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## Factors that affect employee productivity

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### Abstract

This study investigates and confirms the effect of the variables of ability, leadership, work discipline, education and training, and incentives on employee productivity. PT. Hanurata Unit-II, a Fakfak Regency involving 70 employees as respondents. Our research data was obtained by distributing online questionnaires. Data were analyzed by the multiple linear regression method through two stages of testing. The first stage is to test the validity and reliability. The second stage is to test the hypothesis. The results of our study illustrate that employee productivity is determined by factors of ability, leadership, work discipline, education and training, and incentives. Ability is a variable that has a dominant influence on the work productivity of PT. Hanurata Unit IIa. So the achievement of employee work productivity so far is mainly determined by the ability of employees.



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## 1 Introduction

In the face of globalization, human resources play a very dominant role in the company's activities (Gomes et al., 2020). The success or failure of the company in achieving the goals set is very dependent on the ability of human resources (employees) to carry out the tasks assigned to them (Tan et al., 2020). Therefore, every company needs to think about how it can be done to develop human resources to encourage progress for the company and make these employees have high productivity (Caliando et al., 2020).

Increasing productivity has become one of the main parameters for every institution to win the competition in the face of rapid environmental changes (Dieppe, 2021). Productivity is an essential element for the existence of an institution (Kaydos, 2020). Productivity is often associated with efficient methods and systems so that the production process takes place on time. Thus there is no need for overtime work with all its implications, especially cost repercussions. It is a logical and appropriate thing if increasing productivity is made one of the company's long-term goals to improve productivity—strategy implementation (Ramdhani et al., 2017).

Productivity has two dimensions; the first is effectiveness which leads to the achievement of maximum work, namely the achievement of targets related to quality, quantity, and time. Second, efficiency is related to efforts to compare inputs to realize their use or how the work is carried out. Limitations on productivity can be

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seen from various perspectives, depending on the goals of each organization (for example, for-profit or for customer satisfaction). Different expressions such as output, performance, efficiency, effectiveness are often associated with productivity. In general, the notion of productivity is expressed by showing the ratio of work to input. Inputs can include production costs and equipment costs. At the same time, the outputs can consist of sales, earnings, market share, and defects.

Productivity is strongly influenced by factors: knowledge, skills, abilities, attitudes, and behaviors of the workers in the organization so that many productivity improvement programs put these things as basic assumptions. Productivity is a statement that shows an employee's effort (effort), supported by high motivation and employee ability (ability). Significantly increased productivity means showing good performance to become feedback for business continuity and employee motivation at the next production stage. Various efforts to increase productivity have often been carried out by providing the right motivation for employees. Several programs that are expected to realize the goal of growing motivation include work incentives, job design, job-related performance assessment, realistic training goals, workable designs, and alternative work schedules.

Work productivity is also determined by an employee's ability to carry out a job (Firman & Ilyas, 2021). The workability of an employee is said to be good if he can complete the task successfully, effectively, and efficiently. An employee can achieve satisfactory performance in carrying out his work depending on his abilities. The company management needs to pay attention to the skills of its employees by utilizing the potential of employees, such as providing education and training as an effort to increase knowledge, abilities, and skills in carrying out tasks to support work performance (Chaerudin, 2018).

Organizations need reliable leadership to achieve goals through influencing employees (Alvesson & Einola, 2019; Akob, 2021). So success in achieving group goals (organizations) is very dependent on the role of the leader (Nasir et al., 2020). The brighter the leader in carrying out his role, of course, the faster the goals of the organization can be achieved. Meanwhile, the application of leadership between one leader and another is different, depending on the applied leadership behavior. The responsibility of a leader is to encourage employees towards the achievement of worthwhile goals. Employees need to feel that they have something worthwhile to do and something that can be done with the resources and leadership available. Robbins (2012) explains that leader behavior can be identified into two behaviors that affect leadership: task behavior/initiation structure and relationship behavior/consideration. Task behavior/initiation structure tends to be more concerned with organizational goals than paying attention to subordinates. Meanwhile, relationship behavior tends towards the interests of subordinates. Thus, if task behavior is carried out together with relationship behavior carried out by leaders with an equally high degree, it tends to achieve relatively high performance and employee satisfaction.

Every company has various goals to achieve by implementing specific jobs by using human labor as the executor because humans will process the production factors or produce the company's final product (Hajiali, 2021). Achieving company goals requires a skilled workforce which is carried out through education and training. By involving, employees in various education and training will encourage employees to increase their work productivity.

Another thing that can be done to raise morale and work efficiency among employees is to make regulations to obey and be disciplined at work. This work environment is not only the scope of the physical building but also includes the relationship or interaction between leaders and employees and employees with other employees to create a good work environment. To support the implementation of work discipline, a company leader must use an orderly and orderly division of labor strategy. In addition, the leadership should pay attention to the needs of employees both physically and spiritually by providing salaries or bonuses for employees who excel. This encourages employees to be more enthusiastic and disciplined in carrying out their duties and responsibilities and can increase employee productivity. Suppose a company wants to succeed in business, especially in the era of globalization marked by free competition. In that case, it is undeniable that management needs to be the primary concern through high work productivity.

PT. Hanurata Unit-II is a company engaged in forest management, to increase employee productivity, the manager makes a management policy by implementing productivity incentives (IP). IP is implemented by taking into account the ability of employees to achieve the target of completion of work that the company has determined. If there is an excess of the production target achieved by the employee, this excess will be taken

into account.

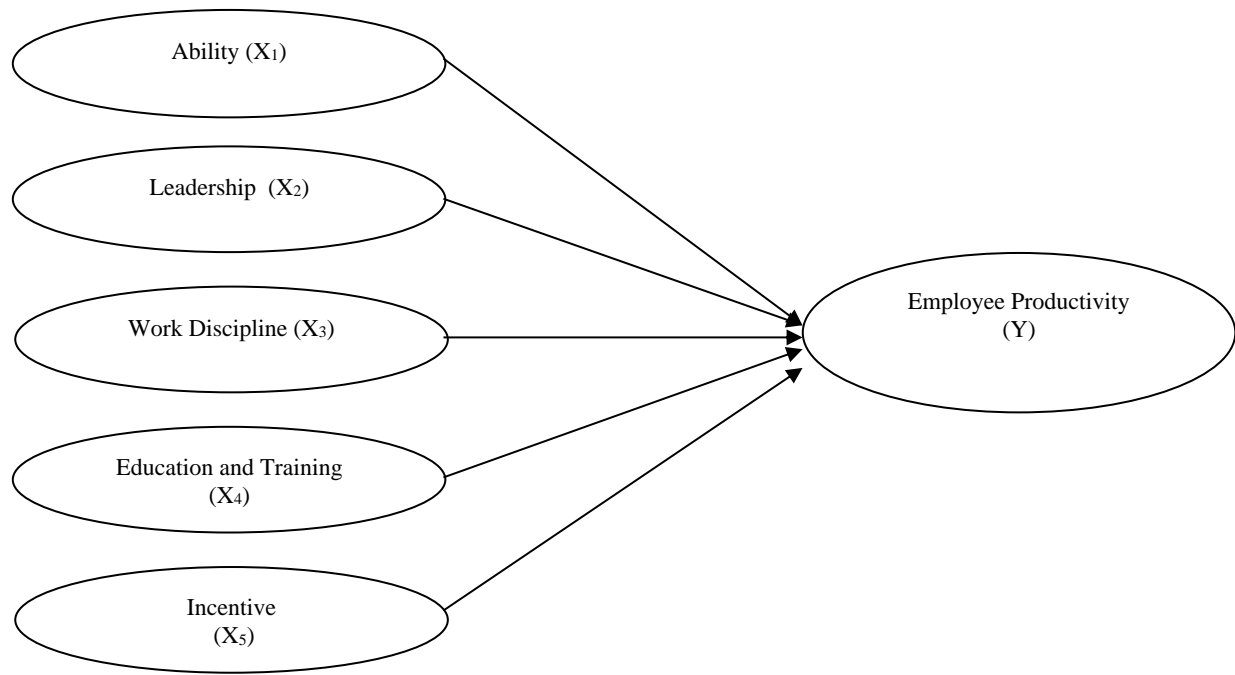
The results of research by David Gunawan (2000) stated that labor productivity is influenced by education, work experience, and motivation. This means that if there is a significant increase in education, work experience, and motivation, it will increase work productivity. Rudi Prananto's research (2003) shows that employee work productivity is determined by factors of ability, leadership, work discipline, education, training, and incentives, where work discipline is the most dominant factor. Setiadi's research (2009) shows that high wages and social security do not guarantee high work productivity, but this is due to other factors outside of employees.

Humans as part of work activities or as production factors that play a significant role in realizing what will be done, how to do it, when to do it, and what will be achieved. It is understood that human resource management is a potential of individual human resources in an organization that can be utilized to fulfill work needs under the level of empowerment that occurs in an organization. The quality of performing human resources results from a human resource development process related to human resource activities in carrying out a given job to produce output, outcome, or impact as desired by the organization. Similarly, employees are related to systems, mechanisms, and procedures that apply to achieve goals. Improving the quality of human resources means preparing each individual to assume the responsibilities given in the organization and regarding the intellectual and emotional abilities needed to carry out a better job.

The strategy in a company that is set is the best way to achieve the goals that have been determined (Huda & Martanti, 2018). The strategy in question is to increase formal education, conduct training, develop insight, improve compensation, improve the payroll system, and provide incentives, housing facilities, and work clothes to encourage employees to improve performance, create high productivity, and create innovation, become good employees. Tough, loyal, dedicated, and professional. Improving the quality of human resources through education aims to improve academic, conceptual, skilled, professional, productive, and responsible abilities by conducting training activities to improve technical skills and mastery, improving and renewing work culture so that work efficiency and quality of work occur.

In every company, the human factor plays a significant role in achieving a high level of productivity because humans are the managing and implementing element of all existing production factors (Brewster & Söderström, 2017). Without human intervention, these production factors will not mean anything; humans as resources here are employees involved in the company's operational activities (Irwan et al., 2020). High and low work productivity is influenced by factors ranging from simple things such as attitude and employee discipline to complex things such as management and technology. Therefore, work productivity needs to be increased through integrated and simultaneous management regarding mental attitudes, improvement of the education and training system.

Ravianto (1993) states that labor productivity is influenced by various factors related to the workforce and other factors such as education, skills, discipline, attitude, work ethic, motivation, nutrition & health, income level, social security, environment, climate. Work, technology, production facilities, management, and achievement opportunities. Good productivity results in quality and quantity, and technological results are human results that, in this case, are employees involved in the company, so in other words, employee work productivity has an essential role in achieving a high level of productivity of the company. From the theoretical concepts that have been put forward, the topic of our study is how the influence of ability, leadership, work discipline, education and training, and incentives to increase employee productivity.



**Figure 1. Research Model**

- H1:** Ability affects employee productivity  
**H2:** Leadership affects employee productivity  
**H3:** Work discipline, affect employee productivity  
**H4:** Education and training affect employee productivity  
**H5:** Incentives affect employee productivity

## 2 Research Method

This research was conducted at PT. Hanurata Unit II a Fakfak Regency. The population used in this study were employees of PT. Hanurata Unit-IIa Fakfak Regency has as many as 70 people; because the population is limited, the entire population is used as respondents. We collect data by distributing online questionnaires, and the answers will be tabulated. The measurement indicators for each research variable are contained in the form of a questionnaire. Measured using a Liker scale by grouping into five categories, namely (5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree). Data were analyzed by the multiple linear regression method through two stages of testing. The first stage is to test the validity and reliability. The second stage is to test the hypothesis (Anshori & Iswati, 2019).

## 3 Result and Discussion

### Result

Validity indicates the level of ability of the research instrument to measure what is measured from the variables studied appropriately. The validity test uses the Product Moment correlation technique by calculating the correlation coefficient value between the scores of each question item and the total score. The test is done by comparing the calculated r-value and r table. The calculated r-value results from the correlation of respondents' answers to each question in each variable analyzed by the SPSS program. An item is considered valid if in the significant test the correlation coefficient is below 0.05, or in other words that an item is considered valid if it has a correlation value above 0.30.

**Table 1. Validity Test Results**

Variable	Indicator	Correlation Value (r-count)	r-Standard	Info
Ability	Km1	0,874	0,30	Valid
	Km2	0,914		Valid
	Km3	0,896		Valid
	Km4	0,874		Valid
	Km5	0,717		Valid
Leadership	Kp1	0,926	0,30	Valid
	Kp2	0,949		Valid
	Kp3	0,949		Valid
	Kp4	0,943		Valid
	Kp5	0,837		Valid
	Kp6	0,856		Valid
Work discipline	Dsk1	0,894	0,30	Valid
	Dsk2	0,938		Valid
	Dsk3	0,996		Valid
Education and Training	Pnpl1	0,926	0,30	Valid
	Pnpl2	0,949		Valid
	Pnpl3	0,881		Valid
	Pnpl4	0,891		Valid
Incentive	Ins1	0,971	0,30	Valid
	Ins2	0,627		Valid
	Ins3	0,830		Valid
	Ins4	0,953		Valid
	Ins5	0,986		Valid
	Ins6	0,942		Valid
Employee Productivity	Prdk1	0,925	0,30	Valid
	Prdk2	0,781		Valid
	Prdk3	0,832		Valid
	Prdk4	0,831		Valid

Table 1 shows that the questions on each variable are significantly correlated with the total score, indicated by the value of  $r\text{-count} > r\text{-table}$ . The significant correlation between the score of the questions and the total score shows that the questions used can measure the variables studied so that the questions used are declared valid. Furthermore, the reliability test is carried out to show how the measurement results remain consistent when two or more measurements are taken of the same symptom. Reliability calculations must be carried out only on valid question items. In this study, the reliability test was carried out using the Cronbach Alpha method, where the instrument was declared reliable if the reliability price obtained at least reached 0.06 (Nurgiyantoro & Gunawan, 2000:312). The results of the reliability test for each variable can be presented in table 2:

**Table 2. Reliability Test Results**

Variabel	Cronbach's alpha	Info
Ability	0,908	Reliable
Leadership	0,957	Reliable
Work discipline	0,936	Reliable
Education and Training	0,933	Reliable
Incentive	0,946	Reliable
Employee Productivity	0,864	Reliable

The reliability test results presented in table 2 show that the questions for each variable, namely ability, leadership, incentives, work discipline, education and training, and productivity, have Cronbach's alpha values greater than 0.60, so the instrument used is declared reliable.

**Table 3. Results of Regression Analysis**

Variable	B	Standardized Coefficients	t	Prob.	Info
Ability	0,262	0,419	5,600	0,000	Significant
Leadership	0,126	0,216	3,678	0,000	Significant
Work discipline	0,218	0,204	2,732	0,008	Significant
Education and Training	0,098	0,133	2,411	0,019	Significant
Incentive	0,153	0,262	3,154	0,002	Significant
Constant	1,584		1,578	0,119	Significant
Multiple R	= 0,904				
R <sup>2</sup>	= 0,817				
F-Count	= 57,219				

The multiple regression equation obtained from the results of the analysis can be written as follows:

$$Y = 1.584 + 0.262X_1 + 0.126X_2 + 0.218X_3 + 0.098X_4 + 0.153X_5$$

The regression coefficient value of the ability variable is 0.262 and is positive. This means that if the workability of employees is improved, it will have a positive effect on increasing employee productivity. The regression coefficient value of the leadership variable is 0.126 and is positive; this means that if the leadership in the company is improved or paid attention to, it will affect increasing employee productivity. The regression coefficient value of the work discipline variable is 0.218 and is positive; this means that if work discipline is increased, it will affect increasing employee productivity. The regression coefficient value of the education and training variable is 0.098, which is positive; if education and training are increased, it will increase employee productivity. While the regression coefficient value of the incentive variable is 0.153 and is positive, the higher the incentive, the higher the employee productivity.

The correlation analysis value (Multiple R) of 0.904, which means ability, leadership, work discipline, education and training, and incentives, strongly affect employee productivity. Then the value of the coefficient of determination (R<sup>2</sup>) of 0.817 means that the variables of ability, leadership, work discipline, education, and training, as well as the provision of incentives, can explain changes in productivity of 81.70%, or contribute to changes in productivity of 81.70%. In comparison, the remaining 18.3% is influenced by other variables not examined in this research model.

Testing hypothesis 1 with the F-test where the F-count value is 57,219 while the 95% confidence level ( $\alpha = 5\%$ ) and  $df = 5: 64$  obtained the F-table value = 2.358 so that the F-count > F-table with value significant of 0.000 smaller than 0.05, it is tested that ability, leadership, work discipline, education and training, and incentives have a significant effect on employee productivity; thus the first hypothesis is accepted. Testing the second hypothesis with the t-test is to test the effect of independent variables (ability, leadership, work discipline, education and training, and incentives) on employee productivity, then compare the regression coefficients between significant independent variables. The ability regression coefficient (b<sub>1</sub>) of 0.262 shows that the ability variable has a positive effect on employee productivity, so increasing employees' ability will increase employee productivity. The results of the analysis have an at-count value of 5,600 > t-table 1,669 with a significant value of 0.000 less than 0.05, so partially ability has a significant effect on employee productivity.

The leadership regression coefficient (b<sub>2</sub>) of 0.126 shows that the leadership variable positively affects employee productivity, meaning that better leadership will increase employee productivity. The analysis results obtained the value of count 3.678 > t-table 1.669 with a significant value of 0.000, smaller than 0.05, thus partially leadership has a significant effect on employee productivity. The regression coefficient of work discipline (b<sub>3</sub>) of 0.218 shows that the variable of work discipline positively affects employee productivity, meaning that the higher employee discipline will increase employee productivity. The analysis results obtained t-count 2.732 > t-table 1.669 with a significant value of 0.008 smaller than 0.05; thus, work discipline significantly affects employee productivity. The regression coefficient of education and training (b<sub>4</sub>) of 0.098 indicates that the education and training variables positively affect employee productivity, meaning that the more intensive the provision of education and training will increase employee productivity. The analysis results obtained that the t-count is 2.411 > t-table 1.669 with a significant value of 0.019, smaller than 0.05; thus,

education and training significantly affect employee productivity. The incentive regression coefficient (b5) of 0.153 shows that the incentive variable has a positive effect on employee productivity, meaning that the provision of incentives to employees will lead to an increase in employee productivity. The analysis results obtained that the t-count value is  $3.154 > t\text{-table } 1.669$ , with a significant value of 0.002, which is smaller than 0.05, thus partially, incentives have a significant effect on employee productivity.

Based on the results of the partial analysis as shown in table 3, it can be seen that all independent variables, namely ability, leadership, work discipline, education and training, and incentives, have a significant effect on employee productivity. In contrast, the most dominant variable affecting employee productivity is the ability variable. It has the most significant regression coefficient value and count value compared to other variables. Thus the second hypothesis is not proven true because it turns out that the dominant influence is not education and training but ability.

## Discussion

### *Effect of Ability on Employee Productivity*

In this study, the ability is seen from the indicators of tasks and individual contributions. Based on the descriptive analysis, it can be seen that PT. Hanurata Unit Ila mostly has high capabilities; this is mainly supported by the ability of employees to complete the workload assigned by the company. The task load is not a barrier for employees in completing work because even though most employees have less than one year of service, they are fluent enough to do routine work. However, it turns out that there are still employees who have low abilities, and there are still employees who have not mastered their field of work and have not fully contributed both energy and thoughts to their work. This condition is because some employees are still unmarried, so that their work motivation is not high compared to employees who already have dependent children and wives or are married. Employees who are married tend to work thoroughly and contribute both energy and thought to their work because their work has essential meaning. The analysis results show that ability has a positive and significant influence on employee productivity, meaning that the higher the employee's ability will lead to an increase in employee productivity. So an employee can achieve satisfactory work productivity depending on his workability; workability shows a person's potential to carry out work activities. This is in line with the opinion of Gibson, (1996:167) workability is a person's potential to carry out a task or job. Employability shows a person's skills such as intelligence and skills. Ability is closely related to the physical and mental abilities that people have to carry out work. The absence of things like this can affect the increase in employee performance. Similarly, Indrawijaya's opinion (1993:76) that every job requires knowledge of specific skills and attitudes to carry out the job well and achieve satisfactory performance. An employee is said to have high workability if he has good skills in carrying out the tasks assigned to him and handling all pressing problems.

### *The Effect of Leadership on Employee Productivity*

Leadership is the ability to influence others to carry out tasks to achieve the desired goals; the results of the descriptive analysis show that most of the respondents gave a positive response or could accept the leadership that is now being carried out or applied by their superiors. This is due to clear communication between superiors and employees in daily tasks, both formal and non-formal. For formal ones, namely communication between superiors and employees in daily tasks, respondents tend to give an agreed response. Because the condition is that the boss always orders to immediately work with the direction or guidance of resources properly, in other words, has implemented the leadership management function. As for the non-formal, namely the relationship between superiors and employees outside of working hours, is pretty good, supported by adequate time, a half-hour break, and eating is also an opportunity to communicate well. In addition, the supervisor's supervision of the implementation of the work, which has been carried out in the right way, is a monitoring system that has been carried out correctly. The analysis results show that leadership has a positive and significant influence on employee productivity, meaning that good leadership will lead to an increase in employee productivity. The leader's task is to direct the behavior of organizational members to achieve organizational goals. Thus the leadership's ability to direct behavior will determine the achievement of employee productivity. Leadership is a behavioral norm used by a person when he is trying to influence the behavior of others; efforts to harmonize

perceptions between people who will influence behavior with those whose behavior will be influenced are significant (Thoha, 2001). So in the effort of employee productivity, the leader must determine how high the level of task behavior is so that employees can complete their work well; besides, the leader must also know how much employees are willing to take responsibility and motivation to excel.

### ***The Influence of Work Discipline on Employee Productivity***

Work discipline is a behavior that is submissive and obedient to company rules; based on the analysis results, most of the respondents have high work discipline. This is supported by employees who always come to company working hours and try to make the most of their work. In addition, the company continues to improve (improvement) in creating legal products related to increasing work discipline. However, it turns out that there are still employees who disagree that they come and go home always on time; this is due to the employee's desire to work overtime to get additional income. In addition, there are still employees who do not carry out work under procedures. This is because employees are skilled, so they have mastered the entire work procedure, thus even though they use their procedures, the results of their work are still good; even by using their procedures, the work can be completed more quickly. The analysis results show that work discipline has a positive and significant effect on employee productivity, so that higher employee work discipline will increase employee work productivity. Disciplined employees will work in an orderly and efficient manner because of the lack of time wasted in completing work; this is what causes work discipline to increase employee work productivity..

### ***The Effect of Education and Training on Employee Productivity***

Education and training is an effort to improve the technical abilities and skills of employees. The results of the descriptive analysis can be seen that most of the respondents support the implementation of education and training held by the company. Because the education and training materials provided can be applied to complete a better job, and there are opportunities the same for employees to attend education and training. The implementation of education and training provided to employees is adequate; it can be seen from the respondents' responses that the instructors who provide training can understand the language and delivery methods that are acceptable to employees, and the material is applied so that it can be applied in work. In addition, if it is seen from the training material provided, it is considered weighty. The benefits of training to improve employee abilities can be accepted by respondents. Some respondents will feel an increase in their abilities from the implementation of education and training. The analysis results show that education and training have a positive and significant impact on employee productivity, so providing the proper education and training will increase employee productivity. Education is all efforts to foster personality, develop physical and spiritual knowledge and abilities in order to be able to carry out tasks. At the same time, brief training is a series of activities programmed to improve skills, expertise, knowledge, experience, or discussion of an individual's attitude. So with the provision of education and training, the abilities and skills of employees will increase, thereby increasing employee productivity.

### ***Effect of incentives on employee productivity***

Incentives are objective means that can provide satisfaction to the needs of encouragement or desires of employees. The goal is for employees to work more actively or enthusiastically. Based on the descriptive analysis, it can be seen that most of the respondents can receive the incentives provided by the company; this is because the incentives provided by the company can encourage employees to work harder, the incentives are given relatively, and the calculations are carried out transparently. The respondents who did not agree that the incentives had been given transparently, due to the lack of socialization from the company on the techniques and the calculation of the number of incentives provided by the company, as well as employees who did not agree that the incentives were given relatively, due to the difference in the size of the incentives provided. For each employee, incentives consider employee absenteeism. In contrast, work results per employee are not taken into account so that employees with high productivity get incentives that are relatively the same as employees with low productivity if they are equally disciplined (not absent). The analysis results show that incentives have a positive and significant effect on employee work productivity, so by providing incentives, employees will be



encouraged to work harder to increase employee productivity. In line with the opinion of Davis & Newstrom (1985) that the most likely benefit is that incentives provide several possible benefits for employees. The main benefit is that incentives increase employee confidence that high performance will result in rewards. In addition, Davis and Newstrom also reveal the difficulties that arise when increasing productivity with an incentive system, namely with so many conditions that support incentives; employees will welcome all incentives in general because of the rewards that can be generated. However, some difficulties tend to offset the possible benefits. What is seen as fair is balanced by other developments that are seen as unfair. In terms of behavior modification, there are several possible unfavorable consequences and the favorable consequences of higher pay, which tends to reduce the likelihood of the incentive pay benefits. When employees perform a fee-reward analysis, they find that duties increase with rewards. As a result, the break-even point may change very little, or not at all. Other problems caused by incentives can negate many of the expected economic benefits.

#### 4 Conclusions

Work productivity is the ability of employees to produce optimal outputs, even if possible maximum; this can be seen from the timeliness and achievement of targets. Based on the results of the descriptive analysis, it can be seen that most of the respondents already have high timeliness of completing work, this is because if employees are not able to complete the work on time, the burden of the task is getting heavier, that is, they have to complete the rest of the previous work and management always provides a scheduled area on every workstation. Likewise, productivity is seen from the achievement of targets; it turns out that most of the respondents were able to achieve the targets set by the company. The analysis results show that ability is a variable that has a dominant influence on work productivity, including PT employees. Hanurata Unit IIa has mastered and always contributed both energy and thought to the achievement of productivity. Although on the other hand, during  $\pm 5$  years of operation, the company always recruits employees because the average employee works based on a work contract made by the company, every employee change, the employee who will enter work already has the technical ability and has experience in working in the field of forest management. The company also has operational standards because forest management jobs require skills and mastery of the work.

The results of our study illustrate that employee productivity is determined by factors of ability, leadership, work discipline, education and training, and incentives. Ability is a variable that has a dominant influence on the work productivity of PT. Hanurata Unit IIa. So the achievement of employee work productivity so far is mainly determined by the ability of employees. The suggestions that can be put forward from the results of this study are that companies need to pay attention to work discipline because even though it has a significant effect, the respondents' responses to the three questions asked, 57.1% answered doubtful so that the rules on work discipline must be improved by always following the development of the situation and conditions that exist in the company (continuous improvement), so legal products regarding employee work discipline must always be adjusted to the circumstances and always follow the applicable labor rules. The calculation of incentives should be simple so that employees can understand the calculation of incentives and can assess how much incentive they will get if they are able to produce a certain number of jobs. So both based on absenteeism and work results per individual can be measured or affect the size of the value of the incentives received. This is due to the description of respondents' answers that there are still many who disagree with the transparency of incentives in the company. Supervision should be intensified during the implementation of work and supervision of work results to detect irregularities early on and even avoid not achieving production targets.

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