

THE DETERMINANTS OF EMPLOYEE PRODUCTIVITY IN REGIONAL OFFICE OF BANK NEGARA INDONESIA MANADO

by:

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ABSTRACT

A company can achieve success when supported with a good employee productivity that can provide benefits to the company. In banking company such as BNI requires to increase employee productivity that can assist the company in the achievement of the goals of the company itself. This research has the objective 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.

Keywords: *employee productivity*

INTRODUCTION

In Globalization in this time, the level of individual competition is growing rapidly along with the needs to follow the existing development. Therefore, it is necessary to advance the development and enhancement of existing resources through companies or jobs available in accordance with the human resource capacity for the sake of improving the economy and reducing unemployment in Indonesia especially. The importance of human resources makes any company seeking to conduct development and improving the quality of human resources. In the advancement of information and technology that rapidly growing every company in desperate need of qualified human resources, rich in innovation and creativity, and has a superior performance over their abilities. The more competition in the business world, the company will strive to achieve their goals with the existing strategy through the management of human resources. Currently common in a company is how the companies create quality human resources, skilled, and highly competitive in the face of global competition that occurs.

Human capital is very important for managers and employees themselves. For managers, the role of human resources is essential to help develop and train managers to do the best job possibly, assist managers in providing advice and manage employees effectively in difficult situations, helping managers to focus on their work, and assist managers in making decisions to recruit employees who can provide a positive impact for the company. In addition, the importance of human resources for employees is to ensure that the employees are treated fairly and equitably, also to ensure that the business needs is balance with employee needs. In this case, the employees require manager who can assist the employee in performing his job. A company will have success if supported by good employee productivity. A productive employee will be able to provide benefits to the company. The employees' who have the skills and good knowledge in the field, will surely be able to provide more profits compared with less ability based on the work done effectively and efficiently. According to Riddle (2010), increase employee productivity is a great way to build a solid team. By implementing a program to improve employee productivity, then the company will get a qualified employee and have the desire to continue to grow and be productive again, and be able to create a high loyalty to the company.

Research Objective

The objective of this research is to know the factors that drive the employees' productivity in Regional Office of Bank Negara Indonesia in Manado.

THEORETICAL FRAMEWORK

Theories

Employee Productivity

Bohlander and Snell (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.

Productivity for employees is very important because through the work that the employee performed it helps in the growth of the company. If the company grows and develops, the benefits will be increased so that the bosses will not only be happier but they will hire more people and give raises to those doing a good job and increase of benefits for them. Schroeder et al. (2011:100) argued productive employees are essential in delivering value to the customer. Productive employees lower the costs of operations and ensure satisfied customers when supported by management and appropriate technology and system. Daft (2008:540) confirm that increasing employee productivity means having workers produce more output in the same time period. Daft added that the companies can improve employee productivity by establishing the means for existing employees to do more, such as by acquiring more efficient technology, by improving work processes, or by training employees to work more efficiently.

The Factors of Employee Productivity

Online Social Networking

Today's knowledge worker can work efficiently in large virtual teams, and social networking sites create such an electronic platform (Boothby, 2006). Khanna and New (2008), adding the importance of the use of social web in an organization that has a diverse culture and generation has an important role in order to improve satisfaction and to encourage individual and organizational performance.

Office Design

Office design is an important factor in job satisfaction that affects the way in which employees work, and many organizations have implemented open-plan offices to encourage teamwork (Hameed and Amjad, 2009).

Organizational Culture

Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations (Robbins and Judge, 2011:554). Culture plays an important role in the company because the culture refers to how each employee interacting with each other and how each employee completes their work for the achievement of company goals.

Motivation

Motivation can be defined as an employee's intrinsic enthusiasm about and interior drive that causes a person to decide to take action and drive to accomplish activities related to work (Chaudhary and Sharma, 2012). Motivated employees will be able to produce a good performance and able to increase the productivity of work that can help companies improves the effectiveness of the company's work.

Training

Buckley and Caple (2007:5) defined that training is a planned and systematic effort to modify or develop knowledge/skill/attitude through learning experience, to achieve effective performance in an activity or range of activities.

Leadership

Leadership is the ability to influence a group toward the achievement of a vision or set of goals (Robbins and Judge, 2011:410). Leadership has an important role in any company where every effective and efficient performance needed critically leadership and can be a motivation for other employees.

Communication

Communication is the process of transferring information by using meaningful symbols so that a message is understood by others (Dyck and Neubert, 2009:537). Communication has an influence on companies in which effective communication can be done to avoid the resistance change within the organization.

Teamwork

Teamwork can be defined as the coordinated activities of a cohesive group who contribute diverse skills and resources to accomplish a compelling common goal (Glaze, 2012). Teamwork requires the willingness of individuals to join, and willingness to learn to know each other so as to provide a good contribution in the process of achieving a goal.

Supervision

Supervision is a compound of two words 'super' and 'vision' meaning overseeing, directing and guiding the work of subordinates by their superiors that can telling people what to do and helping to do it and observing results (Naidu, 1996:209).

Reward

Reward is a composite of all organizational mechanism and strategies used to finally acknowledge employees behavior and performance (Singh, 2007:11). Reward has an important thing to motivate employees for contributing their best effort to generate innovation ideas that lead to better business functionality and further improvise company performance both financial and non-financially (Aktar et al., 2012).

Salary

Salary is fixed cash compensation for work, usually by yearly amount; independent of the number of hours worked (Bovée and Thill, 2008:362).

Relationship

A "relationships" statement shows the jobholder's relationship with the people inside and outside the organization (Dessler and Huat, 2009:85). The relationship between employees and the organization has a positive influence through mutual relationship that provided by the organization when employees are able to give a positive response through the attitude and performance (Mathis and Jackson, 1999:79).

Fair Treatment

Fair treatment reflects concrete actions such as, employees are trusted, employees are treated with respect, and employees are treated fairly (Dessler and Huat, 2009:380).

Employee Satisfaction

Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work (Sageer et al., 2012). There are several factors that contribute to employee satisfaction include treating employees with respect, providing regular employee recognition, and positive management within a success framework of goals, measurements, and expectations.

Emotions

Emotions are intense feelings directed at someone or something (Robbins and Judge, 2011:134). Emotions give an impact on the performance and productivity of employees, employees' ability to make decisions, leadership, and the spirit to work.

Job Assignment

Job assignment is an opportunity to make progress in the company through several steps such as identifying potential tasks and engage in the task are able to provide opportunities for growth on the employees so that they can also enhance their skills and abilities also in increasing their productivity (Ohlott, 2003).

Overtime Duty

Overtime refers to working hours beyond standard or norm which are widely considered the standard 40 hours of work in accordance with the rules of the Fair Labor Standards Act (FLSA) for employees on payroll (Graaf, 2003:30).

Employee Attitude

Attitude can be defined as the way an individual tends to interpret, understand or define a situation or his relationship with others, while an employee's attitude may be considered as a readiness to act on one way rather than another in the context of specific factors related to a job (Ranganayakulu, 2005:118).

Performance Appraisal

Performance appraisal can be defined as any procedure that involves setting work standards, assessing employees' actual performance relative to those standards, and providing feedback to employees with the aim of motivating them to eliminate performance deficiencies and to continue to perform above par (Dessler and Huat, 2009:222).

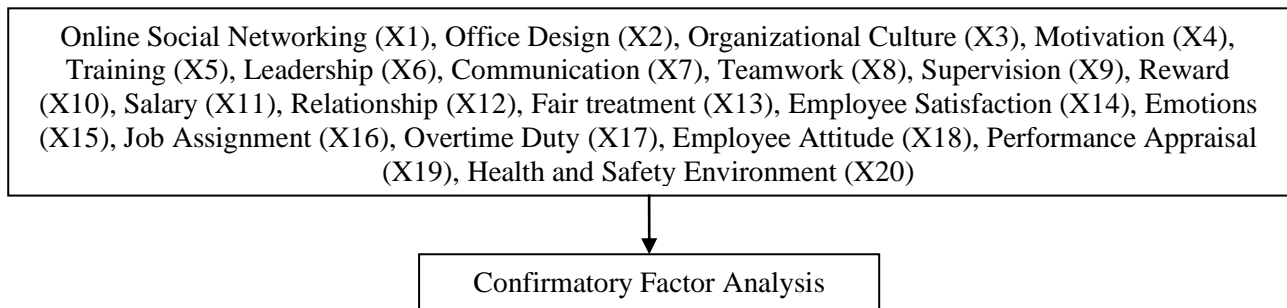
Health and Safety Environment

Conducive work environment ensures the wellbeing of employees which invariably will enable them exert themselves to their roles with all vigor that may translate to higher productivity (Akinyele, 2007). Safety workplace condition starts with management commitment involving managers in safety activities by providing safety training to every employee (Dessler and Huat, 2009:444).

Previous Research

Ferreira and Plessis (2009) found that Social Networking affects the increasing of employee productivity because it can stimulate collaboration and can be used to share knowledge and information between individuals. Uddin et al (2013) found that the organizational culture is an open system to organizational performance that interconnected by identified how the employee beliefs, norm, behavior and all relevant aspects of organizational culture impact the company performance. Haenisch (2012) found that the key factors that can increase employee productivity is like an active and effective leadership, effective two-way communication, setting clear goals and objectives, the elimination of bureaucracy, the creation of teamwork and positive motivation through frequent recognition of employee achievements.

Taiwo (2010) found that there are several factors that can improve employee productivity including high pay, conducive and better work environment, strict supervision, and training development. Leblebici (2012) is focused to determine the relationship between workplace conditions and employee productivity with the several factors including relationship with supervisor, fair treatment, communication, environmental factors that tells about health and safety working condition, behavioral factors like emotion, job assignment and overtime duty, also the physical factors that tells about office design. Gichuhi et al. (2013) found that there is little influence on the productivity of the employee performance appraisal through identified the criteria, frequency of assessment and feedback significantly explains variation in employee productivity.

**Figure 1. Conceptual Framework**

Source: Literature Review

RESEARCH METHOD

Type of Research

Types of this research that used is exploratory research. Exploratory research are needed to understand the nature of the problem and in developing a theoretical framework when some facts are known but still needed more information (Sekaran and Bougie, 2009:104).

Place and Time of Research

Research was conducted in Regional Office of BNI Manado from June to September 2013 and provides information on knowledge of employee productivity. Questionnaire starts spread on Augusts 2013.

Population and Sample

This study takes a population and sample that is used as an object research. Hair et al. (2010:131) said that population is an identifiable group of elements (for example, people, products, organizations) of interest to the researcher and pertinent to the information problem. The populations that used in this research are all the employees who are working at regional office of BNI Manado. This research used all members of the population are selected to be members of the sample, which is also called the census. Hair et al. defined that census is a research study that includes data about every member of the defined target population. Population in regional office of BNI Manado is about 70 employees, so in this research was used every member of the population to be the sample.

Data Collection Method

There are two sources of data used in this research, which are the primary data and secondary data. Primary data is information collected for a current research problem or opportunity and secondary data is information previously collected for some other problem or issue (Hair et al, 2010:26). The primary data for this research was collected from survey by spread a questionnaire to all the employees.

Operational Definition and Measurement of Research Variables

Operational Definition of Research Variables

1. Online Social Networking: A network of services to build social relationships and shared knowledge, shared experience in work, also shared interests among others.
2. Office Design: The arrangements of work space that surrounds the furniture in the room, office space, interior space, and storage of materials and so on that can help employees do the job efficiently.
3. Organizational Culture: Work habits that carried organizations such everyday routines, action, or conversation.
4. Motivation: The things that make employees are driven to achieve the goals in work.
5. Training: A means to train, improve and develop the performance, abilities, and skills of employees.
6. Leadership: The way or supervisor abilities in providing examples and motivate employees in their work.
7. Communication: The way every employee to share information clearly so that everyone can accept and understand the intended purpose.

8. Teamwork: The relationship that resulted by the coordination of a team work to support each other in order to improve performance and productivity.
9. Supervision: Ways used by supervisor to monitor, provide guidance, direction and feedback to employees about their jobs in order to deliver good results.
10. Reward: Something that is given to the employees who provide a good performance or results and good behavior of the works.
11. Salary: All forms of payment for the services produced by the employee to the company in the form of salary.
12. Relationship: A relationship that resulted by the interaction, coordination, and feedback between employee and supervisor or otherwise between the supervisor and employee.
13. Fair Treatment: A treatment that given to employees fairly for their efforts that the employee did in work for the company.
14. Employee Satisfaction: Every employee reactions were feeling comfortable and satisfied with the job, performance, and productivity in the work.
15. Emotion: Feeling that is felt by the employees to their work in a company or a person.
16. Job Assignment: Any kind of the tasks assigned to employees who should be completed within a certain time.
17. Overtime Duty: All of the additional work that doing by the employee outside the employee's standard working hours.
18. Employee Attitude: Any kind employee attitudes in assessing, evaluating and doing the job they do.
19. Performance Appraisal: The Company's way in assessing the performance and productivity of employees, evaluating behavior and provides motivation.
20. Health and Safety Environment: Environmental conditions of a healthy and safety workplace to give comfort to the employees in their work.

The variable of this research will be measured by using Likert-scale. Likert scale is designed to examine how strongly subjects agree or disagree with statements on a five-point scale with the following anchors: 1 = "strongly disagree", 2 = "disagree", 3 = "neither agree nor disagree", 4 = "agree", 5 = "strongly agree" (Sekaran and Bougie, 2009:152).

Data Analysis Method

Validity test is the extent to which the conclusions drawn from the experiment are true (Hair et al., 2010:120). The measurement of validity test in this research is using SPSS software with analyzing MSA (Measures of Sampling Adequacy). Validity test will said its valid if in "Anti-Image Correlation" is more than 0.5. Reliability tests are the extent to which the measurements taken with a particular instrument are repeatable (Hair et al., 2010:156). Reliability tests that used to analyze the collection of data by looking the Cronbach's Alpha. Reliability test will said it's reliable and consistency if alpha is more than or equal with 0.7 (Litwin, 1995:31).

Factor Analysis Model

Factor analysis is a multivariate technique that confirms the dimensions of the concept that have been operationally defined, as well as indicating which of the items are most appropriate for each dimension (Sekaran and Bougie, 2009:161). Factor analysis assumes that the observed variables are linear combinations of some underlying (hypothetical or unobservable) factors (Kim and Mueller, 1978:9). This research used Confirmatory Factor Analysis (CFA) where confirmatory factor analysis can be used for multiple purposes including the development of measures, evaluation of the psychometric properties of new and existing measures, and examination of method effects (Harrington, 2009:5). Factor analysis process conducted in 4 stages, there are the correlation matrix for all variables is computed, factor extraction, factor rotation, and make final decisions about the number of underlying factors (Khelifa, 2009).

RESULT AND DISCUSSION

Result

The results that obtained in validity test of this research is valid where the result value from every variable or MSA in anti-image correlation is more than 0.5. The anti-image correlation value in online social networking variable is 0.804, office design variable is 0.799, organizational culture variable is 0.829, motivation variable is 0.882, training variable is 0.830, leadership variable is 0.924, communication variable is 0.902, teamwork variable is 0.899, supervision variable is 0.758, reward variable is 0.865, salary variable is 0.787, relationship variable is 0.802, fair treatment variable is 0.899, employee satisfaction variable is 0.890, emotions variable is 0.810, job assignment variable is 0.887, overtime duty variable is 0.542, employee attitude variable is 0.868, performance appraisal variable is 0.590, and health and safety environment variable is 0.906. Based on the values of validity test, then this research that conducted through questionnaire is valid and it can to be continued to further analysis.

The results that obtained in reliability test of this research determined by Cronbach's Alpha that must be greater than or equal to 0.7. The Cronbach's Alpha of this research is 0.925, so this research can be said that the measurement of reliability test can be accepted as consistency and good reliability.

Result of Factor Analysis

In doing a comparison between the size of the correlation coefficient value of the correlation coefficient and the partial can be done by measuring the expected value of KMO is greater than 0.5, while the measurement Bartlett's test, significant values expected in the process of analysis of the factor is less than 0.05. This research found that the value of KMO of sampling adequacy is 0.846 showed that those values are greater than 0.5 and values of significant Bartlett's test of sphericity is 0.000, which also gives the explanation that the method can do next factor analysis and analyzed further. The next step of factor analysis process is to extract the set of variables to form one or more factors. In validity test, there are twenty variables has been passed, but only sixteen variables formed as factors based on the rotated component matrix test. There are four variables were not included in the formed factors, there are leadership, communication, reward, and relationship. The sixteen variables were formed to five factors as the result of the analysis as follows.

Table 1. Formed Factors

Factor	Variable	Factor Loadings
1	Organizational Culture	0.665
	Motivation	0.611
	Salary	0.795
	Fair Treatment	0.793
	Employee Satisfaction	0.778
2	Training	0.598
	Teamwork	0.578
	Emotions	0.783
	Job Assignment	0.729
	Health and Safety Environment	0.563
3	Online Social Networking	0.704
	Office Design	0.785
	Supervision	0.688
4	Performance Appraisal	0.821
	Employee Attitude	0.690
5	Overtime Duty	0.844

Source: Data analysis result

Every factor loading of that variables are important and influencing the employee productivity. If the factor loading is higher, it can be said that the variables has stronger relationship between the variable and the factor formed. In the first factor consists of five variables with the highest factor loading is salary variable. In

the second factor consists of five variables also with the highest factor loading is emotions. Office design in the third factor and performance appraisal in the fourth factor are has the highest factor loading.

Discussion

Work Environment

The first factor is given the name of the work environment is formed of five variables consisting of organizational culture, motivation, salary, fair treatment, and employee satisfaction. Work environment has an important relationship with the organizational culture, motivation, salary, fair treatment, and employee satisfaction in increasing employee productivity. Organizational culture coupled with the working environment where the organizational culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Motivation also has a relationship that is important in a work environment.

The work environment may encourage the motivation of working employees so that employees will feel to have the desire to perform tasks and responsibilities have an impact on the working environment motivating if designed correctly can motivate employees to increase employee productivity is high (Taiwo, 2010). Salary plays an important role in work environment as a job security of workers in terms of income and employment will enhance stability of personnel and a long term commitment when teacher's salaries are not paid as at when due the level of commitment is reduced so that the culture of paying secondary school teachers' salaries well in areas has created a very poor work environment, which has taken its toll on their productivity. Felt treated fairly is the most important thing for employees in the workplace because it can provide motivation to employees to enhance his interest in doing his job. Besides that, employee satisfaction also has a relationship with work environment though better work environment can make employee comfort and suit employee's satisfaction and also free flow of exchange of ideas is a better medium of motivating employees towards higher productivity.

Employee Improvement

The second factor is named employee improvement formed the five variables that consist of training, teamwork, job assignment, emotions, and health and safety environment. Improvement is used in particular on increasing the Organization's employees to study the problem and recommend changes and make improvements to the quality of work. A company needs to make improvements in the conduct of training, because training is a great investment in generating good employees who are able to give you a big advantage in the form of increased productivity (Tyson and Schell, 2008).

Improving teamwork in a company is an effective way to improve the performance and quality of work and can significantly reduce workload, increase job satisfaction and customer satisfaction. Emotions coupled with the attitude of employees in achieving job satisfaction so it is able to provide a positive influence on the behavior of employees in increased employee retention, customer retention, and job performance, which in turn will contribute to better financial performance, organizational growth and economic prosperity (Saridakis and Cooper, 2013:197). Job assignment allows the improvement of employee's job satisfaction when the employee is able to complete its work. Health and safety environment is important for a company to do is continuously improved in order to increase the competitiveness of the business. Health and safety environment that continues to be improved will be able to provide employees with a commitment to be involved in the development of the system and benefit to be able to increase the productivity of work.

Work Support

The third factor is formed of three variables such as online social networking, office design, and supervision that are named work support. In its application, online social networking became one of the advocates for the work of the employees in the organization. Increased access to information may be taken as a positive development in terms of enabling employees to increase their knowledge and helping them to deal with the specific issues that they might have at work, this might also pose some challenges for organizations and managers (Broughton et al., 2010). Office design has a great influence in support of the work of employees, particularly in providing job satisfaction and improves the performance of the employee. Office design as

supporters how employees work and support the workflow of employees in the company so that it can guarantee the smooth progress of work in the organization without hindrance (Hameed and Amjad, 2009). The supervision that can support the work of employees can be either provides the supervisee with nurturing conditions that compliment their success and encourage self-efficacy that can give you an advantage in reducing the stress that occurs at work employees. Support and supervision have a relationship in conducting monitoring and review of the progress of work of the employee, the discussion of the problem and solution development.

Employee Monitoring

The fourth named factor employee monitoring and it is formed of two variables, there are performance appraisal and employee attitude. In conducting performance assessment required the active involvement of employees and supervisors to monitor the performance of the employees by providing feedback to employees. Monitoring and performance appraisal have the same principles through the use of performance measures in knowing the progress of and relation to standard set (Kotch, 2005:606). Monitoring the attitude of employee is the most subjective factor when evaluating performance associated with positive and negative behavior (Colling and York, 2010:171). Monitoring can help in getting a better idea of the attitude of the employees so as to allow the taking of appropriate action when an employee is experiencing problems with the company's policy. Monitoring employee attitude every day is the best way to determine whether the employees' attitudes have changed in some way and how much of an impact on productivity possible.

Overtime Duty

The fifth factor is named overtime duty, because this factor consists of only one variable. Overtime is the need for companies to benefit and achieve the goal of production, so that in this case overtime can provide benefits on employees like getting extra cash and profit to increase its productivity level on provides more products and services, while certain losses for employees such as causing fatigue and can raise more money to pay expenses to employees whose overtime (Belcher, 2013).

CONCLUSION AND RECOMMENDATION

Conclusion

There are several conclusions that can be drawn from this research based on the results of that discuss about the factors that drive employee productivity at Regional Office of Bank Negara Indonesia Manado. There are sixteen variables that drive employee productivity at Regional Office of Bank Negara Indonesia Manado, and sixteen of the variables form the five factors. The five factors consist of work environment, employee improvement, work support, employee monitoring, and overtime duty. There are four variables that do not affect significantly the productivity of employee at Regional Office of BNI Manado. All four of these variables include leadership, communication, reward, and relationship.

Recommendation

Employee productivity is the important thing that also must be considered by the company. Performance and employee productivity are equally in need of improvement in order to achieve the objectives of the company. There are several factors that need to be taken care of by the company to make improvements to employee productivity. Increase employee productivity through work environment with attention to several matters relating to the environment as well as increased employees work and career development through training, teamwork, the assignment of work, environmental health and safety is assured. In addition, the company also needs to pay attention to the things that support the work of its employees as it provides the facility of online social networking technology that is useful to get information and knowledge in a fast, pay attention to the comfort of a conducive workplace design and regularly, provide oversight and monitoring of the performance of employees, as well as more thought about the advantages and disadvantages of doing overtime both for the company and also for the employees themselves.

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