

Vol.16 No.3, 2022

PERFORMANCE IMPROVEMENT STRATEGY TO INCREASE EMPLOYEE PRODUCTIVITY

Gresi Romantika Hasugian¹⁾, Michael Olsen Siagia²⁾, Rahel Maretta Panjaitan³⁾, Sister Mille Yudarni Tafona'o⁴⁾, Muhammad Agung Anggoro *⁵⁾

¹²³⁵⁴Universtias Prima Indonesia

Email: muhammadagunganggoro@unprimdn.ac.id

Submit :
08/05/2022

Accept :
28/06/2022

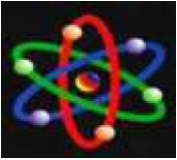
Publish :
01/09/2022

Abstract

Background : PTPN IV Berangir Plantation Business Unit is one of the PTPN IV Business Units engaged in the oil palm plantation industry. **Method :** This study aims to determine the Performance Improvement Strategy to Increase Employee Productivity at PTPN IV Berangir Plantation Business Unit. The type of research used is primary data. Our primary data are in the form of questionnaires and documentation on PTPN 4 Per.Berangin Rantau Prapat. This data collection is done by distributing questionnaires to respondents. This questionnaire was distributed to 33 respondents. **Result :** This sampling technique used purposive sampling technique with the analytical tools used were Multiple Regression, T test, F test and the Coefficient of Determination of Hypothesis (R²). Classical Assumption Test is also used in this study, namely: Normality Test, Multicollinearity Test, Jji Heteroscedasticity. **Conclusion :** The results of this study indicate that the Performance Improvement Strategy to Increase Employee Productivity at PTPN IV Berangir Plantation Business Unit. Based on the coefficient of determination test, it can be seen that the remaining 1.4% is influenced by other variables not examined, namely 98.6%.

Keywords: Performance Improvement Strategy To Increase Employee Productivity.

© 2022 Lembaga Layanan Pendidikan Tinggi Wilayah X. This is an open access article under the CC Attribution 4.0 license (<https://creativecommons.org/licenses/by/4.0/>).



INTRODUCTION

PTPN IV Berangir Plantation Business Unit is one of the PTPN IV Business Units engaged in the oil palm plantation industry (Toly et al., 2020). PTPN like this usually has a strategy to increase good human resources to achieve the company's vision and mission in order to improve quality human resources (Nugraha et al., 2020). But in reality, the company experienced a decrease in the competence, motivation, and job satisfaction of human resources. The use of machines that are still not understood evenly by employees makes performance hampered and decreased (Widagdo et al., 2020). In addition, this is a trigger for not achieving the company's targets that have been set at the beginning. The lack of knowledge in using technology is still one of the problems that prevent employees from working optimally because of limited knowledge and competence (Chinedu Innocent et al., 2013).

Activities to motivate employees while doing work have also not been realized properly. Because some employees have not been able to meet the demands of the work they are currently facing. One of the reasons is the lack of communication between employees and their superiors. The communication is in the form of input, or criticism that can encourage employees to work harder. The company's obligations to employees will have an impact on employee job satisfaction. Adequate facilities will affect the comfort and relief of workers (Kadim et al., 2020). One of the facilities that support this is a place to stay provided by the company. However, the repair and rehabilitation of the official

house still needs attention because there are still some old buildings that are still used by employees (Fadah et al., 2020).

Based on the background described above, it can be concluded that the identification of problems in this study are:

1. Employee competence that is less than optimal will have an impact on production results
2. Motivational activities have no impact on employee performance and creativity
3. Job satisfaction that has not been fully realized has an impact on the level of comfort and security
4. Implementing a strategy to increase HR that is less effective, has an impact on employee performance that is less than optimal.

RESEARCH METHODS

Location and Time of Research

This research was conducted at PTPN IV Berangir Plantation Business Unit located in North Labuhanbatu District, NA IX-X District, North Sumatra Province. The time of this research starts from March 2021 - December 2021.

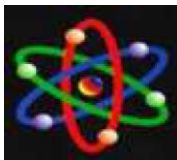
Research Methods

This study uses quantitative research methods that focus on case studies of employees who are in a work environment with the target problem of the variables studied.

Population and Sample

The population of this research is all employees who work at PTPN IV Perk. Berangir with 133 employees. Researchers use probability sampling method, where this method every employee who works in





this company will be selected randomly to be used as a sample. By using this probability sampling, the researcher determined the number of samples as many as 30 people who were chosen randomly.

RESULTS AND DISCUSSION

Respondents in this study amounted to 60 employees of PTPN IV Unit Perk. Angry. The following are descriptive statistics of the minimum, maximum, and average answers of the respondents, namely:

Descriptive Statistics					
	N	Minim um	Maxim um	Mean	Std. Deviation
Competence	60	19	24	22,17	1,122
Motivation	60	20	24	22,12	,976
Job Satisfaction	60	19	24	22,13	,911
Productivity	60	19	24	22,22	1,059
Valid N (listwise)	60				

Table 1. Descriptive statistics

The results of the lowest total answers for the competency variable were 19, namely answers from respondent number 20. The highest total answers for the competency variable were 24, namely answers from respondents numbered 15 and 51. The average respondent's answers to competency questions were 22.17.

The results of the lowest total answers for the motivation variable were 20, namely answers from respondents numbered 43, 53, 57. The highest total results for motivational variables were 24, namely answers from respondents numbered 20 and 28. The average respondent's answers to competency questions were 22.12.

The results of the lowest total answers for job satisfaction variables were 19, namely answers from respondent number 6. The

highest total answers for job satisfaction variables were 24, namely from respondents number 8, and 25. The average respondent's answers to job satisfaction questions were 22.13. The results of the lowest total answers for work productivity are 19, namely answers from respondent number 18. The highest answers for work productivity variable are 24, namely from respondents numbered 21, 22, and 49. The average response of respondents to productivity questions is 22.22.

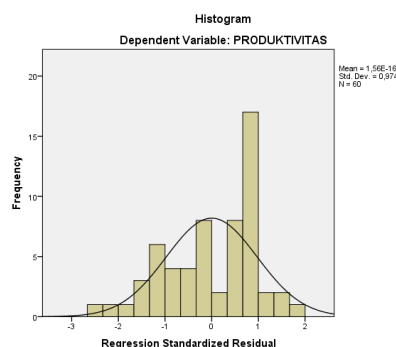


Figure 1. Histogram

The histogram graph shows that the real data forms a curve that tends to be symmetrical to form bells and does not deviate from the left or right through the diagonal line of the graph, so it can be said that the data is normally distributed.

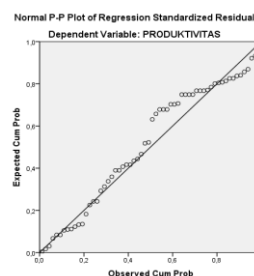
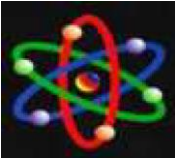


Figure 2. Plot Normality Test





The normality graph in Figure III.2 above shows the points showing the results, most of which are located around the diagonal line. Statistically, to determine whether a data has been normally distributed, it is necessary to test the normality of the data. The following is a statistical normality test using Kolmogorov Smirnov.

The test criteria are as follows:

If the significance value > 0.05, then the data is normally distributed. If the significance value < 0.05, then the data is not normally distributed.

Kolmogorov Smirnov . Normality Test\ne-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
N	60	
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	1,02472244
	Absolute	,149
	Positive	,075
Most Extreme Differences	Negative	-,149
	Kolmogorov-Smirnov Z	1,156
Asymp. Sig. (2-tailed)	,138	

a. Test distribution is Normal.
 b. Calculated from data.

Table 2. Kolmogorov Smirnov . Normality Test

The results of the Kolmogorov Smirnov normality test showed a significant value, namely 0.138 > 0.05, so the Kolmogorov Smirnov test results showed that the data were normally distributed.

Multicollinearity Test

Multicollinearity test aims to determine whether the regression model found a simultaneous correlation or relationship between independent variables or independent variables. To determine whether or not there is multicollinearity in the regression model, namely through the tolerance value and the Variance Inflation Factor (VIF) value.

Model	Coefficients ^a	
	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1	Competence	,996 1,004
	Motivation	,973 1,027
	Job Satisfaction	,977 1,024

a. Dependent Variable: PRODUKTIVITAS

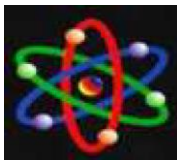
Table 3. Multicollinearity Test

The results of the multicollinearity test in this study did not occur multicollinearity because the value of independent tolerance for competence, motivation, and job satisfaction was > 0.10 and the VIF value was < 10.

Heteroscedasticity Test

A good regression model is the absence of heteroscedasticity symptoms. There is a variant of error terms to test the presence or absence of heteroscedasticity symptoms in a regression model. The presence or absence of heteroscedasticity can be detected by looking at certain patterns on the scatterplot graph between SRESID and ZPRED where the Y` axis is the predicted Y and the X axis is the residual (Y predicted – Y actually) that has been studentized (Ghozali 2011:139).





In this study, the chart method (Scatterplot Diagram) was used, with the following thoughts:

- a. If there is a certain pattern in the form of dots, which form a certain regular pattern (wavy, widen, then narrow) then heteroscedasticity occurs.
- b. If the points spread above and below 0 on the Y axis, and the spread of the data points is not patterned, then there is no heteroscedasticity.

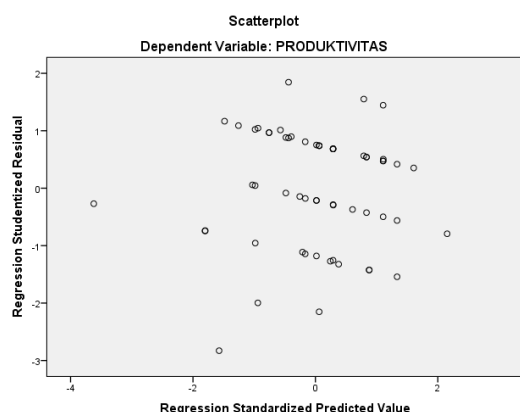


Figure 3. Scatterpot

From the *scatterplot* graph above, it can be seen that the data points spread with unclear patterns both above and below zero (0) on the Y axis, there are no points gathered in one place, so from this *scatterplot* graph it can be concluded that there is no heteroscedasticity on the regression model. The approach to the presence or absence of heteroscedasticity symptoms can also be done using the Glejser test. This test is done by regressing the independent variables to the absolute value of the residual. Residual is the difference between the observed value and the predicted value, and absolute is the

absolute value. Independent variables with residuals whose significance value is more than 0.05 can be said that there is no heteroscedasticity.

Model	Coefficients ^a			
	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Beta	Error	
(Constant)	13,056	5,513	2,368	,021
Competence	,073	,122	,077	,596
1 Motivation	,061	,142	,056	,429
Job Satisfaction	,280	,152	,241	1,840

a. Dependent Variable: ABSUT

Figure 4. Glejser Test

The results of the Glejser test in table III.4 above show a significant value of the competence variable $0.554 > 0.05$, the significant value of the motivation variable is $0.670 > 0.05$, and the significant value of the job satisfaction variable is $0.071 > 0.05$. The Glejser test above can be said to have no symptoms of heteroscedasticity.

Result Of Research

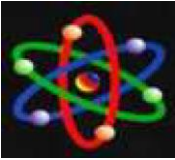
Based on Table III.5 above, the following regression equation is obtained:

$$\text{Work Productivity} = 13.056 + 0.073 \text{ Competence} + 0.061 \text{ Motivation} + 0.280 \text{ Job satisfaction}$$

From the multiple linear regression equation above, it can be interpreted as follows:

1. The constant value of 13,056 states that if the variables of competence, motivation, and job satisfaction have a value equal to





zero (0), then the dependent variable of work productivity is 13,056 units.

2. The value of the competency regression coefficient is 0.073 and is positive, which means that if the competency variable increases by one (1) unit, the dependent variable of work productivity will also increase by 0.073 units.

3. The value of the regression coefficient of motivation is 0.061 and is positive, which means that if the motivation variable increases by one (1) unit, then the dependent variable of work productivity will also increase by 0.061 units.

4. The value of the regression coefficient of job satisfaction is 0.280 and is positive, which means that if the job satisfaction variable increases by one (1) unit, then the dependent variable of work productivity will also increase by 0.280 units.

Hypothesis Determination Coefficient (R²)

The coefficient of determination (Adjusted R Square) below will indicate the ability of the regression equation to show the results of the level of explanation of the equation model on the dependent variable. The results of the coefficient of determination (R²) are shown in the following table.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,253 ^a	,064	,014	1,052

a. Predictors: (Constant), JOB SATISFACTION, MOTIVATION, COMPETENCE

Table 5. Hypothesis Determination Coefficient (R²)

The results of the coefficient of determination test obtained the *Adjusted R Square* value of 0.014, this means 1.4% of the dependent variable of work productivity can be explained by the independent variables of competence, motivation and job satisfaction, while the remaining 98.6% (100% - 1.4%) is explained by other variables outside the research model.

Simultaneous Hypothesis Testing (F Test)

The F-value test is generally to show whether all the independent variables in a study have a joint effect on the dependent variable. The results of the F value test can be seen as follows:

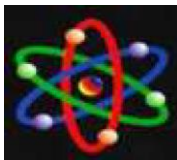
ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4,230	3	1,410	1,275	,292 ^a
Residual	61,953	56	1,106		
Total	66,183	59			

a. Dependent Variable: PRODUKTIVITAS
 b. Predictors: (Constant), KEPUASAN KERJA, MOTIVASI, KOMPETENSI

Table 6 . F Test

The results of table III.7 above show that the equation model has a value of degrees of freedom 1 (df1) = 3, and degrees of freedom 2 (df2) = 56. The significance value of 0.292 is greater than = 0.05 or 5%, then the magnitude F table value with significant 0.05 is 1.66. From the results of the SPSS calculation, the calculated F value = 1.275 < F table = 1.66 with a significance level of 0.000 < 0.05, then Ha is rejected. This means that competence, motivation, and job satisfaction have no





simultaneous effect on PTPN IV Unit Perk. Berangir.

Partial Hypothesis Testing (t Test)

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	13,056	5,513			2,368	,021
1 Competence	,073	,122	,077		,596	,554
Motivation	,061	,142	,056		,429	,670
Job Satisfaction	,280	,152	,241		1,840	,071

a. Dependent Variable: PRODUKTIVITAS

Table 7. T-Test

The value of t table for probability 0.05 at degrees of freedom $n-k = 56$ is 1.672. Thus the results of the t-test will be explained as follows:

1. In the competence variable, the value of t count $<$ t table or $0.596 < 1.672$ and a significant value of $0.554 > 0.05$ means H_a is accepted. This means that partially competence has a positive and significant effect, so that the hypothesis is accepted.
2. On the motivation variable, the value of t count $<$ t table or $0.429 < 1.672$ and significant $0.670 > 0.05$ means H_a is accepted. This means that the motivation variable has a positive and significant effect, so the hypothesis is accepted.
3. On the job satisfaction variable, the value of t count $>$ t table or $1.840 > 1.672$ and significant $0.071 > 0.05$ then H_a is accepted. This means that the job satisfaction variable has a positive and significant effect, so the hypothesis is accepted.

The results of the analysis show that competence has no positive and insignificant effect on work productivity at PTPN IV Unit Perk. Bernagir with a value of t arithmetic $<$ t table or $0.596 < 1.672$ has a negative and significant effect of $0.554 > 0.05$. This is in accordance with the hypothesis that the researcher proposes, where competence has a negative and significant effect on work productivity. The results of the analysis show that competence has no positive and insignificant effect on work productivity at PTPN IV Unit Perk. Bernagir with a value of t arithmetic $<$ t table or $0.596 < 1.672$ has a negative and significant effect of $0.554 > 0.05$. This is in accordance with the hypothesis that the researcher proposes, where competence has a negative and significant effect on work productivity. The results showed that job satisfaction had a positive and significant effect on work productivity at PTPN IV Unit Perk. Bernagir with the value of t arithmetic $>$ t table or $1.840 > 1.672$ and significant $0.071 > 0.05$.

CONCLUSION

The competence variable partially has a positive and significant effect on the work productivity variable for employees at PTPN IV Unit Perk. Berangir with a value of t count (0.596) $<$ t table (1.672) and a significant value of $0.554 > 0.05$. The motivation variable partially has a positive and significant effect on the work productivity variable for employees at PTPN IV Unit Perk. Berangir with the value of t arithmetic (0.429) $<$ t table (1.672) and significant at $0.670 > 0.05$. The job satisfaction variable partially has a positive and significant effect on the work





productivity variable for employees at PTPN IV Unit Perk. Berangir with a value of $t_{\text{count}} (1.840) > t_{\text{table}} (1.672)$ and a significant value of $0.071 > 0.05$. Simultaneously, the variables of competence, motivation, and job satisfaction have a positive and significant effect on the work productivity variable of PTPN IV Perk Unit employees. Berangir calculated $F_{\text{value}} = 1.275 < F_{\text{table}} = 1.66$ with a significance level of $0.000 < 0.05$ from the dependent variable of performance which can be explained by the independent variables of competence, motivation, and job satisfaction while the remaining 98.9% is explained by the variable other than the variables used in this study.

BIBLIOGRAPHY

- Chinedu Innocent, E., Ifeoma Mary, O., & Monday Matthew, O. (2013). Financial Ratio Analysis as a Determinant of Profitability in Nigerian Pharmaceutical Industry. *International Journal of Business and Management*, 8(8), 107–117. <https://doi.org/10.5539/ijbm.v8n8p107>
- Fadah, I., Hasanah, N., Endhiarto, T., & Juniar, A. (2020). Determinants of the dividend payout policy of public companies in Indonesia, based on financial ratio analysis. *International Journal of Innovation, Creativity and Change*, 13(4), 1084–1098.
- Kadim, A., Sunardi, N., & Husain, T. (2020). The modeling firm's value based on financial ratios, intellectual capital and dividend policy. *Accounting*, 6(5), 859–870. <https://doi.org/10.5267/j.ac.2020.5.008>
- Michael, H. R. (2019). The Effect Of Financial Ratio On Company Value With Inflation As A Moderation Variable. *Jurnal Akuntansi*, 23(1), 33. <https://doi.org/10.24912/ja.v23i1.458>
- Nugraha, N. M., Puspitasari, D. M., & Amalia, S. (2020). The Effect of Financial Ratio Factors on the Percentage of Income Increasing of Automotive Companies in Indonesia. *International Journal of Psychosocial Rehabilitation*, 24(1), 1–8.
- Toly, A. A., Permatasari, R., & Wiranata, E. (2020). *The Effect of Financial Ratio (Altman Z-Score) on Financial Distress Prediction in Manufacturing Sector in Indonesia 2016-2018*. 144(Afbe 2019), 47–53. <https://doi.org/10.2991/aebmr.k.200606.008>
- Widagdo, B., Jihadi, M., Bachitar, Y., Safitri, O. E., & Singh, S. K. (2020). Financial Ratio, Macro Economy, and Investment Risk on Sharia Stock Return. *Journal of Asian Finance, Economics and Business*, 7(12), 919–926. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO12.919>
- Pristiningsih, S. (2015). Pengaruh kompetensi dan kepemimpinan terhadap kinerja karyawan dengan motivasi sebagai variabel moderasi. *Jurnal ekonomi dan kewirausahaan*, 15(2).
- Ataunur, I., & Ariyanto, E. (2016). Pengaruh kompetensi dan pelatihan





- terhadap kinerja karyawan PT. Adaro Energy Tbk. *Telaah Bisnis*, 16(2).
- Dwiyanti, N. K. A., Heryanda, K. K., & Susila, G. P. A. J. (2019). Pengaruh kompetensi dan motivasi kerja terhadap kinerja karyawan. *Bisma: Jurnal Manajemen*, 5(2), 121-130.
- Tarigan, B., & Priyanto, A. A. (2021). Pengaruh Motivasi dan Disiplin terhadap Kinerja Karyawan pada PT Bank DBS Tangerang Selatan. *WACANA EKONOMI (Jurnal Ekonomi, Bisnis dan Akuntansi)*, 20(1), 1-10.
- Adiwinata, I. (2014). Pengaruh Kepuasan Kerja dan Motivasi Kerja terhadap Produktivitas Kerja Karyawan CV. *Intaf Lumajang. Agora*, 2(1), 22-30.
- Nabawi, R. (2020). Pengaruh lingkungan kerja, kepuasan kerja dan beban kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170-183.
- Panjaitan, M. (2018). Pengaruh Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan. *Jurnal Manajemen*, 3(2), 1-5.
- Aprilyanti, S. (2017). Pengaruh usia dan masa kerja terhadap produktivitas kerja (Studi kasus: PT. Oasis Water International Cabang Palembang). *Jurnal Sistem dan Manajemen Industri*, 1(2), 68-72.
- Nofriyanti, E., & Kuswanto, A. (2019). Pengaruh Kompetensi Pegawai, Budaya Organisasi, Disiplin Pegawai, dan Kepuasan Kerja Terhadap Produktivitas Kerja Pegawai. *Economic Education Analysis Journal*, 8(3), 879-897.
- Jumantoro, R., Farida, U., & Santoso, A. (2019). Pengaruh Kompetensi, Motivasi Kerja, Beban Kerja, Dan Pelatihan Terhadap Produktivitas Kerja Sumber Daya Manusia Koperasi Serba Usaha Anak Mandiri Ponorogo. *ISOQUANT: Jurnal Ekonomi, Manajemen dan Akuntansi*, 3(1), 106-117.
- Karollah, B., Zarman, N., Sijabat, F. N., & Bancin, S. (2021, March). PENGARUH KEDISIPLINAN KERJA DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN PADA PT PEGADAIAN SYARIAH CABANG BANDA ACEH. In *Conference on Economic and Business Innovation (Vol. 1, No. 1, pp. 843-852)*.

