

THE INFLUENCE OF SUPERVISION, WORKLOAD AND MOTIVATION ON THE WORK PRODUCTIVITY OF THE PACKING DEPARTMENT AT PT. X BANDUNG REGENCY

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ABSTRACT

The purpose of this study is to determine the effect of supervision, workload and motivation on the work productivity of the packing section at PT. X Kabupaten Bandung. Where independent variables consist of photocariths, workloads, and motivation. While the dependent variable is work productivity. This study uses a quantitative method, where this instrument is in the form of observation, interviews, and questionnaires. The population in this study is the employees of the packing section at PT. X Kabupaten Bandung. Samples taken as many as 72 employees. The analysis used in this study includes validity test, reliability test, descriptive analysis, classical assumption test, multiple linear regression analysis, partial test, simultaneous test and determination test.

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1. INTRODUCTION

Human resource management is very important for companies in managing, organizing and utilizing employees so that they can function productively for the achievement of company goals. The ability of employees as human resources in a company is very important for its existence for increasing work productivity in the company's environment. Human resources play an important role in the company because human resources as the driver of all businesses and activities in the company or other institutions. The achievement of the facilities and infrastructure owned by the company, without being supported by quality human resources, it can be estimated that the company is difficult to develop and develop. The development of human resources is basically in order to increase ability so that higher productivity can be achieved. High productivity is very important for companies, because high productivity is closely related to the goals to be achieved in order to produce high productivity. Efforts to increase employee work productivity can be taken by the company by providing something that can stimulate work productivity. Among them is by being given satisfaction for employees both economical, sociological and psychological. Where satisfaction for employees works will lead to increased high productivity.

Supervision is the most essential management function, no matter how good the work carried out without supervision cannot be said to be successful, supervision related to actions or efforts to save the company's path towards the desired goal, namely the planned goal. The leader needs to know what has happened in the company he leads in order to go further. Or it needs improvements and adjustments, as well as changes in the organization that he controls. By paying attention to various aspects of human resource supervision, it is necessary to have minimal standard provisions in various aspects as a benchmark guideline. This kind of benchmark is important to allow the desired goals in every aspect to be achieved well and under control. In addition to supervision, another factor that affects employee work productivity is workload, work capacity are tasks that the workforce or employees are assigned to complete at a certain time using the skills and potential of the workforce. To get the human resources expected by the company to give a positive contribution to all company activities in achieving their goals, every employee is expected to have high work motivation so that later it can increase high work productivity. Motivation is a very important thing to note by management if they want every employee who can make a

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positive contribution to the achievement of company goals. Because with motivation, employees will have a high spirit in carrying out the tasks assigned to him. Without motivation, employees cannot fulfill their duties according to standards or even exceed standards because what is their motive and motivation in working is not fulfilled. Even if an employee has good operational ability if he does not have motivation in working, the end result of his work will not be satisfactory. PT. X is a company engaged in Textil, dyeing, and PT X is also engaged in maklun services, namely receiving white or raw threads from other companies to dip. This is what the author researched is in the field of dyeing the packing part. Along with the changes in systems and technologies implemented by PT. X with the availability, ability and expertise of existing employees, as well as the rare demands from the company on newly recruited employees to have the ability and expertise in accordance with the needs of the company causes a decrease in employee work productivity. The productivity of packing employees at PT. X can be seen from the following image data:

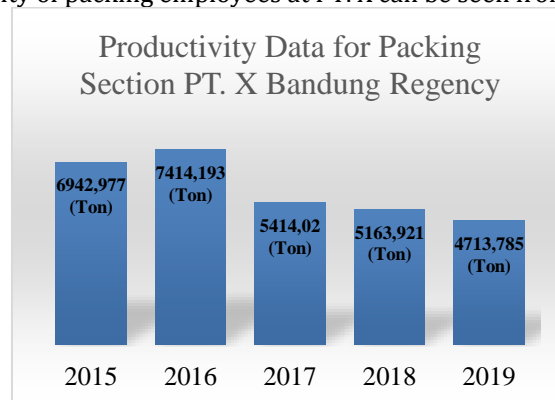


Figure 1. Productivity of Packing Parts PT. X Bandung Regency Year 2015-2019

In figure 1.1 above, it can be concluded that the work productivity of employees of the Packing section at PT. X decreased in 2017 by 5414,102 (tons) until 2019 by 4713,785 (tons), PT. X has a target in 2015 and in 2016 of 76320 (tons) in 2017 has a target of 69480 (tons), in 2018 of 59040 (tons) and in 2019 of 51840 (tons). Along with the reduction and mutation of employees from the Packing section to other parts then PT. X in its work productivity has decreased and never reached the company's target in each year.

2. METHOD

2.1 Share Science

The results of this study are expected to reinforce the theory relevant to the title of this study, namely the influence of supervision, workload and motivation on work productivity. Management is a tool to achieve the desired goal. Good management will facilitate the realization of organizational or company goals, so that organizational goals can be carried out properly, every company must have effective and efficient management regulations. Basically, management is a process where a company or organization in doing a business must have management principles by using all the resources owned by the company in achieving goals. Understanding management according to Anton Mulyono Aziz and Maya Irfayanti, (2014: 5) "States that the art of management includes to see the totality of separate parts as well as the ability to create a picture of a vision." According to Hasibuan (2012:89) "Stating that management is the science and art of organizing the process of effectively and efficiently utilizing human and other resources to achieve certain goals."

2.2 Human Resource Management

One of the organizational resources that have an important role in achieving goals is human resources (HR). Therefore, the importance of the role of humans in competition both short-term and long-term in the business agenda, an organization must have more value compared to other organizations. Organizations that succeed in influencing the market if they can draw attention to the advantages possessed

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in various ways compared to other organizations. To define human resource management, it is necessary to understand two functions, including managerial and operational functions. Keep in mind again in the management book explained that the functions of management are planning (planning), organizing (organizing), staffing (staffing), mobilization (actuating), and supervision (controlling). These management functions are tasks for every manager in various fields and levels in organization. Based on the suber of power in the organization, management can be divided into human resource management (MSDM), finance, operations / production, and marketing. The functions of management will be related to each area of management. Manajemen human resources carry out activities, planning, organizing, personnel preparation, mobilization and supervision of its operational functions to achieve organizational / company goals. After knowing its function, it can be defined about human resource management, namely according to Hasibuan (2017: 10) "Human Resource Management is a science and art that regulates the relationship and role of the workforce to be active and efficient in helping the realization of the goals of perusahaan, employees and society."

2.3 Supervision

Supervision is the last function of the management function after the functions of planning, organizing, circumcission, and mobilization. These functions are management functions related to the business of running the company / organization so that the entire process of implementing activities always leads to the goals of the organization that has been set. Supervision is carried out during the activity, so that all actions that go off the predetermined rails can be immediately returned to the track, so that the deviations that occur do not go too far Natalia in Busro (2020: 141).

Supervision is one of the most important activities carried out seeing the number of cases that occur in the company such as the non-completion of an assignment, not being kept at completion time, an excessive budget, and other activities that deviate from the plan. According to Natalia in Muhammad Busro (2020:141) "Which states that supervision is the process of observing the implementation of all company activities to ensure that all work that is being carried out in accordance with a predetermined plan using predetermined standards, certain methods, and corrective measures."

2.4 Workload

Workload is one aspect that every company must pay attention to, because workload is one of the factors that affect work productivity. If the ability to work is higher than the demands of work, then there will be a feeling of boredom. But conversely, if the ability of the job is lower than the demands of the job, then there will be more fatigue, the workload charged to employees can be categorized into three conditions, namely workloads that are up to standard, workloads that are too high, and workloads that are too low. Before completing the task (work) given to each employee, it is necessary to calculate the expected workload to be able to provide information about the implementation of work. Workload is defined as a group or a number of activities that must be completed by a company unit or office holder. According to Sunyoto (2012: 83), "Workload is too much can cause tension in a person so that it causes stress. This can be due to the level of expertise that is demanded too high, the speed of work may be too high, the volume of work may be too much and so on."

2.5 Motivation

Motivation means the giving of encouragement, the immunization of motives or things that cause encouragement or circumstances that cause encouragement. It can also be said that motivation is a factor that encourages people to act in a certain way. Work motivation is an important thing that is often mentioned by company leaders, both openly and covertly. A company needs to improve and maintain the performance of employees in order to stay active in working and achieving the company's goals. Therefore, companies need to provide motivation to encourage employees to behave in order to maintain and increase employee work productivity. There is motivation that comes from within a person himself, namely intrinsic motivation and motivation that comes from outside the employee, namely extrinsic motivation.

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According to Robbins in Muhammad Busro (2020:50) "Motivation is the willingness to use high-level effort for corporate purposes, conditioned by the ability of the business to meet some individual needs." Hasibuan (2017:99), "Also stated that motivation is the giving of driving force that creates the excitement of one's work so that they are willing to cooperate, work effectively and integrated with all their efforts to achieve satisfaction."

2.6 Work Productivity

Every company always strives so that employees can excel in the form of providing maximum work productivity. Employee work productivity for a company is very important as a gauge of success in running a business. Because the higher the work productivity of employees in the company, it means that the company's profit and productivity will increase. According to Edy Sutrisno (2015: 104) "Productivity is very important for employees in the company. With the productivity of work, it is expected that work will be carried out efficiently and effectively. So far, all this is finally indispensable in achieving the goals that have been set." According to Belcher, in Wibowo (2016: 3) "Conceptually, productivity is the relationship between the output or results of the company with the necessary inputs." Increasing productivity can be done by improving productivity ratios, by producing more output or better output with a certain level of resources.

According to Arouf (2009: 136) "the activity of work has two dimensions, firstly reaching targets related to quality, quantity and time. The second dimension relates to how the work is carried out." H1: Supervision has a significant effect on Work Productivity According to Soeprihanto in Musdalifah (Afia Halida, 2020) "that the notion of workload is a group or number of activities that must be completed by a company unit or office holder within a certain period of time. Workloads are tasks that a workforce or employee assigns to complete at a given time using the skills and potential of the workforce. Based on musdalifah research (Afia Halid, 2020) "it is known that there is an influence of workload on work productivity. The higher the workload, the decrease in work productivity. " H2: Workload has a significant effect on Work Productivity Motivation is a complex problem in the company, because the needs and desires of each member of the company are different from each other. This is different because each member of a company is biologically and psychologically unique, and develops on the basis of different learning proses suprihanti et al (2013: 41). Based on research conducted by Rahmawati (Purnama, 2018), "it is known that there is an increase in work productivity by providing motivation. " H3: Motivation has a significant effect on Work Productivity.

3. RESULT AND DISCUSSION

3.1 Validity Test Results

The 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 measured by the questionnaire. "A significant test is performed by comparing $r_{\text{hicalcation}}$ and r_{tabel} for degree of freedom (DF)=n-2, in which case n is the number of samples. In this study the number of samples (n)=72 and the magnitude of df can be calculated $72 - 2 = 70$ with $df = 70$ and $\alpha = 5\%$ (0.05) then $r_{\text{tabel}} = 0.195$. If the $r_{\text{hicalcation}}$ is greater than r_{tabel} and positive, then the details of the question or question or indicator are declared valid. Based on table 4.5, shows that the overall items of the research variable r calculate $> r$ table, namely at a significant level $\alpha = 0.05$ and $n = 70$ obtained r table = 0.195, then it can be known the result of each item > 0.195 so that it can be said that the overall item is 0.195 This research variable is valid for use as an instrument in research or the proposed statement can be used to measure the variable under study.

3.2 Reliability Test Results

The reliable level of a variable or research construct can be seen from the results of the Cronbach Alpha statistical test (α). Variables or constructs are said to be reliable if the Cronbach Alpha value > 0.6 . The more the alpha value is close to one, the more reliable the data reliability value is achieved. From table 4.6 shows that the reliability value on supervision is 0.675, workload is 0.667, motivation is 0.659 and work

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productivity is 0.742. Thus, the statement in this questionnaire is reversible, because it has a reliability value of more than 0.60.

3.3 Normality Test Results

Test this normality to find out whether each variable is normal or not. This normality test is necessary because it is to perform other variable tests by assuming that the residual value follows the normal distribution. Data testing is normal if the resulting Asymp Sig (2-tailed) is greater than the alpha value of 0.05 or 5%. The results of the normality test can be seen in the table as follows:

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		72
Normal	Mean	.000000
Parameters ^{a,b}	Std. Deviation	1.52687426
Most Extreme	Absolute	.071
Differences	Positive	.071
	Negative	-.046
Test Statistic		.071
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Data results processed by SPSS 24

Based on table 1 diatas, it is known that the significant value of Asymp.Sig (2-tailed) of 0.200 is greater than 0.05. Then it can be concluded that the data is distributed normally. Thus, the assumption or provision of normality in the regression model has been taken.

3.4 Multicollinearity Test

This test aims to test whether in the regression model there is a correlation between free (independent) variables. To find out whether or not there are symptoms of multicollinearity can be seen from the magnitude of tolerance or VIF (Variance Inflation Factor). Tolerance measures the variability of selected variables that are not explained by other independent variables. Common values that are commonly used are the value of VIF > 10 and the tolerance value < 0.10 then multicollinearity occurs. Conversely, if the VIF value < 10 and the tolerance value > 0.10 then there is no multicollinearity. The results of the multicollinearity test can be seen in the table as follows:

Table 2. Multicollinearity Test Results

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Pengawasan	.942	1.061
Beban_Kerja	.997	1.003
Motivasi	.944	1.060

a. Dependent Variable:
Produktivitas_Kerja

Source: Data results processed by SPSS 24

In table 2 it can be known that each variable has a tolerance value close to the number 1 and the value of VIF < 10.0, then it can be said that there is no multicollinearity and between independent variables is declared free and worthy of use for further analysis.

3.5 Heteroskedasticity Test

The heteroskedasticity test aims to test whether in regression models there is a inequality of variance from residual one observation to another, if the variance from residual one observation to another

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is different then it is called heterochemicity. As for detecting the presence of heteroskedasticity, namely by using the Glesjer test. This test is performed by creating a residual absolute value regression equation against an independent variable. If the significant value of the independent variable < 0.05 then there is an indication of heteroskedasticity. Here is a table of heteroskedasticity test results as follows:

Table 3
Hasul Heteroskedastity Test
Coefficients^a

Model	Sig.
1 (Constant)	.007
Pengawasan	.267
Beban_Kerja	.529
Motivasi	.324

a. Dependent Variable:
Abs_RES

Source: Data results processed by SPSS 24

Based on table 3 above, it shows that none of the independent variables that statistically significantly affect the dependent variables of the Absolute Ut (AbsUt) value. This can be seen from the probability of its significance above the confidence level of 0.05 or 5%. So it can be concluded that the regression model does not contain the presence of heteroskedastissity.

3.6 Autocolation Test

This autocorrelation test aims to test whether in the linear regression model there is a correlation between user error in period t and disruptor error in the t-1 (previous) period. The analysis of the correlation test was carried out using the SPSS 24 program using the Durbin Watson test (DW test), with the results of the autocorrelation test as follows:

Table 4. Autocolation Test Results

Model Summary^b			
Model	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.353	1.560	1.821

Source: Data results processed by SPSS 24

Based on table 4 above obtained durbin Watson value of 1,821. Furthermore, this value is compared with the table value of Durbin Watson on significant with the formula $(K: N)$ while the number of independent variables is 3 or "K" = 3, while the sample number "N" = 72, then $(K: N) = (3:72)$, then found a DL value of : 1.532 and a value of DU 1.705. Durbin Watson (DW) above is 1,821. This value is greater than DU and DL then it is proven that there is no autocorrelation so that the data can be used for further analysis.

3.7 Hypothesis Testing Results

Multiple linear regression analysis is a linear relationship between two or more independent variables with dependent variables. This analysis is to find out the direction of the relationship between independent variabls and dependen variables whether each independent variable with a dependent variable is positive or negative.

Table 5. Test Result t (partial)
Coefficients^a

Model	Sig.
1 (Constant)	.667
Pengawasan	.000

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Beban_Kerja	.004
Motivasi	.004

Source: Data results processed by SPSS 24

Based on table 5 above, hasil from partial tests or t tests that have been done in this study then get the following results: obtained a significance value for the supervision variable is 0.000 ($0.000 < 0.05$), because supervision has an influence on work productivity, obtained a significance value for the workload variable which is 0.004 ($0.004 < 0.05$), meaning that the workload has a burden on work productivity, Obtained a significance value for the motivation variable is 0.004 ($0.004 < 0.05$), meaning that motivation has an influence on work productivity.

3.8 Test Analysis F (simultaneous)

Analysis of the F test (simultaneous) aims to determine the significant degree of influence of independent variables together (simultaneously) on dependent variables. Here are the results of the F statistical test conducted using SPSS 24, namely:

Table 6. Test Result F (simultaneous)

ANOVA ^a			
Model		F	Sig.
1	Regression	13.894	.000 ^b
	Residual		
	Total		

Source: Data results processed by SPSS 24

Based on table 6 above, obtained F calculates 13,894 with a significance value of 0.000 or less than the degree of trust (α) of 5%. Thus the research hypothesis that supervision, workload, and motivation simultaneously affect work productivity, must be statistically accepted.

3.9 Determination Coefficient Test Result (R^2)

The results of the R^2 determination coefficient test in this study, can be seen in the table as follows:

Table 7. Determination Coefficient Test

Model Summary			
Model	R	R Square	Adjusted R Square
1	.616 ^a	.380	.353

a. Predictors: (Constant), Motivasi, Beban_Kerja, Pengawasan

Source: Data results processed by SPSS 24

Based on table 7 above, the results of the Determination Coefficient (R Square) test can be seen that the adjusted value of R Square is 0.353 which means that 35.3% variation in the work productivity variable can be explained by all three free variables (supervision, workload, motivation). While the remaining 64.7% is explained by other variables outside the model. Such as, (work safety, occupational health, work environment, work discipline, work quality, work stress, leadership style, job satisfaction and so on).

Furthermore, the influence of other factors is as follows:

$$\epsilon_1 = \sqrt{1 - R^2}$$

$$\epsilon_1 = \sqrt{1 - 0,353^2}$$

$$\epsilon_1 = 0.935 = 93.5\%$$

From the calculations above it can be known that from other factors is 0.935 or 93.5%. This proves that there are still many factors that affect work productivity, including, namely, (work safety, work health, work environment, work discipline, work quality, work stress, leadership style, job satisfaction and so on).

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Furthermore, the influence value of each path is as follows:

Line X1 → Y = 0,444

Line X2 → Y = 0,473

Line X3 → Y = 0,219

$\epsilon_1 = 0,93$

4. CONCLUSIONS

Based on the results of research that the author has done in the packing section of PT. X on the effect of workload supervision and motivation on work productivity, as follows Supervision has a positive and significant effect on work productivity partially, Workload has a positive and significant effect on work productivity partially, Motivation has a positive and significant effect on work productivity partially., Supervision, Workload and Motivation have a positive and significant effect on Work Productivity simultaneously.

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