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Penulis : Muhammad Sukron Djazilan, Samsul Arifin

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Website : lppm.unusa.ac.id

Email : lppm@unusa.ac.id

Hotline : 0838.5706.3867

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ANALYSIS OF FACTORS AFFECTING EMPLOYEE WORK PRODUCTIVITY

¹Muhammad Sukron Djazilan, ²Samsul Arifin

¹Universitas Nahdlatul Ulama Surabaya, ²Universitas Sunan Giri Surabaya

correspondence: syukronjazilan@unusa.ac.id

Abstract - Companies need potential and competent human resources so that they can produce work productivity as expected by the company. Human resources are the main element in a company that must have work attitudes and behavior in order to be effectively involved in the process of activities in the company. The management in the company should know the determinants that determine the formation of work productivity. This study intends to observe the variables that have a role in the formation of labor productivity. The research was conducted at a company in Mojokerto involving 100 respondents in the production department. The analysis tool is multiple linear regression. The results obtained from this study are motivation, work environment and leadership have an influence in shaping work productivity, partially or simultaneously. The motivational variable is the independent variable which plays a dominant role in shaping productivity.

Keywords: motivation, work environment, leadership, work productivity, organizational behavior, managerial.

INTRODUCTION

The development and growth of resources from year to year makes the level of competition in the world of work increasingly high. To be able to survive in this competition, a company must be able to utilize, develop and process resources properly, such as materials, capital and machinery in order to achieve the company's goals. One of the factors supporting the development of a company is the existence of human resources, namely labor. Workers who are expected to have good quality and work productivity can be a factor in achieving company goals. This goal can be achieved if supported by productive, qualified and highly dedicated workers to work. Work productivity is the success of a worker in carrying out the tasks assigned to him. Good performance in workers can be seen from the individual's ability to understand and complete the tasks assigned to him so that at work he gets optimal results. With workers who are productive, qualified and have a high drive to work, work productivity will also be higher so that company goals will be easier to achieve (Sianturi, 2022). On the other hand, workers who lack quality and do not have a high desire to work will hamper efforts to achieve company goals (Wahyudi, 2006). Therefore, an understanding of human resources, especially regarding the characteristics of workers such as education, income, years of service and age, needs to be carried out by company management who wants work productivity to increase (Wall et al., 2004).

Productivity is an important component in achieving company goals (Irfan & Mataputun, 2021). Every activity in the company, workers must be able to increase productivity at work (Putra et al., 2017). Productive behavior must be better formed and developed (Mardikaningsih et al., 2021). High productivity will help companies to achieve goals effectively and efficiently so that human resources play an important role for smooth work in the company (Rusman, 2007). Therefore, we need a stimulus to increase work productivity in order to obtain results to achieve company goals. Work productivity is very important in an effort to achieve the goals of a company. Productivity is a condition where workers can work optimally so that work results are as expected. There are several variables that can affect work productivity such as leadership, compensation, organizational culture, work environment, experience, education, training, experience, work discipline, work facilities, and job satisfaction. For this reason, employee productivity must be maintained, company management needs to pay attention to these determinants.

Productivity is also related to human resource management, part of the management that studies human resource activities within the organization, managing employees so that the goals set by the organization are achieved. Today, the problem of low work productivity is the focus of attention in almost all companies. This can be seen from various factual aspects that arise, for example the occurrence of wasting resources, and not achieving targets, both individually and in groups. The problem of work productivity in an organization is an important factor, especially when it is associated with the problem of using input resources. The purpose of this study is to determine the determinants that affect the productivity of PT SAI Mojokerto's workforce and to find out how much influence these determinants of work productivity have.

RESEARCH METHODS

This type of research is quantitative because it uses data that requires calculation and uses qualitative analysis to describe a set of data that has been obtained so that the data will be clearer.

In general, the data needed to analyze and solve the problems in this study are primary data. Primary data is data obtained directly in the field, namely the problem of labor productivity of PT SAI Mojokerto.

Data collection was carried out by direct interviews with workers, conducting direct observations and collecting data from questionnaires given to workers. There are 100 workers in the production department who will be respondents in this study. The questionnaire was prepared based on the research variables. The measurement scale used is an interval scale using a Likert scale. The main variable in the study is work productivity.

Productivity refers to the ratio of output to input. Inputs can include production costs and equipment costs. While outputs can consist of sales, earnings, market share and defects (Robbins, & Judge, 2009). Thus, productivity is a comparison between the results achieved with the overall available resources to be more effective and efficient.

The variables positioned as having a role and being tested for truth are the variables of motivation, work environment, and leadership. There are three independent variables involved in this study.

To achieve the research objectives, validity and reliability testing methods were used using SPSS 26.0 software. The classical assumption test was also involved before the regression model was obtained as a predictor of work productivity.

RESULTS AND DISCUSSIONS

From the results of data collection with questionnaires from all respondents, it can be seen the characteristics of respondents based on age. There are 25 respondents who are 21-25 years old, there are 17 respondents who are 26-30 years old, there are 27 people who are 31-35 years old and the rest are more than 35 years old. Based on the level of education there are 17 diploma graduates, 12 are undergraduates, and the rest are high school graduates. There are 39 respondents who have worked 5-10 years, there are 47 respondents who have worked for about 1-5 years, there are nine respondents who work less than one year. The rest worked more than 10 years.

Validity is a measure that shows the levels of validity of an instrument. Based on the results of the validity test on the SPSS output, it is known that all questions or statements in the experimental research instrument are valid so that they can be used as instruments in further research. The correlation item value is more than 0.3.

Reliability is an instrument that can be trusted enough to be used as a data collection tool because the instrument is already good. A variable is said to be reliable, if the value of Cronbach Alpha is greater than 0.6. Table 1 shows the reliability results.

Table 1
Reliability Test

Variables	Cronbach Alpha	Status
Productivity	0.808	Reliable
Motivation	0.825	Reliable
Environment	0.794	Reliable
Leadership	0.813	Reliable

Source: SPSS 26

Based on the results of the reliability test in this study, respondents' answers to all the variables studied were reliable so that they could be used as instruments in further research.

Based on the results of the autocorrelation test, the Durbin Watson or DW value is 1,237. This means that there is no autocorrelation problem in the regression model. To test normality, in this study, observations were made in diagram 1 below.

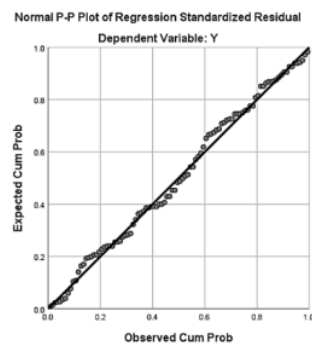


Figure 1. Normality Test
Source: SPSS 26

The results obtained are normally distributed data based on the distribution of data that follows a diagonal line. The heteroscedasticity test also has data distribution that does not form a certain pattern so that it can be stated that there is no problem related to heteroscedasticity. The SPSS output is shown in figure 2 below.

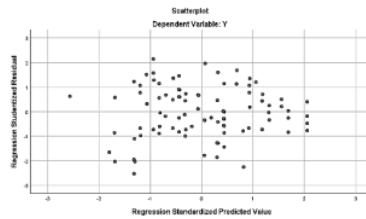


Figure 2. Heteroscedasticity Test
Source: SPSS 26

The multicollinearity test was carried out by looking at the tolerance value and the VIF value. SPSS output as in table 2 where all tolerance and VIF values meet the conclusion that there is no multicollinearity in this research variable. Table 2 is the result of the t test.

Table 2.
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	24.676	2.900		8.508	.000		
X.1	2.350	.399	.409	5.889	.000	.763	1.311
X.2	1.737	.409	.290	4.253	.000	.791	1.264
X.3	1.781	.266	.418	6.704	.000	.944	1.059

Source: SPSS 26

All independent variables have a significant value of less than 0.05. This means that all independent variables partially have a role in forming the dependent variable. Thus, motivation, work environment and leadership have an impact on the formation of work productivity. The regression model obtained is $Y = 24.676 + 2.350 X.1 + 1.737 X.2 + 1.781 X.3 + e$. The motivational variable is the independent variable which plays a dominant role in shaping productivity. Table 3 is the result of the F test.

Table 3.
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2190.246	3	730.082	58.720	.000 ^b
Residual	1193.594	96	12.433		
Total	3383.840	99			

Source: SPSS 26

F test based on SPSS output obtained Fcount value of 58,720. In addition, the significant value is at 0.000 which means it is lower than 0.05. Thus, it is true that there is a simultaneous role of independent variables in forming the dependent variable, namely work productivity.

Table 4
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.805 ^a	.647	.636	3.526	1.237

Source: SPSS 26

In the Correlation Coefficient (R) column, the result is 0.805, in the interval between 0.799 – 0.999. From these results, it can be interpreted that the relationship between the independent variables has a very strong and positive level of relationship to work productivity. The coefficient of determination is 63.6%. This is a significant contribution in shaping work productivity.

The results showed that work motivation had an effect on work productivity. Therefore, in order to increase work productivity, companies must identify the expectations of workers who can be a driving force and enthusiasm for work (Andayani & Darmawan, 2011). It is also possible for the company to apply the reward and punishment method which is

quite effective in increasing productivity (Al Hakim et al., 2019). For example, the amount of wages received by workers must be adjusted to the responsibilities carried out and incentives in the form of allowances must be appropriate and fair (Yuliana, 2016). In addition, the company must also adjust the wages received by what the workers have done with the workload (Arifin et al., 2017; Cahyono, 2021).

The main objective of human resource organizations is to ensure that every aspect of the organization, acceptance, motivation and management of people is aligned with the strategic objectives of the organization and contributes to the success of these goals. Work motivation will be driven from the work environment. If the work environment is supportive, there will be a desire for workers to carry out their duties and responsibilities. This desire will then lead to the perception of workers which is manifested in the form of action. The benefit of the work environment is to create work passion so that work productivity increases.

The results showed that the work environment had an effect on work productivity. Therefore, in order to increase work productivity, companies need to improve the quality at work in order to maintain the physical freshness of workers so that it will create enthusiasm for work activities to achieve high work productivity (Afzalur & Dana, 2016). In addition, workers also need flexible space for movement. Workers may not be able to work calmly and optimally if the available space cannot provide comfort (Arifin & Mardikaningsih, 2022). In addition, with a flexible work space, workers are needed to achieve effectiveness and efficiency in achieving work productivity (Abbas et al., 2014). Companies must improve the cleanliness of the work environment. With a clean environment, workers will feel happy so that productivity will increase and the company's attention and support can greatly affect productivity because with attention and support, workers will feel happy in carrying out their work (Azuma et al., 2015). A good and fulfilling work environment as an indicator of the work environment variable in this study is the environment or physical condition of the workplace that can affect or improve work efficiency, namely proper work space layout, proper light in the room, proper temperature and humidity, precise, sound that does not interfere with the concentration of work, and guaranteed safety. The preparation of a good production system will not be carried out effectively if it is not supported by a satisfactory work environment within the company concerned (Lestari & Darmawan, 2014).

The results showed that leadership has an effect on work productivity. This means that the company must correctly appoint a leadership figure who can encourage enthusiasm and work productivity (Santosa, 2002; Sinambela & Lestari, 2021). Mistakes in appointing a leader figure will only cause disruption in the workplace and this of course will affect work results and productivity (Retnowati, 2022). The style of leadership in leading an organization greatly affects the success of the organization in achieving its goals (Veestraeten et al., 2021). The right leadership style will also encourage employees to excel. The success or failure of an organization in achieving its goals is determined by several factors, including human factors, especially those who hold the top leadership and the rules for carrying out their respective duties (Zyphur et al., 2008). Effective leadership will encourage the achievement of productivity expected by the company.

CONCLUSIONS

This study found that motivation, work environment and leadership have an influence in shaping work productivity, partially or simultaneously. The motivational variable is the independent variable which plays a dominant role in shaping productivity.

To create good working conditions in increasing work productivity, it should be improved in a good relationship, where workers can build good relations with all parties in the company so that they can work together and know their expectations. In addition, the work ability of each worker can be improved through job training to increase productivity, but of course the appointed workers are workers who have the potential to develop better and are willing to develop. Leadership style in leading an organization greatly affects the success of the organization in achieving its goals. Leaders are expected to maximize work motivation for workers through compensation, bonuses, training, and other developments to support work productivity. Leaders should further improve their leadership style, such as giving praise to employees who excel so that they feel appreciated by the leadership so that they will be satisfied with what they are doing and they are enthusiastic about work which will then affect work productivity.

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