

# HUMAN RESOURCES EMPOWERMENT IN GLOBAL COMPETITION

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## *Abstrak*

Increasing employee productivity is important role in achieving of company effectiveness. Job satisfaction is important because it will improve performance and have an effect on increasing employee and company productivity. This study uses quantitative methods and data analysis using path analysis. The population used is the truck mixer driver PT. Merak Jaya Beton Karang Pilang Plant Surabaya as many as 42 people and the respondents used were all mixer truck drivers. The results showed that workload had a significant effect on work productivity, the total effect value = 0.337 and self-leadership had no significant effect on work productivity, the total effect value = 0.279

**Keyword :** *Workload, Self-Leadership, Job Satisfaction, Work Productivity*

## INTRODUCTION

A company's success depends on the effectiveness of the company empowering its resources to implement company strategies. Planning and drafting of the company's strategy should take into account internal and external aspects. Every company always tries to improve and develop the company with various methods to be able to win the competition. Improving employee productivity plays an important role to achieve the effectiveness of the company, human resources support the company with energy, talent, creative and innovative ideas and thinking skills. However perfect the capital and technology resources owned by the company, without the support of the quality of competent human resources, the company will have difficulty in achieving the objectives.

Individual source administration belongs to business administration that concentrates on the aspects of individual source administration. The goal of human resource management is improving productivity levels and improve the quality of work life (Schuler et al, 2014). Quality human resource management not only provides satisfaction to the company but also must provide satisfaction for employees who work for the company. Job satisfaction is important because it will improve performance and affect the productivity of employees and

companies. Job satisfaction is individual and each individual will vary.

## LIBRARY REVIEW

### **Workload**

“Workload is a set or number of tasks given by the leadership to an employee that must be completed by an organizational unit or office holder within a certain period of time, Munandar (2014:20)”. Nova Ellyzar (2017:38) states: "Workload is a number of activities that must be completed by an organizational unit or office holder systematically using technical job analysis, workload analysis techniques, or other management techniques within a certain period of time to obtain information about the efficiency and effectiveness of the work of an organizational unit”. Suci R. Mar'ih Koesomowidjojo (2017:20) explained that the objectives of workload analysis are: (1) determining the number of human resource needs, (2) redesigning tasks and positions, (3) redesigning organizational structure, (4) redesigning Standard Operating Procedure (SOP), (5) determining standard time and activities.

Workload measurement is actually specified as a method towards acquire info around the effectiveness as well as efficiency of the function of an business system, or even a setting owner that's performed methodically

utilizing task evaluation methods, work evaluation methods. The dimensions of workload according to Munandar (2014:23) are: (1) Physical Load, physical workload that is workload that has an impact on health problems such as in the body's faal system, heart, breathing and sensory devices in a person's body caused by working conditions; (2) Mental burden, mental burden is a workload that arises when an employee performs mental/psychic activities in his/her work environment. ; (3) Time Load, time load is a workload that arises when an employee is required to complete his/her tasks according to the specified time.

### **Self Leadership**

Self leadership is the process of building self-direction and self-motivation, especially in doing and completing important and complex work tasks. Aini et. al (2015) self leadership can make its users have a vision, innovation and be proactive. Vision therefore determines the direction the individual intends to align himself in the near future. Innovation because individuals emerge in new ways according to individual tastes and preferences, reward mechanisms, being proactive because strategies encourage individuals to think in a certain way, thereby putting pressure on individuals in a certain way and creating competitive performance. Robbins (2006) explained that self leadership is a series of processes that individuals use to control their own behavior.

The basic assumption behind self leadership is that individuals are said to be responsible, able and able to build and develop initiatives, if without pressure from above and external parties, still awaken awareness to do so. They can monitor and control their own behavior. The characteristics of self-leadership are self-understanding, self-management and continuous self-development (Rosiman, 2008). Understanding oneself is understanding the processes that occur within; contemplate self-portraits / self-assessment / (understand the shortcomings and advantages that exist in

yourself), know yourself from others by doing feedback ( feedback), ask for input and advice from people who often interact and the ability to manage themselves.

### **Job Satisfaction**

Everybody that jobs anticipates to obtain complete fulfillment coming from his location of function. Task complete fulfillment is actually a private point since each private will certainly have actually various degrees of complete fulfillment according to the worth that use in each private. The much a lot extra elements of the function that fit the individual's desires, the greater the degree of complete fulfillment really experienced. Davis and Newstrom (1985:105) describe "job satisfaction as a set of employee feelings about whether or not their work is enjoyable".

The determining factors of job satisfaction are (1) Work it self, (2) relationship with supervisor (supervision), (3) workers, (4) Promotion, (5) salary or wages (pay). Riggio (2005), improving job satisfaction can be done by: (1) making changes to the work structure, (2) making changes to the payment structure, (3) providing flexible work schedules, (4) conducting supporting programs. Achmad et. al (2010), job satisfaction is functioned to be able to increase employee morale, increase productivity, lower attendance rates, increase employee loyalty and keep employees to keep working in a company.

### **Productivity**

The Business constantly aims for workers towards stand out such as offering optimum function efficiency. Worker efficiency for a business is actually extremely important as a evaluate of excellence in operating a company. Since the greater the function efficiency of workers in the business, it implies that the company's revenue as well as efficiency will certainly enhance. The International Labor Organization (ILO) quoted by Malayu S.P Hasibuan (2005:127) revealed that productivity is a scientifically calculated comparison

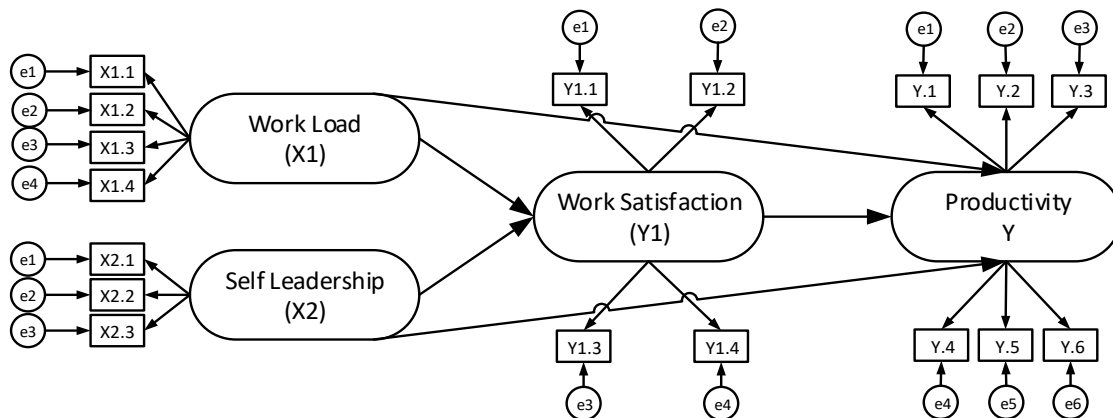
between the amount produced and the number of each source used during production. Pandji Anoraga (2005: 56-60) “there are 10 factors that are highly desired by employees to increase work productivity, namely : (1) attractive work, (2) good wages, (3) security and protection in work, (4) work ethic, (5) good environment or means of work, (6) promotion and self-development in line with the development of the company, (7) feeling involved in organizational activities, (8) understanding and sympathy for personal issues, (9) loyalty of the leadership to the worker, (10) Discipline of hard work”.,Sedarmayanti, (2011:83)

“Measurement of labor productivity according to the system of physical income per person or per hour of work of people is widely accepted, using the method of measuring labor time (hours, days or years)”. “Measurement is converted into units of workers which is defined as the amount of work that can be done in an hour by workers working according to the implementation of standards (Muchdarsyah

Sinungan,2005:262)”. Henry Simamora (2004:612) “factors used in the measurement of work productivity include the quantity of work, quality of work and punctuality, (1) the quantity of work is a result achieved by employees in a certain amount with a standard comparison there or setting by company, (2) the quality of work is a standard of results related to the quality of a product produced by employees in this case is an employee's ability to complete the work technically with the comparison of standards set by the company, (3) punctuality is the level of an activity completed at the beginning of the specified time, seen from the point of coordination with the output results and maximizing the time available for other activities”. Punctuality is measured from an employee's perception of an activity provided at the beginning of time until it becomes an output

Here is the conceptual framework and temporary conjecture taken as hypotheses as follows:

**Capture 1**  
**Conceptual Framework**



Source :Processed by researchers, 2021

1. Workload affects job satisfaction
2. Self-leadership affects job satisfaction
3. Workloads affect work productivity
4. Self-leadership affects work productivity
5. Job satisfaction affects work productivity

This study uses quantitative method to examine statistical data and population and respondents using survey method. Questionnaires are used as the main instrument of this research and data analysis using path analysis. The population used is truck mixer driver. Merak Jaya Beton Plant KarangPilang

Surabaya with a total of 42 employees and respondents used are all mixer truck drivers. Data analysis using path analysis.

This model aims to determine the direct or indirect influence of a set of independent variables on dependent variables. Analysis tools using SPSS 20.0. This analysis aims to

determine how much of a complainant between an X variable and a Y variable. Variable X (independent variable) is workload (X1) and self-leadership (X2). While the variable Y (dependent variable) is job satisfaction (Y1) and work productivity (Y).

## RESULTS AND DISCUSSION

### Instrument Test Results

The results of the test of the validity and reliability of this research instrument can be seen in Table 1

**TABLE 1**  
**VALIDITAS AND RELIABILITAS TEST**

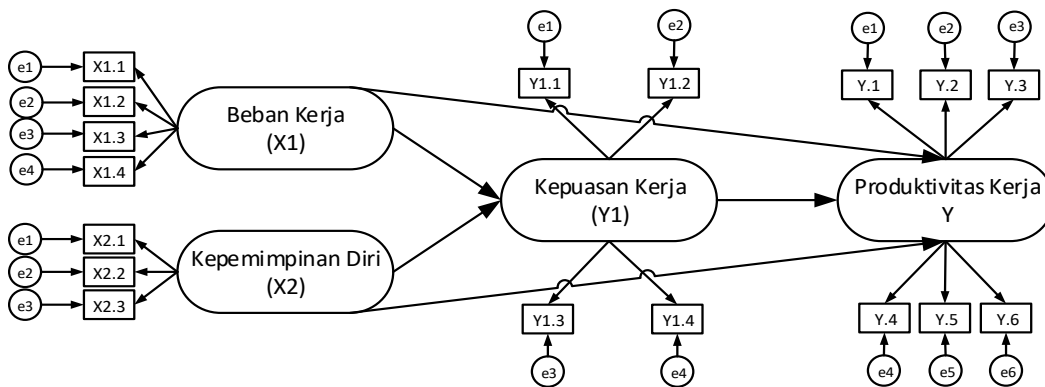
NO	VARIABLE	INDICATO R	COEF COR R	NOTE	CRONBAC H ALPHA	NOTE
1	Work Load	X1.1	0.007	VALID	0.709	RELIABE L
		X1.2	0.000	VALID		RELIABE L
		X1.3	0.000	VALID		RELIABE L
		X1.4	0.000	VALID		RELIABE L
2	Self Leadership	X2.1	0.004	VALID	0.695	RELIABE L
		X2.2	0.000	VALID		RELIABE L
		X2.3	0.000	VALID		RELIABE L
3	Job Satisfaction	Y1.1	0.000	VALID	0.705	RELIABE L
		Y1.2	0.000	VALID		RELIABE L
		Y1.3	0.012	VALID		RELIABE L
		Y1.4	0,000	VALID		RELIABE L
4	Productivity	Y.1	0.000	VALID	0.745	RELIABE L
		Y.2	0.000	VALID		RELIABE L
		Y.3	0.000	VALID		RELIABE L

Y.4	0.000	VALID	RELIABE
			L
Y.5	0.000	VALID	RELIABE
			L
Y.6	0.025	VALID	RELIABE
			L

Source :Questioner Data Process , 2021

### Path Diagram

Capture 2  
Conceptual Framework



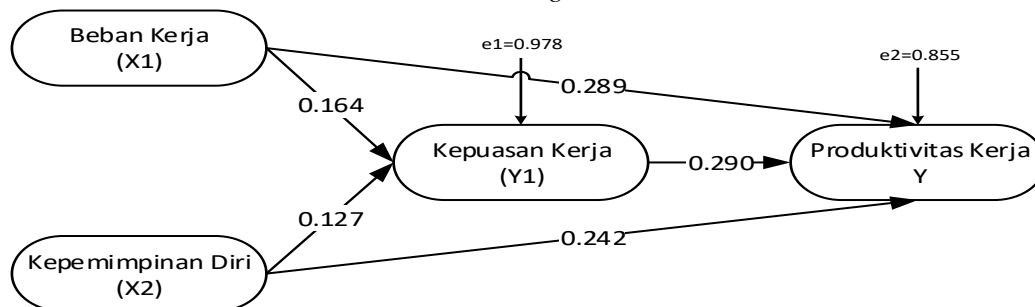
Source: Data Process, 2021

### ANALYSIS RESULTS

From the regression output of model I in the coefficient table, it is known that the value of R2 is 0.043, this indicates the contribution of X1 and X2 to Y1 is 4.3%, while the remaining 95.7% is other variables that are not studied, the value  $e1 = 0.978$

From the regression output of model II in the coefficient table, it is known that the value of R2 is 0.269, this indicates the contribution of X1, X2 and Y1 to Y is 26.9%, while the remaining 73.1% is other variables that are not studied, the value  $e2 = 0.855$

Capture 3  
Path Diagram



Source :Data Process, 2021

Direct Effect :

$$\begin{aligned} X1 - Y1 &= 0.164 \\ X2 - Y1 &= 0.127 \\ X1 - Y &= 0.289 \\ X2 - Y &= 0.242 \\ Y1 - Y &= 0.290 \end{aligned}$$

In Direct Effect :

$$\begin{aligned} X1 - Y1 - Y &= 0.164 \times 0.290 = 0.048 \\ X2 - Y1 - Y &= 0.127 \times 0.290 = 0.037 \end{aligned}$$

Total Effect :

$$\begin{aligned} X1 - Y &= 0.289 + 0.048 = 0.337 \\ X2 - Y &= 0.242 + 0.037 = 0.279 \end{aligned}$$

## Discussion

### 1. Workload affects job satisfaction

The results found that workload had no significant effect on job satisfaction, sign  $t = 0.300$  and direct effect value on job satisfaction = 0.164, this means mixing truck drivers PT. Merak Jaya Beton considers the burdens and responsibilities carried out is a risk faced if working in the company

### 2. Self-leadership affects job satisfaction

The results of the study found that self-leadership had no significant effect on job satisfaction, sign  $t = 0.423$  and direct effect value on job satisfaction = 0.127, this means mixing truck drivers PT. Merak Jaya Beton wants a reward or incentive for each task charged.

### 3. Workloads affect work productivity

The results found that workload significantly affects work productivity, sign  $t = 0.047$ , and direct effect value on work productivity = 0.289, this means mixing truck drivers PT. Merak Jaya Beton likes the challenges of working in carrying out tasks

### 4. Self-leadership affects work productivity

The results found that self-leadership had an insignificant effect on work productivity, sign  $t = 0.092$ , and direct effect value on work productivity = 0.242, this means mixing truck drivers PT. Merak Jaya Beton

will achieve targeted work productivity if the company meets good and appropriate work facilities and infrastructure

### 5. Job satisfaction affects work productivity

The results of the study found that job satisfaction has a significant effect on work productivity, sign  $t = 0.048$ , and direct effect value on work productivity = 0.290, this means inspiration, good communication and incentives provided accordingly will be achieved productivity of mixing truck drivers PT. Merak Jaya Beton

### 6. Workload affects work productivity through job satisfaction

The results of the study found that workload significantly affects work productivity through job satisfaction, Total Effect = 0.337, this means mixing truck drivers PT. Merak Jaya Beton understands the duties, responsibilities and risks faced, they always communicate with data and always comply with applicable regulations and vehicle maintenance so as to support the achievement of production targets.

### 7. Self-leadership affects work productivity through job satisfaction

The results found that self-leadership has an insignificant effect on work productivity through job satisfaction, Total Effect = 0.279, this means mixing truck drivers PT. Merak Jaya Beton discipline does not arise from oneself, but rather from the rules and responsibilities of the company

## Conclusion

1. Workloads have no significant effect on job satisfaction
2. Self-leadership has no significant effect on job satisfaction
3. Workloads have a significant impact on work productivity
4. Self-leadership has no significant effect on work productivity
5. Job satisfaction has a significant impact on work productivity

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