

Analysis of the Influence of Welfare, Motivation and Leadership Style on the Productivity of the Wholesale Archives Workforce of PT Griya Sumber Sejati

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Article Info	ABSTRACT
Keywords: Well-being, Motivation, Leadership Style, Productivity	Labor productivity is measured by the results achieved compared to labor input, and increased productivity can drive increased sales. In the Wholesale Archives Workforce of PT Griya Sumber Sejati, Semarang City, there are problems with low productivity such as slow implementation of tasks and lack of motivation. This problem is also caused by inconsistent leadership in decision making, as well as lack of monitoring and inadequate income such as salary and incentives. The purpose of this study was to analyze the effect of employee welfare, work motivation, and leadership style on work productivity at PT Griya Sumber Sejati. This study involved 35 wholesale archives workers of PT Griya Sumber Sejati who were taken through a saturated sampling method and a survey was conducted using a questionnaire distributed through Google Forms. The data collected will be analyzed using the Partial Least Square (PLS) method and the SmartPLS version 4.0 application. The results of this study indicate that Welfare and Leadership Style do not have a significant effect on Productivity, while Motivation has a significant effect on Work Productivity
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INTRODUCTION

In today's era of globalization, human resources and human resource management are very important for the business world to manage, organize, and mobilize its employees so that they can work productively to achieve company goals. A company's human resources must be managed professionally to achieve a balance between the needs of its employees and the needs and capabilities of the business organization. This balance is the main key to the development of a productive and equitable company. The development of a company's business and organization is highly dependent on the productivity of its employees. The goal is for employees to be able to work productively by organizing professional human resource management. Professional employee management should start from employee recruitment, selection, classification, employee placement based on competence, further development and career development. This problem now often occurs in companies. It is not surprising that many employees fail to give their best performance at work, even though they actually have high potential. This happens because the psychological requirements are not in accordance with the position, or the work environment does not provide a sense of

security and comfort to a person. Law No. 13 of 2003 concerning employment, the welfare of laborers and workers is a fulfillment of physical and spiritual needs and/or requirements, both within and outside of employment relationships, which directly or indirectly can increase work productivity in a safe and healthy work environment.

PT Griya Sumber Sejati is a company engaged in outsourcing services at Bank Jateng in the form of archiving services. PT Griya Sumber Sejati is one of the vendors that prioritizes a loyal attitude towards employers by having many branches and sub-branches of Bank Jateng spread throughout Central Java which continues to strive to improve employee job satisfaction so that the results given to employers are maximized to support the success of service quality and attractive and profitable performance quality. Labor productivity can be interpreted as a comparison between the results/output achieved with the participation of the workforce as input. When labor productivity increases, sales also increase. To support the success above, managers should pay attention to providing benefits that are expected to increase employee work productivity (Yuwana, 2008).

Table 1. Productivity Data on Wholesale Archive Workers at Bank Jateng Central Java Branch and Sub-Branches (Capem) for the 2020-2024 Period

Year	Total Workers	Amount Project	Day Work	Time Completion (4 Months)		
				Working hours / day	Target Achieved	Target No Achieved
2020	20	6 Agencies	92 days	8 hours/ day	6 Agencies	-
2021	25	8 Agencies	92 days	8 hours/ day	8 Agencies	-
2022	28	9 Agencies	92 days	8 hours/ day	8 Agencies	1 Agency
2023	30	10 Agencies	92 days	8 hours/ day	10 Agencies	-
2024	35	11 Agencies	92 days	8 hours/ day	9 Agencies	2 Agencies

In Table 1, the average employee work productivity is reviewed from the achievement of the archive work target [for 4 months with the placement of each agency for 4 branches and 2 capem workers. Seen from 2020, 2021 and 2023, the productivity of the wholesale archive workers was very good in achieving the target per agency. However, in 2022 there was 1 agency, namely the Klaten BPD Branch, which did not achieve the work target so that it was delayed for 6 months, and in 2024 there were 2 agencies that did not achieve the target, namely the TSI Division and Capem Blora so that both were delayed for 5 months of work. In reality, employee work productivity in the company PT Griya Sumber Sejati Semarang is not optimal, so there are still employees who do not meet the standard working hours, do not achieve daily targets, obstacles in educational status and career levels, which have an impact on employee job descriptions, and lack of attention to employee bonuses/daily wages (Rina, 2020). This problem also exists in the welfare and

work motivation of employees in increasing employee work productivity, where they are given the Provincial Minimum Wage, and what they should receive is the Regency/City Minimum Wage (UMK), where the problem faced by the wholesale archive is that native Semarang employees who are placed outside the city, they also think about daily costs in other people's cities and are given salaries according to the Central Java UMP which they think is still lacking. when in the work environment, employees are also still less concerned about work responsibilities such as still being relaxed in doing work, coming to work late, and sometimes employees still play games on their cellphones during working hours.

In 2021, the wrong leadership implemented by the company has not been effective. Sometimes the leader often has one employee submit a letter of resignation from the company. This is due to the model of ordering employees who are inconsistent and looking for mistakes in subordinates. That alone will affect health and work productivity less well (Zainal, 2014). and in May 2024 there were also several employees who resigned due to the lack of welfare provided by the company to the Wholesale Archive employees.

Literature Review

Leadership Style

A good leadership style is a leadership style that can motivate subordinates to work. According to Yuliawan, Eko (2011) argues that leadership style is a habit, temperament, personality and character that distinguishes a leader in the way he interacts with others. Leadership style is a pattern of behavior of a leader who is alert when influencing his subordinates, what the leader chooses to do, the way the leader acts in influencing group members forms the style of Mulyasa (2007). Leadership style is related to the character of a leader or personality. Therefore, each person's leadership style in managing an organization is not the same. A leader who successfully leads an organization, then is imitated by other leaders, is not necessarily successful, because that is not his character. Leadership Style Indicators according to Kartono (2008) state the following, 1) Decision-Making Ability, 2) Motivating Ability, 3) Communication Ability, 4) Ability to Control Subordinates, 5) Ability to control emotions.

Motivation

According to Sunyoto (2013), the definition of motivation is a person's internal and external drive expressed with enthusiasm and interest, motives and needs, hopes and ideals, appreciated and respected. According to Ratri Nur and Palupiningdyah (2014), motivation is the result of a person's achievements and a doubtful assessment that his actions will produce the desired results. Work Motivation Indicators according to Anwar Prabu Mangkunegara (2009) in Bayu Fadillah, et al (2013) are as follows: 1) Responsibility, Having high personal responsibility for his work, 2) Work Achievement, Doing a job as well as possible, 3) Opportunity to Advance, Desire to get fair wages according to the job, 4) Recognition of Performance, Desire to get higher wages than usual, 5) Challenging Work, Desire to learn to master his work in his field.

Welfare

Employee welfare is something in the form of employee benefits that refer to all efforts made by the company to improve the comfort and productivity of its employees

without reducing wages. In some large companies, benefits are more than just money. However, so are other forms, such as housing, health insurance, subsidies, transportation, and food supplies.

Employee welfare is a complementary reward (material and non-material) given based on policy. The goal is to maintain and improve the physical and mental condition of employees so that productivity work increases Adamy (2016). Employee Welfare Indicators are 1) Bonus, is additional compensation given to an employee whose value is above his/her normal salary, 2) Meal money, is money given to employees based on rates and calculated daily for employee food needs, 3) Eid money, is money given to employees for Eid needs, 4) Death condolence money, is money given to employees to help because a relative has died.

Relationship between Welfare and Productivity of PT Griya Sumber Sejati

At PT Griya Sumber Sejati, work welfare is related to personal finances which often affect employee productivity. Lack of income from salary, incentives, bonuses, overtime pay, and education provided by the company causes work pressure for employees, causing them to become depressed, less enthusiastic about work ideas, and their productivity decreases. Elpina Yanti Hasibuan, Yenni Samri Nasution, Nurul Inayah (2023), Komang Ary Pratiwi, Ni Luh W. Sayang Talaga Swathi, Ni Luh Putu Erma Mertaningrum, Made Putri Ariasih (2019), Samsu Hendriatna (2019), Moch. Tegar Pratama, Lula Lutfiah Intani and Ayu Lucy Larassaty (2023) stated in their journal that welfare has a positive and significant effect on employee productivity. Based on this description, the following hypothesis is obtained

H1: Welfare has a significant effect on Employee Productivity at PT Griya Sumber Sejati

Relationship between Motivation and Productivity at PT Griya Sumber Sejati

The lack of routine monitoring from superiors or managers causes employees to be less proactive in carrying out their work because the work area is quite large and monitoring is quite limited at PT Griya Sumber Sejati. This can be influenced by several factors, be it the lack of bonuses, awards from superiors. There is still a situation of negligence on the part of workers who do work that does not clearly understand the rules for coding archives and document archiving systematics, so that unwanted errors still occur during the work process. Ultimately, this slows down productivity in the company. As stated by Edwin B. Flippo in Hasibuan (Hartatik 2014), work motivation is a skill that helps employees and organizations work successfully, thereby achieving employee desires and organizational goals simultaneously. Lia Auliyah, Siti Annisa Wahdiniawati (2023), Jayanti Dewi Wijaya (2023) also stated in their journals that work motivation has a significant influence on employee productivity. Based on this description, the following hypothesis was obtained

H2: Motivation has a significant effect on Employee Productivity at PT Griya Sumber Sejati

Relationship between Leadership Style and Productivity at PT Griya Sumber Sejati

Lia Auliyah, Siti Annisa Wahdiniawati (2023) said in their journals that leadership style does not affect productivity. However, at PT Griya Sumber Sejati, leaders pay less attention or direct things in the work, are less consistent in making decisions and do not comply with employee needs, causing employees to feel confused in carrying out their work.

On the other hand, management is not firm in carrying out their work so that employees do not feel burdened by the company's goals. This reduces employee work productivity which of course can cause employees to be late in completing work. In line with this, Lili Indrawati, Etti Ernita Sembiring (2020), Fahmi Kamal, Widi Winarso, Tutiek Yoganingsih (2021), Jayanti Dewi Wijaya (2023) stated in their journals that leadership style has a significant effect on work productivity. Based on this description, the following hypothesis is obtained

H3: Leadership Style has a significant effect on Employee Productivity at PT Griya Sumber Sejati

METHOD

This research is a quantitative research, the population in this study were 35 employees of PT Griya Sumber Sejati Borong. The sample in this study were 35 employees of PT Griya Sumber Sejati Borong Archives who were not structural employees such as management staff, taken using the saturated sampling method. According to Sugiyono (2019) Saturated Sampling is a sample selection technique when all members of the population are sampled. The sampling technique in this study used the Saturated Sampling Technique, where all populations in this study were sampled. This research was conducted by survey using a questionnaire distributed via Google Forms. The data collected will be analyzed using the Partial Least Square (PLS) method and the SmartPLS version 4.0 application.

RESULTS AND DISCUSSION

Instrument Test

From all over respondents who have fill in questionnaire , a number of description that is as following :

Table 2. Demographics Respondents

Information	Amount	Percentage
Type Sex		
Man	35	100%
Woman	0	0%
Education Final		
SENIOR HIGH SCHOOL	20	57%
D3	2	6%
S1	13	37%
Length of work		
< 1 year	9	26%
Between 1 – 3 years	14	40%
> 4 years	12	34%

Based on Table 2, it is known that Respondent various sex man own amount by 35 (100%). Whereas Respondent various sex Woman own amount of 0 (0%). with education Lastly, SMA/SMK has amount by 20 (57%). Respondents with education Last D3 (Diploma) has amount by 2 (6%) and Respondent with education Last S1 (Bachelor) has amount by

13 (37%). And long working at PT. Griya Source True City of Semarang < 1 year as many as 9 (26%). Respondents with long working hours between 1 – 3 years as many as 14 (40%). Whereas Respondent with with work experience > 4 years as many as 12 (34%).

Hypothesis Testing

Testing hypothesis done with 2 (two) stages that is testing influence direct between variable And testing influence No direct through variable mediation . For testing hypothesis in a way direct on use participation budget , *mental model* , creativity And performance employee done with do comparison between results *path coefficient* with T table . If T count > T table on degrees 1% freedom , then hypothesis it is said very significant . However , if T count > T table on degrees 5% freedom , then hypothesis Also it is said significant , and if T count > T table on degrees 10% freedom , then hypothesis it is said weak . Meanwhile , if T count < T table on degrees 10% freedom , then hypothesis it is said No significant (Abdillah & Jogiyanto , 2015).

This study proposes 3 (three) hypotheses, where hypothesis testing uses *bootstrapping analysis techniques* . Through the results of the t-statistics that have been carried out, the influence of the level of significance between the independent variables on the dependent variable can be obtained. If the t-statistic value is > 1.960. (= TINV (0.05; 500) (t-table significance 5%) then the influence is significant and H0 is accepted. The summary results of the direct influence test are as follows,

Table 3. Results Test Hypothesis

	Hypothesis	T- Statistics	T- Table	Information
Well-being -> Productivity	H1	0.049	1,960	No Significant
Motivation -> Productivity	H2	3.898	1,960	Significant
Leadership Style -> Productivity	H3	1.153	1,960	No Significant

Based on Table 3 above , it is known that the t- statistic value for the Welfare variable (x_1) is greater small from t- table namely obtained $0.049 < 1.960$. This means that the first hypothesis test in this study, namely the Welfare variable (X_1) does not have a significant effect on Productivity (Y) so that H_1 rejected . The Employee Welfare variable does not have a significant effect on the Productivity of PT Griya Sumber Sejati's Wholesale Archives Workforce because based on the results of the questionnaire it was found that the provision of money for food needs had not been distributed evenly . This result is not in line with research conducted by (Elpina Yanti Hasibuan, Yenni Samri Nasution, Nurul Inayah, 2023), (Komang Ary Pratiwi, Ni Luh W. Sayang Talaga Swathi, Ni Luh Putu Erma Mertaningrum, Made Putri Ariasih, 2019), (Samsu Hendriatna, 2019), (Moch. Tegar Pratama, Lula Lutfiah Intani and Ayu Lucy Larassaty, 2023) who stated in their journals that welfare has a significant effect on employee productivity.

In the T test, the t- statistic value was obtained on the Motivation variable (x_2) more big from t- table which is $3,898 > 1,960$. This means that in testing the second hypothesis in this study, the Motivation variable (X_2) has an effect significant to Productivity (Y) or H_2 accepted . Motivation variables have a significant influence on the productivity of PT Griya Sumber Sejati's wholesale archive workers because based on the results of the

questionnaire it was found that the work performance of PT Griya Sumber Sejati employees always did their best with enthusiasm. These results are in line with research conducted by (Lia Auliyah, Siti Annisa Wahdiniawati, 2023), (Jayanti Dewi Wijaya, 2023) stated in her journal that "Work motivation has a significant influence on employee productivity".

For Leadership Style variable (X_3) through the T test the t- statistic value is obtained more small from t- table which is $1,153 < 1,960$. This means that in testing the third hypothesis in this study, the Leadership Style variable (X_3) does not have a significant effect on Productivity (Y). or H_3 rejected. The leadership style variable does not have a significant effect because leaders have less control over their subordinates by using office power effectively in its place for the benefit of the company. This result is in line with research conducted by (Lia Auliyah, Siti Annisa Wahdiniawati, 2023) also said in her journal that "Leadership style has no effect on employee productivity".

CONCLUSION

From the results of the study above, it can be concluded that the variables of Welfare and Leadership Style do not have a significant effect on the Productivity of PT Griya Sumber Sejati's Contract Archive Workers. This is because based on the results of the questionnaire, it was found that the provision of money for food needs has not been evenly distributed in the Welfare variable, while the Leadership Style variable does not have a significant effect because the leader has less control over his subordinates by using the power of office effectively in its place for the benefit of the company. For the Motivation variable, it has a significant effect on the Productivity of PT Griya Sumber Sejati's Contract Archive Workers, because based on the results of the questionnaire, it was found that the work performance of PT Griya Sumber Sejati employees always does their work as well as possible with enthusiasm. The limitation in this study is that they have not found the right indicators to be able to find a significant effect between Welfare and Leadership Style on Productivity. In addition, the sample used in this study was only focused on PT Griya Sumber Sejati's Contract Archive Workers, so the generalization of this study is still quite weak. For further researchers, further research can be conducted by exploring other indicators used in the Welfare and Leadership Style variables in order to influence Productivity or by exploring other variables besides Welfare, Motivation, and Leadership Style on Productivity because in this study the Employee Welfare variables (X_1), Motivation (X_2), Leadership Style (X_3) can explain 76.80% and the rest is explained by other variables not explained in this study. In addition, further researchers are expected to use more samples by expanding the survey area, so that the research results are more likely to be concluded in general or can be generalized well.

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