



ANALYSIS OF FACTORS THAT AFFECT THE WORK PRODUCTIVITY OF EMPLOYEES OF PT. BANK PAPUA BRANCH OFFICE NABIRE REGENCY NABIRE PAPUA PROVINCE

Riko Gasmani

Universitas Satya Wiyata Mandala

(Naskah diterima 1 Januari 2025, disetujui 28 Januari 2025)

Abstract

The aim of this study is to determine the factors that affect the productivity of PT. Bank Papua Branch Office Nabire and to determine the factors that most affect the productivity of employees of PT. Bank Papua Branch Office Nabire District Nabire Province Papua. This research was conducted at PT. Bank Papua Branch Office Nabire Province Papua. Population in this research is all employees of PT. Bank Papua Branch Office Nabire District Nabire with population of 105 people. Sampling technique using purposive sampling, so that can be sampling as many as 83 people. Analyzer use multiple regression analysis. The results showed the existence of education and training, mutation and work loyalty significantly affect the productivity of employees PT. Bank Papua Branch Office Nabire District Nabire. The result of regression test simultanne usly with F test shows F count equal to 57,920. These results show the variable used in the model synchron usly or together. This means that the variables of education and training, mutation, and work loyalty able to explain the variables of employee productivity. The R square 0,750 indicates the varian in education and training, mutation, and work loyalty can explain the variation employee productivity by 75 percent, while the cost of 25 percent is caused by other variables that can not be used in the research model.

Keywords: Education and Training, Mutation; Work loyalty and Employee Productivity

Abstrak

Penelitian ini bertujuan mengetahui faktor-faktor yang mempengaruhi produktivitas kerja karyawan PT. Bank Papua Kantor Cabang Nabire Kabupaten Nabire dan untuk mengetahui faktor yang paling besar mempengaruhi produktivitas kerja karyawan PT. Bank Papua Kantor Cabang Nabire Kabupaten Nabire Provinsi Papua. Penelitian ini dilaksanakan di PT. Bank Papua Kantor Cabang Nabire Kabupaten Nabire Provinsi Papua. Populasi dalam penelitian ini adalah seluruh karyawan PT. Bank Papua Kantor Cabang Nabire Kabupaten Nabire dengan total populasi sebanyak 105 orang. Teknik penarikan sampel menggunakan purposive sampling, sehingga di dapat sampel sebanyak 83 orang. Alat analisis menggunakan analisis regresi berganda. Hasil penelitian menunjukkan bahwa pendidikan dan pelatihan, mutasi dan loyalitas kerja karyawan secara signifikan mempengaruhi produktivitas kerja karyawan PT. Bank Papua Kantor Cabang Nabire Kabupaten Nabire. Hasil pengujian koefisien regresi secara serempak dengan uji F menunjukkan F hitung sebesar 57,920. Hasil ini menunjukkan bahwa variabel-variabel yang digunakan dalam model secara serempak atau bersama-sama mempengaruhi variabel terikat. Hal ini berarti variabel pendidikan dan pelatihan, mutasi dan loyalitas kerja secara bersama-sama mampu menjelaskan variabel produktivitas kerja. Nilai R^2 sebesar 0,750 menunjukkan bahwa variasi pendidikan dan pelatihan, mutasi dan loyalitas kerja dapat menjelaskan variasi

produktivitas kerja sebesar 75 persen, sedangkan sisanya sebesar 25 persen disebabkan oleh variabel-variabel lain yang tidak dimasukkan dalam model penelitian

Kata Kunci:: Pendidikan dan Pelatihan; Mutasi; Loyalitas Kerja dan Produktivitas Kerja

I. INTRODUCTION

Facing various challenges and dynamics of human resource development, PT. Bank Papua is required to provide the best service to customers. This is necessary in order to increase the work productivity of banking employees which fosters customer confidence in the management of bank funds. The assessment of human resource development in a corporate organization, including banking companies, is largely determined by the success of employee work productivity. The existence of human resource development is needed by every employee to increase work productivity. Furthermore, how employees' perception of human resource development will have consequences for their job satisfaction in the company. Employees who have a positive perception of human resource development tend to have high job satisfaction, so they will avoid various attitudes and work behaviors that hinder the achievement of organizational goals, such as strikes, absenteeism and job transfers. This can show that the employee has a high commitment.

An important thing to consider in the development of human resources in an organization is the extent to which an employee can ascertain and know exactly how he is expected by the organization he or she is working for. This condition or state in behavioral science and psychology is called role clarity (Hair, 1997). Role clarity holds an important meaning in employee development because it is one of the tools to achieve the goals to be achieved. (Challagalla and Shervani, 1996) said that employees who do not get clarity on their roles, regarding support and what the organization demands, will feel great anxiety and work tension and eventually have an impact on job dissatisfaction.

In the banking company, the role of employees both individually and in groups is very important and decisive. Employees as an asset and the main element in the organization play a very decisive role in achieving organizational goals. All elements of organizational resources will not function without being handled by humans who are the main drivers of the organization's run. In each activity, it must be on time and acceptable according to the set work plan or in other words have high effectiveness and productivity. Without high work productivity from employees, it is difficult for an organization in the process of achieving its goals.

In order for employees to be able to show optimal work productivity, employee abilities need to be constantly improved, especially in serving customer needs. As for the prerequisites for creating ideal employee resources, according to Idrus (1998) are highly knowledgeable, professional, far-sighted, insightful, responsible, clean and authoritative, highly disciplined, highly dedicated, creative and innovative and have an entrepreneurial spirit.

Human resource development is very important because it can improve employees' abilities, both their professional abilities, their insight abilities, their leadership abilities and their service abilities so that in the end it will improve the performance of an employee (Notoatmojo, 1998). Development is the main tool to adjust tasks and work to the abilities, skills and abilities and expertise of each employee. Development is also a factor that must be carried out during the administration period and is an effort to improve the performance of employees so that they are more capable, skilled and clearly understand the tasks that must be done.

Human resource development programs that are implemented in the form of development, off and on the job, for example, are not carried out correctly and seem to be just spending the available budget, as a result it can be suspected that the improvement of skills, knowledge and abilities as the main goals that must be achieved is distorted.

Based on the above background, it is interesting to research the Analysis of Factors Affecting the Work Productivity of PT. Bank Papua Nabire Branch Office, Nabire Regency

II. RESEARCH METHOD

2.1 Sample Population and Techniques

The population in this study is all employees of PT. Bank Papua Nabire Branch Office, Nabire Regency, Nabire Regency which totals 105 people and the sample technique used in this study is the purposive sampling method. The sample in this study is 83 people

Research Sample

No.	Respondents	Sum
1.	Branch Head	1
2.	Head of Department	4
3.	Branch Office Heads	5
4.	Head of Unit	1
6.	Head of Cash Office	2
7.	Teller	17
8.	Customer Service	7
9.	Marketing	7
10.	Kredit	15

11.	Taxes and Kasda	4
12.	Teller over booking	4
13.	IT	2
14.	Accountancy	1
15.	TBSP	6
16.	Archive	3
17.	Credit Rescue	4
Total Amount		83 rang

Data Source : PT. Bank Papua Nabire Branch Office, Nabire Regency, 2017

2.2 Data Analysis Techniques

To determine the magnitude of the influence of several factors on employee work productivity, multiple regression statistical analysis was used with the following formulation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

Y = Work productivity

α = constant

$\beta_1, \beta_2, \beta_3$ = Regression Coefficient

X1= Education and training

X2 = mutation

X3 = Work Loyalty

e = error

The regression equation above has the effect of the relationship between independent variables (Xi) and work productivity (Y) as a dependent variable.

III. RESEARCH RESULT AND DISCUSSION

3.1 Education and Training

Education and training are efforts to improve abilities and develop in improving employees' skills, knowledge and work attitudes.

Table 1 Description of Respondents' Answers Regarding Education and Training

No	Question Items	Respondents' opinion		
		TS	N	S
1	The education and training that you follow can increase your knowledge in your work	-	7	76
2	The education and training materials provided are in accordance with your work needs	15	20	48
3	The methods of education and training used during education and training programs are easy to understand'	25	37	21
4	You actively participate in the implementation of education and training programs.	-	51	32

Source : Primary data, processed, 2017

The respondents' responses as shown in table 1 showed that of the 83 respondents who responded to the items of the education and training statement for employees of PT.

Bank Papua Nabire Branch Office, gave an overview that employees of PT. Bank Papua Nabire Branch Office has not been fully able to participate in education and training as well as the lack of seriousness to actively participate in the implementation of education and training programs.

3.2 Mutation

Mutation, is the transfer from one workplace to another workplace

Table 2 Description of Respondents' Answers regarding Employee Mutation

No	Question Items	Respondents' opinion		
		TS	N	S
1	You understand the mutation procedure at PT. Bank Papua	23	41	19
2	You feel bored or unsuitable for a place because of poor health or socialization	17	37	29
3	The level of education that you have affects the promotion of the position	-	27	56
4	Mutations are only made to employees who have received promotions	11	39	33

The respondents' responses as shown in Table 2 show that of the 83 respondents who responded to the items of the employee mutation statement, it gave an idea that the employees of PT. Bank Papua has not been able to undergo horizontal mutation, there is still boredom in carrying out work responsibilities.

3.3 Job loyalty

Loyalty is the mental attitude of employees in carrying out their duties, where this mental attitude is shown by the enthusiasm in carrying out their duties

Table 3 Description of Respondents' Answers on Employee Job Loyalty

No	Question Items	Respondents' opinion		
		TS	N	S
1	Social relations between employees, harmonious relationships between superiors and employees	31	28	24
2	A good mental attitude has to always obey the rules	31	21	11
3	The ability of employees to carry out their duties as well as their awareness of each risk of carrying out their duties will provide an understanding of courage and awareness of responsibility.	31	19	13
4	You have a willingness to work with people in a group that makes it possible to achieve goals that are impossible for individual people to achieve	19	36	28

Source : Primary data, processed, 2017

The respondents' responses as shown in Table 3 show that of the 83 respondents who responded to the items of employee loyalty statements, it gave an idea that a harmonious work situation has not been created, there is not yet a complete willingness to cooperate in a team and the lack of employee awareness to carry out responsibilities.

4.4 Employee Work Productivity

Productivity is an ability produced by employees in carrying out tasks and responsibilities to achieve predetermined goals.

Table 4 Description of Respondents' Answers on Employee Work Productivity

No	Question Items	Respondents' opinion		
		TS	N	S
1	Target kerja yang ditetapkan dalam pekerjaan tercapai dengan baik oleh karyawan	38	28	17
2	Karyawan menyelesaikan pekerjaan dengan tepat waktu	37	25	21
3	Karyawan menghasilkan pekerjaan yang berkualitas sesuai dengan harapan PT. Bank Papua	45	15	23

Source : Primary data, processed, 2017

The respondents' responses as shown in Table 4 show that of the 83 respondents who responded to the items of the employee work productivity statement, it gave an idea that the work productivity of employees of PT. Bank Papua Nabire Branch Office has not shown satisfactory results, the set work targets have not been achieved, and there has been no timeliness in completing responsibilities. The statistical calculation in the multiple regression analysis used in this study is using the SPSS program, the full scope can be seen in Table 5 below:

Table 5 Multiple Regression Analysis Results

Variable	Coefficient	Value t	Significant (P)
Constant	6,006	10,0761	0,000
Education and training	0,358	4,581	0,000
Mutation	0,169	2,799	0,006
Job loyalty	0,292	3,615	0,000
R square	0,750	N = 83	
R adjusted square	0,742		
F value	57,920		

Source : Primary data, processed, 2017

Based on table 5, it can be explained that the results of individual regression coefficient testing with the t-test show that education and training, employee mutation and job loyalty significantly affect the work productivity of PT. Bank Papua Nabire Branch Office, Nabire Regency.

The results of the regression coefficient test simultaneously with the F test showed that F was calculated as 57.920. These results show that the variables used in the model simultaneously or together affect the bound variables. This means that the variables of education and training, employee mutation and work loyalty together are able to explain the variables of work productivity.

An R² value of 0.750 indicates that education and training variations, employee mutations, and job loyalty can explain the variation in work productivity by 75 percent,

while the remaining 25 percent is due to other variables that were not included in the research model.

1. Education and Training

Education and training are one of the important factors to increase employee work productivity. Based on the results of the regression analysis in table 5, it shows that the effect of education and training on employee work productivity is significant with a significance value of 0.000. With a regression coefficient of 0.358, it can be interpreted that if education and training increase by 1%, employee work productivity will increase by 0.358%, assuming other variables remain the same. Theoretically, education and training is a form of employee development to improve current and future implementation by providing information, influencing attitudes and increasing skills. (Moekijat, 1991).

The implications for education and training are that employees of PT. Bank Papua Nabire Branch Office to be more active in taking advantage of the opportunity to participate in training activities because it can develop individuals in the form of improving skills, knowledge, and attitudes, with education can improve their work skills and coaching programs aim to regulate and nurture human beings as an organizational sub-system through planning and assessment programs such as manpower planning, performance appraisal, job analysis, job classification, and so on.

2. Mutation

Mutation factors play a role in supporting employee work productivity. Mutation is the transfer from one workplace to another without a change in the class of work. Based on the results of the regression analysis in table 5, it shows that the effect of mutation on the work productivity of PT. Bank Papua Nabire Branch Office is significant with a significance value of 0.006. With a regression coefficient of 0.169, it can be interpreted that if the mutation increases by 1%, the employee's work productivity will increase by 0.169%, assuming other variables remain the same. The implication for employee mutation is that employees of PT. Bank Papua has undergone mutations during its work. This mutation is a step taken by the leadership of PT.

3. Work Loyalty

The work loyalty factor is something that plays a role in supporting work productivity. Work loyalty or loyalty is one of the elements used in employee assessment which includes loyalty to his job, position and organization.

Based on the results of the regression analysis in table 5, it shows that employee job loyalty has a significant effect on employee work productivity with a significant value of

0.000. With a regression coefficient of 0.292, it can be interpreted that if work loyalty increases by 1%, then employee work productivity will increase by 0.292% assuming other variables are fixed. The implication for employee job loyalty is the loyalty of PT. Bank Papua must be done for the success of the organization itself. The higher the loyalty of employees in an organization, the easier it is for the organization to achieve the organizational goals that have been set.

IV. CONCLUSSIONS

Bank Papua to develop the productivity of its employees, because there is a possibility that employees cannot work productively because the work given is not in accordance with their expertise for that one of them.

This study concluded that from 83 respondents who responded to the items of education and training statements, employee mutation and work loyalty, most respondents responded that education and training, mutation and job loyalty of employees of PT. Bank Papua Nabire Branch Office has not been maximized, which means that employees of PT. Bank Papua has not fully taken advantage of education and training opportunities, has not been able to undergo mutation and employee job loyalty is still relatively low.

The determination coefficient (R^2) = 0.750 or 75% showed that education and training, mutation and job loyalty could explain the variation in service performance by 75%, while the remaining 25% was due to other variables that were not included in the research model. It can be concluded that education and training, employee mutation and job loyalty have a significant effect on the work productivity of employees of PT. Bank Papua Nabire Branch Office, Nabire Regency.

REFERENCES

- Amstrong, Michael. 1991. *Manajemen Sumberdaya Manusia*. Alex Media Computindo: Jakarta.
- Ateng Syafrudin. 1976. *Pengaturan Koordinasi Pemerintahan Daerah*. Tarsito: Bandung.
- Fathoni, Abdurrahmat. 2006. *Organisasi & Manajemen Sumber Daya Manusia*. Cetakan Pertama. Penerbit Rineka Cipta: Jakarta.
- Gomes, Faustino Cardoso. 2003. *Manajemen Sumber Daya Manusia*. Edisi Kedua. Penerbit ANDI: Yogyakarta.
- Handoko, T. Hani. 1996. *Manajemen Personalia dan Sumberdaya*. BPFE: Yoyakarta.

- Hasibuan, Melayu S.P. 2005. *Manajemen Sumber Daya Manusia*. Edisi Revisi. Penerbit Bumi Aksara: Jakarta.
- Koentjaraningrat. 1993. *Metode-Metode Penelitian Masyarakat*. Remaja Rosdakarya: Bandung.
- Mariun. 1998. *Filosofi Ilmu Pemerintahan*. UGM Yogyakarta.
- Ndraha, Taliziduhu. 2002. *Pengantar Teori Pengembangan Sumber Daya Manusia*. PT Rineka Cipta: Jakarta.
- Nawawi Hadari. 1989. *Metode Penelitian Bidang Ilmu Sosial*. UGM Yogyakarta.
- Notoadmojo & Robbins, S. 1998. *Perilaku Organisasi*. Prehallindo.
- Sedarmayanti. 2004. *Pengembangan Kepribadian Pegawai*. Cetakan Pertama. Bandar Maju: Bandung.
- Schermerhorn, Jr. 2003. *Manajemen*. ANDI: Yogyakarta.
- Soeprihanto & Siagian, S.P, *Manajemen Sumberdaya Manusia*, Bumi Aksara, Jakarta, 1998.
- Saydam, G. 1996. *Manajemen Sumberdaya Manusia*. Djambatan: Jakarta.
- Simamora, H. 1995. *Manajemen Sumberdaya Manusia*. STIE YKPN: Yogyakarta.
- Singarimbun M. & Effendy, S. 1989. *Metode Penelitian Survey*. LP3ES: Jakarta.
- Sugiyono. 1997. *Metode Penelitian Admininstrasi*. Alfabeta: Bandung.
- Umar, Husein. 2005. *Riset Sumberdaya Manusia Dalam Organisasi*. Gramedia Pustaka Utama: Jakarta.