

Work Characteristics of Work Motivation and Effect on Manager's Productivity in the Pt. Perkebunan Nusantara (Persero)

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Abstract:

Every company must reach the target that has been decided in each year so that the company can achieve good profits and all depends on all the factors that exist in the company. Existing human resources in the company must get the attention of managers through increasing human resources with education and training and human resource development. Likewise nature need to improve employee performance by making character stick employee jobs so that employees have the expertise and skills vary. Employee morale emotions enhanced by the employee with the encouragement of self and encouragement of managers so as to increase the motivation which increased labor productivity managerial. Human resource development policies affect work motivation by 22%, job characteristics have an influence on work motivation by 60% and the influence of human resource development policies and work motivation affect worker productivity by 58%.

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I. PRELIMINARIES

The agricultural sector is a sector that contributes to state income where this sector can provide employment for the population of Indonesia and can generate state foreign exchange.

This can be felt when the economic crisis is felt by various countries where Thailand and Indonesia can get out of the economic crisis because of the role of the agricultural sector in contributing to state income.

Of the several Badan Usaha Milik Negara (BUMN), one of them is PT. Perkebunan Nusantara (Persero) which has oil palm, rubber, cocoa, tobacco and sugar cane products spread throughout the North Sumatra region where the commodities produced are commodities that have a very important role in generating national income, increasing the income of farmers and creating centers of economic center and increase employment for the community.

In supporting the increase in plantation production as a whole can not be separated from the existence of human resources in the plantation as a driver of all activities in the plantation.

Superior human resources will become a necessity owned by plantations because it can play an important role in international trade in the future, so companies feel the need to pay attention to the availability of labor both in terms of quality and quantity.

With the existence of reliable resources in plantations, it will accelerate the increase in company productivity because existing human resources will produce good performance.

Dessler, 1997, said that the human resource development policy was a management effort to increase the motivation and capability of organizational members who were expected to be

able to spur increased productivity of organizational members.

The purpose of human resource development is to prepare employees to be more competent, more skilled, more knowledgeable and bolder in facing competition with the aim of being able to provide optimal results for the company. With an increase in expertise, knowledge and insight will create the ability to work more optimally and can increase employee productivity.

In carrying out daily activities that the characteristics of work greatly influence the success or failure of the work done because it must adapt to existing work conditions.

Job characteristics are a model or approach of an action in designing a job where the work design is a process that relies on efforts to engineer everything related to a job.

To create employees who have high expertise also requires high morale of employees that starts from providing motivation by managers as the highest leadership in PT. Perkebunan Nusantara (Persero).

By providing motivation by managers, it will be able to influence the behavior of members of the organization in achieving employee work productivity because motivation can provide energy for the employee himself who is able to encourage him to change his work appearance for the better.

The presence of a manager is expected to influence, move and direct an action on a person or group of people to achieve certain goals in certain situations (AbiSujak, 1990).

The manager is one managerial aspect of organizational life which is a key position because the leadership of a manager acts as an alignment in the process of collaboration between people in the organization and the leadership of a manager will be able to distinguish the characteristics of an organization with other organizations.

The company will create a high productivity when there is a factor of human resources in the company whose level of expertise is always considered by the company by following the development of knowledge and also supported by how many

employees give work morale through the motivation that exists in every employee there.

II. FORMULATION OF THE PROBLEM

By looking at the background described above, it can be concluded the formulation of the problem as follows:

1. How much influence the policy of human resource development on the work productivity of managers at PT. Perkebunan Nusantara (Persero).
2. How much influence the work motivation on manager work productivity at PT. Perkebunan Nusantara (Persero).

How much influence the policy of human resource development and work motivation on manager's work productivity at PT. Perkebunan Nusantara (Persero).

III. RESEARCH PURPOSE

The research objectives are as follows:

1. To find out how much influence the policy of human resource development of the work productivity of managers at PT. Perkebunan Nusantara (Persero).
2. To find out how much influence the work motivation on manager work productivity at PT. Perkebunan Nusantara (Persero).
3. To find out how much influence the policy of human resource development and work motivation on the work productivity of managers at PT. Perkebunan Nusantara (Persero).

IV. RESEARCH USE

It is hoped that this research will be useful as a thought for the leaders and managers of Plantation Enterprises in North Sumatra that the policies on human resource development and work motivation have an influence on the manager's work produced. Then this research can also be useful to enrich and add to the findings of previous research on human resource development policies and work motivation related to company work productivity and can also be used as a reference for other

researchers in studying and strengthening a model and theory.

V. HUMAN RESOURCE DEVELOPMENT POLICY

Human resources are a very important capital in an organization that is an active planner and actor of every activity of the organization so that it is necessary to plan for sustainable human resource development.

Competent, capable and skilled human resources do not guarantee good work productivity when work morale and discipline are low and they are only useful and can support the realization of organizational goals.

In connection with this, human resources need to be developed continuously in order to obtain quality human resources in the real sense that is the work to be carried out will produce something that is desired. Being qualified does not only mean clever, but fulfills all the qualitative requirements that the job requires so that the work can actually be completed according to plan.

Therefore, companies are required to be able to find workers in accordance with the needs of the company so that they can contribute the best results for the survival of the company.

Human resource development must meet the criteria as a learning process at a certain time period to provide the possibility of behavior change (Nadler, 1986).

Then Dessler, 2000, said that human resource development policies are an effective way to bring together a number of opportunities or challenges faced by organizations.

These challenges include changes in the company's external and internal environment by completing these challenges the employee can maintain organizational effectiveness.

Robbins, 1991, said that human resource development policies can include several things, namely:

1. Education and training.
2. Career development.

3. Performance appraisal.
4. Reward system.

VI. EMPLOYMENT CHARACTERISTICS

Jobs can be likened to a bridge between employees and the organization and job vacancies are the cause of the emergence of organizational needs for human resources. If the personnel department wants to help the organization to obtain and maintain the desired work units, then personnel, personnel must have an understanding of job design.

Gibson, 2003, said that job design explains the characteristics of job objectives, namely through technical job analysis managers can design jobs in the form of activities to produce a particular outcome.

Hackman Oldham, 1980, explained that the work characteristic model emphasizes the emergence of internal motivation due to an experience and psychological appreciation of workers after carrying out their work

Dimensions, Measurement of job characteristics is as follows:

1. Variety Skill.
2. Task Identity.
3. Task Significance.
4. Autonomy.
5. Feedback (Hackman and Oldham in Robbins, 2001).

VII. MOTIVATION

In increasing employee morale, it is necessary to empower employees through increased work motivation that can change human behavior to do better in contributing to human work productivity.

Efforts to foster a willingness to work for employees can be approached through knowledge of the source of power that moves a person to behave in certain ways of doing work activities.

Motivation is a condition (force / impulse) that moves individuals to achieve a goal or a number of goals from a certain level and is also an energy to

arouse human drive (drive arousal) to work in order to be able to achieve its goals.

On general motivation theory is divided into 2 categories, namely:

1. Content theory which focuses on the importance of understanding the individual internal factors, needs or motives and goals that cause them to choose certain activities, ways and behaviors to satisfy perceived needs.
2. Process theory has more to do with how people behave and why they behave in certain ways.

Schuler, 1997, said that the motivation to work is to explain the strengths that are in an individual who is the cause of the emergence of behavior, direction and persistence of efforts carried out in terms of work.

Motivation is a strong urge for an individual to do something because of 3 feelings, namely: valence, hope and instruments with the following dimensions:

1. Superiors' recognition.
2. Job promotion.
3. Get a large salary.
4. Trust by superiors.
5. Get a more challenging job. (Victor Vroom in Gibson, 1991).

VIII. WORK PRODUCTIVITY

Philosophy and spirit about productivity have been around for a long time because the meaning of productivity is the will (the will) and efforts (the effort) of humans to improve the quality of life and livelihood in all fields.

Work productivity is a measure of the success of employees who have the mental attitude to always try to improve the quality of their lives. An employee is said to be productive if he has a mental attitude to keep on pushing and pushing himself so that he does not quickly feel satisfied but develop himself and improve work ability.

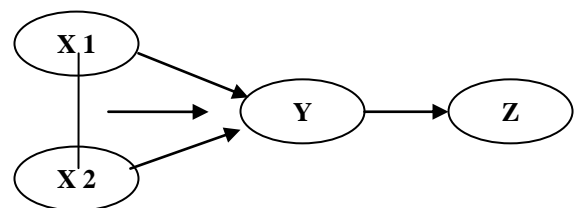
The Liang Gie in RusliSyarif, 1989, said that productivity is the result of all the implementation of physical and spiritual activities carried out by humans to achieve certain goals, especially those related to survival.

Simanjuntak, 1998, said that productivity implies that the outlook on life and mental attitude about today's condition must be better than yesterday and the quality of tomorrow's life must be better than today.

The dimensions of work productivity are:

1. Work discipline.
2. Work creatively.
3. Innovative work.
4. Dynamic.
5. Professional.

IX. FRAMEWORK



Information:

X 1 = Human Resource Development Policy.

X 2 = Job Characteristics.

Y = Work Motivation.

Z = Manager Work Productivity

X. PRIOR RESEARCH

1. Haukes I, Jansen, De JongeAndNijhuis, 2001, explained the results of their research that there are effects of job characteristics on work motivation.
2. Gagne, MaryleneAnd Edward L, 2005, explained the results of his research that there is an influence of work motivation on work productivity.
3. Nadler, 1986, explained that human resource development policies can spur growth and increase work motivation and work performance.
4. Dessler, 2000, explained that the human resource development policy is a management effort to increase work motivation and the ability of members of the organization which is then expected to spur increased productivity.

XI. PREMISE

The premise is formed to build hypotheses on a scientific basis with good logic and can explain the relationship of 2 different propositions to derive a conclusion.

This the premises in this study area:

Premise 1

Haukes I, Jansen, De JongeAndNijhuis, 2001, explained the results of their research that there are effects of job characteristics on work motivation.

Premise 2

Gagne, MaryleneAnd Edward L, 2005, explained the results of his research that there is an influence of work motivation on work productivity.

Premise 3

Nadler, 1986, explained that human resource development policies can spur growth and increase work motivation and work performance.

Premise 4

Dessler, 2000, explained that the human resource development policy is a management effort to increase work motivation and the ability of members of the organization which is then expected to spur increased productivity.

XII. HYPOTHESIS

With the background that has been explained and the formulation of the problem, theory, frame of mind and premise, then the hypothesis can be concluded as follows:

1. There is an influence between human resource development policies on work motivation at PT. Perkebunan Nusantara (Persero).
2. There is an influence between job characteristics on work motivation at PT. Perkebunan Nusantara (Persero).
3. There is an influence between human resource development policies and job characteristics on the work productivity of managers at PT. Perkebunan Nusantara (Persero).

XIII. RESEARCH METHODS

13.1. Object of research.

The object of this study includes an analysis of the relationship between human resource development policies and job characteristics on work motivation and their impact on managerial productivity using behavior theory.

This research is a research in the field of organizational behavior with plantation company objects and this type of research is explanatory research which aims to explain the symptoms that arise related to behavioral factors, motivation and work productivity of managers.

The type of data needed is primary data sourced from questionnaires distributed to respondents of managers in plantation companies as many as 141 managers.

13.2. Research design.

The study was conducted with a survey method that is an effort to collect information from respondents, which is an example using a structured questionnaire.

MasriSingarimbun, 1989, said that the survey is gathering information from a portion of the population in the hope that representative data will be obtained.

The data analysis tool that will be used in this study is the analysis of structural equation models (Structural Equation Modeling = SEM).

13.3. Population and Sample.

The population in this study are all managers in PT. Perkebunan Nusantara (Persero) as many as 141 people and as a whole is also used as research samples.

XIV. DISCUSSION

14.1. The Effect of Human Resources Development Policies on Work Motivation .

Based on the results of data analysis using Structural Equation Modeling (SEM), the magnitude of the

influence of the development of human resource policies on work motivation is 0.22 or 22%.

The results of this study are in accordance with the opinion of Dessler, 1988, who explained that the policy of developing human resources is a management effort to increase work motivation and the ability of organizational members that are expected to spur increased productivity.

Likewise, the opinion of Noe, Holelenback, Gerhart and Wright, 2003, explained that increasing employee motivation can be done by implementing employee development through education, wage systems or career development.

14.2. Effect of Job Characteristics on Work Motivation.

Based on the results of data analysis using Structural Equation Modeling (SEM), the magnitude of the influence of job characteristics on managers' work motivation is 0.6 or 60%.

A job characteristic that is perceived as strong by managers, then it can affect the manager's internal motivation.

If a manager who works with internal motivation that arises because of the contents of the task /job that can provide opportunities for growth and development in the manager himself, it will produce a better quality of work life.

The concept of quality of work life itself actually refers to a management philosophy to improve the dignity and self-esteem of workers, introduce changes in an organizational culture and improve the physical and emotional well-being of employees through providing opportunities for growth and development.

14.3. The Effect of Human Resource Development Policies and Characteristics of Work on Work Productivity.

Based on the results of data analysis using Structural Equation Modeling (SEM) about the influence of human resource development policy variables on work productivity amounted to 12.96%.

The magnitude of the effect of variable job characteristics on manager's work productivity is 4.84%.

But together the influence of human resource development policies and job characteristics on the work motivation of managers is 58%.

To face organizational opportunities and challenges that are increasingly global, efforts to increase manager productivity are priorities that must be implemented immediately.

XV. CONCLUSION

Based on the formulation of the problem and hypothesis and analysis of the discussion it can be concluded that at PT. Perkebunan Nusantara (Persero) are:

1. Policy development of human resources according to the perceptions of managers have amply applied and adequately supported in each plantation through the pen in tunis and training, performance appraisal, implementation of the system good rewards and career development needs to be done so as to increase the motivation and productivity of work manager .
2. Job characteristics according to managers' perceptions with the results of research have a strong enough effect caused by the nature / behavior of the manager's job that requires a diversity of expertise and skills, has an identity, his work is very important for the company and environmental outcomes, managers have autonomy in carrying out the work and have feedback back to his work.
3. Based on employee perceptions, it can be seen that mental attitude shows that managers have quite well produced, which is shown by sufficient indicators of manager productivity in terms of discipline, professionalism, innovation, creativity and dynamic.

Suggestion

1. To increase the effect of job characteristics on motivation and productivity, the organization

needs to redesign the work so that it is not monotonous and does not cause work boredom and managers are given freedom in determining work schedules and determining procedures so as to increase employee responsibility for the results of their work.

2. The company management needs to formulate an integrated human resource development policy through providing clear information about employment, procedures and implementation.
3. Efforts need to be made by company managers to continuously improve work productivity, which can be explored by attending formal education or training.

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