

**THE EFFECT OF E-LEARNING TRAINING AND DIGITAL SPIL
ORGANIZER PLATFORM ON EMPLOYEE PERFORMANCE
MEDIATED BY WORK MOTIVATION
(Study at PT. Salam Pasific Indonesia Lines (SPIL) Head Office Surabaya)**

Astavana Syah^{1*}, Khuzaini²

¹Master of Management Student, Indonesian College of Economics, Surabaya, Indonesia

²Master of Management, Indonesian College of Economics, Surabaya, Indonesia

*Corresponding Author: astavana42aini@gmail.com

Abstract: More development of the business world forces companies to guarantee that their employees have the skills and adequate motivation to improve performance. **Purpose:** analyses the effect of E-learning training and SPIL digital organizer platform on employees' performance mediated by work motivation at PT. Salam Pacific Indonesia Line (SPIL), the main branch of Surabaya. **Method:** The study applies quantitatively, with a survey as the method. Furthermore, the data were collected from questionnaires, which were distributed to 80 employees of PT. Salam Pacific Indonesia Line (SPIL), the main branch of Surabaya selected using purposive sampling. Data analysis was conducted using inferential statistical methods, including direct and indirect effect tests to examine the mediating role of work motivation. **Result:** e-learning training has a positive and significant impact on employee performance. The SPIL Organizer digital platform also has a positive impact on employee performance. Furthermore, work motivation plays a crucial role as a mediating variable, where the analysis results prove that work motivation mediates the relationship between e-learning training and the SPIL Organizer digital platform and employee performance. **Conclusion:** improving the quality of e-learning training and utilizing the SPIL Organizer digital platform can enhance work motivation, which in turn contributes to improved employee performance. The practical implications of this study are expected to provide insights for PT. SPIL management in formulating human resource development strategies based on digital technology.

Keywords: E-learning training, digital platform, work motivation, and employees' performance.

1. Introduction

Digital transformation has become a key driving force in changing the way businesses operate and interact with customers, employees, and other stakeholders in the modern era. Digital transformation is the process of using digital technology to transform business models, improve operational efficiency, and enable companies to respond more quickly to changes in the market (Amra and Misi, 2025).

Employee training and development have a significant impact on the overall performance of an organization (Hasibuan and Aisyah, 2025). In this case, PT. Salam Pasific Indonesia Lines (SPIL) Surabaya Head Office utilizes E-Learning as a training platform to provide employees with easier and more flexible access to develop their skills, especially in using digital platforms and managing increasingly complex logistics operations. E-Learning allows individuals to learn at their own pace and focus on the material that is most relevant to their work (Hekmatyar *et al.*, 2024)

Increasingly sophisticated information and communication technology can improve work efficiency by facilitating faster and more accurate communication, accelerating decision-making, and enabling management to monitor and evaluate employee performance more effectively (Lubis and Nasution, 2024). For employees at PT. Salam Pasific Indonesia Lines (SPIL) Surabaya Head Office, the ability to operate this digital system well not only affects personal productivity, but also contributes to the smooth operation of the company as a whole.

The SPIL Organizer digital platform used by PT. Salam Pacific Indonesia Lines (SPIL) Head Office in Surabaya is an example of technology implementation to support logistics and shipping operations. This platform not only serves as a tool to simplify fleet management and monitor shipments but also facilitates communication between divisions involved in operational processes. Companies that successfully undertake digital transformation can optimize the use of technology to improve internal relationships between departments and facilitate more effective workflows (Wijaya and Simamora, 2022).

Employee performance is a crucial factor influencing a company's success in achieving its goals. Employee performance is the result of attitudes and behaviors influenced by individual factors such as skills, experience, motivation, and work commitment, as well as organizational factors such as corporate culture, management systems, and technological support (Robbins and Judge, 2013). One factor influencing employee performance is work motivation. Intrinsic motivation, from a work motivation perspective, namely a sense of personal achievement, job satisfaction, and self-development, has a more significant impact on improving performance compared to extrinsic motivation, which is more material in nature (Nilawati, 2024). Therefore, companies need to create a supportive work environment so that employees feel empowered and motivated to continue developing, especially in facing new challenges brought by digital transformation.

The relationship between several important aspects of e-learning training, the SPIL Organizer digital platform, work motivation, and employee performance raises various questions, such as whether e-learning training, the SPIL Organizer digital platform, and work motivation can influence employee performance within a company. Is there an impact of e-learning training, the SPIL Organizer digital platform, and work motivation that can have a significant impact on employee performance in the company?

2. Literature Review

Employee performance

Employee performance describes how well an employee is able to achieve the goals or targets set by the organization or company, as well as the quality and quantity of work they produce. Performance encompasses everything related to work results, productivity, and contributions to the organization's success. Employee performance is a result achieved from individual efforts within the organization that involve specific work tasks and expected results, which can be measured both quantitatively and qualitatively (Sakhroni *et al.*, 2025). Performance includes not only results, but also the means or processes in achieving those results.

1. Factors that influence employee performance

There are many theories discussing the factors that influence employee work efficiency. Therefore, researchers refer to several theories regarding the factors that influence employee work productivity (Arif and Gutagalung, 2025).

- a. Individual factors. (1) Motivation: An employee's level of motivation to work directly impacts their performance. Motivated employees tend to be more productive and perform better in their work. Work motivation consists of intrinsic and extrinsic factors that influence employee satisfaction and performance; (2) Skills and abilities: Employees with good skills and abilities are better able to complete their work with better results. The need for achievement, power, and affiliation can influence how employees perform their duties.
- b. Organizational factors. (1) Leadership: The leadership style adopted by managers or leaders significantly impacts employee performance. Good leadership can motivate employees and make them more efficient at work. Transformational leadership can improve employee morale and performance; (2) Working Conditions: A supportive work environment, both in

terms of facilities and atmosphere, will significantly impact employee performance. A healthy and positive work environment can positively impact an individual's motivation and performance.

- c. External factors. (1) Training and Development: Training provided to employees can improve their skills, which in turn impacts their performance. Effective training can enhance the knowledge and skills needed to achieve better performance; (2) Other external factors: External factors such as government policies, technological developments, or economic conditions can also affect employee performance.

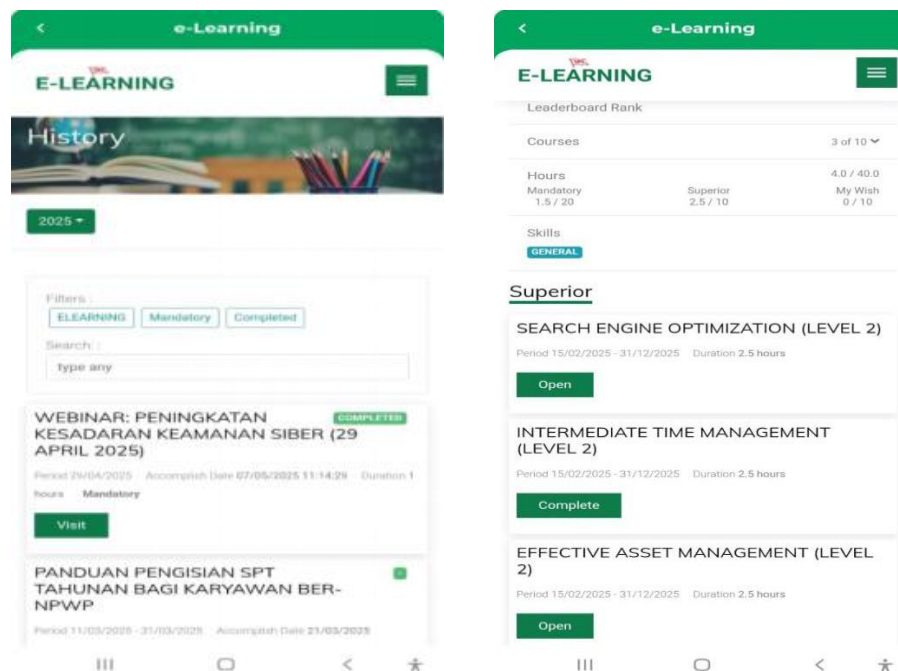
2. Employee performance measurement indicators

Employee performance measurement is used to assess the effectiveness and efficiency of employee work, with several indicators that can be used to objectively assess their performance, including (Rihi *et al.*, 2020):

- a. Work quality: The accuracy, thoroughness, and quality of the work produced by employees. Employees with high work quality will produce better work and fewer errors.
- b. Work quantity: The amount of output or work that can be completed in a given time. This indicates how many tasks an employee successfully completes in a given period.
- c. Work effectiveness: The extent to which the work results achieved by employees contribute to the achievement of overall organizational goals.
- d. Compliance with procedures: The extent to which employees adhere to the rules and work procedures established by the company. Employees who adhere to procedures well tend to produce more structured and effective performance.

E-Learning Training

E-Learning training is a learning method that uses information and communication technology to deliver training materials to participants without requiring direct face-to-face meetings. This training can be conducted through various digital platforms, such as websites, mobile applications, or learning management systems (LMS), allowing participants to learn flexibly and independently (Kumar *et al.*, 2018). E-Learning can provide easy access for participants to acquire new knowledge and skills without geographical or time constraints.



Source: <http://app1.spil.co.id:7001/E-Learning>

Figure 2.1 E-Learning Dashboard

1. Factors that influence E-Learning training

There are several factors that can influence the success of E-Learning training, including (Yulita, 2017):

- a. Learning design: Good learning design is crucial for creating an effective learning experience. This includes selecting relevant materials, using engaging media, and developing structured modules. Learning design that combines various learning aspects such as visuals, interactivity, and appropriate evaluation can increase the effectiveness of e-learning. Selecting an appropriate e-learning platform will impact participants' comfort in accessing materials and participating in training.
- b. Social and technical support: Support from instructors and platform providers is crucial to ensure participants can address any technical issues that arise during the training and obtain the assistance they need. Social support from instructors and fellow participants can also increase participants' sense of engagement and motivation.
- c. Participant motivation: Participants' motivation to participate in e-learning training significantly influences the success of the training. Motivated participants tend to be more active in participating in the training and applying the knowledge they have acquired. Participants' intrinsic and extrinsic motivation are crucial aspects in ensuring the effectiveness of e-learning.
- d. Evaluation and feedback: Regular evaluation and constructive feedback can help participants improve their understanding and skills throughout the training. An evaluation model that includes levels of reaction, learning, behavior, and outcomes can provide a more complete picture of the success of e-learning training.

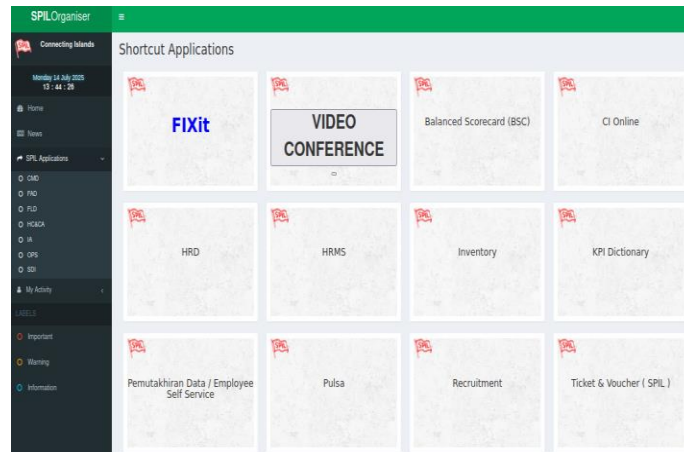
2. E-Learning training measurement indicators

Some indicators that can be used to measure the effectiveness of E-Learning training include (Putra *et al.*, 2024):

- a. Accessibility: The ease with which participants can access online training materials. This includes the extent to which participants can access the training using various devices, including computers, tablets, and smartphones.
- b. Interactivity: The level of participant interaction with the training materials, such as quizzes, online discussions, and direct feedback from the instructor. This ensures participants remain engaged throughout the training.
- c. Material quality: The diversity and depth of the material presented in e-learning training. The material should be relevant to the topic and presented in an engaging manner.
- d. Evaluation and feedback: Systems are in place to provide feedback to participants on their progress in training, as well as opportunities to conduct evaluations to improve the quality of training.

SPIL organizer digital platform

A digital platform is an information technology-based system or application that enables interaction, transactions, or collaboration between users or service providers in various forms, whether social, economic, or informational. A digital platform connects various parties with different interests and facilitates the exchange of value through digital tools such as applications, websites, or other software. A digital platform is an internet-based system that enables application development and interaction between users. This platform provides a foundation for other services to be built, expanded, and used by various stakeholders, including individuals and organizations (Natania and Dwijayanti, 2024).



Source: <http://appl.spil.co.id:7001/SPILOrganiser>

Figure 2.2 SPIL organizer dashboard

1. Digital platform factors

Digital platform aspects include several factors that need to be considered to understand how the platform functions and provides value. Some of the main aspects of digital platforms include (Juhana *et al.*, 2014):

- Technology:** The technology used in the development and operation of the platform, including the hardware and software underlying the platform.
- Business model:** How the platform generates revenue. Some platform business models include freemium, subscription, and advertising.
- User Interface (UI) and User Experience (UX):** User interface design influences the user experience when interacting with a platform. It encompasses aspects of usability, aesthetics, and efficiency.
- Security and privacy:** Involves how the platform protects user data and their transactions from external threats and ensures compliance with applicable regulations, such as GDPR.
- Interoperability:** The ability of a platform to integrate and function with other platforms or systems.
- Community and collaboration:** How the platform encourages interaction and collaboration between its users, both individuals and organizations.

2. Digital platform measurement indicators

Digital platform measurement indicators refer to the parameters used to assess the success and efficiency of a digital platform in meeting its objectives. Here are some indicators frequently used to measure digital platforms (Kurniaputri *et al.*, 2020):

- Interactivity:** The ability of a digital platform to enable collaboration or interaction between users and between users and the system. This serves to increase user productivity and engagement.
- Security:** The level of protection and safeguarding of data contained within a digital platform. This includes the protection of sensitive data and the integrity of user data.
- Ease of use:** Ease of accessing and using the digital platform. The platform must be designed to be easy to understand and use by all employees, both experienced and less experienced.
- Functionality:** The variety of features and tools available on the platform, which enable users to complete work efficiently and effectively.

Work motivation

1. Definition of work motivation

Work motivation is something that drives individuals from within or outside to work in a certain way, both in achieving personal goals and organizational goals. Work motivation is very important because it can affect the level of performance, job satisfaction, and well-being of an employee in the workplace. Work motivation is a process that explains the direction, level of strength, and persistence of a person in achieving goals (Bahri and Nisa, 2017). This means that work motivation not only determines how much effort is given, but also how consistent and sustainable that effort is in achieving the desired results.

2. Factors that influence work motivation

Several factors that influence work motivation among others (Yanuari, 2019):

- a. Basic needs: Physiological, safety, social, self-esteem, and self-actualization needs can influence employee work motivation. Employees whose basic needs are met will be more motivated to perform well.
- b. Work environment: Physical and social conditions in the workplace, such as a comfortable working atmosphere, good relationships between colleagues, and support from superiors, can influence work motivation.
- c. Awards and recognition: Giving awards for achievements and recognition of employees' work results can increase their motivation to try harder.
- d. Challenging goals and tasks: Employees will be more motivated if they are given challenging tasks and clear goals. Monotonous or unchallenging tasks can reduce work motivation.
- e. Perception towards organizational justice: Employees' perceptions of fairness in terms of task distribution, promotion opportunities, salary, and other treatment in the workplace will influence their motivation.
- f. Career development: Employees who have the opportunity to grow in their careers, whether through training, further education, or promotion opportunities, will be more motivated to work hard.

3. Work motivation indicators

Work motivation can be measured using several indicators, including (Rozalia *et al.*, 2015):

- a. Intrinsic motivation: Factors that motivate employees from within themselves, such as a sense of satisfaction from personal achievement and challenges in the job.
- b. Extrinsic motivation: External factors that encourage employees to work, such as compensation, salary, awards, or other external recognition.
- c. Goal achievement: The extent to which employees feel motivated to achieve established organizational goals, and how this provides a sense of personal accomplishment.
- d. Job engagement: The level of employee involvement and commitment to the work they do, and how that work provides a sense of value and meaning in their lives..

3. Method

This research is a quantitative study with a causal-comparative approach (explanatory research), because it aims to analyze the influence of independent variables on the dependent variable, both directly and through mediating variables. The exogenous variables in this study are E-Learning training and the SPIL Organizer digital platform, the mediating variable is work motivation, and the endogenous variable is employee performance. The study population was all 1,310 employees of PT Salam Pacific Indonesia Lines (SPIL). The sampling technique was carried out using purposive sampling.

The research sample criteria are employees of PT.RegardsPacific Indonesia Lines (SPIL) Head Office Surabaya, have participated in E-Learning training, use the SPIL Organizer digital platform, and are actively involved in work activities related to achieving company performance, and have more than 1 year of work experience. Based on these criteria, a sample size of 80 people was obtained. Data was collected using a closed questionnaire in the form of a Google form with a Likert scale. Data analysis was carried out using an inferential statistical approach using direct and indirect influence tests to determine the role of mediating variables using the PLS (Partial Least Square) analysis method.

4. Results and Discussion

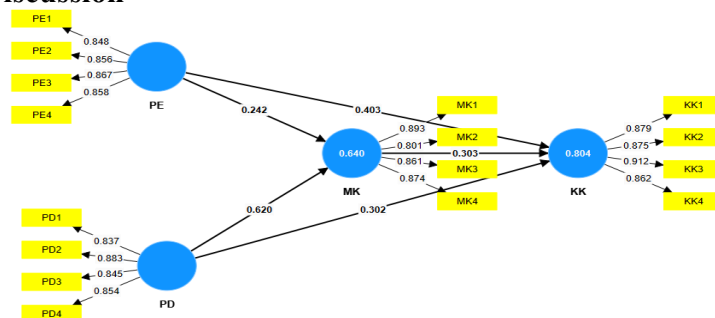


Figure 1.1 Path diagram with coefficient values

Figure 1.1 shows that this study used two exogenous variables: e-Learning training and the SPIL Organizer digital platform. Both variables have arrows on employee work motivation and performance. Work motivation is the mediating variable, and employee performance is the endogenous variable.

The results of the evaluation of the measurement model (outer model) include construct validity and reliability.

Table 1.1 Loading factor and AVE test results

Variables	Indicator	Loading Factor	AVE
E-Learning training	PE1	0.848	0.735
	PE2	0.856	
	PE3	0.867	
	PE4	0.858	
SPIL Organizer digital platform	PD1	0.837	0.731
	PD2	0.883	
	PD3	0.845	
	PD4	0.854	
work motivation	MK1	0.893	0.736
	MK2	0.801	
	MK3	0.861	
	MK4	0.874	
employee performance	KK1	0.879	0.778
	KK2	0.875	
	KK3	0.912	
	KK4	0.862	

Table 1.1 shows that the loading factor and Average Variance Extracted (AVE) values obtained by all indicators are more than 0.5, so all indicators are declared valid in measuring their latent variables.

Table 1.2 Cross loading test results

Indicator	PE	PD	MK	KK
PE1	0.848	0.599	0.689	0.701
PE2	0.856	0.584	0.492	0.667
PE3	0.867	0.538	0.511	0.684
PE4	0.858	0.511	0.504	0.673
PD1	0.45	0.837	0.653	0.621
PD2	0.528	0.883	0.687	0.677
PD3	0.641	0.845	0.618	0.734
PD4	0.606	0.854	0.703	0.702
MK1	0.618	0.724	0.893	0.749
MK2	0.536	0.604	0.801	0.700
MK3	0.509	0.633	0.861	0.643
MK4	0.551	0.703	0.874	0.641
KK1	0.779	0.794	0.838	0.879
KK2	0.68	0.698	0.634	0.875
KK3	0.731	0.653	0.687	0.912
KK4	0.598	0.663	0.63	0.862

Table 1.2 shows The cross-loading value of an indicator on its variable shows a higher value than the cross-loading value of that indicator on other variables in the model. This indicates that each indicator correlates more highly with its respective construct variable than with other construct variables, thus it can be said that the conditions for discriminant validity are met.

Table 1.3 Cronbach's Alpha and Composite Reliability Test Results

Variables	Cronbach's alpha	Composite reliability
PE	0.88	0.883
PD	0.877	0.878
MK	0.88	0.883
KK	0.905	0.912

Table 1.3 shows The Cronbach's alpha and composite reliability values from this study showed figures above 0.7. Therefore, it can be said that the construct has met the reliability requirements.

Results of the evaluation of the structural model (inner model) done by using the coefficient of determination and prediction relevance.

Table 1.4 Results of the coefficient of determination (R-square)

Endogenous Variables	R-Square
Work motivation	0.640
Employee performance	0.804

Table 1.4 shows R-Square Value (R^2) of 0.640 in the work motivation model, meaning that the diversity of work motivation variable values that can be explained by the exogenous variables, namely E-Learning training and the use of the SPIL Organizer digital platform, is 64.0%, while the remaining 36.0% can be explained by other variables not included in the model. R^2 of 0.804 in the employee performance model means that the diversity of employee performance variable

values that can be explained by the exogenous variables, namely E-Learning training empowerment, digital platform utilization, and work motivation is 80.4%, while the remaining 19.6% can be explained by other variables not included in the model.

Prediction Relevance Results (Q²)

Values are obtained through: Q^2

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0,640)(1 - 0,804)$$

$$Q^2 = 0,924.$$

The value obtained is 0.929 (), this value shows that the exogenous variable has good model prediction ability, in other words, the exogenous variable is suitable as a variable that is able to explain the endogenous variable in the model. $Q^2 0,929 > 0$

Overall model evaluation results The Goodness of Fit (GoF) value can be seen from the average communalities value (AVE) in Table 1.1 and the average value R^2 in Table 1.4. The Goodness of Fit Index calculation in this study was calculated using the following formula:

$$GoF = \sqrt{com \times R^2}$$

$$GoF = \sqrt{0,745 \times 0,722}$$

$$GoF = \sqrt{0,538}$$

$$GoF = 0,733$$

The values and R^2 can be obtained through the output results of the SmartPLS software so that the GoF value obtained is $0.733 > 0.36$ (large), meaning that the model has a high ability to explain empirical data so that overall it can be said that the model formed is valid.

Table 1.5 Results of direct influence test

Variables	Coefficient	T statistics	P values
PE -> KK	0.403	6,214	0,000
PD -> KK	0.302	3,246	0.001
MK -> KK	0.303	3,113	0.002

Table 1.5 shows The p-value of the e-learning training variable is 0.000 (<0.05), so it can be said that E-Learning training has a significant effect on employee performance. The coefficient of E-Learning training on employee performance is 0.403, meaning that this figure shows that there is a positive relationship between E-Learning training and employee performance. The p-value of the digital platform variable is 0.001 (<0.05), so it can be said that the SPIL Organizer digital platform has a significant effect on employee performance. The coefficient of the SPIL Organizer digital platform on employee performance is 0.302, meaning that this figure shows that there is a positive relationship between the SPIL Organizer digital platform and employee performance. The p-value of the work motivation variable is 0.002 (<0.05), so it can be said that work motivation has a significant effect on employee performance. The coefficient of work motivation on employee performance is 0.303, meaning that this figure shows that there is a positive relationship between work motivation and employee performance.

Table 1.6 Results of indirect influence test

Variables	Coefficient	T Statistics	P Value
PE -> MK -> KK	0.073	2,017	0.044
PD -> MK -> KK	0.188	2,869	0.004

Table 1.6 shows that the e-learning training variable obtained a p-value of 0.044. The test results indicate that E-Learning training influences employee performance through work motivation. The magnitude of the indirect effect coefficient is 0.073. The test results indicate that the hypothesis of E-Learning training influencing employee performance through work

motivation is accepted. The digital platform variable obtained a p-value of 0.004. The test results indicate that the SPIL Organizer digital platform influences employee performance through work motivation. The magnitude of the indirect effect coefficient is 0.188. The test results indicate that the hypothesis of the SPIL Organizer digital platform influencing employee performance through work motivation is accepted.

Discussion

The effect of E-Learning training on employee performance

Training is a strategic organizational effort to improve employee knowledge, skills, and attitudes so they can perform their tasks according to established standards. Advances in information technology have led to the emergence of digital-based training methods known as e-learning. E-learning utilizes technology and the internet to deliver training materials flexibly, interactively, and efficiently.

Compared to conventional face-to-face training methods, e-learning offers several advantages. First, flexibility in time and location, allowing employees to access materials anytime and anywhere. Second, cost and time efficiency, as it eliminates the need for large physical facilities or business travel. Third, self-paced learning capabilities allow participants to review the material as needed. Technology-based training can improve learning quality and work outcomes because the material can be tailored to specific job requirements (Purwanto and Suratman, 2022).

E-Learning training significantly impacts employee performance through two main channels. First, it improves job-relevant technical and non-technical competencies. Structured and tailored training materials will improve employee task completion skills, reduce errors, and increase productivity. Second, it increases work motivation due to the support of modern learning facilities that facilitate employee self-development. This fosters a sense of belonging to the organization and enhances work engagement.

In the context of PT. Salam Pacific Indonesia Lines (SPIL), e-learning training integrated with the SPIL Organizer digital platform provides dual benefits. It not only enhances employees' operational knowledge and technical skills in the logistics sector but also accelerates the adaptation process to changes in technology and work systems within the company. Thus, e-learning training plays a crucial role in supporting employee performance targets and maintaining the company's competitiveness amidst the increasingly competitive logistics industry.

Based on theoretical studies and previous research, it can be concluded that e-learning training has a significant positive impact on employee performance, both directly through improved job skills and indirectly through increased motivation and job satisfaction. Therefore, implementing planned and tailored e-learning training is a strategic investment for organizational success.

The influence of digital platforms on employee performance

The development of information and communication technology has brought significant changes in the way organizations manage operational activities and human resources. One form of utilization of this technology is the use of digital platforms as a means to integrate information, facilitate coordination, and increase work efficiency. A digital platform is a technology-based system that provides an online environment for centralized and real-time management of data, communications, and business processes. In the context of modern organizations, digital platforms play a crucial role in supporting employee performance. First, digital platforms accelerate the flow of information, allowing employees to quickly access data, instructions, or reports without geographical or time constraints. Second, digital platforms facilitate collaboration between individuals and teams, both

synchronously and asynchronously. Third, digital platforms increase data accuracy and transparency, allowing employees to work with valid and up-to-date information.

Employee performance can be improved if the information technology used is appropriate to job requirements and easy to operate. Digital platforms enable employees to manage their work in a more structured manner, reduce duplication of work, and minimize errors caused by negligence or limited communication. Furthermore, digital platforms also encourage work independence. Employees can monitor their own work progress, upload documents, and interact with colleagues or superiors without having to meet face-to-face. Optimal use of digital platforms has an impact on increased productivity, timely task completion, and quality of work results (Priatna *et al.*, 2022). In the case of PT. Salam Pacific Indonesia Lines (SPIL), the implementation of SPIL Organizer as an internal digital platform simplifies the process of information distribution, work monitoring, and coordination between departments. Through SPIL Organizer, employees can access work schedules, operational updates, and performance reports in real time, ultimately supporting increased productivity and work effectiveness.

Thus, it can be concluded that digital platforms have a positive impact on employee performance by improving work efficiency, communication quality, and decision-making speed. Appropriate use of digital platforms, coupled with training and management support, will be a strategic factor in shaping superior employee performance in the digital era.

The influence of work motivation on employee performance

Work motivation is an internal and external drive that directs, strengthens, and sustains a person's behavior in achieving predetermined work goals. Motivation plays a crucial role in determining how much effort employees put into completing tasks, how consistent they are in the face of obstacles, and how committed they are to achieving organizational goals. In general, employee performance is influenced by a combination of ability and willingness. If an employee has high skills but low motivation, their potential will not be optimally utilized. Conversely, highly motivated employees tend to work more diligently, proactively, and demonstrate a stronger commitment to their work.

The results of this study indicate that work motivation has a significant positive and significant influence on employee performance. Motivated employees have higher productivity, lower error rates, and a greater tendency to innovate (Ma'ruf, 2025). This is because motivation makes employees strive to exceed work targets, find solutions to problems, and improve the quality of their work. In the context of PT. Salam Pacific Indonesia Lines (SPIL), work motivation is an important factor that maximizes the utilization of E-Learning training and the use of the SPIL Organizer digital platform. Employees who have high motivation will be more enthusiastic about participating in training, more actively utilizing technology, and more focused on achieving performance targets, both in terms of speed, accuracy, and quality of work.

Thus, it can be concluded that work motivation has a significant influence on employee performance. Increasing work motivation through rewards, career development, and creating a conducive work environment is a crucial strategy for companies to optimize organizational productivity and competitiveness.

The effect of E-Learning training on employee performance mediated by work motivation

Training is one of the main strategies of organizations to improve employee competency, skills, and knowledge so that they are able to perform tasks according to established standards. The development of information technology has given rise to a digital-based learning method known as E-Learning, a training process that utilizes electronic media

and internet networks to deliver material in an interactive, flexible, and measurable manner. E-Learning training not only functions as a means of knowledge transfer but also has the potential to influence employee work motivation. According to Self-Determination theory, learning that provides freedom in managing time and learning methods can increase intrinsic motivation because employees feel in control of their self-development process. In this context, relevant, accessible, and interactive E-Learning training can foster higher self-confidence, satisfaction, and work morale.

Increased work motivation will encourage employees to apply the knowledge and skills acquired during training to their work. Motivated employees tend to be more diligent, results-oriented, and willing to put in extra effort to achieve work targets. Work motivation acts as a mediator that strengthens the influence of training on employee performance (Alkashami, 2021). Directly, E-Learning training can improve technical and non-technical competencies, contributing to increased productivity, efficiency, and quality of work. However, indirectly, well-designed training also triggers increased work motivation through a sense of achievement, recognition, and opportunities for self-development felt by employees. With higher motivation, the knowledge and skills gained from training can be optimally applied, thus making the impact on performance more significant. In the context of PT. Salam Pacific Indonesia Lines (SPIL), the implementation of E-Learning training integrated with the SPIL Organizer digital platform provides a modern learning experience that is relevant to the company's operational needs. If this training is able to increase employee work motivation, the effect on performance will be more optimal, both in terms of speed of work completion, accuracy of results, and quality of service provided.

Thus, it can be concluded that work motivation plays a significant role as a mediating variable that strengthens the influence of e-Learning training on employee performance. Therefore, companies need to ensure that e-Learning training not only focuses on knowledge transfer but is also designed to stimulate employee work motivation through relevant materials, interactive methods, and a motivating evaluation system.

The influence of digital platforms on employee performance mediated by work motivation

The use of digital platforms in the modern workplace has become a crucial strategy for improving employee efficiency, accuracy, and productivity. Digital platforms are technology-based systems that enable the storage, processing, and distribution of information in an integrated, real-time manner. Examples of digital platform use in companies include document management, work coordination, performance reporting, and cross-divisional collaboration without geographical barriers. The appropriate use of digital platforms can directly improve employee performance by accelerating work processes, reducing errors, and improving the quality of results. However, these positive effects can be further enhanced if the use of digital platforms also increases employee motivation. Technology that provides convenience, control, and transparency can foster intrinsic motivation because employees feel they have sufficient autonomy and support to complete their work.

In practice, digital platforms designed with user-friendly interfaces, interactive features, and easy access to information can make employees feel supported and appreciated. These feelings encourage intrinsic motivation in the form of job satisfaction, self-confidence, and pride in their work. This motivation, in turn, improves work quality, timeliness of task completion, and commitment to company targets. Optimal use of digital platforms can increase employee productivity, and this effect is reinforced by high work motivation (Mijaya, 2022). Motivated employees not only use digital platforms to complete routine tasks, but also to innovate, find solutions, and improve service quality. In the context of PT. Salam Pacific

Indonesia Lines (SPIL), the use of the SPIL Organizer digital platform serves not only as a tool for coordinating and managing work but also as a means to motivate employees. Through transparent access to information, clear monitoring of work progress, and efficient communication, SPIL Organizer can encourage employee work motivation to work faster, more precisely, and with better quality.

Thus, work motivation acts as a mediating variable that bridges the influence of digital platforms on employee performance. Without strong work motivation, the benefits of digital platforms may not be optimally utilized. Therefore, companies need to combine technology development with strategies to increase work motivation, such as providing rewards, positive feedback, and opportunities for self-development.

5. Conclusions

E-Learning training has a positive and significant impact on employee performance. Effectively designed training can improve employee knowledge, skills, and competencies, thereby driving improvements in the quality of work results. Training programs that are relevant to job demands also provide greater confidence for employees in carrying out their duties. The use of the SPIL Organizer digital platform has been shown to have a positive impact on employee performance. The use of this technology facilitates coordination, accelerates the delivery of information, and helps employees carry out their work in a more structured and efficient manner. This has an impact on increased productivity and the accuracy of work produced. Work motivation has also been shown to have a positive impact on employee performance. Highly motivated employees tend to work with enthusiasm, discipline, and strong dedication. This motivational boost is a crucial factor in maintaining consistent performance and achieving company targets. The findings of this study also reveal that work motivation mediates the relationship between E-Learning training and employee performance. Appropriate training not only improves skills but also stimulates motivation, allowing the acquired knowledge to be optimally applied in the workplace. Furthermore, work motivation mediates the influence of the SPIL Organizer digital platform on employee performance. The ease and speed of access to information provided by digital platforms can foster self-confidence, satisfaction, and work enthusiasm, which ultimately encourages employees to deliver maximum work results.

Practically, the results of this study provide implications in the form of guidance for companies, particularly PT. Salam Pacific Indonesia Lines (SPIL) Head Office Surabaya, in formulating strategies to improve employee performance. In general, this study contributes to the development of theory in the field of human resource management and organizational behavior, particularly regarding the relationship between E-Learning training, the use of digital platforms, work motivation, and employee performance. The results of the study strengthen previous findings that technology-based training and the use of digital systems have a positive impact on performance, and demonstrate the important role of work motivation as a mediating variable.

A limitation of this study is the limited number of respondents at PT Salam Pasifik Indonesia Lines, so the results may not fully represent conditions in other companies or different industries. Therefore, further research with a larger sample size and a longitudinal approach is needed to obtain a more comprehensive picture.

Acknowledgements

The author would like to thank the supervisors and teaching lecturers at the Indonesian College of Economics (STIESIA) Surabaya, to All leaders and colleagues at PT. Salam Pacific

Indonesia Lines (SPIL) Head Office Surabaya for their willingness, support, and thoughtful guidance. The author also expresses his deepest gratitude to all parties involved. Hopefully, this research will be beneficial.

References

- Alkashami, M. (2021). Investigating how E-training and E-leadership influence Employee Performance: Testing the Mediation of Work Motivation. *Central Asia And The Caucasus*, 22(5), 1059–1071.
- Amra, A. J., dan H. L. Misi. (2025). Kepuasan Nasabah: Pendekatan Transformasi Digital Study Kasus Pada PT. BCA Finance Makassar. *Capacity Journal of Amkop*, 3(1).
- Arif, M., dan N. M. Hutagalung. (2025). Faktor Faktor Produktivitas Kerja Karyawan Panen Kelapa Sawit di PTPN 4 Kebun Adolina. *Jurnal Research Ilmu Pertanian*, 5(2), 118–124
- Bahri, S., dan Y. C. Nisa. (2017). Pengaruh pengembangan karir dan motivasi kerja terhadap kepuasan kerja karyawan. *Jurnal Ilmiah Manajemen Dan Bisnis*, 18(1), 9–15.
- Hasibuan, W., dan S. Aisyah. 2023. Pengaruh pelatihan dan pengembangan sumber daya manusia terhadap kinerja pegawai di Kantor DPRD Labuhan Batu. *Jurnal Minfo Polgan*, 12(2), 2115–2120.
- Hekmatyar, G., Z. Zulfritra, dan Gumeri. (2024). Pemanfaatan E-Learning Moodle Sebagai Media Pembelajaran: A Literatur Review. *INFOTIKA: Jurnal Pendidikan Informatika*, 3(1), 1–6.
- Juhana, D., A. T. Komara, I. Sidharta, dan B. Suzanto. 2024. Pengantar E- Commerce dan Platform Digital. PT. Sonpedia Publishing Indonesia.
- Kumar Basak, S., M. Wotto, dan P. Bélanger. (2018). E-learning, M-learning and D- learning: Conceptual definition and comparative analysis. *E-Learning and Digital Media*, 15(4), 191–216.
- Kurniaputri, M. R., R. Dwihapsari, N. Huda, dan N. Rini. (2020). Intensi perilaku dan religiusitas generasi millenials terhadap keputusan pembayaran ZIS melalui platform digital. *Eqien*, 7(2), 390197.
- Lubis, T., dan M. I. P. Nasution. (2024). Peran Teknologi Informasi Dan Komunikasi Dalam Meningkatkan Efisiensi Sistem Pendukung Organisasi. *CEMERLANG: Jurnal Manajemen Dan Ekonomi Bisnis*, 4(1), 83–89.
- Ma'ruf, F. (2025). Analisis work life balance, motivasi kerja dan lingkungan kerja terhadap kinerja karyawan. *RIGGS: Journal of Artificial Intelligence and Digital Business*, 4(2), 1677–1682.
- Mijaya, K. (2022). Pengaruh Kepemimpinan, Layanan Digital dan Pelatihan dengan Motivasi Sebagai Variabel Mediasi Terhadap Kinerja Tenaga Fungsional Peneliti Dokumen Tingkat Ahli. *Management and Sustainable Development Journal*, 4(2), 1–28.
- Natania, A. T., dan R. Dwijayanti. (2024). Pemanfaatan platform digital sebagai sarana pemasaran bagi UMKM. *Jurnal Pendidikan Tata Niaga (JPTN)*, 4(3), 1–8.
- Nilawati, L. 2024. Peran Teori Motivasi Terhadap Kreativitas Individu Karyawan: Hasil Sebuah Review. *EQUILIBRIUM-Jurnal Bisnis Dan Akuntansi*, 18(2), 197–208.
- Priatna, D., A. Syabani, D. R. Permana, dan R. Novianti. (2022). Pengaruh Efektivitas Platform Digital Terhadap Kinerja Pegawai Dinas Arsip Dan Perpustakaan Kabupaten Sumedang. *JRPA-Journal of Regional Public Administration*, 7(2), 95–103.
- Putra, G. S., I. I. Maulana, A. D. Chayo, dan R. Syaharani. (2024). Pengukuran efektivitas platform e-learning dalam pembelajaran teknik informatika di era digital: Measuring the effectiveness of e-learning platforms in learning information technology in the digital era. *Jurnal MENTARI: Manajemen, Pendidikan Dan Teknologi Informasi*, 3(1), 19–29.

- Purwanto, R., dan A. Suratman. (2022). Pengaruh Pelatihan & Pengembangan Melalui Metode E-Learning Terhadap Kinerja Sumber Daya Manusia PT. Bank Rakyat Indonesia Kantor Cabang Manado. *Selekta Manajemen: Jurnal Mahasiswa Bisnis & Manajemen*, 1(4), 254–266.
- Rihi, R., R. Laan, dan V. Herlina. (2020). Studi Komparasi Kinerja PNS dan Non PNS Pada Seksi Pembangunan Dan Laboraturium Teknik Bidang Bina Marga Dinas PUPR NTT. *Jurnal Manajemen*, 4(1), 123–129.
- Robbins, S. P., dan T. A. Judge. (2013). *Organizational Behavior*. By Pearson Education. Inc., Publishing as Prentice Hall, United States of America.
- Rozalia, N. A., H. Nayati, dan U. I. Ruhana. (2015). Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan (studi kasus pada karyawan PT. Pattindo Malang). *Jurnal Administrasi Bisnis*, 26(2).
- Sakhroni, I., T. Alamsyah, dan S. I. Wahjono. (2025). Pengaruh Kepemimpinan Dan Komunikasi Terhadap Kinerja Karyawan Properti. *Jurnal Ekonomi, Manajemen, Bisnis, Dan Sosial (EMBISS)*, 5(2), 119–124
- Wijaya, L. D., dan V. Simamora. (2022). Pengaruh kapabilitas teknologi informasi dan kapabilitas inovasi terhadap strategi dan dampaknya terhadap keunggulan bersaing UMKM kuliner. *Jurnal Ilmiah Akuntansi Dan Bisnis*, 7(1), 51–65.
- Yanuari, Y. 2019. Analisis pengaruh motivasi kerja dan lingkungan kerja terhadap kinerja karyawan. *BASKARA: Journal of Business and Entrepreneurship*, 2(1), 45–54.
- Yulita, H. (2017). Faktor-faktor yang mempengaruhi efektifitas dan motivasi mahasiswa dalam menggunakan metode pembelajaran e-learning. *Business Management Journal*, 10(1).