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by methomika 1

Submission date: 04-Aug-2022 02:37AM (UTC-0400)

Submission ID: 1878695262

File name: Increasing_Productivity.pdf (190.48K)

Word count: 4776

Character count: 26466



Increasing Productivity of Work Employees through Empowerment and Training in Pt Pinus Merah Abadicentral Tapanuli District

FauziahNurSimamora
STIE ALWASHLIYAH SIBOLGA

Kaharuddin
STIE ALWASHLIYAH SIBOLGA

RosmitaAmbarita
STIE ALWASHLIYAH SIBOLGA

Date of Submission: 01-12-2021

Date of Acceptance: 15-12-2021

ABSTRACT

Increased productivity of work the employee can provide advantages competitive for a company. This study aims to determine the effect of empowerment and training on employee productivity. The research was conducted at PT Pinus Merah Abadi, Central Tapanuli Regency. A total of 40 employees were sampled. Data was collected through a questionnaire and then measured by a Likert scale score. Multiple Linear Regression was used to analyze the data. The findings of this study are variable empowerment and training each have a positive and significant effect on the work productivity of PT. Pinus Merah employees, Central Tapanuli Regency. Empowerment is widely recognized as a key contributor to success in maximizing productivity. Applying working together the team is also a matter main of management success that aims to improve the overall results in terms of productivity. The productivity of the employees to be more efficient if received training were effective.

KEYWORDS: empowerment, training and employee productivity.

I. INTRODUCTION

Efforts to increase the productivity of a company are not by working harder, but working smarter (Widodo, 2015: 217). The success of a company or organization in

increasing productivity will greatly support its competitive ability. The demand for competence in the midst of competition will eventually become something that should not be ignored. Various factors can affect productivity, for example from the human resources themselves and from outside such as the work environment, production facilities, and health (Sutrisno, 2009:102). Polyzos (2005) states that employee productivity in a company also depends on the effectiveness of cooperation between individuals and groups. HR is the most strategic element in the organization in terms of achieving high productivity. Red Pine PT Abadi Central Tapanuli is one of the companies which are in Central Tapanuli.

Factors supporting the company to achieve the success of his efforts as do the promotion, improve the management, conduct business cooperation, as well as maintain and improve service quality. In order to provide the best service, of course, high employee productivity is needed. Companies must demand themselves to be able to maintain and increase the productivity of their employees through effective and efficient HR management. PT. Pinus Merah Abadi, which is engaged in services has a target of "To be The Local Champion, within a year" as evidenced by the target number of customer visits. The target data and achievement of the number of visits from customers who perform maintenance are as follows:



Table 1. Data on the Number of Targets and Treatment Achievements of PT. Pinus Merah Abadi in 2021

Period	Article Monthly target (pax)	Achievement (pax)
May	750	682
June	750	756
July	750	700
August	750	947

Source: PT. Pinus Merah Abadi, 2021

Based on Table 1, it is known that in May and June the number of treatments has reached and exceeded the target. In May and July this target has not been achieved. Employee productivity is an important thing that must be considered so that later the number of treatments is expected to be able to increase and reach the target in the following months, because productivity is a relationship between the quality produced and the amount of work done to achieve work results (Chen, 2000).

In addition to indications of low productivity, the results of interviews with 7 employees at PT. Eternal Red pine indicate problems such as employees feel less empowered, training which is less effective. Hanaysha (2016) states that behavioral factors such as empowerment, teamwork, and training report positive and significant directions on employee productivity in service companies, especially the higher education sector, and do not have the freedom to do the tasks given. For example, if they are going to handle foreign customers, some employees are still hesitant to serve and try to change tasks to other employees.

In addition, any work assigned to employees still has to be directed and assessed as lacking initiative by superiors. Another statement shows, if there are customers who want to combine or request a special treatment package, the therapist must first seek approval from superiors where this makes work delayed and cannot be completed quickly. Employee empowerment is an important strategy for organizations to improve the strength and the involvement of their employees with the assumption that employees are empowered tend to be more efficient in completing the work they (Saifullah et al., 2015).

Research conducted by Athar (2015) reports that training has a positive and significant effect on productivity. Singh (2012) stated that training is a continuous process through which employees actually acquire the necessary knowledge and can know how to do a good job. PT. Pinus Merah Abadi has provided training within departments, between departments or units and outside the company for both new and existing employees including: Grooming Training, Product

Knowledge Training, and Training on Company Rules and Regulations. However, the realization of the training has not been optimal due to the difficulty of management in managing the training schedule and gathering staff, considering that the company's operations must also continue

Besides that, the company's operating hours starting from 08.00 - 23.00 WITA every day are also an obstacle to providing training outside of working hours for employees. Sultana et al., (2012) describe productivity as the ability to achieve certain tasks in accordance with established standards such as accuracy, completeness, costs, and length of work. That is, employee productivity can be assessed in terms of employee efficiency in carrying out their duties. A number of definitions for employee productivity have been put forward in a number of studies, such as Ferreira and Du Plessis (2009) stating productivity is time out to complete tasks at work, in order to achieve the expected results based on job descriptions.

Kien (2012) shows that increasing employee productivity can lead to favorable outcomes such as: competitive advantage, sustaining strategic and financial results, as well as achieving organizational goals. Employee empowerment is built by designing a work environment where employees are allowed to make their own decisions based on work-related conditions (Elnaga and Imran, 2014). Employee empowerment is an important strategy used by many organizations to increase the power and engagement of their employees with the assumption that empowered employees tend to be more efficient in completing their work (Saifullah et al., 2015). Dahlan (2014) productivity is the result of comparing the participation of labor per unit time with the results achieved. Labor productivity is a concept where there is a link between a source of labor and the results of a unit of time, indicating that the required product is higher through the standards set. Theory Z is an emphasis on the role and position of employees in a company. Theory Z is relevant for empowerment if it is understood further from the nature and purpose of empowerment itself. According to Widodo (2015: 209). Theory Z



emphasizes the need for multiple decision-making powers and the need for

Figure 1. Research Conceptual Model

(+) **Source: development of previous empirical studies**

II. METHOD

The associative research design explains the effect of the independent variables, namely empowerment (X 1), and training (X 2) on the dependent variable of employee productivity (Y). The research took place at a tourism support service company, namely PT. Pinus Merah Abadi. Quantitative data in the form of data on the number of employees and respondents' answer scores and

qualitative data in the form of interviews regarding the general description of the Unagi Spa Bali company and the organizational structure of PT. Pinus Merah Abadi.

Primary sources were obtained directly from employees of PT. Pinus Merah Abadi, while secondary sources were: number of employees, Operational and Financial Reports, Unagi Masterlist, Organization Chart and Orientation of Unagi Spa Bali Program and data collection through interviews and distributing questionnaires.

The population into the sample study is as much as 40 people employees with engineering samples saturated.

Table 2. Population and Sample of PT. Pinus Merah Abadi

No.	Department	Number (person)
1	HR	5
2	Administration and General	4
3	Accounting	2
4	Front Office	4
5	House Keeping	3
6	therapist	22
	Total	40

Source: HR Coordinator PT. Pinus Merah Abadi, 2021

Data measured by the scale linkert to employees Eternal Red PT. Pinus through the statement of indicators of each variable and then measured with a range of grades 1 to 5. The instrument of research that is used has been tested through the test of reliability. The empowerment variable questionnaire contains 6 statements with a Cronbach's Alpha value of 0.901 (Khan, 2007). The teamwork variable contains 5 statement items with a Cronbach's Alpha value of 0.905 (Dewi, 2007). The training variable contains 5 statements with a Cronbach's Alpha value of 0.916 (Schmidt, 2004) and the employee productivity variable contains 6 statements with a Cronbach's Alpha value of 0.908 (Sutrisno, 2007). The entire questionnaire is above the value of 0.6, which means that the instrument is reliable and then feasible to be used for research.

The research data was then processed by analyzing descriptively and inferentially. Descriptive analysis can yield information about the distribution of scores on average response of the individual and also do test the hypothesis research through method of regression linear. Multiple linear regression technique supported by SPSS . program version 18.0 to analyze. Multiple linear regression model is formulated as follows: $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$ (2)

Information:

Y : Employee Productivity

X 1 : Empowerment

X 2 : Training

b 1 b 2 b 3 : regression coefficient X 1 , X 2 , X 3 e

l : error

The output from the regression model created is also equipped with a test model accuracy through statistical test F and test of determination R 2 as well as the assumption of classical and then the results of each output SPSS are tested by the size of 95% and a = 5% = 0.05 .

III. RESULTS AND DISCUSSION

Overview of Research Locations

PT. Pinus Merah Abadi is a company engaged in tourism support services, namely SPA massage, which is located on Jalan Oswald Siahaan No. 27 E (Front of the PLN Substation) AekTolang Village, Pandan District, Central Tapanuli Regency. PT. Pinus Merah Abadi has been established since March 2017. On July 14, 2016 PT. Pinus Merah Abadi entered into a partnership with PT. Kanaya Hospitality Success in managing the SPA which is located in a building area of approximately 20 acres. PT. Pinus Merah Abadi is a growing company. PT. Pinus Merah Abadi has a target of "To Be Local Champion Spa



Industry in PT. Pinus Merah Abadi within a Year". Efforts in achieving the target that one of them is to establish cooperation with various partners work to be *menpertahankan* continuity of the company as increasing sales as well as the number of visits. In supporting the success of its business, PT Pinus Merah Abadi has collaborated with Jaya Tour, Hotelier, Walk In, Red Apple, Aberu, Pro Bali, Varawedding, WOW, APA Tour, Groupon and so on. As a result, PT Pinus Merah Abadi can dominate the market share of local and foreign tourists, especially group tourists. The Spa packages offered are also varied and affordable, starting from Rp. 120,000.00 to Rp. 550,000.00 and also regularly holding promotions through advertisements in various media.

The structure of the organization that is used in PT.Pinus Eternal Red is the structure of the line. The organizational structure of the line is the simplest form of organization because power is in the people -led, where the delegation of power is the duty and authority performed vertically from superiors to subordinates, as well as subordinates accountable vertically to the boss. Their clarity of

the system of management in the company making the job more clear and accountable so as to define the best strategic management and appropriate for business continuity in PT.Pinus Eternal Red.

Company PT.Pinus Eternal Red have become the location of research since the discovery of the problem regarding the productivity of employees fluctuated based on data the company in 2017 and then allegedly influenced by state companies such as empowerment, working together teams and training. other than that Location selection is also based on the availability of adequate and capable data for processing.

Characteristics of Respondents

Summarized by Table 3 portrait of respondents dominated manifold sex female number of 32 people, or 80 percent. Respondents most large aged between 16-25 years are as many as 20 people or by 50 percent. Employees who work at PT. Pinus Merah Abadi dominantly have a working period of about 1-2 years, namely as many as 26 people or 65 percent.

Table 3. Characteristics of Respondents

No.	Characteristics	Classification	Total (person)	Percentage (%)
1	type sex	Man	8	20
		Woman	32	80
		Amount	40	100
2	Age (year)	16-25	20	50
		26-35	15	37.5
		36-45	4	10
		46-55	1	2.5
Amount 40				100
3	Education	junior high school	5	12.5
		SMA/SMK	24	60
		D1	1	2.5
		D2	1	2.5
		D3	6	15
		Bachelor (S1)	3	7.5
Amount			40	100
4	Working Period	< 1 year	14	35
		1-2 years	26	65
		Amount	40	100

Source: Results of research data processing, 2021

Having carried out the tabulation of the results of the answers of respondents reported the results of research that can be interpreted and then the value of the average score of each variable measurements reported by respondents' perceptions of the value of each individual variable is measured

through average scores were categorized into five parts (Wirawan, 2014), namely: 1.00 – 1.80 (very low/very bad) 1.81 – 2.61 (low/poor) 2.61 – 3.40 (fairly high/fairly good) 3.41 – 4.20 (high/good) 4.21 – 5.00 (very high/very good).



Summary of Empowerment Variable Interpretation

The explanation of the empowerment variable in Table 4 which shows the average score through 6 statement items is 3.89. Values are means of empowerment in PT.Pinus Red Eternal relatively well. This empowerment condition can be seen from the involvement indicator of 4.02. Scores are situated in the range 3,41 - 4,20 in the category of good. It is meant as the overall respondents agreed that employees involved in the work to complete the work within a team. Score the most low was 3.72 which is the indicator of confidence.

Multiple Linear Analysis Results

A summary of the results of multiple linear regression analysis Table 8 is used to test the hypothesis states that the equations were created, namely:

$$Y = - 2.795 + 0.413 X_1 + 0.483 X_2 + e$$

The value in column B reports empowerment of 0.429 and training of 0.483 that value leads to a positive influence. It stated that the increase in the value of one of the variables then further increasing the value of the productivity of work. Then all of these variables also show their significance value under the test size $\alpha = 0.05$. This suggests a significant influence per variable free to variable dependent. Can be clarified variable empowerment, working together the team and the training is partially influenced positively and significant to the dependent variable, namely employee productivity.

The accuracy of the model is summarized at the significance value of F Statistics is 0.000 and is smaller than the value of $\alpha = 0.05$, meaning that the multiple linear regression model is appropriate to be used in testing the effect of the independent variables, namely empowerment, and training on the dependent variable, namely employee productivity. The next significant F test result is a requirement to be able to interpret how much the independent variable contributes to the dependent variable.

Explanation of the value of R² can be used to measure how much the percentage of employee productivity relationship can be improved with empowerment and training variables. Value coefficient R² of 0.676 had the sense that empowerment, and training can explain the employee productivity variable of 67.6 percent and the remaining 32.4 percent is not included in the model.

Classical Assumption Test Results

Table 9 reports the Kmgv-Smrv value of 0.112 and the Asy.Sig value of 0.2 greater than 0.05, this means that the residuals from the regression equation in this study are normally distributed. Value Kolmogorov-Smirnov is the coefficient that is used to measure the normality of the distribution of the data.

Table 9. Normality Test Results

Unstand Residue .

N 40

Kmgv-Smrv Z 0.112

Asy.Sig.(2-tailed) 0.2

Source: Results of research data processing, 2021

Table 10 reports the overall empowerment and training variables showing a VIF value < 10 and a tolerance value > 0.1 meaning that the regression results are multicollinearity free.

Table 10. Multicollinearity Test Results

Variable Tolerance VIF

Empowerment 0.921 1.086

Training 0.957 1.045

Source: Results of research data processing, 2021

Table 11 reports the overall value of Sig. empowerment, and training variables are greater than 0.05. It is meant fulfilling the requirements homoskedastisitas and free of symptoms heteroskedastisitas.

Table 11. Heteroscedasticity Test Results

Variable t count Sig.

Empowerment -0.130 0.897

Training -0.344 0.733

Source: Results of research data processing, 2021

IV. DISCUSSION OF RESEARCH RESULTS

Effect of Empowerment Against Productivity Employees

Empowerment obtained an average score of 3.89 as measured by 6 statements to respondents. It can be stated that employees at PT. Pinus Merah Abadi get empowerment which is classified in the good category. It supports the hypothesis first (H1) ie empowerment has a positive effect on the productivity of employees in the Eternal Red



PT. Pinus. Chang (2008) reported the results and found that empowerment leads to positive results of the organization, such as responsibility and motivation level of employees in regular jobs, increasing the satisfaction of work, quality of service which is much better, the loyalty of employees is higher, and maximize productivity. Karacod (2009) also mentioned by adopting a strategy of empowerment, it is believed that the employee can feel themselves they are feasible, so the impact on the productivity and quality of work. Chehrizi and Shafizadeh (2016) report positive and significant results and state that there is a close relationship between employee empowerment and job satisfaction, thereby increasing productivity. Meyerson and Dewettick (2012) also found that empowerment has a positive as well as significant effect on employee productivity.

Results similar to convince Theory Z development Widodo (2015) stated Theory Z highly relevant to empowerment because it emphasizes the need for a variety of decision-making authority and the need to reduce barriers due to differences in the status of an artificially among employees, members and managers, and stressed the need for communication that much better and responsibilities greater personal responsibility for work results, as well as greater recognition of each individual's contribution to the team. So Theory Z supports research that empowerment has a positive and significant effect on productivity.

Effect of Work Same Team Against Productivity Employees

Working at the team obtained an average score of 3.97 which is measured by the 5 statement. It can be stated that the employees at PT. Pinus Merah Abadi work together as a team that belongs to the good category. This supports the second hypothesis (H2), namely employee productivity at PT. Pinus Merah Abadi. The majority of organizations that focus on efforts to achieve targets, will increase productivity. Research by Cohen and Bailey (2009) reports that teamwork has a positive and significant effect on productivity and organizational performance. Gallie et al., (in Hanaysha, 2014) report that organizations place greater emphasis on improving employee performance, high productivity and skill development in completing work.

Effect of Training Against Productivity Employees

The training obtained an average score of 3.86 measured by 5 statements. It can be stated that

employees at PT. Pinus Merah Abadi received training that was classified in the good category. This supports the third hypothesis (H3), namely that training has a positive effect on productivity at PT. Pinus Merah Abadi. The results of the study by Colombo and Stanca (2008) reported that training had a positive and significant effect while strengthening the explanation of training as the main and powerful tool for successfully achieving organizational goals and increasing employee productivity. Appiah (2010) shows the influence of training a positive and significant impact on productivity while emphasizing that a training program designed to provide the benefits of a more substantial for the employee and the organization's own, with through shared knowledge, skills, and competencies to increase the productivity of employees. Sabir et al., (2014) found that training can enable employees to maximize productivity levels on a larger scale of work. Productivity of employees become more efficient if they receive training that is effective and menyebutkan results were positive and significant (Elnagaand Imran, 2013). Asavas (2013) also found that training leads to a result that is positive, which significantly through the dimensions of the training that is knowledge, attitudes, skills and capacity to produktivas.

V. CONCLUSIONS AND SUGGESTIONS

From the research, it can be concluded that empowerment has a positive and significant effect on employee productivity, has a positive and significant impact on employee productivity, and training has a positive and significant impact on employee productivity.

Filing advice refers to the results and discussion of research in the form of increasing the empowerment of employees such as trust management or supervisor of the competence of its employees to complete the work that was assigned to be improved. Employees feel trusted if they are more involved in decision making, and even recommend new ways of working to be more productive. Companies must also be able to construct and improve the training provided to meet, improve and develop the ability to work of employees like rearranging periodic training schedule and increase the types of training that is appropriate to the needs of the working time of this, considering the competition which the higher it is. Future research can cover a wider scope of the service sector, and may add moderating variables such as education level, organizational size, reward aspects and other aspects. It allows to identify the



aspects of key another that must be considered in designing a human resources strategy that is effective to increase the productivity of employees and competitiveness of enterprises.

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Sentence Cap. Review the rules for capitalization.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



P/V You have used the passive voice in this sentence. You may want to revise it using the active voice.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Frag. This sentence may be a fragment or may have incorrect punctuation. Proofread the sentence to be sure that it has correct punctuation and that it has an independent clause with a complete subject and predicate.



Article Error You may need to use an article before this word.



Article Error You may need to remove this article.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.













Prep. You may be using the wrong preposition.










Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Proofread This part of the sentence contains an error or misspelling that makes your meaning unclear.

-  **Proper Nouns** You may need to use a capital letter for this proper noun.
-  **P/V** You have used the passive voice in this sentence. You may want to revise it using the active voice.
-  **P/V** You have used the passive voice in this sentence. You may want to revise it using the active voice.
-  **Article Error** You may need to use an article before this word.
-  **Article Error** You may need to use an article before this word.
-  **Article Error** You may need to use an article before this word.
-  **Article Error** You may need to use an article before this word.
-  **Sentence Cap.** Review the rules for capitalization.
-  **Article Error** You may need to use an article before this word.
-  **Proper Nouns** You may need to use a capital letter for this proper noun.

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-  **Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.
-  **S/V** This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.
-  **Missing ", "** Review the rules for using punctuation marks.
-  **Sentence Cap.** Review the rules for capitalization.
-  **Article Error** You may need to use an article before this word.
-  **Article Error** You may need to use an article before this word.
-  **Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Wrong Article You may have used the wrong article or pronoun. Proofread the sentence to make sure that the article or pronoun agrees with the word it describes.

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Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Article Error You may need to use an article before this word. Consider using the article **the**.



Article Error You may need to remove this article.



Article Error You may need to use an article before this word. Consider using the article **the**.



Missing ", " Review the rules for using punctuation marks.



Proper Nouns You may need to use a capital letter for this proper noun.



Article Error You may need to use an article before this word.



Dup. Did you mean to repeat this word?



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Proofread This part of the sentence contains an error or misspelling that makes your meaning unclear.



Sentence Cap. Review the rules for capitalization.



Possessive Review the rules for possessive nouns.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Frag. This sentence may be a fragment or may have incorrect punctuation. Proofread the sentence to be sure that it has correct punctuation and that it has an independent clause with a complete subject and predicate.



Sentence Cap. Review the rules for capitalization.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Article Error You may need to remove this article.



Article Error You may need to use an article before this word.



Article Error You may need to use an article before this word. Consider using the article **the**.



Article Error You may need to use an article before this word.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



S/V This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.



Dup. Did you mean to repeat this word?



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Article Error You may need to use an article before this word.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Pronoun This pronoun may be incorrect.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Possessive



Prep. You may be using the wrong preposition.



Article Error You may need to use an article before this word. Consider using the article **a**.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Missing ", " Review the rules for using punctuation marks.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Article Error You may need to use an article before this word. Consider using the article **the**.



P/V You have used the passive voice in this sentence. You may want to revise it using the active voice.



Missing ", " Review the rules for using punctuation marks.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Article Error You may need to use an article before this word. Consider using the article **the**.



Missing ", " Review the rules for using punctuation marks.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Possessive Review the rules for possessive nouns.

