

DETERMINANTS OF EMPLOYEE PRODUCTIVITY AT BADAN KEPEGAWAIAN DAN PENGEMBANGAN SUMBER DAYA MANUSIA KOTA MANADO*PENENTU PRODUKTIVITAS PEGAWAI PADA BADAN PENGEMBANGAN KEPEGAWAIAN DAN SUMBER DAYA MANUSIA KOTA MANADO*

By:

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Abstract: The purpose of this study is to determine whether motivation, communication, work stress, job satisfaction, and work-life balance affect employee productivity in the Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado. This research uses a quantitative approach with a descriptive research design. The data analysis method used in this research is Multiple Linear Regression Analysis. The researcher distributed questionnaires, and the sample used was 54 respondents. The results of motivation, communication, work stress, job satisfaction, and work-life balance simultaneously have a significant effect on employee productivity in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado. Partially, communication, work stress, job satisfaction, and work-life balance have a significant effect on Employee productivity, while motivation doesn't have a significant effect on Employee Productivity. Based on the results, communication, work stress, job satisfaction, and work-life balance have a substantial effect on employee productivity, although motivation does not. Leaders should consider focusing on the variables that have a significant influence in employee productivity.

Keywords: motivation, communication, work stress, job satisfaction, work-life balance and employee productivity

Abstrak: Tujuan dari penelitian ini adalah untuk mengetahui pengaruh motivasi, komunikasi, stres kerja, kepuasan kerja, dan work-life balance terhadap produktivitas kerja pegawai di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado. Penelitian ini menggunakan pendekatan kuantitatif dengan desain penelitian deskriptif. Metode analisis data yang digunakan dalam penelitian ini adalah Analisis Regresi Linear Berganda. Peneliti menyebarkan kuesioner, dan sampel yang digunakan adalah 54 responden. Hasil penelitian motivasi, komunikasi, stres kerja, kepuasan kerja, dan work-life balance secara simultan berpengaruh signifikan terhadap produktivitas pegawai di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado. Secara parsial, komunikasi, stres kerja, kepuasan kerja, dan work-life balance berpengaruh signifikan terhadap Produktivitas Karyawan, sedangkan motivasi tidak berpengaruh signifikan terhadap Produktivitas Karyawan. Berdasarkan hasil penelitian, komunikasi, stres kerja, kepuasan kerja, dan keseimbangan kehidupan kerja berpengaruh besar terhadap produktivitas karyawan, sedangkan motivasi tidak. Pemimpin harus mempertimbangkan untuk fokus pada variabel yang memiliki pengaruh signifikan terhadap produktivitas karyawan

Kata Kunci: motivasi, komunikasi, stres kerja, kepuasan kerja, work-life balance dan produktivitas karyawan

INTRODUCTION

Research Background

During working hours people will be face with many types of tasks; these tasks can either come one by one or even come all at once. This condition will eventually lead the change of workers' way of doing things; there are going to be 2 outcome that will happen either in a positive way or a negative way. In a positive side of things; the employees will live up with the expectation and pressure of the works. This will result into a positive result toward their works because the final result will meet the expectation from the leader, however; there is also

other side of the outcome which is the negative side. In this case the negative result in which employees give a poor result toward their work and does not meet the expectation of the leader; in the endgame will result in suspension or even termination of contract.

The State Civil Apparatus, as the main element of human resources of the state/government apparatus, has a very strategic role in carrying out the tasks of implementing public policies, public services, government duties, and individual development tasks. Based on the Regulation of the Minister of Administrative and Bureaucracy Reform of the Republic of Indonesia Number 38 of 2018 concerning the Measurement of Professionalism Index of the State Civil Apparatus that professionalism is the key to success of the ASN in carrying out its functions of implementing public policy, public servant, and the adhesive and unifying the nation (Jatmikowati, 2020). These system changes also need to be accompanied by the development of human resources, especially the state civil apparatus, so that good performance can be created. In North Sulawesi, all government employees were affected by the policy.

Human resources must be developed because, unlike machines that always carry out the same activities, human resources are always changing and developing. Because these changes can cause various types of challenges that must be faced and handled properly by the organization, the achievement of organizational goals will be realized if human resources show high work performance. Human resource management needs to be carried out within agencies and organizations. Human resources have an important role in activities because, after all, the progress of an organization cannot be separated from the role and capabilities of human resources. One of the factors in an organization that must receive attention from management is employee productivity.

Employee productivity, referring to the amount of output created by an employee in a specific timeframe, is paramount for any company's survival (Nasution, Mahargiono and Soesatyo, 2016). Employee productivity is the engine of the success of any organization. It forms the total value and survival of the firms. The productivity delineated the extent of efforts rendered by the individual in a team or single set of responses. Due to the growing importance of this prime resources, it has drawn enormous attention as the central focus of the organizations. Notably, the employee productivity is not merely concentrated to individual performance level rather it constitutes the aggregate productivity of the whole team or department that move forward firm's total performance. Productivity is often regarded as an essential component of organizational performance (Smith and Star, 2007).

In government agencies based on some observation and articles, employees often commit disciplinary violations, for example, arriving late, leaving on time, returning early, being lazy at work, not attending ceremonies, and other irregularities. So that it is less effective in carrying out its duties and causes disappointment in the community and even among fellow State Civil Apparatus. Badan Kepegawaian Daerah Kota Manado (Staffing Agency Area of Manado City) is a government institution responsible for in national staffing management in order to improve the function in staffing policies, in creating professional civil apparatus, responsible, honest, and just, through qualified recruitment system that could fulfill the need of excellent quality of civil apparatus. The government makes policies to maintain the safety of employees and the public. As the department that have a responsibility to maintain the professionalism of civil apparatus BKPSDM must be an example in implementing the regulation. BKPSDM need to maintain their productivity to increase their performance. Because of that we have to learn more about the factors that determine employee productivity in BKPSDM. With the explanations regarding the current situation, the researcher conduct the research with the title of "Determinants of Employee Productivity at Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado".

Research Objective

The objectives of this research are as follows.

1. To know the effect of Motivation on Employee Productivity in Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Kota Manado
2. To know the effect of Communication on Employee Productivity in Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Kota Manado
3. To know the effect of Work Stress on Employee Productivity in Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Kota Manado
4. To know the effect of Job Satisfaction on Employee Productivity in Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Kota Manado
5. To know the effect of Work-Life Balance on Employee Productivity in Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Kota Manado

6. To know the effect of Motivation, Communication, Work Stress, Job satisfaction and Work-Life Balance on Employee Productivity in Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Kota Manado

THEORETICAL FRAMEWORK

Human Resource Management

Human resource management is management of the people in an organization, including development, organization, and administration of the organization's "people systems" (Dyck and Neubert, 2009). Human resource management focuses on all aspects related to the people in the organization. In organization, the people are surely the most important part. That is the reason why there must be a good management for it. This is important to achieve the organizational goals.

Employee Productivity

Snell and Bohlander (2010:21) argued that employee productivity is the result of combination of employees' abilities, motivation, and work environment and the technology with which they have to work, where since productivity can be defined as "the output gained from a fixed amount of inputs," organizations can increase their productivity either by reducing their inputs (the cost approach) or by increasing the amount that employees produce, by adding more human and/ or physical capital to the process. Meanwhile, according to Sutrisno (2011:207), productivity is output per unit, or output divided by input, or the ratio between output and input. According to Sutrisno (2011:104), indicators for measuring employee productivity are ability, work-related enthusiasm, self development, quality and efficiency.

Motivation

According to Hasibuan (2007:95), motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work with all their efforts to achieve satisfaction. Then Uno (2007:1) defines motivation as a process that determines the intensity, direction, and persistence of individuals in an effort to achieve goals. Motivation is a force both from within and outside that encourages a person to achieve certain predetermined goals. Based on the opinions of the experts above, it can be concluded that motivation is the encouragement of needs in employees that need to be fulfilled so that employees can adapt to their environment. As well as an urge to arouse and direct someone to do something desired to lead to the desired result or goal. Abraham Maslow put forward a theory of motivation called "Maslow's Need Hierarchy Theory." Maslow in Hasibuan (2009:154-156) suggests that the five hierarchies of human needs are physiological needs, safety and security needs, affiliation or acceptance needs, esteem or status needs and self actualization.

Communication

Arni (2016:4) explaining that communication is the exchange of verbal and nonverbal information between the sender and recipient of information to change behavior. According to Sutrisno (2017:17), communication is a concept that has many meanings. The meaning of communication can be divided into: The process of social communication. This meaning is in the context of social science. Where social scientists use this method for research, they usually focus on human activities and communication-related messages and behavior. To be able to communicate well and effectively, we are required to not only understand the process but also be able to apply our knowledge creatively. Therefore, effective communication can establish trust among workers so that mistakes do not occur in the workplace and create good working relationships between leaders and employees to improve employee performance in achieving company goals. According to Sutardji (2016:10-11), there are several indicators of effective communication there are comprehension, enjoyment, influences on attitudes, improved relationships, and action.

Work Stress

According to Robbins and Judge (2008:368), Work stress is a dynamic condition an individual is confronted with an opportunity, limitation, or demand in accordance with the expectations and results to be achieved in important conditions and uncertain. Moorland and griffen stated in Sucharitha and Basha (2020) additionally characterized pressure as an individual's versatile reaction to an upgrade that places physical and mental requests on an individual's. Stress basically can be divided into two, namely "eustress good stress/" (stress) and "bad stress/distress " (negative stress or bad). We know that stress is not good for your health, especially if

too much. But as it turns out, too little is also not ideal. Research tells us that a little stress is good for your health and is not always bad. This is called with the "good stress/eustress". Is Eustress that really motivate you and help you move on. This usually occurs during the period of transition to better things; You may get a big promotion at work; Could a baby have come into your life; Maybe you moved into your dream home or; It is possible that all your dreams come true and a stranger who you have never met is thinking you are a pretty good writer and you've received your first publishing contract. These are all examples of the extraordinary events of the long-awaited, but also events that can cause the body to become exhausted. Our body does not know the difference between distress and eustress (Wardhana, 2018). Indicators of work stress according to Robbins (2006:796-797) are duty demands, role demands, interpersonal demands, organizational structure, and organizational leadership.

Job Satisfaction

Mathis and Jackson (2011:121) defining job satisfaction is a positive emotional state that is the result of evaluating one's work experience. Meanwhile, according to Gibson, Ivancevich, and Donnelly (2009:152), job satisfaction is an attitude of workers about their work resulting from their perception of their work based on factors contained in the work environment such as supervisor style, policies and procedures, work group affiliation, working conditions, and other benefits for workers. Robbins and Judge (2009:119), stated factors of job satisfaction are job satisfaction, satisfaction with the rewards, satisfaction with the supervisor supervision, satisfaction with coworkers and promotion opportunity.

Work-life balance

Mathew and Natarajan (2010) also have the same opinion that work-life balance is a condition where the conflict experienced by individuals is low and their roles in work and family can run well. Work-life balance is a term used to describe practices in the workplace that claim and aim to support the needs of employees in achieving a balance between the demands of family and work life (Purohit, 2013). Based on various existing definitions and referring to the theory of Mathew and Natarajan, (2010), it can be concluded that work-life balance is a balanced state due to the low conflict between personal/family life and the demands of work so that the roles that are carried out can run in harmony. Dimensions of work-life balance According to Mathew and Natarajan (2010), there are four dimensions in measuring work-life balance, including Intrusion of personal life into work (IPLW), Intrusion of work into personal life (IWPL), Work enhancement by personal life (WEPL), and Personal life enhancement by work (PLEW).

Previous Research

Basahal et al. (2021) provided an in-depth exploration of the employee, managerial, and organizational factors that influence employee productivity from a Saudi manager's perspective. A generic qualitative design with thematic analysis of 17 in-depth interviews with Saudi managers from different industries is employed. The findings demonstrate that the employee factors relate to the employee's perceived personal gain of being productive and their sense of ethical responsibility to do so. Also, the managerial factors encompass aspects that are in the manager's control and relate to the manager's attitude towards and familiarity with their employees, responsible behavior, communication of company goals and strategies, time spent on personal evaluations of employees, and attention for employee recognition. Lastly, the organizational factors make working for a company (un)attractive and refer to tangible benefits, work flexibility, professional development opportunities, and the physical environment.

Porawouw, Pangemanan, and Tumbuan (2017) aimed to analyze the factors that drive employee productivity in main office of PT. Bank SulutGo Manado. This is a quantitative descriptive research and used factor analysis as the measurement tool. The sample size of this research is 100 respondents who worked in PT. Bank SulutGo Main Office Manado. Convenience sampling was used by collecting data through questionnaire. The result revealed that there are three most dominant out of twenty factors. There are Manager Attitude, Leadership, and Role Congruity. These three factors are most dominant from twenty factors that has been tested, which are Experience, Employee Satisfaction, Work Environment, Work Processes, Employee Welfare, Employee Performance, Motivation, Salary, Incentive, Rewards, Manager Attitude, Supervisor Support, Leadership, Skill, Career Development, Role Congruity, Work Discipline, Job Aids, Performance Feedback, and Goal Setting) of employee productivity in PT. Bank SulutGo, which are Manager Attitude, Leadership and Role Congruity. Based on communality test, the highest value is Manager Attitude, followed by Leadership and Role Congruity.

Mokolensang (2013) aimed to know the factors that drive employee productivity in the Regional Office of BNI Manado. The population examined is all the employees who work in Regional Office of BNI Manado with 70 employees as the sample. This study used confirmatory factor analysis (CFA) to analyze the twenty variables in this research was taken based on research and previous theories. The results and conclusions which explain that there are sixteen variables that drive employee productivity which then formed five factors and there are four factors that had no significant effect on the productivity of employees in Regional Offices BNI Manado. The five factors are work environment, improvement, work support, employee monitoring, and overtime duty that must be consider by the company. While the four variables that had no significant effect on the productivity of the employees in Regional Office of BNI Manado are leadership, communication, rewards, and relationship.

Conceptual Framework

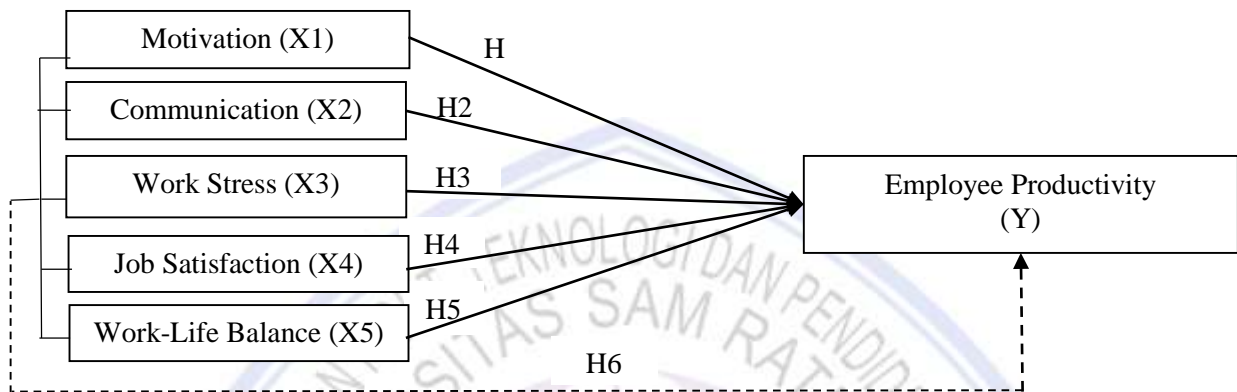


Figure 1. Conceptual Framework
 Source: Data Processed (2022)

RESEARCH METHOD

Research Approach

The study using quantitative approach with descriptive research design that describe about how’s the employees’ productivity nowadays. Quantitative methods look to quantify data and generalize results from a sample of the population of interest. They may look to measure the incidence of various views and opinions in a chosen sample for example or aggregate results. In this type of research, researcher tends to remain objectively separated from the subject matter. Even though this type of research is harder to design initially, this research usually highly structured and detailed and its results can be easily presented and collated statistically.

Population, Sample, and Sampling Technique

The population of this study are the civil apparatus in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado (Staffing Agency Area of Manado City) which is 63 people. To determine the amount of sample in this research and getting the suitable representatives of population, the sample size determined by using Slovin’s formula it is concluded that the minimal representative of sample size with the 63 amount of population is 54.43, rounded to 54 people. The sample technique used is probability sampling with simple random sampling method.

Data Collection Method

This research distributed questionnaires as the primary data and for the secondary data were obtained from articles, previous research, online data, and library records.

Operational Definition of Research Variables

Table 1. Variable Definition

Name	Operational Definition	Indicators
Employee Productivity	Productivity is the ratio between the production that can be produced with the overall satisfaction that can be	1. Ability 2. Improve the results achieved 3. Work-related enthusiasm

	obtained with the sacrifices given, but not only includes the comparison of inputs and outputs but also the attitudes and behavior of the workforce (Azizah, 2019).	4. Self-development 5. Quality 6. Efficiency (Sutrisno, 2011: 207)
Motivation	motivation is the beliefs, attitudes and values that influence individuals to achieve specific results with individual goals (Zainal and Sagala, 2009)	1. Physiological Needs 2. Safety and Security Needs 3. Affiliation or Acceptance Needs 4. Esteem or Status Needs 5. Self-Actualization Maslow in Hasibuan (2009:154-156)
Communication	Communication is a message delivery activity in which the exchange of views, emotions, thoughts and suggestions occurs between two or more people who work together (Hermanto, 2020).	1. Comprehension 2. Enjoyment 3. Influence on attitudes 4. Improved Relationships 5. Action (Sutardji, 2016)
Work Stress	Work stress is a dynamic condition in which an individual is confronted with an opportunity, limitation, or demand in accordance with the expectations and results to be achieved in important and uncertain conditions (Robbins, 2008:368)	1. Duty demands 2. Role demands 3. Interpersonal demands 4. Organizational Structure 5. Organizational leadership (Robbins, 2006: 796-797)
Job Satisfaction	Job satisfaction is the collection of feelings and beliefs that people have about their work (George and Jones, 2008:78).	1. Job Satisfaction 2. Satisfaction with rewards 3. Satisfaction with supervisor supervision 4. Satisfaction with Coworkers 5. Promotion Opportunity (Robbins and Judge 2009:119)
Work-Life Balance	Work-life balance is a condition where the conflict experienced by individuals is low and their roles in work and family can run well (Mathew and Natarajan, 2010)	1. Intrusion of personal life into work (IPWL) 2. Intrusion of work into personal life (IWPL) 3. Work enhancement by personal life (WEPL) 4. Personal life enhancement by work (PLEW) 5. (Mathew and Natarajan, 2010)

Source: Literature Data, (2022)

Data Analysis Method

Validity and Reliability

Validity testing of this study using the SPSS program. The validity of a question item can be seen in the SPSS output results in the table with the title Item-Total Statistics. Assessing the validity of each question item can be seen from the Corrected item-Total Correlation value of each item question. A question item is said to be valid if the r-count value of the Corrected item-Total Correlation is > 0.30 (Sugiyono, 2013:124). Sekaran and Bougie (2009:324) explain that the reliability of a measure is established by testing for both consistency and stability. Consistency indicates how well the items measuring a concept hang together as a set. Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. Cronbach's alpha is computed in terms of the average intercorrelations among the items measuring the concept. The closer Cronbach's alpha to 1, the higher the internal consistency reliability. The interpretation of Cronbach's alpha (Sekaran, 2003:311), is as follows:

- < 0.6 indicates unsatisfactory internal consistency or consider that the data is unreliable.
- 0.7 indicates that the data is acceptable.
- 0.8 indicates good internal consistency or consider that the data result is reliable.

RESULT AND DISCUSSION**Result****Validity and Reliability Tests****Validity Test Result**

Validity of a test means a test or an instrument is measuring accurately what it is supposed to measure. In SPSS, an instrument is considered accurate if it passed the 0.300 in corrected item-total correlation. Based on the data processed, it is concluded that every instrument in this research is valid, based on the value which passed 0.300. A question item is said to be valid if the r-count value of the Corrected item-Total Correlation is > 0.30 (Sugiyono, 2013:124).

Table 2. Reliability Test Result

Reliability Statistics	
Cronbach's Alpha	N of Items
.924	30

Sources: Output SPSS, (2023)

From the result from table 2 above, it can be seen that the Cronbach's alpha > 0.60 , it is indicated that all research instrument indicator of variable is reliable.

Multiple Linear Regressions**Table 3. Multiple Linear Regressions**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.559	2.817		4.458	.000
	Motivation	-.018	.176	-.021	-.100	.921
	Communication	.320	.155	.420	2.064	.044
	Work Stress	-.394	.149	-.292	-2.648	.011
	Job Satisfaction	.418	.162	.324	2.584	.013
	Work-Life Balance	.277	.108	.304	2.558	.014

a. Dependent Variable: Employee Productivity

Sources: Output SPSS, (2023)

The result in the table 3 can be expressed in regression equation as:

$$Y = 12.559 - 0.018X_1 + 0.320X_2 - 0.394X_3 + 0.418X_4 + 0.277X_5$$

The interpretation of the multiple linear regression equation above is as follows:

- Constant value of 12.559 means that if all independent variables in this research: motivation, communication, work stress, job satisfaction, and work-life balance are equal to zero, then the employee productivity (Y) is predicted to be 12.559.
- Coefficient value of -0.018 means that the variable in this research, motivation, has a negative influence on employee productivity. One scale or one unit increase in motivation will decrease employee productivity by 0.018.
- Coefficient value of 0.320 means that if the variable in this research, communication, has a positive influence on employee productivity. One scale or one unit increase in communication will increase employee productivity by 0.320.
- Coefficient value of -0.394 means that if the variable in this research, work stress, has a negative influence on employee productivity. One scale or one unit increase in work stress will decrease employee productivity by 0.394.
- Coefficient value of 0.418 means that if the variable in this research, job satisfaction, has a positive influence on employee productivity. One scale or one unit increase in job satisfaction will increase employee productivity by 0.418.

- Coefficient value of 0.277 means that if the variable in this research, work-life balance, has a positive influence on employee productivity. One scale or one unit increase in work-life balance will increase employee productivity by 0.277.

Correlation Coefficient (R) and Coefficient Determination Test (R²)

Table 4. The Coefficient of Determination (R²)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.770a	.593	.550	1.567	2.243

a. Predictors: (Constant), Work-Life Balance, Work Stress, Job Satisfaction, Communication, Motivation

b. Dependent Variable: Employee Productivity

Source: Output SPSS, (2023)

Based on the analysis, correlation (R) is equal to 0.770. It is indicating that the correlation of motivation, communication, work stress, job satisfaction, and work-life balance have a strong relationship. The coefficient determination (R²) measures how the ability of a model in explaining variation of dependent variable. The value of coefficient of determination is between 0 and 1. Based on the table 4, the coefficient determination (R²) of 0.593 shows that the linear relationship in this model is able to explain the employee productivity (Y) for 59.3% while the rest 40.7% is explained by other factors not discussed in this research. Since independent variables used in this research is more than two variables, then adjusted R² is preferably used. In this case adjusted R² is 0.550. It means 55% variation of dependent variable can be explained by five independent variables, while 45% is explained by other causes.

Hypothesis Test

F-Test

Table 5. F-Test Result

Model		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	171.585	5	34.317	13.970	.000b
	Residual	117.915	48	2.457		
	Total	289.500	53			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Work-Life Balance, Work Stress, Job Satisfaction, Communication, Motivation

Source: Output SPSS, (2023)

By using the level of significant of 0.05 ($\alpha = 0.05$) and degree of freedom (df) of 5;54, the Ftable from F distribution table is $F_{5;54;0.05} = 2.39$, while the value of Fcount from the table 4.8 is 13.970. The result is $F_{count} = 13.970 > F_{table} = 2.39$. The table shows also that the significance value is $0.000 < 0.05$. In conclusion, the independent variables simultaneously influence dependent variable significantly.

T-Test

Table 6. T-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.559	2.817		4.458	.000
	Motivation	-.018	.176	-.021	-.100	.921
	Communication	.320	.155	.420	2.064	.044
	Work Stress	-.394	.149	-.292	-2.648	.011
	Job Satisfaction	.418	.162	.324	2.584	.013
	Work-Life Balance	.277	.108	.304	2.558	.014

Source: Output SPSS, (2023)

Based on the table above it can be explained as follows:

Since there is a level of significance 5%, then the ttable will be $t_{54;0.025} = 2.011$. Based on the calculations in the previous table, the interpretation as follows:

- tcount for motivation (X1) is -0.100 at the level of significance of 0.921, which is higher than 0.05. It means that motivation (X1) doesn't have a significant partial influence on employee productivity (Y). This means that the first hypothesis (H1) of the Motivation (X1) variable has a significant effect on Employee Productivity (Y) is rejected
- tcount for communication (X2) is 2.064 at the level of significance of 0.044, which is lower than 0.05. It means that communication (X2) has a significant partial influence on employee productivity (Y). This means that the second hypothesis (H2) of the Communication (X2) variable has a significant effect on Employee Productivity (Y) is accepted
- tcount for work stress (X3) is -2.648 at the level of significance of 0.011, which is lower than 0.05. It means that work stress (X3) has a negative but significant partial influence on employee productivity (Y) it proves that the third hypothesis (H3) of the Work Stress (X3) variable has a significant effect on Employee Productivity (Y) is accepted
- tcount for job satisfaction (X4) is 2.584 at the level of significance of 0.013, which is lower than 0.05. It means that job satisfaction (X4) has a significant partial influence on employee productivity (Y). This means that the fourth hypothesis (H4) of the Job Satisfaction (X4) variable has a significant effect on Employee Productivity (Y) is accepted
- tcount for work-life balance (X5) is 2.558 at the level of significance of 0.014, which is lower than 0.05. It means that work-life balance (X5) has a significant partial influence on employee productivity (Y). This means that the fifth hypothesis (H5) of the Work Life Balance (X5) variable has a significant effect on Employee Productivity (Y) is accepted

Discussion

Motivation on Employee Productivity

Motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work with all their efforts to achieve satisfaction. Based on this the researcher make the hypotesis that motivation doesn't has a significant influence on Employee Productivity in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado. Moreover, this hypothesis is rejected because based on the result of partial testing (t-test) for motivation (X1) is -0.100 at the level of significance of 0.921, which is higher than 0.05. It can be concluded that motivation (X1) doesn't have a significant partial influence on employee productivity (Y). The reason they can handle the pressure in their work. Employees already have good habits in completing their daily work and satisfied with the job. Therefore the driving factor is not so important anymore. This result aligned with the previous research from Nangoy, Lengkong, and Uhing (2020) which concluded that Work motivation has no significant effect on employee productivity In the Regional Development Planning Agency of The City Of Manado. On the other hand, the result of this in contradicted with the result of the research from Mamanua, Tewal and Saerang (2022) that concluded employee motivation in the Department Population and Civil Registration of Minahasa Regency has an influence on employee work productivity, where if a person's motivation to work increases it will increase work productivity.

Communication on Employee Productivity

Hermanto (2020) stated that Communication is a message delivery activity in which the exchange of views, emotions, thoughts and suggestions occurs between two or more people who work together. Based on the t-test result communication (X2) is 2.064 at the level of significance of 0.044, which is lower than 0.05. It means that communication (X2) has a significant partial influence on employee productivity (Y). Communication has significant influence on employee productivity in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado, it means better communication can affect enjoyment in work, relations among employees, and make the delivery of information clearer. Thus influencing employee productivity. This result is also the same as research that was previously done by Siregar et al. (2022) stated that communication significantly affects employee productivity at PT. Sushi Indo Sukses Mandiri Medan should be improved and improved again, because employees who have good communication will broaden their minds and are more effective when working will affect activities, work and company. This in contradicted with the result of the research from Askiah et al. (2022) stated that communication has no positive and significant effect on the productivity of PT. Steel Facility Workshop during the Covid-19 pandemic in the city of Samarinda.

Work Stress on Employee Productivity

Robbins (2008:368) stated that Work stress is a dynamic condition an individual is confronted with an opportunity, limitation, or demand in accordance with the expectations and results to be achieved in important conditions and uncertain. Based on the t-test result for work stress (X3) is -2.648 at the level of significance of 0.011, which is lower than 0.05. It means that work stress (X3) has a negative but significant partial influence on employee productivity (Y) it proves that Work stress has a significant influence on employee productivity in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado. Stress can make a negative effect on employee productivity. High stress level can affect employee productivity, disrupt normal work activities, and reduce company or organization activities. These results are consistent with the research conducted by Megasari et al. (2021) stated there is a partially significant negative effect between Work Stress on Employee Productivity. The negative effect shows that the greater the level of Job Stress, the worse it will affect the level of Employee Productivity which will make performance decrease. On the other hand this result contradicted with research conducted by Minarsih and Wulan (2021) stated there is influence and significant. So work stress is an independent variable that influences positive and significant impact on employee productivity at PT. Muria Jaya Hill.

Job Satisfaction on Employee Productivity

George and Jones (2008:78) stated that Job satisfaction is the collection of feelings and beliefs that people have about their work. Based on t-test result job satisfaction (X4) is 2.584 at the level of significance of 0.013, which is lower than 0.05. It means that job satisfaction (X4) has a significant partial influence on employee productivity (Y). Job satisfaction has a significant influence on employee productivity in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado. Employee who more satisfied with their job whether they feel satisfied with the organizational culture, with the rewards they are getting, or with recognition. This result in line with research by Purwanti and Sitorus (2018) stated variable job satisfaction has a positive influence on the variable Employee productivity This means that if the job satisfaction is getting higher, it will increase employee productivity. Thus the company must more increase the need for employee job satisfaction in carrying out the company's operational activities. This result also in line with research by Adekanmbi, Ukpere, and Adegoke (2020) stated the results confirm that the levels of job satisfaction have a significant effect on employee productivity among employees working in the manufacturing industry in Oyo State, Nigeria.

Work – Life Balance on Employee Productivity

According to Mathew and Natarajan (2010), work-life balance is a condition where the conflict experienced by individuals is low and their roles in work and family can run well. Based on the t-test result work-life balance (X5) is 2.558 at the level of significance of 0.014, which is lower than 0.05. It means that work-life balance (X5) has a significant partial influence on employee productivity (Y). This means that Work-life balance has a significant influence on employee productivity in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado. It means with a balance of life in the office and outside the office will affect employee productivity. This result in line with research by Yahya and Laura (2021) stated in this study, it was proven that WLB can increase work productivity, because with a good WLB system employees can separate work interests and personal life so that they can reduce the stress they receive when working by doing activities they like so as to increase employee morale and work productivity.

Motivation, Communication, Work Stress, Job Satisfaction, Work – Life Balance on Employee Productivity

The final discussion is how the effect of Motivation, Communication, Work Stress, Job Satisfaction, Work – Life Balance on Employee Productivity. Based on the F-test result by using the level of significant of 0.05 ($\alpha = 0.05$) and degree of freedom (df) of 5;54, the Ftable from F distribution table is $F_{5;54;0.05} = 2.39$, while the value of Fcount from the table 4.8 is 13.970. The result is $F_{count} = 13.970 > F_{table} = 2.39$. The table shows also that the significance value is $0.000 < 0.05$. In conclusion, the independent variables simultaneously influence dependent variable significantly. This means that H6: Motivation, Communication, Stress, Job Satisfaction, and Work-Life Balance simultaneously has a significant influence on Employee Productivity is accepted. This is means that this result in line with research by Islam (2022)

CONCLUSION AND RECOMMENDATION**Conclusion**

1. Motivation has no positive influence on employee productivity in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado.
2. Communication has a positive influence on employee productivity in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado.
3. Work stress has a positive influence on employee productivity in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado.
4. Job satisfaction has a positive influence on employee productivity in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado.
5. Work-life balance has a positive influence on employee productivity in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado.
6. Motivation, communication, work stress, job satisfaction, and work-life balance, simultaneously has positive influence on employee productivity in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Manado.

Recommendations

There are some recommendations that can be recommended based on the overall research of this research, which are:

1. Government must consider the importance of variables in this research, as well as its importance in order to optimize the productivity to create a better work quality
2. Leaders should consider focusing on the variables that have a significant influence in employee productivity.
3. Future researcher to study the inter-variables relationship similar to this research an improving it with another research object or maybe other related variables for better understanding the scope of this subject or this research.

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