **Making ends meet**

Meeting needs is the same as meeting the physiological needs of Hierarchical theory, according to Abraham Maslow (2018), which means that every primary and absolute need must be met to maintain survival for every human being. Needs are motivations that can arise because of the need for something in life, such as the need for oneself or the need to meet the family, so employees are motivated to meet these needs. The need to meet the family's needs is the responsibility of the head of the family, who can motivate the staff to work well and carefully to produce something of quality. Employees at Paketzentrum Ludwigsfelde DHL Berlin, Germany, consider that the work motivation instilled in them makes employees more enthusiastic to work and can meet their needs for themselves and their families.

#### **Skills and Knowledge**

Skills or knowledge can be juxtaposed with achievements or the need for achievement, according to McClelland's theory of motivation, meaning that the encouragement of achievement, both in the form of skills and knowledge that not all employees have, will make employees work better and gain confidence in work. Employees at Paketzentrum Ludwigsfelde DHL Berlin, Germany, consider skills and knowledge important and included in one of their motivations for work. Skills can make employees more trained and shrewd in all types of work, while with knowledge, employees will find it easier to understand the work they are engaged in. Skills and knowledge are needed for a company's success. By having skills, anything can be learned, but it requires a strong dedication to learn the knowledge, one of which is fostering a spirit of motivation.

External factors

2. External Factors are a person's desire to do something caused by impulses from outside oneself to achieve a goal that benefits him. There are several things included in the external factors of employees of Paketzentrum Ludwigsfelde DHL Berlin, Germany, including:

#### **Relationship between superiors and subordinates**

Leaders and subordinates are social needs of Hierarchy theory, according to Abraham Maslow (2018), namely an individual who is a group who wants to associate with other parties, wants to be accepted by his colleagues, and wants to share and accept friends with other individuals. According to employees of Paketzentrum Ludwigsfelde DHL Berlin, Germany, good relations between superiors and employees are the most important factor in the company. Superiors have higher authority and have the power to rule over their subordinates. At Paketzentrum Ludwigsfelde DHL Berlin, Germany, interactions occur between a superior as a leader or a person responsible for a certain job and his subordinates. Like a manager who organises all activities well, the leader must create a harmonious and compact atmosphere between himself and his subordinates. Superiors are also obliged to guide and motivate their subordinates so that they, as subordinates, become enthusiastic at work. Conversely, subordinates are obliged to carry out the tasks entrusted to them as well as possible by their duties and functions for the organisation's progress.

#### **Working Environment Conditions**



A good work environment will lead to good work and colleagues who can work together. Therefore, McClelland's theory of motivation is in the form of the need for friendship, including the work environment, someone who desires to relate with friendly and familiar individuals and is full of friendly attitudes toward other parties. The working environment at Paketzentrum Ludwigsfelde DHL Berlin, Germany, looks good because judging from the work environment of employees who have a warm and cheerful atmosphere and good cooperation between employees and employees and superiors with employees, as well as employees with customers. Employees at Paketzentrum Ludwigsfelde DHL Berlin, Germany, consider that working in a good and adequate work environment will motivate them to work optimally and produce good performance. Having a work partner who can work well together will increase employee productivity.

### **The Value of Work Motivation in Increasing Employee Productivity**

Satisfaction at work will be felt by a person if there is a match between values and self-motivation with his task. Therefore, understanding the work values embraced by employees at work is important for workers to determine the level of employee productivity at work. In addition, it can also help someone work effectively in their duties. Based on some of the interviews above, the researcher concluded several values of work motivation in increasing employee productivity at Paketzentrum Ludwigsfelde DHL Berlin, Germany. The values are as follows:

#### **Honesty and Trust**

The values instilled in Paketzentrum Ludwigsfelde DHL Berlin, Germany, which underlie and motivate employees of Paketzentrum Ludwigsfelde DHL Berlin, Germany, are honesty and a sense of public trust. From the beginning, the founder of Paketzentrum, Ludwigsfelde DHL Berlin, Germany, has instilled in its employees the idea that they should always be honest. At every step in life, you should be able to get used to always including honesty in doing it because, with honesty in life, a sense of trust is formed, and with that trust, it is also more able to build better self-integrity. Trust is also one of the main keys to success, which can be achieved in career, family, romance, and other general contexts.

#### **Work Ethics**

Paketzentrum Ludwigsfelde DHL Berlin, Germany, also highly upholds work or time discipline ethics. Work ethics will increase employee productivity and provide quality that can be relied on. For example, you can complete tasks on time and obey all rules, even employees who work longer hours, so that work can be completed and the results are satisfactory. Employees of Paketzentrum Ludwigsfelde DHL Berlin, Germany, uphold the name discipline because discipline at work is a good work ethic to carry out employee work activities seriously. The work discipline in question is time discipline; for example, entering work on time is not late or discipline in doing what is ordered to him by the orders that must be done. Employees often do not pay attention to small things that may be forgotten when they are in the office. However, these things can be very useful and give a positive impression if you can package them, such as work ethics that shape employees' character in carrying out the tasks given. Having a good work ethic will produce satisfaction for employees and superiors.

#### **Responsibility**

Employees at Paketzentrum Ludwigsfelde DHL Berlin, Germany, define responsibility as the value of work motivation when DHL can be responsible for all its activities, such as being responsible for each of their jobs and working according to their respective procedures and job desks. In fulfilling all forms of unity and justice, man is responsible for all the attitudes and behaviours he has displayed. In the world of work, such things are also very applicable. Carrying out all activities with various kinds of work does not mean everything is done; everything must be accountable for what has been done.

### **3. The Realization of Motivation that has been implemented in Increasing Employee Productivity**

Based on some of the interviews above, the researcher concluded some manifestations of work motivation that have been implemented to increase employee productivity at the Ludwigsfelde DHL Berlin Paketzentrum Company, and its manifestations are as follows:

#### **Energise more work**

Everyone must have experienced fatigue and boredom at work. The number of tasks and responsibilities that must be completed, deadlines that accumulate, and targets that must be achieved are often a burden for employees at work. As experienced by some employees at the Paketzentrum Ludwigsfelde DHL Berlin Company, the routine that

employees do every day makes them feel tired of much work and often adds working hours outside the working hours set by the company. The working hours that the company has set are from Monday to Friday, when employees enter at 08.00 to 16.00, then on Saturday, employees enter at 08.00 to 15.00. With working hours that can be quite dense, employees' performance at the Ludwigsfelde DHL Berlin Paketzentrum Company can decrease. The existence of work motivation in employees at the Paketzentrum Ludwigsfelde DHL Berlin Company can increase employee enthusiasm and work enthusiasm. So that employees can work well without remembering the amount of work and only remembering the purpose for which the employee works.

#### **Increase Revenue**

Increasing opinion, like Abraham Maslow's need for safety and security, means the desire for economic certainty and the longing for an orderly world by ensuring the economy by getting income or incentives from the company. Employees at Paketzentrum Ludwigsfelde DHL Berlin create motivation in themselves so that they have the passion to work and make the company more advanced. Working optimally and productively can increase income for the company, and employees can also get additional commissions for the work done if the company's income increases. Usually, employees at the Paketzentrum Ludwigsfelde DHL Berlin Company will get a bonus at the end of the year; by getting income from the company, employees can support their families or meet the needs of these employees.

#### **4. Employees are more productive at work**

Work motivation makes employees at the Ludwigsfelde DHL Berlin Paketzentrum Company work more productively by being able to complete work on time and being able to work by showing good integrity. Then, it can work optimally and productively for the company's benefit. The demands of competition urge companies to have skilled, dexterous, and meticulous employees to produce high output in quantity and quality. An employee may be smart and versatile. However, he will not do the maximum for himself or the company without motivation.

## **4 Conclusion**

Factors that cause work motivation are divided into 2: internal factors that come from within employees, including meeting the needs of life and skills and knowledge. The second factor comes from external, including the relationship between superiors and subordinates. The value of work motivation instilled by Paketzentrum Ludwigsfelde DHL Berlin, Germany, is quite a lot, such as the value of honesty and mutual trust and responsibility then applying good work ethics, all of that is solely in order to get good service and believing in the good performance of Paketzentrum Ludwigsfelde DHL Berlin, Germany and always want to be ashamed of cooperation.

With work motivation, employees get more enthusiasm and encouragement to work so that employees can do their work more productively. By working more productively, it will increase income both from the company and from the employees themselves.



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