

## Original Research Article

## The Influence of Personnel Quality and Workload on Work Productivity

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**Abstract:** Work productivity is a link between output, namely work results and the time needed to complete work in accordance with the main tasks and functions of employees. An organization will only be able to develop if the work productivity of personnel increases. In the activities carried out in the 4th Air Squadron, work productivity is a part that gets attention in implementing activities to achieve the objectives of missions and operations. With an adequate number of personnel, the existing personnel will be able to carry out their duties optimally to fulfill the functions and objectives of implementing the 4th Air Squadron Operation. The research purpose is to analyze the effect of the quality of personnel partially on the work productivity of the 4th Air Squadron Pilot Corps, the effect of workload partially on the work productivity of the 4th Air Squadron Aviation Corps, the effect of the quality of personnel and workload simultaneously on the work productivity of the 4th Air Squadron Pilot Corps. Research sites were conducted at the 4th Air Squadron Pilot Corps, Indonesia. The research results show that the quality of personnel has a positive influence but is not significant by 12.1%. Workload has a positive but insignificant effect on work productivity of 8.3%. Simultaneously it can be concluded that the variable quality of personnel and workload has a positive effect of 1.1% and does not have a significant enough effect on work productivity. The influencing factors are the uniform quality of personnel and the development of personnel which impacts the ability to cope with heavy workloads.

**Keywords:** Personnel Quality, workload, work productivity.

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### INTRODUCTION

The development of strategic personal qualities towards improving skills, motivation, and employee development is the main requirement in the globalization era in order to be able to compete and be independent. In line with that, the government's future vision in the context of human resource development within the TNI is to prepare TNI personnel who are professional, able to compete, and able to anticipate rapid world developments in various aspects of life to be able to improve the quality of professional services. It is a link between output, namely work results and the time needed to complete the work per the employees' main tasks and functions. Productivity is one measure that is often used in determining organizational effectiveness. An organization will only be able to develop if the work productivity of personnel increases. Improving the quality of personnel can increase work productivity. Improving the quality of personnel is carried out continuously through education and training. The importance of productivity in increasing welfare

has been universally realized; no type of human activity does not benefit from increased productivity as a force to produce more goods and services. Productivity increases also result in direct increases in living standards under conditions of equal distribution and gains in productivity commensurate with the labor force. On the other hand, the quantity of human resources, in this case, the TNI personnel, is needed to carry out objectives and activities to solve various problems and achieve goals effectively. This can be seen from the often less-than-optimal performance results due to the limited number of existing human resources.

According to William Dun (1999) in Subarsono (2005:3), the policy is a written rule which is a formal organizational decision that enforces and regulates behavior to create new values in society. This practice will be the primary reference for members of the organization or community members to behave. Politicians usually solve problems and are proactive. Unlike laws and regulations, policies are more adaptive

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and interpretive, although they also define "what is and is not allowed." These practices are also expected to be general but do not eliminate certain local privileges. Guidelines should offer interpretation options based on specific circumstances. However, Subarsono (2005:2) writes in his book that according to Thomas Dye (1981: 1), The definition of public policy is what the government decides to do or not do. This definition means that government agencies make public policies, not the private sector. Public policy concerns decisions that government agencies should or should not make. Policy evaluation is an activity that involves policy, including content, implementation, and impact (Anderson: 1979). Policy evaluation is seen as an operational activity. That is, the political evaluation occurs not only in the final phase but throughout the political process. According to W. Dunn, the term evaluation has a narrow meaning, each referring to applying various value scales to the results of policies and programs. Assessment includes Closing problems, clarification, criticism, adjustments, and reformulations.

The quality of an employee is the combination of knowledge, skills, attitudes, and other personal qualities necessary for job success, which can be measured against agreed metrics and improved through training and development. The quality of an employee is the ability and ability of each employee to carry out his work, develop himself and encourage colleagues to develop themselves. There are two aspects of employee quality, physical and non-physical, regarding workability, thinking ability, and other skills. (Marwansyah, 2012: 20). The workload is a series of processes or activities an employee must complete within a certain period. If an employee can perform several tasks and adjust accordingly, it does not become a workload. However, if the employee is unsuccessful, the tasks and activities become a workload. The workload exceeds the employee's ability to do his job. The capacity required to perform a task as expected (expected performance) differs from the capacity available at that time (actual performance). The difference between the two indicates the task's difficulty, which reflects the workload. Gopher and Doncin (1986: 168) define workload as a concept arising from limited information processing capacity. When faced with a task, individuals are expected to perform the task at a certain level. NSedarmayanti (2001: 57) says: "In general, productivity refers to the comparison of the results achieved (output) and the total resources used (input)." Based on this, the productivity of labor, human resources, tools,

## RESEARCH METHODOLOGY

The author of this study uses a quantitative model research method with multiple regression analysis designs. The quantitative method is a research method that primarily applies a post-positivist paradigm in the development of knowledge (such as causal thinking, reduction of variables, hypotheses, asking

specific questions, use of measurement and observation, and theory testing) through research strategies, such as experimental and research that requires statistical data. Emzir (2008: 28), as well as Prasetya Irawan (2007: 94), explained that in the context of the exact sciences, quantities refer to numbers (quantitative), and the results of measurements and data analysis and conclusions are all in the form of numbers. The scope of this research is the evaluation of performance policies based on the Minister of Defense.

## RESULTS AND DISCUSSION

The effect of personnel quality on the work productivity of the 4th Air Squadron Pilot Corps is 12.1%, and the t value is  $-0.393 < t_{table} -2.06$  ( $df = n-1$  (two sides / 0.025) with a sig. t of 0.699, so the decision to reject the hypothesis means that there is no significant effect partially on the quality of personnel on work productivity. In conclusion, the quality of personnel has a positive but insignificant effect of 12.1%. The coaching process is implemented optimally so that the 4th Air Squadron pilot personnel have a consistent quality. The impact of this is that the results of work productivity are not affected by the work quality of 4th Air Squadron pilot personnel.

The effect of workload on work productivity is 8.3%. The calculated t value is  $0.343 < t_{table} 2.06$  ( $df = n-1$  (two sides/0.025)) with sig. t is 0.735, so the decision is to reject the hypothesis. This means a partially variable workload has no significant effect on work productivity. Therefore it is concluded that workload has a positive but insignificant effect on work productivity of 8.3%. TNI personnel trained in discipline and educated and nurtured physically and mentally are complex, impacting their ability to cope with a heavy workload. This certainly impacts the work productivity of the 4th Air Squadron pilots, who are considered to be relatively unaffected by their workload.

Personnel quality and workload have no significant effect on work productivity. The test results, as shown in the table above, obtained a coefficient of determination ( $R^2$ ) of 0.011, which means that the contribution of the influence exerted by the independent variables (quality of personnel and workload) on the dependent variable (work productivity) is 1.1%. In comparison, the rest 98.9% is influenced by other factors outside the model. Judging from the testing and data collection results, the quality of personnel and workload both partially and simultaneously do not significantly affect work productivity. Simultaneously it can be concluded that these two variables have a positive effect of 1.1%, so they do not have a significant enough effect. These indicators of work productivity do not significantly affect the uniformity of the quality of personnel and training so that personnel can cope with heavy workloads. The policies in the units that are applied can be assessed or evaluated so that they are

appropriately implemented. The results of the evaluation of the policies implemented within the scope of Air Squadron 4 are considered to have been running correctly and implemented optimally.

## CONCLUSIONS, IMPLICATIONS, AND SUGGESTIONS

From the results of research and discussion, it can be concluded that personnel quality has a positive but insignificant effect of 12.1% on work productivity variables, workload has a positive but insignificant effect on work productivity of 8.3%, simultaneously it can be concluded that the variable quality of personnel and workload positively affects 1.1%. In comparison, 98.9% is an external factor and does not significantly influence work productivity, and to optimize work productivity, periodic evaluations of policies related to the quality of personnel and workload can be carried out.

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