



The Influence of Workload, Work Environment, and Integrity on Employee Productivity in BRI Pekalongan

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ABSTRACT

The purpose of this study is to examine and analyze the influence of Workload, Work Environment, and Integrity on Employee Productivity at BRI Bank Pekalongan. The population consists of 61 employees, utilizing a saturated sample technique. Data collection involved distributing research questionnaires and analyzing the data using multiple regression analysis to observe the relationship between variables. The results of this study indicate that Workload, Work Environment, and Integrity each have a significant positive partial effect on Employee Productivity at BRI Bank Pekalongan

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1. Introduction

The presence of a company in any form, whether large or small scale, is inseparable from the element of human resources. The resources referred to are the individuals who contribute their energy, thoughts, talents, creativity, and efforts in the workplace. Employees are expected to carry out their assigned tasks more professionally, which means employees who have a vision to always think, work hard, be disciplined, honest, loyal, and dedicated for the success of their work. The management of the company always expects high employee work productivity, but the workload of an employee needs to be considered because humans have limitations in terms of psychological and mental aspects. If employees are given workload that matches their abilities, it can increase productivity; conversely, if they are given workload beyond their capabilities, it will negatively impact productivity. In addition to workload, the work environment is also one of the factors that determine the increase or decrease in employee productivity. An uncondusive work environment can easily make employees sick, stressed, and unable to concentrate, resulting in decreased productivity. On the other hand, a good work environment will make employees feel comfortable working, and this comfort will lead to increased employee productivity. Furthermore, integrity, if each employee is able to maintain their integrity at work by always being honest and disciplined, then indirectly a sense of responsibility will grow, and of course, employees will become more productive in completing their tasks. This research was conducted at Bank BRI Pekalongan with a focus on the variables of Work Environment, Workload, and Integrity on Employee Productivity.

The research results of Putri and Irfani (2020) on Work Environment and Workload on Employee Work Productivity at PT Pos Indonesia (Persero) show that both simultaneously and partially, workload and work environment have a significant positive effect on employee work productivity. The research findings of Sondakh (2019) on the Influence of Workload on Employee Work Productivity at PT. PLN (Persero) Semarang Region indicate a positive and significant influence of workload on employee work productivity. The research results of Pardiansyah and Firmansyah (2021) on the influence of workload and work conflict on employee work productivity at PT Catur Sentosa Adiprana, Sukabumi Regency, show that workload has a positive effect on employee work productivity. However, according to the research by Syam (2023), workload has a non-significant negative effect on employee work productivity. The research findings by Sanjani et al. (2021) indicate that productivity has a positive but non-significant effect.

The research results of Sumajow et al. (2019) on the Influence of Job Characteristics, Work Environment, and Work Discipline on Employee Work Productivity at the Regional Education Office of North Sulawesi Province indicate that the work environment has a significant positive effect on employee productivity. The research findings of Syahputra et al. (2022) on the influence of Work Environment on Employee Work Productivity at the Housing and Settlement Area Agency of Gorontalo show that the work environment has a positive and significant effect on employee work productivity.

The research results of Rani et al. (2019) on the Influence of Integrity, Competence, and Professionalism on Employee Work Productivity in the Credit Administration Division at PT. Bank Mandiri (Persero) Tbk Semarang show that integrity has a positive and significant effect on employee work productivity. Similarly, the research findings of Krisnaldi et al. (2022) on the Influence of Integrity, Commitment, and Work Ethic on Employee Work Productivity at PT Sumber Energi Jaya conclude that integrity has a significant positive effect on employee work productivity. The research results of Ardaimon (2021) on the Influence of Integrity and Work Motivation on Employee Productivity at the Department of Transportation of Padang City show that integrity has a significant positive effect on employee productivity. Given the differences in previous research results, it is important to conduct research on the influence of workload, work environment, and integrity on the productivity of BRI Bank Pekalongan employees.



2. Literature Review

Workload

Suwatno (2020) defines workload as a set or amount of activities that must be completed by an organizational unit or job holder within a certain period of time. According to Danang (2021), excessive workload can cause tension in an individual, leading to stress. Munandar (2010) suggests that there are 2 (two) types of workload, namely: 1) Quantitative workload, including: a) Strictly performing tasks during working hours. b) The quantity and variety of tasks that need to be completed. c) Continuous direct contact with employees during working hours. d) Employee-to-participant ratio. 2) Qualitative workload, including: a) Employees' knowledge and skills are insufficient to cope with the difficulty of the job. b) High level of responsibility. c) Manager's expectation of optimal work quality.

In this study, workload indicators adopted from those proposed by Dian et al. (2018) are used, which include, among others: 1) Targets to be Achieved, individual perspectives on the magnitude of work targets given to complete their tasks, for example, designing, printing, and finishing; Perspectives on the work results that must be completed within a certain period of time; 2) Job Conditions, covering how individuals view their job conditions, such as making quick decisions during the production process and handling unexpected events like doing extra work beyond the specified time; 3) Job Standards, the impression individuals have about their work, such as feelings about the workload that must be completed within a certain period of time.

Work Environment

According to Sutrisno (2019), the work environment encompasses all work facilities and infrastructure around employees while they are performing tasks that can affect job performance. Sedarmayanti (2021) states that broadly, the types of work environments are divided into two: physical and non-physical work environments. The indicators of the work environment in this study are divided into physical and non-physical work environments. The indicators of the Physical Work Environment include: Lighting, Temperature/Air Temperature, Humidity, Air Circulation, Noise, Unpleasant Odors, Color Scheme, Decoration, Music, and Security. The indicators of the Non-Physical Work Environment include: Familial Atmosphere, Communication between superiors and subordinates, Relationships among coworkers, and Self-control.

Environmental factors are among those that must be considered in a company's operations. According to Danang (2021), factors of the work environment include: a. Employee Relationships - There are two types of relationships: individual and group relationships. b. Level of noise in the work environment - A noisy or unrestful work environment can negatively affect job performance. c. Work regulations - Clear and effective work regulations can positively influence employee satisfaction and performance for career advancement within the company. d. Lighting - This extends beyond electrical lighting to include natural lighting as well. e. Air circulation - Sufficient air circulation or exchange necessitates the provision of ventilation. f. Security - A safe work environment fosters tranquility and comfort, which in turn can motivate employees to work.

There are several indicators in the work environment as explained by Nitisemito (2016). 1) Working Atmosphere - The working atmosphere encompasses the conditions surrounding employees while they are performing tasks, including the workplace, facilities and tools, cleanliness, lighting, tranquility, and work relationships. 2) Relationships with Coworkers - Harmonious relationships with coworkers where there is mutual interaction among fellow workers. One factor that can influence an employee to remain in an organization is the presence of harmonious relationships among coworkers. Harmonious and familial relationships are factors



that can influence employee performance. 3) Availability of Work Facilities - This refers to the provision of equipment necessary to support smooth work operations.

Integrity

Integrity is a quality or state that demonstrates wholeness, thereby possessing the potential and ability to radiate credibility and honesty. Someone with high integrity will always act in accordance with their moral ethics and principles. Therefore, in the workplace, they will consistently work hard to complete their tasks and treat coworkers with respect. Integrity in work is crucial as it forms the foundation for building trust among employees. Integrity is something that can be developed as it is related to a person's nature and character (Sinungan, 2018). According to the Kamus Besar Bahasa Indonesia (2021), Integrity is honesty, quality, trait, or state that demonstrates wholeness, thereby possessing the ability to radiate credibility. According to Zahra (2021), integrity is a commitment to do everything in accordance with correct and ethical principles, in line with values and norms, and there is consistency in maintaining this commitment in every situation regardless of opportunities or pressure to deviate from principles. The indicators of Integrity in this study include: Honesty, Courage, Wise Attitude, and Responsibility.

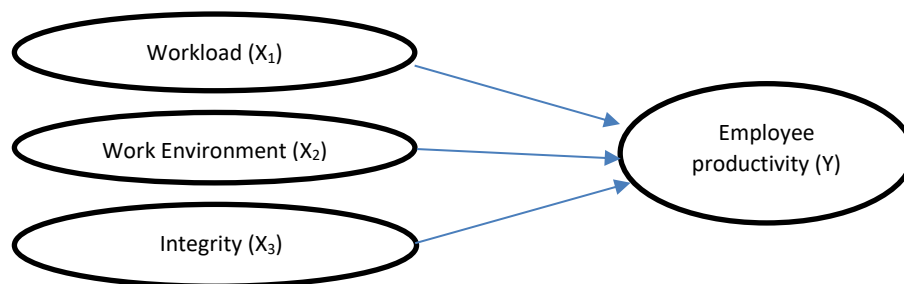
Productivity

Hasibuan (2021:212) states that productivity essentially embodies a mental attitude that always views today's life as better than yesterday's, and tomorrow's life as even better than today's. Serdamayanti (2021:189) reveals that work productivity is not solely aimed at achieving the maximum amount of output, but the quality of work is also important to consider. Work productivity is not something that happens automatically, but it must be strived for by employees who are expected to be involved in organizational programs so that they understand what the organization demands from the work they have done and are willing to carry out whatever is assigned to them.

Productivity is a measure of how productive a process is in producing an output. Productivity is also defined as a ratio between input and output, with a focus on the output produced by a process (Danang, 2021). According to Sutrisno (2019), to measure work productivity, certain indicators are needed, as follows: 1. Ability Having the ability to carry out tasks. An employee's ability largely depends on their skills and professionalism in their work. This empowers them to complete their assigned tasks. 2. Improving Achieved Results Striving to improve the achieved results. Results are something that can be felt by both the worker and those who enjoy the results of the work. 3. Work Ethic This is an effort to be better than yesterday. 4. Self-Development Self-development can be done by looking at challenges and expectations with what is faced. 5. Quality Quality is the result of work that can demonstrate an employee's work quality. 6. Efficiency Comparison between achieved results and the overall resources used.

Research Model

An employee who is given a workload according to their abilities can increase productivity, and conversely, if they are given a workload beyond their abilities, it will certainly have a negative impact on productivity. An unfavorable work environment can easily make employees sick, stressed, and have difficulty concentrating, resulting in decreased employee productivity. Conversely, a good work environment will make employees feel comfortable working, and this comfort will impact an increase in employee productivity. Furthermore, every employee capable of maintaining their integrity in work, always acting honestly and disciplined in their work, will indirectly foster a sense of responsibility, and certainly employees will become more productive in completing tasks. Therefore, the following research model can be developed.



Gambar 1. Model Penelitian

3. Method, data, and analysis

This research is categorized as a quantitative-associative research type, which aims to determine the relationship between two or more variables (Sugiyono, 2019). The object of this study is Bank BRI Pekalongan Population, Sample Size, and Population Data Collection Techniques in this study consist of 61 employees, where all employees are taken as samples. According to Sugiyono (2019), if the population size is less than 100, then the entire population is used as the research sample. Therefore, the sampling technique used is the saturation sampling technique. The type of data used in this study is primary data in the form of responses from 61 respondents collected through an electronic survey distributed via a link to respondents with questions regarding workload, work environment, integrity, and employee productivity. The data collection technique used in this study is by creating and distributing questionnaires using Google Forms from October 2nd to October 30th, 2023.

Data analysis is carried out through three stages, namely the instrument test stage, which includes validity and reliability tests; testing requirements in the hypothesis testing stage, including normality tests and model fit tests. The third stage is multiple regression analysis followed by hypothesis testing. If the validity test results show significance values ≤ 0.05 , then those questions are considered valid. The instrument has a high level of reliability if the Cronbach's alpha value obtained is > 0.60 . Normality testing is done by looking at the value of "Asymp. Sig. (2-tailed)" greater than 0.05. Model fit testing uses the F test; if the significance value is < 0.05 , then the regression model is suitable for testing the effect of independent variables on the dependent variable. Hypothesis testing uses the t-test, where if the significance level is < 0.05 , then the variable significantly influences the dependent variable.

4. Results and discussion

Validity and Reliability Test of Research Instrument

The validity test in this study shows that there is a significant correlation at the level of 0.01 for each variable. Thus, all questions are deemed valid, enabling further analysis. The calculation result of instrument reliability using Cronbach's alpha yielded a value of 0.970. Therefore, the overall alpha value is reliable as it is greater than 0.60, indicating that all variables studied are reliable and can be used in the analysis phase.

Normality test in this study used the Kolmogorov-Smirnov method. The standardized residual values in the study are normally distributed, as evidenced by the "Asymp. Sig. (2-tailed)" value of 0.200, which is greater than 0.05. Therefore, it is concluded that the model used in this study meets the normality assumption. The results of the model fit test using the F test are as follows:



ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	483,078	3	161,026	268,629	.000 ^b
	Residual	34,168	57	0,599		
	Total	517,246	60			

a. Dependent Variable: Produktivitas

b. Predictors: (Constant), Integritas (X3), Beban Kerja (X1), Lingkungan Kerja (X2)

Based on the table, it is known that the significance level is $0.000 < 0.05$ with a calculated F value of $268.629 >$ the tabulated F value of 3.16, thus the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_0) is rejected. This means that the regression model can be used to test the positive effect of Workload, Work Environment, and Integrity on Employee Productivity at Bank BRI Pekalongan.

Furthermore, to determine the positive effect of Workload, Work Environment, and Integrity on Employee Productivity at Bank BRI Pekalongan, the following multiple regression table can be analyzed:

Coefficients^a

			Coefficients		
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	-.4,386	1,374		-.3,192
	Beban Kerja (X1)	,073	,033	,079	2,223
	Lingkungan Kerja (X2)	,170	,035	,295	4,836
	Integritas (X3)	,535	,049	,688	10,981

a. Dependent Variable: Produktivitas Karyawan (Y)

Based on the table, the regression equation can be formulated as follows:

$$Y = -4.386 + 0.073 X1 + 0.170 X2 + 0.535 X3$$

1. α (constant value) is -4.386 and has a negative sign, indicating that if Workload, Work Environment, and Integrity are all 0 or unchanged, then Productivity will decrease.
2. β_1 (coefficient value of X1) is 0.073 and shows a positive direction, meaning that if Workload increases, Employee Productivity increases, assuming Work Environment and Integrity remain constant.
3. β_2 (coefficient value of X2) is 0.170 and indicates a positive direction, meaning that if the Work Environment improves, Employee Productivity increases, assuming Workload and Integrity remain constant.
4. β_3 (coefficient value of X3) is 0.535 and shows a positive direction, indicating that if Integrity increases, Employee Productivity increases, assuming Workload and Work Environment remain constant.

Based on the results of the t-test, it can be described that:



1. The calculated t-value = 2.223 > t-table = 2.002 with a significance level of $0.000 < 0.05$, indicating that workload has a significant positive effect on employee productivity. This suggests that the higher the workload, the higher the productivity. It means that the workload assigned to employees is within their capabilities to carry out tasks, thus increasing productivity.
2. The calculated t-value = 4.836 > t-table = 2.002 with a significance level of $0.000 < 0.05$, indicating that the work environment has a significant positive effect on employee productivity.
3. The calculated t-value = 10.981 > t-table = 2.002 with a significance level of $0.000 < 0.05$, indicating that integrity has a significant positive effect on employee productivity.

Based on the calculation, the value of R is 0.966, indicating a strong relationship. The R-square value is 0.934, meaning that the influence of Workload, Work Environment, and Integrity contributes to 93.4% of Employee Productivity, while the remaining 6.6% is determined by other variables not included in this research model.

5. Conclusion and suggestion

Conclusion

Workload has a significant positive effect on Employee Productivity. Work Environment has a significant positive effect on Employee Productivity. Integrity has a significant positive effect on Employee Productivity.

Suggestion

To Bank BRI Pekalongan,

In order to further enhance the productivity of its employees, it is recommended to establish job standards that align with the capabilities of the employees. The company should improve security and provide job-supporting facilities to make employees feel more comfortable while working.

Improving integrity can be achieved by providing more attention from superiors, for example, by enhancing communication between superiors and subordinates.

Advice for employees: They should strive to arrive on time and be responsible for the tasks assigned to them.

For other companies engaged in services and services, it is necessary to increase the productivity of their employees in order to provide good service to the public. This can be reinforced by implementing workload that matches their capabilities, conducive work environments, and high integrity.

For future researchers interested in examining similar aspects such as workload, work environment, and integrity, it is hoped that they will further develop this research using a larger population to ensure the reliability of the research results.

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