

THE EFFECT OF SUPERVISION, WORKLOAD AND MOTIVATION ON WORK PRODUCTIVITY OF PACKING SECTION IN PT. NIRWANA ABADI SANTOSA MAJALAYA, BANDUNG REGENCY

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ABSTRACT

The purpose of this study was to determine the effect of supervision, workload and motivation on work productivity in the packing department at PT. The Eternal Nirvana of Santosa Majalaya. Where the independent variables consist of supervisors, workload, and motivation. While the dependent variable is work productivity. This study uses quantitative methods, where the instruments are observations, interviews, and questionnaires. The population in this study are employees of the packing department at PT. The Eternal Nirvana of Santosa Majalaya. The samples taken were 72 employees. The analysis used in this research includes validity test, reliability test, descriptive analysis, classical assumption test, multiple linear regression analysis, partial test, simultaneous test and determination test. The result of this research is that there is a significant influence between the independent variables on the dependent variable. The significance value for the monitoring variable (X1) is 0.000 where $0.000 < 0.05$ means that H_0 is rejected. So the conclusion is that supervision (X1) has an influence on work productivity (Y). The workload variable (X2) has a significant value of 0.004 where $0.004 < 0.05$ means that H_0 is rejected. So the conclusion is the workload (X2) has an influence on work productivity (Y). The motivation variable (X3) has a significance value of 0.004 where $0.004 < 0.05$ means that H_0 is rejected. So the conclusion is motivation (X3) has a significant influence on the work productivity variable (Y). Then from the ANOVA table, the calculated F value is 13,894 with a significance value of 0.000 or less than the degree of confidence (α) 5%. Thus the research hypothesis which states that the variables of supervision, workload, and motivation simultaneously affect work productivity, must be accepted statistically.

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1. INTRODUCTION

Human resource management is very important for companies in managing, regulating and utilizing employees so that they can function productively to achieve company goals. The ability of employees as human resources in a company is very important for increasing work productivity in the company's environment. Human resources play an important role in the company because human resources are the driving force for all businesses and activities in companies or other institutions. Sophisticated facilities and infrastructure owned by the company, without the support of qualified human resources, it can be estimated that the company is difficult to progress and develop. The development of human resources is essentially in order to increase capabilities so that higher productivity can be achieved (Dayu, 2019).

High productivity is very important for companies, because it is closely related to the goals to be achieved in order to produce high productivity. Efforts to increase employee productivity can be taken by the company by providing something that can stimulate work productivity. Among them is given satisfaction for employees both economically, sociologically and psychologically. The fulfillment of this satisfaction encourages employees to be enthusiastic at work, have discipline, are easy to work with, passionate about their duties and have high loyalty to their work, so that company productivity will increase.

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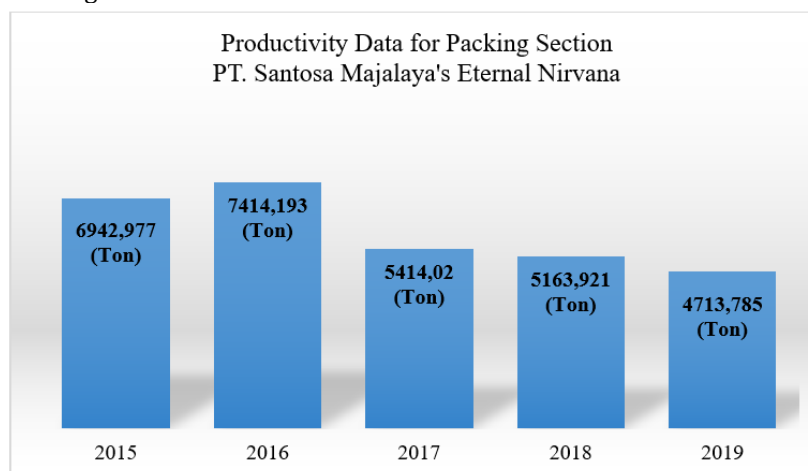
While the productivity of an employee is determined by many factors such as working conditions, work equipment, type of work, and work motivation. However, in addition to the above factors in increasing work productivity, it is also necessary to have a supervisory factor that functions as control of the implementation of each activity which is an effort to achieve predetermined goals. This supervision is basically the supervision of the process and results as well as the people who do the work. Supervision is the most essential management function, no matter how good the work carried out without supervision cannot be said to be successful, supervision is related to actions or efforts to save the company's progress towards the desired goals, namely the planned goals (Nadiaty, 2020).

Leaders need to know what has happened in the company they lead in order to move forward. Or repairs or adjustments are needed, as well as changes in the organization he controls. By paying attention to various aspects of human resource supervision, it is necessary to have minimum standard provisions in various aspects as benchmark guidelines. This kind of benchmark is important to enable the desired goals in every aspect to be achieved properly and under control.

Employees have the responsibility to complete a number of jobs in a certain time which is a workload for the employee. Employees are expected to work with maximum results in order to obtain high work productivity, but employees have limited ability to work. Employees are often unable to complete the workload given by the company with limited time, number and level of difficulty. The workload borne by employees is not the same because of the various types of work. The level of workload depends on the level of complexity of work procedures, work demands, work tempo, and unequal job responsibilities. This causes the speed in completing tasks and the productivity of each worker is not the same according to their respective workloads (Afia, 2019).

To get the human resources expected by the company to contribute positively to all company activities in achieving its goals, every employee is expected to have high work motivation so that later they can increase high work productivity. Motivation is a very important thing to be considered by the management if they want every employee who can make a positive contribution to the achievement of company goals. Because with motivation, employees will have high enthusiasm in carrying out the tasks assigned to them. Without motivation, employees cannot fulfill their duties according to the standards set by the company (Irfiani, 2019).

PT. Nirwana Abadi Santosa Majalaya is a company engaged in Textile, dyeing, and PT Nirwana Abadi Santosa Majalaya is also engaged in maklun services, namely receiving white or raw yarn from other companies for dyeing. Along with the changes in the system and technology applied by PT. Nirwana Abadi Santosa Majalaya with the availability, ability and expertise of existing employees, as well as the infrequent demands from the company on newly recruited employees to have the skills and expertise in accordance with the company's needs have caused a decrease in employee productivity. The decrease in work productivity of employees in the Packing section at PT. The Eternal Nirvana of Santosa Majalaya can be seen from the image data as follows:



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**Figure 1. Productivity of the Packing Section of PT. Santosa's Eternal Nirvana
2015-2019 Tahun**

In Figure 1 above it can be concluded that the work productivity of employees in the Packing section at PT. Nirwana Abadi Santosa Majalaya experienced a decline in 2017 of 5414,102 (tons) until 2019 of 4,713,785 (tons), PT. Nirwana Abadi Santosa Majalaya has a target in 2015 and 2016 of 76320 (tonnes) in 2017 it has a target of 69480 (tons), in 2018 it is 59040 (tons) and in 2019 it is 5,180 (tons). Along with the reduction and mutation of employees from the Packing section to other sections, PT. Nirvana in its work productivity has decreased and has never reached the company's target every year (Rolos, 2018).

Based on the results of interviews and surveys that researchers have conducted on employees of the packing department at PT. Nirwana Abadi Santosa Majalaya stated that due to the lack of direct supervision from superiors, both production supervision and production report supervision, employees do not always make good use of time and are always not punctual at work. The survey conducted by the author in relation to supervision, such as, the leadership rarely reprimands employees who leave their work before the break and before the time to go home from work, where the leadership never reprimands it (Purnama, 2008).

Next PT. Nirwana Abadi Santosa Majalaya has a high level of achievement of company targets, this results in employees having to maximize their time to work, at this company employees concurrently work in three parts, such as packing, weighing, and tidying into shelves. So that the employee has an excessive workload, every day the employee rarely reaches the target set by the company. PT Nirwana Abadi Santosa Majalaya also always reduces employees or transfers employees from the packing section to other sections (dyeing, drying and so on) so that the workload that was once one person is a workload, becomes increased along with the reduction of employees or the transfer of employees. workload is combined. Based on the description and explanation of the background above, the researcher is interested in further developing the focus of the problem on how the conditions of supervision, workload, motivation and work productivity of the packing section at PT. The Eternal Nirvana of Santosa Majalaya.

2. METHOD

The type of research used by the researcher is quantitative method. In this study, the search for the effect of supervision, workload and motivation on work productivity was obtained using a survey method, where the research was conducted in a scientific or non-artificial space and the authors collected data. In addition, researchers measure the existence of a variable using research instruments, after that the author will continue the analysis to find the effect of a variable with other variables. The research variables are sourced from the theoretical framework that is used as a reference and the concept of thinking as described in the framework of thought. This study involves four variables, namely supervision (X1), workload (X2), motivation (X3) and work productivity (Y) (Sugiyono, 2011).

To facilitate the assessment of respondents' answers, the research variables were categorized and the distribution formula for the assessment was as follows:

Maximum Index = 5, Minimum Index = 1

Maximum index percentage = Number of respondents/minimum score x 100% = $\frac{100}{1} \times 100\% = 100$

Minimum index percentage = Number of respondents/maximum score x 100% = $\frac{100}{5} \times 100\% = 20$

Interval distance = Number of respondents/number of categories = $100 / 5 = 20$

3. RESULTS AND DISCUSSION

3.1 Data analysis

Validity test is used to measure the validity of a questionnaire. A questionnaire is declared valid if the questions on the questionnaire are able to reveal something that is measured by the questionnaire. The significant test was carried out by comparing r_{count} and r_{table} for degree of freedom (DF) = $n-2$, in this case n is the number of samples. In this study, the number of samples (n) = 72 and the amount of df can be calculated as $72 - 2 = 70$ with $df = 70$ and $\alpha = 5\%$ (0.05) then $r_{table} = 0.195$. If r_{count} is greater than r_{table} and positive, then the item or question or indicator is declared valid. The following are the results of the validity test using SPSS 24 (Putra, 2018).

Table 1. Instrument Validity Test Results X1, X2, X3, and Y

Variable	Statement Items	r (count)	r (table)	Information
Supervision	1	.595**	0,195	valid
	2	.449**	0,195	valid
	3	.594**	0,195	valid
	4	.617**	0,195	valid
Workload	1	.886**	0,195	valid
	2	.847**	0,195	valid
Motivation	1	.737**	0,195	valid
	2	.519**	0,195	valid
	3	.673**	0,195	valid
	4	.679**	0,195	valid
	5	.666**	0,195	valid
Work productivity	1	.656**	0,195	valid
	2	.824**	0,195	valid
	3	.736**	0,195	valid
	4	.780**	0,195	valid

Source: Primary Data processed in 2020

Based on the table above, it shows that the overall research variable items $r_{count} > r_{table}$, namely at the significant level = 0.05 and $n = 70$ obtained $r_{table} = 0.195$, it can be seen the results of each item > 0.195 so it can be said that the overall item variable This research is valid to be used as an instrument in research or the proposed statement can be used to measure the variables studied (Rohmat, 2020).

3.2 Reliability Test

The level of reliability of a variable or research construct can be seen from the results of the Cronbach Alpha (α) statistical test. The variable or construct is said to be reliable if the Cronbach Alpha value > 0.6 . The closer the alpha value is to one, the more reliable the data reliability is. The results of reliability testing can be seen in the table below:

Table 2
Instrument Reliability Test Results

No	Variable	Alpha Value	N of Items	Information
1	Supervision (X1)	.675	4	Reliabel
2	Workload (X2)	.667	2	Reliabel
3	Motivation (X3)	.659	5	Reliabel

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4	Work Productivity (Y)	.742	4	Reliabel
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Source: Processed Primary Data, 2020

Table 2 shows that the reliability value of supervision is 0.675, workload is 0.667, motivation is 0.659 and work productivity is 0.742. Thus, the statement in this questionnaire is reliable, because it has a reliability value of more than 0.60. This shows that each statement item used will be able to obtain consistent data, which means that if the statement is submitted again, an answer that is relatively the same as the previous answer, thus the next analysis can be continued (Sunarsi, 2018).

3.3 Normality test

This normality test is to determine whether each variable is normally distributed or not. This normality test is needed because it is to perform tests of other variables by assuming that the residual value follows a normal distribution. The test data is normally distributed if the Asymp Sig (2-tailed) generated is greater than the alpha value, namely 0.05 or 5%. The results of the normality test can be seen in the following table:

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		72
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.52687426
Most Extreme Differences	Absolute	.071
	Positive	.071
	Negative	-.046
Test Statistic		.071
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: The results of the data processed using SPSS 24

Based on the table above, it is known that the significant value of Asymp.Sig (2-tailed) is 0.200 which is greater than 0.05. So it can be concluded that the data is normally distributed. Thus, the assumptions or conditions for normality in the regression model have been taken (Tjiabrata, 2017).

3.4 T test analysis (partial)

The t-statistical test aims to show how far the influence of an independent variable individually/partially in explaining the related variables. The basis for making partial test decisions are as follows:

1. If the value of Sig. < 0.05 then there is an effect of the independent variable (X) on the related variable (Y).
2. If the value of Sig. > 0.05 then there is no effect of the independent variable (X) on the related variable (Y).

The results of the test of the effect of supervision, workload, and motivation on work productivity can be seen in the following table:

Table 4. T test results (partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.946	2.186		.433	.667
	Supervision	.444	.112	.389	3.957	.000
	Workload	.473	.157	.287	3.005	.004
	Motivation	.219	.073	.293	2.986	.004

a. Dependent Variable: Work Productivity

Source: The results of the data processed using SPSS 24

From statistical calculations using SPSS 24 listed in table 4.19, the significance value for the supervision variable is 0.000 ($0.000 < 0.05$), meaning that supervision has an influence on work productivity (Widiyanto, 2019).

3.5 F Test Analysis (simultaneous)

F test analysis (simultaneous) aims to determine the level of significant effect of the independent variables together (simultaneously) on the dependent variable. The following are the results of the F statistical test carried out using SPSS 24, namely:

Table 5. F Test Results (simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.461	3	33.820	13.894	.000 ^b
	Residual	165.525	68	2.434		
	Total	266.986	71			
a. Dependent Variable: Work productivity						
b. Predictors: (Constant), Motivation, Workload, Supervision						

Source: The results of the data processed using SPSS 24

Based on the table above, the calculated F is 13,894 with a significance value of 0.000 or less than the degree of confidence (α) 5%. Thus the research hypothesis which states that supervision, workload, and motivation simultaneously affect work productivity, must be accepted statistically.

3.6 Hypothesis test

Hypothesis testing aims to determine whether there is an influence between the independent variables (supervision, workload, and motivation) on the dependent variable (work productivity). Based on the framework of this research, it can be described as follows:

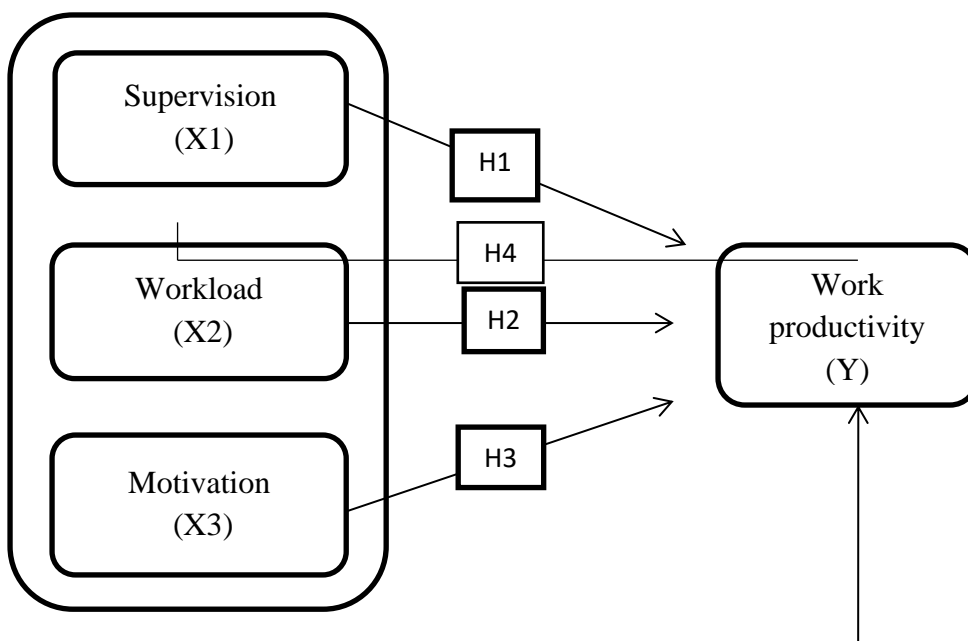


Figure 2. Research Path Model

Based on the picture above, it shows that the effect of the workload variable on work productivity has the highest coefficient value of 0.473 with a significance value of $0.004 < 0.05$. This means that it shows that of the three variables, namely supervision, workload, and motivation, the most influential is workload,

due to excessive or high workload elements given to employees by the company so that employees feel burdened by excessive or high workloads, meaning If the workload is high, it will not increase high productivity, otherwise if the workload is low, it will increase high productivity. The equation $Y = 0.946 + 0.444 X_1 + 0.473 X_2 + 0.219 X_3$ shows that other variables that will later show work productivity will have a positive effect on employee work productivity.

4. CONCLUSION

Based on the results of research that researchers have done in the packing section of PT. Nirwana Abadi Santosa Majalaya regarding the effect of monitoring workload and motivation on work productivity, several important points were obtained, including supervision in the packing section of PT. Nirwana Abadi Santosa Majalaya has been done well and has a partially significant effect on work productivity with a significance value (sig) of $0.000 < 0.05$, so it can be concluded that $H_a 1$ is accepted or the first hypothesis is accepted. Workload in the packing section of PT. Nirwana Abadi Santosa Majalaya also performed well and had a partially significant effect on work productivity with a significance value (sig) of $0.004 < 0.05$, so it can be concluded that $H_a 2$ is accepted or the second hypothesis is accepted. Motivation in the packing section of PT. Nirwana Abadi Santosa Majalaya also performed well and had a partially significant effect on work productivity with a significance value (sig) of $0.004 < 0.05$, so it can be concluded that $H_a 3$ is accepted or the third hypothesis is accepted. Meanwhile, supervision, workload and motivation have a significant effect simultaneously or together on work productivity in the packing division of PT. Nirwana Abadi Santosa Majalaya supported by a significance value (sig) $0.000 < 0.05$, so it can be concluded that H_4 is accepted or the fourth hypothesis is accepted.

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