

THE INFLUENCE OF INTENSIVE WORK ON EMPLOYEE WORK PRODUCTIVITY AT TELKOMSEL DISTRIBUTION CENTER (TDC) TASIKMALAYA

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Abstract

This study is about the effect of incentives on employee work productivity at Telkomsel Distribution Center (TDC) Tasikmalaya. This study was conducted in 2017.

The purpose of this study is to determine the effect of incentives on employee work productivity. The subjects of this study were all sales force employees with a sample size of 25 people. The method used in this study is quantitative descriptive, data collection is done by interviews and questionnaires. Data processing is done using Simple Linear Regression.

The results of the study indicate that: 1) the provision of incentives at Telkomsel Distribution Center (TDC) Tasikmalaya is in the high classification, as evidenced by the assessment recapitulation of 964. 2) Likewise, employee work productivity at Telkomsel Distribution Center (TDC) Tasikmalaya is also in the high classification, as evidenced by the assessment recapitulation of 1099. 3) There is a positive and significant influence between incentives on employee work productivity at Telkomsel Distribution Center (TDC) Tasikmalaya of 59.8% and the remaining 40.2% is influenced by other factors not studied by the researcher. This is evidenced by the value of the Determination Coefficient (KD) of 59.8% and the tcount value $\geq t_{table}$ or $(5.847 \geq 1.714)$ so that the test decision is H_a is accepted and H_o is rejected.

Keywords : Incentives, Work Productivity, Telkomsel Distribution Center (TDC) Tasikmalaya

INTRODUCTION

Management in managing employees needs to have good skills, because employees are company assets that must be maintained and treated well. Employee comfort as one of the company's factors will affect employee comfort in carrying out their work.

The importance of the company's attention to human resource issues is such that recently many problems have arisen in employment, especially for company employees, such as demands for wage increases, work safety, social security and so on.

The role of the company in providing attention or encouragement to employees is not an easy thing like providing compensation, because it not only concerns the amount of incentives given by the company in return for their work performance, but also concerns the issue of justice, for that reason the provision must be in accordance with the conditions and circumstances so that it truly becomes the company's concern.

Humans as a very important resource in supporting the implementation of various activities for a company and providing direction, guidance from company management in general and human resource management in particular. Because the company is never separated from human labor, even though the company's activities already have modern capital and technology.

According to Kadarisman in Astrid Ardiani (2015:88): he is of the opinion that incentives are a form of direct compensation based on performance, both individually and in groups.

On the other hand, incentives are an attraction that causes someone to do something because they can get a reward that will satisfy their needs. The value promised by a particular incentive is considered with two criteria, namely how far the needs will be met and whether the reward will be the same or greater than the effort expended to carry out the activity. (Heidjrachman and Suad Husnan, 2012: 212).

From the explanation above, it can be concluded that one way to increase employee work productivity is by providing sales incentives. Providing these incentives acts as a motivator for employees to work seriously, diligently and disciplined which ultimately results in work productivity.

The impact of globalization that is increasingly widespread today requires employees to have creativity and work in high intensity. With the increasingly tight competition in the business world, it also has an impact on the work productivity of employees who work in a government company or private company. The existence of an increasingly diverse scope of work, work intensification and demands for flexibility have an impact on the increasing burden on workers.

The increasing cost of living requires employees to work extra hard to achieve prosperity, an important driving factor that causes humans to work because of the needs within humans that must be met. However, the impact of globalization is also not accompanied by high wage increases, but rather increasing working hours and companies demanding employees to provide high productivity at work.

According to Simanjuntak in Saeful Rohmat, (2015:12): Work productivity is a comparison of the results achieved (output) with the total resources (input) used per unit of time. Meanwhile, according to Yuyun, (2009:79): Incentives and employee work productivity are related, meaning that if the company provides good incentives and satisfies the company's employees, it will encourage employees to do their jobs well so that they produce achievements beyond the standards set by the company in order to obtain incentives for employees.

From the above understanding it can be concluded that work productivity is the ability of employees to produce compared to the input used, an employee is said to be productive if he is able to complete the work as expected within the specified time. Work productivity can also be described as the level of success in achieving organizational goals.

Increasing productivity is the dream of every company, productivity is related to human efforts or activities to produce goods or services that are useful for fulfilling the needs of human life and society in general, it can be concluded that work productivity is an ability as

well as the Telkomsel Distribution Center (TDC) Tasikmalaya. However, from the results of observations and interviews, it is suspected that there is a problem where not all employees can achieve the sales target set by the company

Telkomsel Distribution Center (TDC) Tasikmalaya is located at Jl. Yudanegara No. 24 A Kec. Cihideung Tasikmalaya City is a company engaged in the distribution of Telkomsel products, in great need of qualified workers so that the company can achieve high work productivity, and various methods are used to increase work productivity, especially sales force, one of which is by providing additional compensation. Usually in a company, every employee will be more productive in working if they are given or promised a reward or remuneration for their work. Employees will also try to give their best in their work because there is something expected more than usual. However, an organization or company requires good performance from each employee, and incentives are one of the factors that make employees at the Telkomsel Distribution Center (TDC) Tasikmalaya to meet company goals.

In this company there is a simple incentive system, as an additional wage for workers who do work outside the operational standards of sales force work. The incentive system implemented at the Telkomsel Distribution Center (TDC) Tasikmalaya is an incentive based on the achievement or target of Telkomsel product sales.

The form of this incentive is a commission. This commission itself is a type of bonus paid by the company to employees who generate sales exceeding the standard.

Problems arise when there is dissatisfaction of Telkomsel Distribution Center (TDC) Tasikmalaya employees with the level of welfare they receive, often employees demand the company to provide compensation, in employee welfare programs (commissions) based on fair and reasonable principles. This happens because human resources do not show good and adequate performance. This phenomenon requires the company to spend additional costs in the form of incentives to workers, especially sales force.

The management of Telkomsel Distribution Center (TDC) Tasikmalaya does not fully know whether the incentives given can increase employee work productivity, have no effect or decrease employee work productivity, so it is necessary to study the extent to which the incentives given by Telkomsel Distribution Center (TDC) Tasikmalaya influence employee work productivity. Based on the background above, the author was moved to conduct a study by taking the title: "The Effect of Incentives on Employee Work Productivity at Telkomsel Distribution Center (TDC) Tasikmalaya".

LITERATURE REVIEW

Human Resource Management

1. Understanding Human Resource Management

Humans always play an active and dominant role in every organizational activity, because humans become planners, actors, and determinants of the realization of organizational goals. Goals cannot be realized without the active role of employees even though the tools owned by the company are so sophisticated. The sophisticated tools owned by the company are of no benefit to the company, if the role of employees is not included.

Human resource management (HRM) is part of management that focuses on the role of human regulation in realizing organizational or company goals. Here are some definitions of Human Resource Management according to experts:

According to Hasibuan, (2012:9): "Human resource management is a field of management that specifically studies the relationship and role of humans in a company organization". Mangkunegara, (2013:2) states that: "Human resource management is the management and utilization of resources available to individuals (employees)".

Meanwhile, according to Edwin B. Flipo in Sedarmayanti, (2009:5) states that: "Human resource management is the planning, organizing, directing and supervising of activities, procurement, development, compensation, integration, maintenance and release of human resources in order to achieve various individual, organizational and community goals."

Based on the understanding of Human Resource Management put forward by the experts above, it can be concluded that Human Resource Management is a way to manage the relationship and role of the workforce effectively and efficiently and can be used optimally so that common goals are achieved (company, employees, society). Therefore, companies need to have skills in managing and maintaining human resources to create employees who are effective and efficient in working so as to produce productive company activities.

Incentive

1. Understanding Incentives

Incentives as a means of motivation that encourages employees to work with optimal abilities, which is intended as extra income outside the salary or wages that have been determined. The provision of incentives is intended to meet the needs of employees and their families. The term incentive system is generally used to describe wage payment plans that are directly linked to various employee performance standards or organizational profitability.

Below is the definition of incentives expressed by experts:

According to Hasibuan, (2012:118) states that "incentives are additional rewards given to certain employees whose performance is above standard performance". According to Rivai (2013:744): Incentives are direct rewards paid to employees because their performance exceeds the specified standards.

Meanwhile, according to Mangkunegara, (2013:89):

"Incentives are a reward in the form of money given by the leader of an organization to employees so that they work with high motivation and achieve in achieving the goals of the organization or in other words, incentives are the provision of money outside of salary given by the leader of the organization as recognition of the work achievements and contributions of employees to the organization."

So according to the opinions of the experts above, it can be concluded that incentives are encouragement for someone to work well and achieve a higher level of performance so that it can increase the willingness to work and the motivation of an employee, ultimately creating quality performance in accordance with the company's goals.

Work Productivity

1. Understanding Work Productivity

According to Triton PB, (2009:79) "Work Productivity can be interpreted as a comparison between the results achieved with the total resources used or a comparison of the amount of production (output) with the resources used (input)". Meanwhile, according to Sunyoto (2012:203), work productivity is a measure that shows the consideration between input and output issued by the company and the role of the workforce owned per unit of time.

The definition of productivity according to Edy Sutrisno, (2014:100): work productivity is a mental attitude that always seeks improvement to what already exists. A belief that someone can do a better job today than yesterday and tomorrow better than today.

From the several definitions of productivity, it can be concluded that productivity is not only interpreted as a comparison between input and output, but can also be interpreted as a mental attitude to increase or make continuous improvements so that the results obtained today will be better than before.

METHOD

Research design

This research method uses a quantitative descriptive research method. According to Sugiyono, (2017:7) "descriptive method is a research method that attempts to reveal the conditions that occurred when the research was conducted by considering past conditions. While quantitative descriptive is a method that emphasizes more on research data in the form of numbers and analysis using statistics".

The use of quantitative descriptive research is to examine the status of a group of people, objects, sets of conditions, systems of thought or classes of events at present, so that a systematic, factual and accurate description or picture can be obtained regarding the factors and relationships between the phenomena being studied.

In this study, researchers took samples from respondents selected from the entire population that had been determined. In this study, the samples taken were all ASN employees of the Food Security and Agriculture Service of Kuningan Regency with a sample size of 60 employees.

1. Operationalization of Variables

The definition of a variable according to Sugiyono, (2017:38) "is anything in any form that can be determined by researchers to be studied so that information about it is obtained, and then conclusions are drawn".

To better understand these two variables, they are operationalized as follows:

a. *Independent Variable (X)*

According to Sugiyono, (2017:39) " *Independent variables* are variables that influence or cause changes in *dependent variables* ."

b. *Dependent Variable (Y)*

According to Sugiyono, (2017:39) "The dependent variable is a variable that is

influenced or is the result of the presence of the independent variable".

2. Sampling Techniques

a. Population

According to Sugiyono, (2017:80) "Generalization area, objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn". The population of this study was all employees of the *sales force* of Telkomsel Distribution Center (TDC) Tasikmalaya in 2016, which was 25 people.

b. Sample

According to Sugiyono, (2017:81) "part of the number and characteristics possessed by the population". The sample to be studied is the same as the population, namely 25 sales force employees at the Telkomsel Distribution Center (TDC) Tasikmalaya .

c. Sampling techniques

In this study, the sampling technique used total sampling, because the population used is relatively small. According to Sugiyono, (2017:85) "this sampling determination technique is when the population is used as a sample. This is often done when the population is relatively small, less than 30 people where all members of the population are sampled". So the sample in this study is all members of the population, namely all sales forces *totaling* 25 people.

3. Data collection technique

In this study, the author uses two types of data, namely primary data and secondary data.

a. Primary Data

According to Syofian Siregar, (2013:37) Primary Data is data collected by the researcher directly from the first source or the place where the research object is conducted. Primary Data is specifically collected by the researcher to answer research questions in the following manner:

1) Interview

According to Sugiyono, (2017:137) "The interview method is a data collection technique if the researcher wants to conduct a preliminary study to find problems that need to be researched, and also find out things from respondents in more depth and the number of respondents is small".

2) Observation

According to Sugiyono, (2017:145) "observation is a complex process, a process that is composed of various biological and psychological processes. Two of the most important are the processes of observation and memory". This technique is carried out directly in the company to find out and learn directly about how the human resource management system in this company is especially related to the problems in this study.

3) Questionnaire

According to Sugiyono, (2017:142) "it is a data collection technique carried out by giving a set of written questions or statements to respondents to answer". The sincerity of respondents in answering questions or statements is important considering

that this data collection is carried out by distributing questionnaires and it is expected that the data obtained can be analyzed and interpreted to draw conclusions.

b. Secondary Data

It is data obtained indirectly. In this study, it was obtained from data or archives of Telkom Distribution Center (TDC) Tasikmalaya and various related sources. Secondary data for this study are:

1) Documentation Study

Documentation Study is a method used in data and information by studying, reading and collecting documents and company archives related to the problem being studied.

2) Library research

Literature study is a method of collecting data obtained from books that are related to the research.

4. Research Instrument Test

a. Validity Test s

According to Sugiyono , (2017 : 228) " measures that indicate the level of validity or authenticity of a valid or valid instrument have high validity , conversely, instruments that are less valid have low validity . "

Validity testing is used to test whether a question (questionnaire) is suitable for use as a research instrument.

$$r_{xy} = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{\{n\sum X^2 - (\sum X)^2\} \times \{n\sum Y^2 - (\sum Y)^2\}}}$$

Where:

r_{xy} = Correlation coefficient

$\sum X$ = Sum of item scores

$\sum Y$ = Total score (all items)

n = Number of respondents

Testing criteria:

1) If $r_{count} > r_{table}$, then the statement is valid.

2) If $r_{count} \leq r_{table}$, then the statement is invalid.

3) Source: (Sugiyono, 2017:228)

4) To simplify the calculation, the validity test will use SPSS software version 24.

b. Reliability Test

"Reliability shows that an instrument is trustworthy enough to be used as a data collection tool because the instrument is good." (Arikunto, 2013: 221)

An indicator is said to be reliable if it provides a *Cronbach Alpha value* > 0.60 . The reliability test for alternative answers with more than two reliability tests uses the *Cronbach Alpha test*, with the following formula:

$$r_{11} = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum s_b^2}{s_t^2} \right)$$

(Arikunto, 2013:239)

Where :

- r_{11} = Instrument reliability
 K = Number of question items tested
 S_b^2 = The sum of the standard deviations of the scores for each item
 S_t^2 = Total standard deviation

Reliable with the following test criteria:

- 1) If $r_{11} \geq r_{table}$ means it is reliable
- 2) If $r_{11} \leq r_{table}$ means it is not reliable
- 3) To simplify the calculation of reliability tests, we will use SPSS software version 24 for Windows.

5. Analysis Tool Design

The data obtained from this study were then analyzed using statistics to determine the effect of providing incentives on employee work productivity.

a. Instrument Testing

1) Validity Test \

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If $r_{11} \leq r_{table}$ means it is not reliable

To simplify the calculation of reliability tests, we will use SPSS software version 24 for Windows.

b. Calculating the Average Respondent Score

1) Analysis of the Questionnaire

According to Sugiyono, (2017:93) "the *Likert scale* is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena". So to find out the measurement of respondents' answers in this study which uses a research instrument in the form of a questionnaire. In measuring respondents' answers, filling out the questionnaire on the influence of incentives on work productivity is measured using a *Likert scale* , with the following levels:

The answer Strongly Agree is given a weight of 5

The answer Agree is given a weight of 4

Neutral answers are given a weight of 3

The answer Disagree is given a weight of 2

The answer Strongly Disagree is given a weight of 1

2) Interval Level Value

Once the questionnaire results are known with percentages and scores, the interval can be determined using the following formula:

$$NJI = \text{Nilai Tertinggi} - \text{nilai Terendah}$$

Source: (Sudjana, 2012:79)

Information :

NJI = Interval level value, namely the interval to determine very good, good, less good, bad, very bad.

In calculating NJI (Interval Level Value), researchers were assisted by the Microsoft Excel application program.

c. Transforming Ordinal Data to Interval Data

Transforming ordinal data into interval data is useful to fulfill some of the requirements of parametric analysis where the data is at least interval scale. According to (Riduwan and Akdon, 2013:53) the simplest technique is using MSI (*Method of Successive Interval*). The steps for transforming ordinal data into interval data are assisted by using Microsoft Excel 2010.

d. Simple Regression Analysis

To measure the functional influence between variable X and variable Y statistical analysis is used, namely simple regression analysis. Simple regression analysis can be formulated as follows:

$$Y = a + bX$$

Source: (Riduwan and Akdon, 2013:133)

Where :

Y=	Subject to employee work productivity (<i>dependent variable</i>).
a =	Value of Y when Price X = 0 (constant value).
b =	The value of the direction of the regression coefficient which shows the increase or decrease in the <i>dependent variable</i> based on the <i>independent variable</i> .
X=	Subject to incentive provision (<i>independent variable</i>).

Meanwhile, a and b can be found using the following formula:

$$a = \frac{(\sum Y) - b(\sum X)}{n}$$

$$b = \frac{n\sum XY - (\sum X)(\sum Y)}{n\sum X^2 - (\sum X)^2}$$

Source: (Riduwan and Akdon, 2013:133)

To simplify calculations, you can use SPSS version 24.

e. Determination Coefficient Analysis

To determine the size of the contribution of variable X to variable Y, it is analyzed using the coefficient of determination.

The formula for the coefficient of determination is as follows:

$$KP = r^2 \times 100\%$$

Source: (Riduwan and Akdon, 2013:125)

Where:

KP = Determinant Coefficient Value

r = Correlation Coefficient Value

To find r, use the formula:

$$r = \frac{b S_x}{S_y}$$

Source: *Hasan, Iqbal* (2010:238)

$$S_x = \sqrt{\frac{1}{n} (\sum X^2 - (\sum X)^2)}$$

$$S_y = \sqrt{\frac{1}{n} (\sum Y^2 - (\sum Y)^2)}$$

Where :

r = Correlation Coefficient

b = Regression Coefficient

S_x = Regression Coefficient x

S_y = Regression Coefficient y

The results of the calculations are interpreted into the following categories:

Table 1.2
Interpretation of Correlation Coefficient Value r

Coefficient Interval	Relationship Level
0.80 – 1,000	Very strong
0.60 – 0.799	Strong
0.40 – 0.599	Strong enough
0.20 – 0.399	Low
0.00 – 0.199	Very low

Source: Riduwan and Akdon (2013:126)

6. Hypothesis Testing

According to (Riduwan and Akdon, 2013:125) the t-test is used to determine the partial contribution of each independent variable to the dependent variable, using a test of each regression coefficient of the independent variable to see whether it has a significant influence or not on the dependent variable.

The t-test is found using the following formula:

Source: (Riduwan and Akdon, 2013:125)

Where:

t = distribution

r = Correlation coefficient of independent tests (strength of correlation)

n = Number of samples in the study

r^2 = The square of the correlation coefficient between variable X and variable Y

significance level 0.05 with degrees of freedom (dk) = $n-2$

The criteria for hypothesis testing decisions are as follows:

If $t_{count} > t_{table}$ then H_a is accepted and H_o is rejected.

If $t_{count} \leq t_{table}$ then H_o is accepted and H_a is rejected.

RESEARCH RESULT

Respondents' Responses to Incentives at the Telkomsel Distribution Center (TDC)

Tasikmalaya

To find out the Incentives at Telkomsel Distribution Center (TDC) Tasikmalaya, a questionnaire was distributed to employees at Telkomsel Distribution Center (TDC) Tasikmalaya, with 25 respondents, the questionnaire distributed included statements related to Incentives.

Based on the recapitulation of incentives, the figure obtained was 964, which is included in the high classification and has the highest value regarding me working harder to get a bonus with the highest score of 111. While the lowest value is regarding the provision of a fairly fair commission with a score of 87.

Respondents' Responses to Work Productivity at Telkomsel Distribution Center (TDC)

Tasikmalaya

To find out Work Productivity at Telkomsel Distribution Center (TDC) Tasikmalaya, a questionnaire was distributed to employees at Telkomsel Distribution Center (TDC) Tasikmalaya, with 25 respondents. The questionnaire distributed included statements related to work productivity.

Based on the recapitulation of the Work Productivity indicator, the figure obtained was 1099 which is included in the high classification, and the highest value is regarding I believe in the maximum work results with the highest score of 111. While the lowest value is regarding continuing to innovate to increase company productivity with a score of 89.

DISCUSSION

The Influence of Intensity on Work Productivity at Telkomsel Distribution Center (TDC)

Tasikmalaya

Where the Incentive variable has a significant influence on the Work Productivity variable. This can be seen from the simple regression equation as follows:

1. Constant (a) = 0.743 shows that if there is no Incentive value, the Work Productivity value is 0.743. \
2. The value of the Incentive regression coefficient (X) states that for every 1 additional Incentive value, the Work Productivity value increases by 0.743.

From the output above, it can be seen that the t-value = 5.847 with a significance value of $0.000 < 0.05$. So that means there is a real (significant) influence of the Incentive variable (X) on the Work Productivity variable (Y).

Coefficient of Determination

Based on the results of the calculation of the coefficient of determination between Incentives and Work Productivity, it is 59.8%. This shows that the level of closeness between Incentives and Work Productivity is 59.8% and the remaining 40.2% is influenced by other factors that were not studied by the researcher.

Hypothesis Testing

Based on the results of the t-test calculations, the calculated t was 5.847, while the t-table at a significance level of 5% or 0.05 $df = (25-2)$ t-table = 1.714.

With the following testing criteria:

If $t_{count} \leq t_{table}$, then H_0 is accepted and H_a is rejected.

If $t_{count} \geq t_{table}$, then H_a is accepted and H_0 is rejected.

Thus it can be concluded that $t_{count} \geq t_{table}$ or $(5.847 \geq 1.714)$, then H_a is accepted and H_0 is rejected. This means that incentives have a significant influence on Work Productivity at Telkomsel Distribution Center (TDC) Tasikmalaya. Based on this, the hypothesis test in this study can be accepted or its truth tested .

CONCLUSION

Based on the research results and discussion, the following conclusions can be drawn:

1. Based on the recapitulation results regarding incentive indicators, the figure obtained was 964, so it can be concluded that incentives at Telkomsel Distribution Center (TDC) Tasikmalaya according to respondents' views are in the high classification. In this case, it means that the provision of incentives from the Telkomsel Distribution Center (TDC) Tasikmalaya company to its employees is good.
2. Based on the results of the recapitulation of employee work productivity indicators, the figure obtained was 1099, so it can be concluded that employee work productivity at Telkomsel Distribution Center (TDC) Tasikmalaya according to respondents' views is in the high classification. In this case, it means that employee work productivity at Telkomsel Distribution Center (TDC) Tasikmalaya is good.
3. The influence of incentives on employee work productivity is categorized as very influential, seen from the determination coefficient (the magnitude of the influence) of 59.8% and the remaining 40.2% is influenced by other factors not examined in this study, the hypothesis test using the t test obtained a calculated t of 5.847 while the t table at a significant level of 5% or 0.05 $df = (25-2)$. t table = 1.714, meaning that $t_{count} \geq t_{table}$ or incentives have an effect on employee work productivity at the Telkomsel Distribution Center (TDC) Tasikmalaya. Thus, the hypothesis in this study can be accepted, meaning

its truth has been tested.

Suggestion

Based on the conclusions above, there are several suggestions that the author can provide to be considered as input for the Telkomsel Distribution Center (TDC) Tasikmalaya company, namely as follows:

1. Based on the results of the Interval Level Value calculation, the statement regarding the provision of commissions implemented by the company is fairly fair and has the lowest score, namely 87. This can be a reference for the company to further improve the incentive implementation system given to employees so that it is in accordance with the principles of fairness and equity.
2. The productivity of the company's employees is already good, but it would be even better if the company provided encouragement or motivation for employees who do not come to the office on time to be able to further improve the quality and quantity of work productivity at the Telkomsel Distribution Center (TDC) Tasikmalaya.
3. It is hoped that in the future, further researchers will add other variables that are not used in this study and are in accordance with the condition of the company which is not yet in good condition in order to improve the research results.

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