

THE INFLUENCE OF WORK COMPETENCE, WORKLOAD AND JOB SATISFACTION ON THE WORK PRODUCTIVITY OF EMPLOYEES OF PT. SCHLEMMER AUTOMOTIVE INDONESIA PART FINAL INSPECTION

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Abstract

A company is said to be successful in developing if it is able to maximize the company's productivity of its human resources. One of the efforts to increase employee work productivity is by looking at various skills and knowledge possessed, workload and job satisfaction in employees. This study aims to find out how much influence Work Competence has on Productivity, Workload on Productivity and Job Satisfaction on Productivity. This research was conducted at PT. Schlemmer Automotive Indonesia. This type of research is quantitative. The sampling method in this study is nonprobability sampling or saturated sample. The sample taken in this study was 65 respondents. This research method uses a multiple regression analysis method because the number of variables in this study is more than two variables. The variables used are Competence (X1), Workload (X2) and Job Satisfaction (X3) as independent variables and Work Productivity (Y) as dependent variables. The results of the test on the f test obtained f count $9.285 > f$ table 2.75 with the sig value. by $0.000 < 0.05$. the t test obtained t count work competence (X1) of $2.651 > t$ table 1.999 with a sig value. $0.010 < 0.05$, Workload (X2) of $2.225 > t$ table 1.999 with a sig value of $0.030 < 0.05$ and Job Satisfaction (X3) of $2.644 > t$ table 1.999 with sig. $0.010 < 0.05$ and the coefficient of determination test was obtained adjusted R Square value of 0.280. The results of this study resulted in that Work Competence (X1), Workload (X2) and Job Satisfaction (X3) were partially accepted and simultaneously had a positive and significant effect on employee work productivity at PT. Schlemmer Automotive Indonesia.

Keywords: Competence, Workload, Job Satisfaction, Employee Work Productivity

1. Introduction

Quoted from CNBC Indonesia in the Asian Productivity Organization (APO) the productivity of Indonesian workers at the Asean level is lower than Singapore, Malaysia and Thailand. The level of work productivity is also lower than that of neighboring countries. based on the Asian Productivity Organization (APO) although in 2015 Indonesia's productivity level has increased but it is still at the lowest position in ASEAN. That is, it can be concluded that Indonesia's productivity level is below that of other countries.

Table 1. Data Asian Productivity Organization (APO)

No	Name Country	2015	2016	Percen (%)
1	Singapura	127.8	131.9	3.2

2	Malaysia	55.7	56.4	1.3
3	Thailand	26.5	28.3	6.8
4	Indonesia	24.3	24.9	2.5

Source: CNBC Indonesia

High productivity growth in a country can be said that the high economic growth in the country itself. Growth in modern economies is dominated by productivity growth. According to Maddison in (Börsch-Supan & Weiss, 2016) Apart from the quality of human resources, the use of technology, and improved management, innovation is one of the most important factors for increasing the productivity and competitiveness of the nation. Entrepreneurs must make as many improvements as possible both physically and non-physically. This is done by the company so that it is able to face business competitors, maintain business and increase company income by spending as little production costs as possible. According to Simamora in (Saleh & Utomo, 2018),

Employee work productivity is the ability to get the maximum benefit from the available facilities and infrastructure by producing optimal Output and Input. This means that work productivity is the achievement of the target of a job carried out by employees with the time determined by the company. Productivity is the ratio of output to the input of the resources used can also be interpreted as the ratio between the output to the input of the resources used (Aprilyanti, 2017).

PT. Schlemmer Automotive Indonesia (SINA) is a company engaged in the manufacturing industry, especially in the Automotive sector which produces Car Spare Parts. Researchers are interested in studying the productivity of employees of PT. Schlemmer Automotive Indonesia which is located on Jl. Sungkai Blok F25 No. 9a-9e, Cikarang, Bekasi because current performance productivity is considered not optimal. Looking at 2021-2022 there are several new projects being brought forward. With existing and ongoing deliveries, employees must maximize the quantity and quality targets that must be achieved so that man power in particular does not maximize the achievement of targets set by the company, especially in the final inspection section.

From the explanation above, data obtained from PT. Schlemmer Automotive Indonesia as follows:

Table 2. Average Productivity Data at the Company

Month	January - May			Junie - September		
	Target	Achievement	Percentage (%)	Target	Achievemen	Percentage (%)
1. Quantity	40116911	39577346	99%	47657541	46177883	97%
2. Quality	100%	98%	98%	100%	96%	96%
3. Skills	100%	98%	98%	100%	95%	95%
4. Productivity average			98%			96%

Source: Planner dan Leader Quality Patrol PT. Schlemmer Automotive Indonesia
Information: 90-100 = very good = 100%

2. Theoretical Background

The word productivity itself has the same meaning as production power and productivity, according to Handoko in the journal Andika Rindi, (2019) "Productivity is the relationship between inputs and outputs of a productive system, which means that the

meaning of productivity itself is used to measure the level the efficiency of a company, machine, system and a workforce that transforms input results into real works (output)". According to Yuniarsih and Suwato in the journal Tumiwa Axchel, Tewal Bernhard and Palandeng D. Indrie (2017) Employee work productivity is the concrete result (product) produced by individuals or groups, Comparison between output and input, where the output must have added value and better processing techniques (Hasibuan, 2019). for a certain time, unit in a work process determined by the company.

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In the utilization of human resources can be one of the benchmarks to what extent labor sources are used as effectively as possible in a production process in achieving the expected results which of course can produce the output and time determined by the company. Work productivity is the achievement of carrying out activities or work by an employee to achieve company goals within a certain period of time (Paramita, 2019).

According to Wibowo in the journal Asep Reza Kurniawan (2020) Employee competence is something to carry out work or tasks that are based on skills and knowledge and are supported by the work attitude required by the job. This means that competence is knowledge, ability and expertise (skills) or personality traits possessed by a person that directly affect his performance. It can be concluded that employee work competence is one of the elements that influence the implementation of work with successful results.

According to Boulter (Nuryanto, 2017: 4) Competence is a basic characteristic of a person that allows employees to produce superior performance in their work. Spencer dan Spencer (Nuryanto, 2017:5) states that competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference, effective or excellent or superior performance at work or in certain situations.

Workload is the average frequency of each job in a certain period of time (Dayu, 2017). The meaning can be said is a difference between the capacity or ability of workers with the demands of the work that must be done. Therefore, it is necessary to strive for an optimum level of loading among employees. Meanwhile, workload according to Meshkati in Encep, Listiawati and Asti Nur (Saefullah et al., 2017) can be defined as a difference between the capacity or ability of workers and the demands of the work that must be faced. A person's workload is usually determined in the standards for each type of work. Suwatno in (Kurnia, 2021) defines workload as a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time.

"Workload is a condition of work with job descriptions that must be completed by a certain time limit" (Trisnawaty, 2020). Workload is a condition of work with job descriptions that must be completed by a certain time limit. If employees work according to company standards, then there is no problem. Conversely, if employees work below company standards, the workload will be excessive. Meanwhile, if the employee works above the standard, then the company's standard estimate is lower than the employee's capacity. It can be said that workload is the average frequency of activities of each job within a working period in one day. This means that the workload given is the responsibility of the employee to complete the tasks given by the superior and must be completed within the standard time determined by the company.

3. Methods

The research methodology used is SPSS 24, The sample taken in this study was 65 respondents. This research method uses a multiple regression analysis method because the number of variables in this study is more than two variables. The variables used are Competence (X1), Workload (X2) and Job Satisfaction (X3) as independent variables and Work Productivity (Y) as dependent variables.

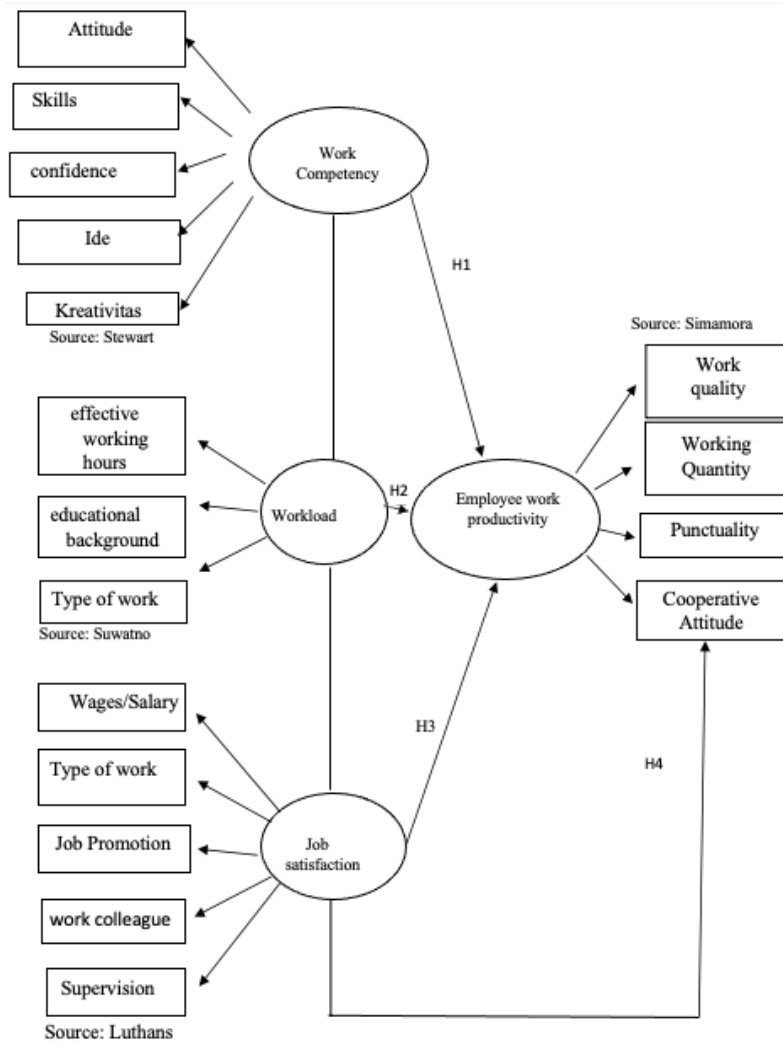


Figure 1. Research Design

4. Results and Discussion

Classical Assumption Test

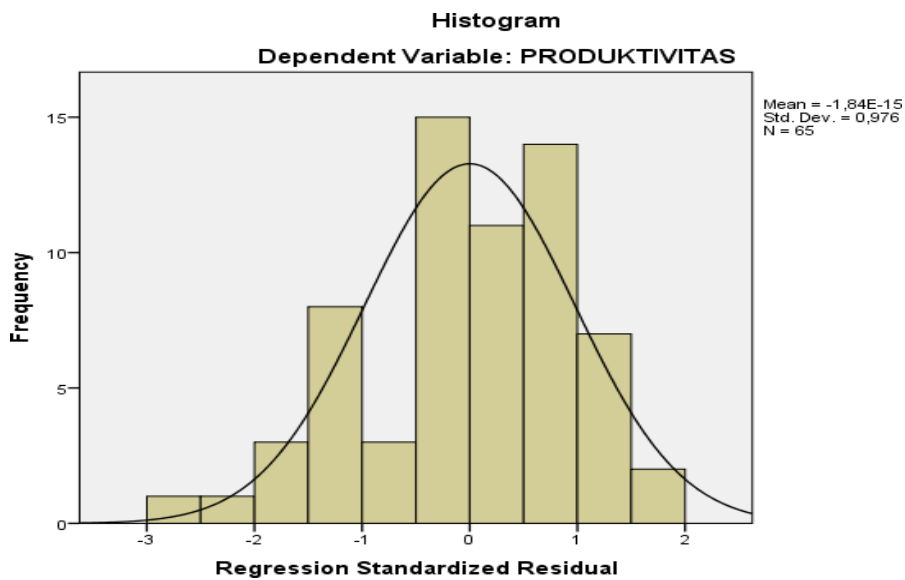
Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		65
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	1,72762020
	Absolute Positive	0,095
		0,063

Most Extreme Differences	Negative	-0,095
Test Statistic		0,095
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS, 2022

Obtaining an explanation from the data above, it can be seen from the results of the Normality Test that the significance value is $0.200 > 0.5$, which means greater. So it can be concluded that the data is normally distributed.



Source: SPSS, 2022

Figure 2. Normality Test Graph

Based on the picture above, it can be seen that the shape of the histogram graph that is seen forms a bell or mountain, meaning that the distribution can be said to be normal.

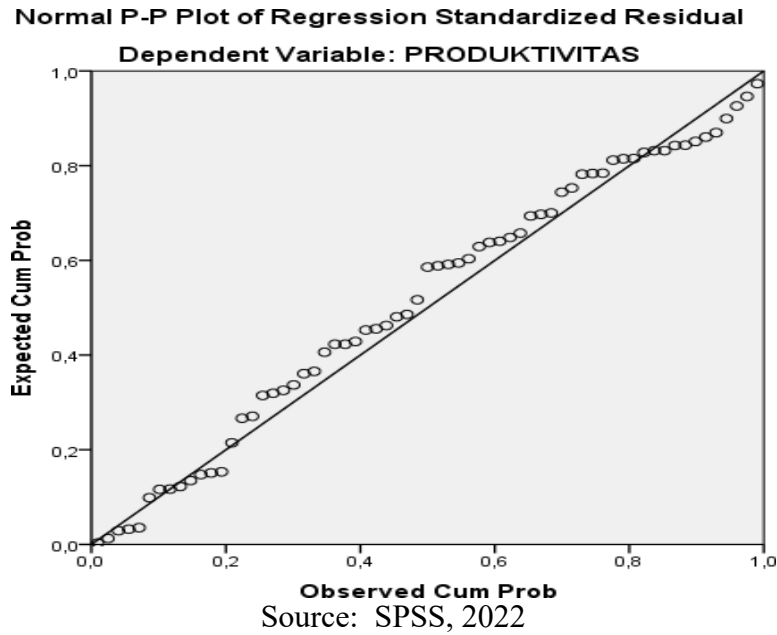


Figure 3. Normal P-Plot

Based on the picture above, it is known from the graphic results that the points spread around the diagonal line, which means that the data is normally distributed.

Table 4. Multikolinieritas Test

Coefficients^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Competency (X1)	0,933	1,071
	Workload (X2)	0,959	1,042
	Job Satisfaction(X3)	0,919	1,088

a. Dependent Variable: Productivities (Y)

Source: SPSS, 2022

Based on the table above, it can be seen that the tolerance value in the Work Competency variable (X1) is 0.933, the Workload variable (X2) is 0.959 and the job satisfaction variable (X3) is 0.919 that from these results the tolerance value is > 0.10 meaning that the regression model has no problems multicollinearity. And it can be seen that the VIF value <10.00 on the Work Competency variable (X1) 1.071, the Workload variable (X2) 1.042 and on the Job Satisfaction variable (X3) 1.088 so it can be concluded that the regression model does not have multicollinearity.

To predict whether or not heteroscedasticity occurs by looking at the scatter-plot image pattern, is the basis of employee work productivity. If the points spread in an unclear pattern and are not around zero (0) on the Y axis, there is no heteroscedasticity problem.

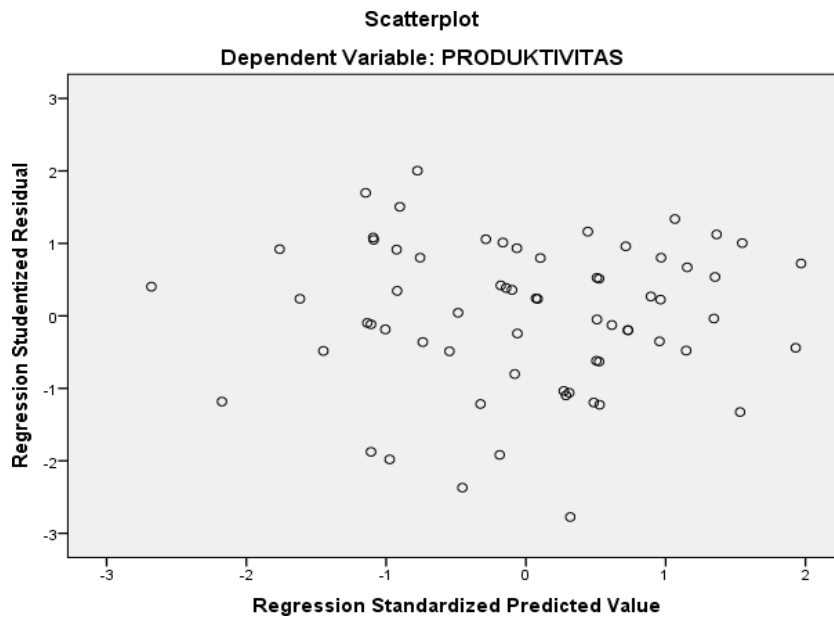


Figure 4. Heteroskedastisitas Test

Hypothesis Test

Table 5. Multiple Regression Test Results

Coefficients^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Model						
1	(Constant)	8,207	5,364		1,530	0,131
	Kompetensi (X1)	0,232	0,087	0,291	2,651	0,010
	Beban (X2)	0,263	0,118	0,241	2,225	0,030
	Kepuasan (X3)	0,241	0,091	0,293	2,644	0,010

a. Dependent Variable: Productivities (Y)

Source: SPSS, 2022

Information:

1. A constant value of 8.207 means that if there is no change in the work competence, workload and job satisfaction variables, the work productivity of employees at PT. Schlemmer Automotive Indonesia experienced an increase of 8.0207 units.
2. The regression coefficient value of Work Competence (X1) is 0.232, meaning that if Work Competence (X1) increases by 1% assuming the variables Workload (X2), Job Satisfaction (X3) and Constants (a) are 0 (zero) then Productivity Employee Work at PT. Schlemmer Automotive Indonesia increased by 0.232. This shows that the

existing Work Competency variables contribute positively to Employee Productivity. So that the better the Work Competencies provided by PT. Schlemmer Automotive Indonesia, the higher the Employee Productivity.

3. The regression coefficient value of Workload (X2) is 0.263, meaning that if Workload (X2) increases by 1% assuming the variables of Work Competency (X1), Job Satisfaction (X3) and Constant (a) are 0 (zero) then Productivity Employee Work at PT. Schlemmer Automotive Indonesia increased by 0.263. This shows that the existing Workload variables contribute positively to Employee Productivity. So the better the workload provided by PT. Schlemmer Automotive Indonesia, the higher the Employee Productivity.
4. The regression coefficient value of Job Satisfaction (X3) is 0.241, meaning that if the variable Satisfaction (X3) increases by 1% assuming the variables Work Competency (X1), Workload (X2) and Constant (a) are 0 (zero) then Productivity Employee Work at PT. Schlemmer Automotive Indonesia increased by 0.241. This shows that the existing Job Satisfaction variable contributes positively to Employee Productivity. So that the better the Work Productivity provided by PT. Schlemmer Automotive Indonesia, the higher the Employee Productivity.

Hypothesis Test Results with T Test

Independent variable	T count	Sign	T table
Competency (X1)	2,651	0,010	1,999
Workload (X2)	2,225	0,030	1,999
Satisfaction (X3)	2,644	0,010	1,999

Source: SPSS, 2022

Information:

1. It is known that the value of $t_{count} > t_{table}$, with a significance level of Work Competence (X1) $2,651 > 1,999$, it is concluded that the work competency variable has a positive effect on employee work productivity.
2. It is known that the value of $t_{count} > t_{table}$, with a significance level of Workload (X2) $2,225 > 1,999$ it can be concluded that the workload variable has a positive effect on employee work productivity.
3. It is known that the value of $t_{count} > t_{table}$, with a significance level of Job Satisfaction (X3) $2,644 > 1,999$ can be concluded that the variable job satisfaction has a positive effect on employee work productivity.

Uji F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87,227	3	29,076	9,285	,000 ^b
	Residual	191,019	61	3,131		
	Total	278,246	64			
a. Dependent Variable: Employee Work Productivity (Y)						
b. Predictors: (Constant), Competency (X1), workload (X2), Satisfaction (X3)						

Based on the above table it can be concluded that it is known that the significance value for the influence of X1, X2 and X3 simultaneously on Y is $0.000 < 0.05$ and the calculated f value is $9.285 > f \text{ table } 2.75$ where f table is obtained from the formula $F = n - k = 65 - 3 = 62$. F table $62 \approx 2.75$. So, it can be concluded that H4 is accepted, which means that there is a simultaneous effect of X1, X2 and X3 on Y.

Determinacy Test

Test using R square or R²

Analysis Coefficient of Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,560 ^a	0,313	0,280	1,770
a. Predictors: (Constant), Work Competency (X1), Workload (X2), Work Satisfaction (X3)				
b. Dependent variable: Work productivity (Y)				
a. These employees are influenced by other variables that are not examined by researchers				

Source: SPSS, 2022

Based on the results of the table above, it can be interpreted that the calculation results using SPSS version 24.0 can be seen that the Adjusted R Square determination is 0.280. That if presented is 28%. This means that the influence of variables X1, X2 and X3 is 28% on employee work productivity (Y) with the remaining 72% which means work productivity

5. Conclusion

Employee work competence plays a very important role in increasing employee work productivity as conveyed by (Ramdhan & Abubakar, n.d.) Organizational goals will not be achieved optimally if the human resources in them are not able to work together with one another and based on the same competence. competent in carrying out the tasks that are his responsibility.

Based on the results of the multiple linear regression equation, a positive equation is obtained. This means that this equation concludes that at each addition of 1 point the Competency variable will increase the Productivity variable. The regression coefficient value of the Competency variable has a positive explanation which can be concluded that the Competency variable has a positive and significant influence on Productivity. This is because there is support related to the competencies that exist in the company such as the control of each employee by their respective superiors.

One of the considerations that must be considered in increasing employee work productivity is employee workload, where this driving factor can be said to be a motivating factor for an employee in carrying out all work activities, meaning that it can be said to be a motivator for an employee to carry out good work activities as well.

Based on the results of the multiple linear regression equation, a positive equation is obtained. This means that this equation concludes that at each addition of 1 point the workload variable will increase the productivity variable. The regression coefficient value

of the Expense variable has a positive explanation which can be concluded that the Workload variable has a positive and significant influence on productivity. This is because there is support related to the existing workload at the company such as effective working hours or working hours reduced by adequate and regular rest hours.

This is consistent with the results of research conducted by Feby Misrah, Tarmizi Gadeng and Tuwisna which state that workload has a positive effect on employee productivity.

Job satisfaction shows that there is a match between one's expectations that arise and the rewards provided by the service (Ogan & Ilir, n.d.). This means that when an employee's satisfaction is fulfilled, it can help in achieving the good goals set by the company. Employee work competence plays a very important role in increasing employee work productivity as conveyed by (Ramdhan & Abubakar, n.d.) Organizational goals will not be achieved optimally if the human resources in them are not able to work together with one another and based on the same competence. competent in carrying out the tasks that are his responsibility.

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Based on the analysis tests and discussion above and the purpose of this study was to determine the effect of Work Competence, Workload and Job Satisfaction on Employee Productivity in the Final Inspection section, it can be concluded as follows:

1. Work Competency has a positive and significant influence on the Employee Productivity variable at PT. Schlemmer Automotive Indonesia part of Final Inspection. The competencies possessed by employees are in accordance with each employee's work with its own part, this is because there is sufficient control from superiors over subordinates regarding the competencies possessed by employees so that employees want to continue to improve their competencies. The competence that employees have for their work can also increase the work productivity of employees of PT. Schlemmer Automotive Indonesia part of Final Inspection.
2. Workload has a positive and significant effect on the variable Employee Productivity at PT. Schlemmer Automotive Indonesia part of Final Inspection. The attention given by PT. Schlemmer Automotive Indonesia regarding the workload received by employees related to the type of work provided by the company, the educational background of the current job and effective working hours are sufficient. So that the workload of the employees received is enough to get good recognition from employees so that this can increase the Work Productivity of PT. Schlemmer Automotive Indonesia part of Final Inspection. Job Satisfaction has a positive influence and significantly affects the variable of Employee Work Productivity at PT. Schlemmer
3. Automotive Indonesia, Final Inspection section. The more often companies think about job satisfaction in employees will create a good sense of employee confidence

in the company itself, of course, will make employees better at every job they do. The treatment of superiors towards their subordinates, fellow co-workers, the salary they receive and the supervision provided is quite adequate and makes the employees of PT. Schlemmer Automotive Indonesia feels quite satisfied in his work. So that it can be said that when employee job satisfaction is fulfilled, the work productivity of PT. Schlemmer Automotive Indonesia's Final Inspection part increased.

4. By using the F test simultaneously Work Competency, Workload and Job Satisfaction have a positive and significant effect on Employee Productivity of PT. Schlemmer Automotive Indonesia part of Final Inspection.

Based on the results of the conclusions and discussion obtained in this study, the researcher proposes suggestions as a complement to the results of this study as follows:

1. Companies must further improve control regarding the competencies of each employee in their respective departments on a periodic and scheduled basis, for example by holding refreshes and evaluating materials related to employees' daily work so that the company knows that employees are reliable with the competencies employees have. As well as the competency control method must really be in accordance with the company's goals so that the company can increase the work productivity of employees of PT. Schlemmer Automotive Indonesia part of Final Inspection.
2. Companies must pay more attention to work results, especially superiors to subordinates. When an employee is unable to meet the target set by the company, the boss must try to find out why the employee is unable to complete his work target so that the company knows about his actions, treatment and improvement of the employee. That way the company is more focused when making improvements.
3. Companies must provide work assessments according to the abilities of their employees and not differentiate one another because of one thing outside of work. There is openness to assessment so that employees can introspect themselves and correct their shortcomings. Rewards given by the company must also be considered again to be held and given to employees who meet the qualifications so that they become a trigger for employees to provide good quality and quantity targets and of course those that have been set by the company.
4. An organization or company really needs to pay attention to employee competence as well as appropriate work results in order to increase employee work productivity. Satisfaction with the appropriate assessment and reward also affects the results of employee work productivity. Therefore competence, workload and job satisfaction when carried out together properly, the work productivity of employees in the Final Inspection section will also increase.

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