Influence of Motivation, HR Development and Management Support for Work Productivity at the Lebak Regency Transportation Service

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ABSTRACT

The aim of this research is to analyze the influence of Motivation, HR Development and Management Support both partially and simultaneously on Work Productivity at the Lebak Regency Transportation Service. This type of research uses quantitative methods with survey research. The population of this research is 154 employees at the Department of Transportation (DISHUB) Lebak Regency, Rangkasbitung, Banten. The sampling technique used was a random sampling technique using the Slovin formula, namely 61 research samples used in this research. Data analysis techniques using multiple linear regression were processed using the SPSS V.20 analysis tool. It was concluded in this research that motivation, human resource development, and management support partially or simultaneously had a positive and significant effect on the work productivity of Lebak Regency Transportation Service Employees, this shows that motivation plays a role in supporting work productivity.

Keywords: Motivation, HR Development, Management Support, Work Productivity

INTRODUCTION

The role of human resources is the main key that must be considered with all its needs in every activity of an organization or company. Human resources are the spearhead that will determine the success of implementing organizational or company activities. The role of human resources is very important for an organization. So the success of an organization depends on the resources it has and how the organization increases its productivity. Work productivity is a measure of how productively a process produces an output. Productivity is also defined as a ratio between input and output, with the focus of attention being on the output produced by a process.

According toSusan, (2019)Human Resources (HR) are something that is very important and must be owned in order to achieve organizational or company goals. Human resources are the main element of an organization compared to other human resource elements such as capital and technology, because humans themselves control other factors. Human Resources Management (HR) is still the focus and focus for an organization or company to survive in the era of globalization. Human resources have a major role in every organizational activity.

The Transportation Service in Lebak is a Regional Government Institution which is responsible for managing and supervising all matters relating to the transportation and transportation sector in the Lebak Regency area. This agency has an important role in creating an

efficient, safe and sustainable transportation system for the community. One of the main tasks of the Transportation Service in Lebak is to regulate and supervise land, sea and air transportation in the Regency area. Apart from that, the Transportation Department in Lebak also plays a role in developing and maintaining transportation infrastructure. The main goal is to increase connectivity between regions and facilitate the mobility of people and goods. They develop policies and monitor traffic violations, road marking violations, such as careless parking and overloading. The Lebak Regency Transportation Service has the desire to be able to provide the best service to the community in accordance with what is stated in the Lebak Regency PERPUB No.06/2022 (Chapter II Obligations and Prohibitions) "carrying out official duties with full dedication, honesty, awareness and responsibility". And of course it has been demonstrated through management in the city of Lebak Regency. Productivity is an employee's ability to produce compared to the input used. An employee can be said to be proactive if he is able to produce goods or services according to a certain time in order to achieve work results effectively using resources. Productivity can be measured using quantitative assessments to assess whether productive efficiency has increased and decrease.

Increasing work productivity in a Department is very important. Because it will have a positive impact and is expected to increase employee performance efficiency. It is hoped that employees will have high motivation in order to achieve optimal productivity and also have a good impact on the company, such as increasing efficiency, productivity and also good service. Various factors influence employee productivity. Therefore, through this process, it is hoped that employees at the Transportation Service will be able to carry out their duties and responsibilities well and optimally. However, there are still various obstacles to increasing labor productivity in the Transportation Department.

According toWibowo, (2016)Productivity is the relationship between an organization's output or results and the required input. Productivity can be quantified by dividing output by input. Increasing productivity can be done by improving the productivity ratio, by producing more expenditure or better output with a certain level of resource input. According toPanjaitan, (2017)Productivity is the ratio between input and output with a focus on the output produced by a process, usually a combination can be used to produce a certain level of output.

Work Productivity is the level of the workforce's ability to make a product or complete a job within a certain standard in a certain amount for a certain period of time and is determined by the individual in volume units per day(Muhammad Busro, 2020). Productivity is a relationship between output, where this is the result of the organization and the required input. By seeing the output results obtained, the company will know whether or not the company's goals have been achieved. Apart from that, other factors are more specific

There are many experts who describe various factors that influence work productivity, these factors include education, work discipline, skills, work ethics, ability to work together, nutrition and health, income level, work environment and work climate, technological sophistication, production factors. adequate, social security, management and leadership and opportunities for achievement according to Anogara in(Muhammad Busro, 2020). According toZainal, (2018)Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values are invisible things that provide the power to encourage individuals to behave in achieving goals.

A company needs human resources who have high motivation in order to provide maximum performance. Humans are the behavior that drives activities and habits in an organization or company. As is known, an organization or company involves a series of diverse individuals who are grouped into various statuses which include education, employment, experience, gender and age level of each individual.

Work motivation plays a crucial role and is an important factor that has internal or external encouragement for individuals to achieve goals, and motivation is a very important factor in increasing work productivity. Motivated employees will have better performance and tend to be more effective in carrying out their duties at work. According toLuthans & Doh, (2014)Motivation is a psychological process in which unfulfilled needs and desires become goal-directed drives or incentives. People whose needs have not been met show goal-oriented behavior to fulfill their needs.

According to Siswanto (2011) inSylvia Kristinauli Siregar Siagian & Sudjiman, (2020)states that one way to measure employee work motivation is to use expectancy theory. Expectancy theory suggests that it is used to measure individuals' attitudes in order to diagnose motivational problems. The cause of decreased work productivity is due to lack of self-motivation. This will affect the quality and quantity of companies in facing competition along with developments over time. This is due to the lack of motivation provided by the company to its employees. One of the motivations given by companies to employees is by providing clear career development programs.

If an employee has high motivation, the person will be more productive and work productivity will increase, thus having a good impact on oneself and the company. Of course this is a positive thing that must be maintained. According toWow, (2022)The results of this research show that every motivation variable and work effectiveness variable increases with good results, so directly or indirectly employee productivity increases. This means that motivation variables influence productivity. According toParashakti & Noviyanti, (2021)Motivation encourages a person's work enthusiasm to optimize their abilities and skills in order to achieve organizational

goals. The work environment is a very important component when employees carry out work activities. This research proves that motivation has no significant effect on employee work productivity. Apart from motivation, there are other factors that influence productivity, namely HR development, which is an effort made by organizations to improve employee abilities in order to achieve organizational goals. According toA. Noe et al., (2019), HR development includes training, education and work experience aimed at improving employee abilities and skills. HR development is not just about providing training and education to employees, but also creating an environment that supports and motivates employees.

Ahsanu Amal & Rahmayanti, (2021)From the research, it was concluded that the implementation of training and development had an impact on participants' work productivity of 3.75 and was categorized as quite high in its implementation. The training given to participants should produce a workforce or human resources that is reliable compared to the scientific discipline of each employee in order to achieve the company's goals. According to Yohan Dwi Putra, A. Sobandi (2019) inKurniati & Mukhlis, (2022)In a broad sense, human resource development seeks to develop knowledge, experience, skills, productivity and employee satisfaction. Human resource development is a factor that has been empirically proven to increase productivity

According toAsmawati & Nur Arriyanto, (2021)HR training and development on employee productivity, HR development does not have a significant effect on productivity. Employee training and development are factors that encourage maximum work productivity so that they can provide the best performance to the company. According to Hasibuan (2014:12) inSaputra & Akos.M, (2017)stated that humans always play an active role in every organizational activity, namely as planners, actors and determinants of the realization of organizational goals, thus making humans an asset whose efficiency and productivity must be increased.

For this reason, employee awareness is to continue to maintain productivity while working, this is related to the work culture regarding employee work productivity which is very complex, because they have different characteristics. Employee capabilities are still limited, attitudes and behavior still need to be improved, besides that there needs to be motivation from the leadership which consists of factors that influence it, including: individual initiative, risk tolerance, and management support. These three factors are related to increasing work productivity.

The Lebak Regency Transportation Service has the desire to be able to provide the best service to the community in accordance with what is stated in the Lebak Regency PERPUB No.06/2022 (Chapter II Obligations and Prohibitions) "carrying out official duties with full dedication, honesty, awareness and responsibility". And of course it has been demonstrated through management in the city of Lebak Regency. Employees at the Transportation Service are

part of the government who work to provide services to the community. Therefore, it is hoped that it can contribute to society. Lack of budget from the government to support various activities such as employee training and development and also facilities at the Transportation Department. Impacts on limited facilities and skills needed to carry out tasks effectively.

RESEARCH METHODS

This type of research uses quantitative methods with survey research. Sugiyono, (2018)Quantitative methods are called traditional methods, because this method has been used for a long time so that it has become a tradition as a method for research. This method is called a positivist method because it is based on the philosophy of positivism. This method is scientific/scientific because it meets scientific principles and can be repeated. This method can also be called a confirmative method because this method is suitable for proof/confirmation. This method is called a quantitative method because the research data is in the form of numbers and analysis uses statistics. The population of this research is 154 employees at the Department of Transportation (DISHUB) Lebak Regency, Rangkasbitung, Banten. The sampling technique used is the population for the independent variable, namely employees of DISHUB Kab. Lebak. Random sampling is the simplest technique. Samples are taken randomly, without paying attention to levels in the population.

Slovin's formula

$$n = \frac{N}{N\,d2 + 1}$$

Information

n = Number of samples

N = Number of Population

d^2 = Precision (set with an error rate of 10%)

Based on the formula above, the sample size is determined = 61

RESULTS AND DISCUSSION

Classic assumption test

Normality test

The normality test aims to see whether in the regression model, the dependent and independent variables have a normal distribution or not. The normality test in this study used Kolmogrov-Smirnov, with a significance level used as a rule for accepting or rejecting normality testing for the absence of a data distribution, namely a = 0.05.

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Table 1.Normality Test Results One-Sample Kolmogorov-Smirnov Test

|		Motivation	HR Development	Management Support	Work productivity
N		61	61	61	61
Normal Parameters, b	Mean	37.0492	25.0656	15.0984	38.2623
	Std. Deviation	2.34113	2.85697	3.00946	3.12464
Most Extreme Differences	Absolute	,149	.137	,120	.109
	Positive	.104	.137	,120	.109
	Negative	-.149	-.128	-.119	-.073
Kolmogorov-Smirnov Z		1,167	1,072	,937	,849
Asymp. Sig. (2-tailed)		.131	,201	,344	,466

a. Test distribution is Normal.

 b. Calculated from data.

Source: SPSS version 20 data test results

The normality test for the four variables was carried out using the SPSS Version 20 program and with techniques*Kolmogorow-smirnov.*Based on table 4.54. the motivation value is 0.131> 0.05, the human resource development value is 0.201> 0.05, the management support value is 0.344, and the work productivity value is 0.466> 0.05, then the data is declared normal.

Heteroscedasticity Test

To find out whether heteroscedasticity data occurs or not, you can see the following picture:
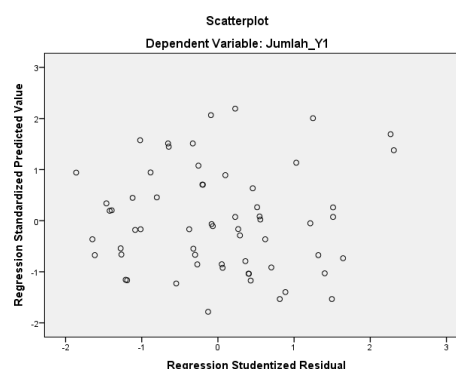
Source: SPSS data processing results version 2020

Figure 1. Heteroscedasticity Test Scatterplot

Based on the picture above, the heteroscedasticity test produces no clear pattern and the points spread above and below the number 0 on the Y axis, so heteroscedasticity does not occur.

Autocorrelation Test

To determine whether there is autocorrelation regression or not, look at the following table:

Table 2. Autocorrelation Test Results Model Summary b

Model	R	Durbin-Watson
1	.657a	1,494

a. Predictors: (Constant), Sum_X3, Sum_X2, Sum_X1

b. Dependent Variable: Number_Y1

Source: SPSS data processing results version 2020

In the table above, it can be seen that the DW value of 1.494 is between $-2 < 1.494 < 2$, so it can be concluded that there is no autocorrelation in the regression model in this research model.

Multicollinearity Test

Table 3. Multicollinearity Test Results Coefficientsa

Model		Collinearity Statistics	
		Tolerance	VIF
1	Motivation	,980	1,031
	HR Development	,980	1,031
	Management Support	,980	1,031

a. Dependent Variable: Number_Y1

Source: SPSS data processing results version 2020

From the multicollinearity results above, the tolerance value for the Motivation variable (X1) is $0.980 > 0.10$ and the VIF value is $1.031 < 10$, and the tolerance value for the HR Development variable (X2) is $0.980 > 0.01$ and the VIF value amounting to $1.031 < 10$, the tolerance for the Management Support variable (X3) is $0.980 > 0.01$, with a VIF value of $1.031 < 10$, so it can be concluded that there is no multicollinearity problem between the independent variables in the regression model.

Correlation Analysis

Correlation analysis aims to measure the strength of the linear association (relationship) between two table variables as follows:

Table 4. Correlation Analysis Test Results Correlations

		Motivation	HR Development	Management Support	Work productivity
Motivation_X1	Pearson Correlation	1	,780	,827	,945
	Sig. (2-tailed)		,000	,329	,264
	N	61	61	61	61
HR Development_X2	Pearson Correlation	,780	1	,945	,763
	Sig. (2-tailed)	,000		,000	,000
	N	61	61	61	61
Management Support_X3	Pearson Correlation	,827	,945	1	,759
	Sig. (2-tailed)	,000	,000		,000
	N	61	61	61	61
Productivity_Y1	Pearson Correlation	,945	,763	,759	1
	Sig. (2-tailed)	,000	,000	,000	
	N	61	61	61	61

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS version 20 data processing results.

Based on the table above, it shows that the correlation between motivation and work productivity is 0.945 with an interpretation between 0.80-0.100, indicating that the correlation is very strong. The correlation between HR development and work productivity is strong, amounting to 0.763 with an interpretation of between 0.60-0.79 indicating that the correlation is strong. Meanwhile, the correlation between Management Support and work productivity is strong, amounting to 0.759. It can be seen from the interpretation table that it is between 0.60-0.79 which states that the correlation is strong.

Coefficient of Determination Test (R2)

To test the coefficient of determination, it can be seen from the following table:

Table 5. Coefficient of Determination Test Results (R2) Model Summary b

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.657a	,425	,890	1,494

a. Predictors: (Constant), Sum_X3, Sum_X2, Sum_X1

b. Dependent Variable: Number_Y1

Source: SPSS version 20 data processing results

Based on the output results above, a value of 1 is obtained. The correlation coefficient between Motivation Factors (X1) HR Development (X2) and Management Support (X3) and Employee Work Productivity (Y) simultaneously used in percentages can be determined through the coefficient of determination. The adjusted R square coefficient of multiple determination (R2) was 0.890. This can be interpreted as meaning that Motivation, HR Development and Management Support influence 89.0% of employee work productivity. This coefficient of determination value shows the level of relationship between variables X1, X2 and

Multiple Linear Regression Analysis Test

To find out the influence of Motivation, HR Development and Management Support on Work Productivity, this was done using multiple linear regression analysis.

Table 6. Multiple linear regression test resultsCoefficientsa

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	-10,020	6,551
	Motivation	,597	,181
	HR Development	,722	,206
	Management Support	,407	,060

a. Dependent Variable: Work Productivity

Source: SPSS data processing results version 2020

The regression model formed based on table 4.54 is as follows:

Correlation Test Formula:

$Y = a + b1X1 + b2X2 \ldots + e$

$$Y = -10.020 + 0.597(X1) + 0.722(X2) + 0.4079()$$

Based on the results of the multiple regression equation, each variable explains that:

a = Constant value of -10.020, meaning that the value of Motivation (X1), HR development (X2) and Management Support (X3), then employee work productivity at the Transportation Service decreases by -10.02, it is said to have decreased because the constant value is negative.

b1 = positive Motivation coefficient (X1) of 0.597 indicating that this variable has a positive influence indicating that this variable has a positive influence on employee work productivity, meaning that increasing motivation by 1 will cause an increase of 0.597 assuming the other independent variables have constant values.

b2= positive HR Development coefficient (X2) of 0.722 indicates that this variable has a positive influence indicating that this variable has a positive influence on employee work productivity, meaning that increasing motivation by 1 will cause an increase of 0.722 assuming the other independent variables have constant values.

b3= positive motivation coefficient of 0.407 indicating that this variable has a positive influence indicating that this variable has a positive influence on employee work productivity, meaning that increasing motivation by 1 will cause an increase of 0.407 assuming the other independent variables have constant values.

Partial Test (t Test)

To find out the partial influence, see the following table:

Table 7. Partial Test Results (t Test) Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	-10,020	6,551		-7,803	,207
	Motivation	,597	,181	,450	3,838	,000
	HR Development	,722	,206	,603	,5,734	,000
	Management Support	,407	,060	,543	,4,565	,000

a. Dependent Variable: Work Productivity

Source: SPSS version 20 data processing results

Based on the table above, it can be concluded that the partial hypothesis test results for each independent variable are as follows:

1. The t-count value for the Motivation variable is obtained at t table > t count, namely 3,838 > 1.670 and the significant value is 0.000 < 0.05, meaning that H0 is rejected and H1 is accepted. This means that motivation has a significant effect on employee work productivity.

2. The t-count value for the HR Development variable is obtained at t table > t count, namely 5,734 > 1.670 and the significant value is 0.000 < 0.05, meaning that H02 is rejected and H2 is accepted. This means that HR development has a significant effect on employee work productivity.

3. The t-count value for the Management Support variable is obtained at t table > t count, namely 4,565 > 1.670 and the significant value is 0.000 < 0.05, meaning that H03 is rejected and H3 is accepted. This means that Management Support has a significant effect on employee work productivity.

Simultaneous Regression Test Results (F Test)

To determine the influence between variables simultaneously, the F test is carried out with the results:

Table 8. F Test Results ANOVAa

Model		Sum of Squares	df	F	Sig.
1	Regression	461,378	3	11,251	,000b
	Residual	62,884	57		
	Total	584,262	60		

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Management Support, HR Development, Motivation

Source: SPSS version 20 data processing results

Based on the table above, the F value$_{count}$equal to 11,251 k = 3.-1=2 and Nk-1= 61-2-1= 58. Then the value is searched for Ftable and it is found to be 3.15

Fcount > Ftable is 11,251 > 3.15 with a significance level of 0.000 > 0.05, this shows that H4 is accepted and H04 is rejected, which means this means that all the independent variables are Motivation (X1), HR Development (X2) and Management Support (X3) simultaneously has a significant effect on the dependent variable Employee Work Productivity (Y).

Based on the results of data collection obtained through questionnaires, and based on the results of hypothesis testing carried out with SPSS software version 20, it can be seen that:

The Influence of Motivation on Employee Work Productivity at the Lebak Regency Transportation Service

Motivation obtains a t-count value for the variable. Motivation is obtained at t table > t count, namely 3,838 > 1.670 and a significant value of 0.000 is more than < 0.05, meaning that H0 is rejected and H1 is accepted. This means that motivation has a significant effect on employee work productivity.

This research is relevant to researchParashakti & Noviyanti, (2021)entitled "The Influence of Work Motivation and Work Environment, and Job Training on Employee Work Productivity" the results of the research show that Motivation has an effect on Employee Work Productivity.

The Influence of Human Resource Development on Employee Work Productivity in the Transportation Service

HR development obtained a value of t table > t count, namely 5,734 > 1.670 and a significant value of 0.000, more than < 0.05, meaning that H02 was rejected and H2 was accepted. This means that HR development has a significant effect on employee work productivity.

This research is relevant to research   Adam et al., (2021)"The Effect of Human Resource Development and Competency on Performance". The results of this research show the influence of human resource development on work productivity.

The Effect of Management Support on Work Productivity

Management Support gets a value of t_{table}> t count is 4,565 > 1.670 and a significant value of 0.000 is more than < 0.05, meaning H03 is rejected and H3 is accepted. This means that Management Support has a significant effect on employee work productivity.

This research is relevant to researchIsmail et al., (2021)"Moderating Effect of Management Support on the Relationship Between HP Practices and Employee Performance in Nigeria" Shows that there is an influence of Management Support on Work Productivity.

The Influence of Motivation, HR Development and Management Support on Employee Work Productivity

Then the value of Fcount is 11,251 k = 3.-1=2 and Nk-1= 61-2-1= 58. Then the value is searched for Ftable and it is found to be 3.15

Fcount > Ftable is 11,251 > 3.15 with a significance level of 0.000 > 0.05, this shows that H4 is accepted and H04 is rejected, which means this means that all the independent variables are Motivation (X1), HR Development (X2) and Management Support (X3) simultaneously has a significant effect on the dependent variable Employee Work Productivity (Y).

According to Sinollah (2020) inHandinata & Tjahjadi, (2021). Management support influences the marketing performance of employees at BPR Nusantara Bona Pasogit (NBP) in the West Java and Banten Regions.

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CONCLUSION

Based on the results of research which aims to determine the influence of motivation, human resource development and management support on work productivity at the Lebak Regency Transportation Service, it can be concluded that motivation partially has a positive and significant effect on the work productivity of Lebak Regency Transportation Service employees. plays a role in supporting Work Productivity, in this research that motivation, human resource development, and management support partially or simultaneously had a positive and significant effect on the

work productivity of Lebak Regency Transportation Service Employees, this shows that motivation plays a role in supporting work productivity..

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