

The Effect of Workload and Teamwork on Organizational Productivity

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ABSTRACT

Learning the science of human resource management is very important, where we can find out how to treat humans well so that they can become valuable assets in the future. This article discusses how workload and teamwork affect organizational productivity. Comparing several existing literature and theories proves that the two have a significant relationship. Where both affect employee performance, good teamwork will result in a small workload to create good organizational productivity and vice versa. This study aims to determine and analysed the effect of workload and teamwork on organizational productivity simultaneously or partially. The population in this study is company XYZ, one of the private companies in Jakarta which is engaged in Chemical Raw Materials. The sample in this study was selected using a random sampling method with 38 respondents from one division in the company. The data analysis method used is multiple linear regression analysis. The research results obtained are simultaneously Workload and Teamwork affect the productivity of the Organization. Meanwhile, partially Teamwork affects organizational productivity. However, Workload has no effect on the Productivity of the organization.

INTRODUCTION

Human resource management is one of the most important aspects of a company. Where the company's skilled workers are born from the good performance of the human resources department itself, it is very important to know the science of good human resource management. Human resource management is a specialized field of management that studies the role of people in an organization. Humans always play an active role anywhere, even in organizations, because humans are the planners, actors, and determinants of realizing a goal. As Melayu S.P Hasibuan argues, "the goal is impossible to achieve without the active role of employees even though the tools used are sophisticated." This means that, no matter how sophisticated the tools we will use, both now and in the future, they still cannot operate if there is no human role in it. For that, humans have an important role in everything to achieve certain goals.

Maintaining the human aspect is not just a factor of wages, salaries, and benefits; in this case, the financial aspect is important. However, the comfort of working is obtained from the financial element, but the non-financial aspects are also important to note. Like emotional factors, for example, it is undeniable that humans are social creatures who have feelings and thoughts, everything the results of their decisions are influenced by feelings and thoughts. For this reason, human resource management actors need to pay attention to how they feel and think in any situation. This is in line with the opinion expressed by Melayu S.P Hasibuan, that: "Employees become actors who support the achievement of goals, have thoughts, feelings, and desires that can influence their attitudes towards their work. This attitude will determine work performance and achievement, dedication, and love for the work assigned to him. Positive attitudes must be fostered, while negative attitudes should be avoided as early as possible. These employee attitudes are known as job satisfaction,

pressure and frustration.”

Based on the opinion of Melayu S.P Hasibuan above, the conclusion that can be drawn is that managing employees or human resource management must also pay attention to aspects of the thoughts, feelings, and desires of employees because this aspect will determine the performance of employees, their dedication, and love for the work assigned to them. Attitudes that arise from these feelings are also known as job satisfaction, pressure, and frustration. So, if employees experience work pressure, it will affect employee performance in the office. The visible impact of this work pressure is that the energy produced by employees will focus on the pressure given by the supervisor so that the energy that will be used by employees to work will decrease. The quality of employee performance produced will be less good, along with a decrease in the quality of employee work. That. This will affect the productivity of the organization itself.

In addition, teamwork also affects the quality of work for an employee. Good teamwork will produce good quality work, and vice versa. For this reason, apart from having a good work environment, teamwork is also important. Because the team that is the main co-worker at the office understands the feelings and thoughts of employees better than their superiors. If you have a solid and quality team, it will improve the quality and quality of the work environment in the company. Teamwork is an important factor for the smooth functioning of the organization. Most organizational activities have become complex due to technological advances. Therefore, teamwork is the focus of many organizations.

Performance is a strategic concept to build cooperative relationships between management and employees to achieve good performance, and the most dominant element is human resources. If the plan is well organized and neat, but the people or people who carry it out do not meet the requirements, and without high morale, the plan may be made vain (Soelton, 2018). Companies are often found to have problems related to human resources, such as finding competent workers, and what is even more difficult is maintaining existing human resources to survive. This causes high employee movements, which can then cause losses both in terms of time and costs.

LITERATURE REVIEW

Workload

Work pressure is an unavoidable demand in a temporary work environment. Feelings of stress as individual acceptance include worker warning, motivation, ability to work, and understanding, depending on available resources and personal characteristics. Continuous and uncontrolled work pressure can trigger work stress which has an impact on worker health and productivity. According to (Utomo, 2008) workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period. Meshkati in Astianto and Suprihadi (2014) also defines workload as a difference between the capacity or ability of workers and the demands of the work at hand. So, it can be concluded that a workload is several activities that the workforce must complete within a certain period. Measurement of workload is defined as a technique to obtaining information about the efficiency and effectiveness of the work of an organization or position holder, which is carried out systematically using technical job analysis, workload analysis techniques, or other management techniques.

Workload Classification

The workload can be seen from two different perspectives, namely, the objective and subjective points of view. Objectively the workload is seen through the amount of time used and the amount of work done. While subjectively is through the level of one's satisfaction with the perceived work overload.

According to Munandar (2012: 384), the workload is classified into two, namely as follows:

1. **Over Workload:** This happens because many activities or jobs are given to employees to be completed in a certain time and are usually very short. The number of hours used to complete certain jobs will be very large, even though the company demands that the work can be completed quickly in a very short time. Time is one measure, but if the pressure of time can cause many mistakes or cause the health condition of workers to decline, then that reflects an excessive workload.
2. **Less Workload:** This can be interpreted as less work to be done, even though the time given is very much. This can also lead to stress, boredom, the psychological and mental effect of employees. This situation makes employees do not get the opportunity to use their skills or develop their potential. Too little workload can reduce motivation and morale, dissatisfied with work, leaving work, depression,

anxiety, irritability, and psychosomatic complaint.

Dimension and workload indicator

According to Koesomowidjojo (2017: 33), several indicators can determine the amount of workload in a company that must be accepted by employees, including the following:

1. Working condition: The working conditions in question are how an employee understands the job well. So, the company should have a SOP (Standard Operating Procedure) for employees to do the following: a) Doing the work that has been delegated, b) Minimizing work errors, c) Minimizing work accidents, d) Minimizing the workload of employee
2. Use of working time: SOP's help employees to minimize workload. However, many organizations do not have SOP's and or are less consistent in implementing SOP's, the use of working time applied to employees tends to be excessive or very narrow.
3. Set the target: The work targets set by the company will of course directly affect the workload received by employees. The narrower the time provided to carry out certain jobs, the greater the workload received and felt by employees.

Teamwork

According to Kreitner and Angelo (2014: 45), "teamwork is a number of people who work together, and their efforts when combined systematically will achieve a common goal". According to Amirullah (2015: 160), "teamwork (teamwork) is a group of individuals who work together, moving to achieve a certain goal". According to Robbins and Timothy (2008:406), "a work team is a group of individual efforts to produce a higher quality of performance than the number of individual inputs. The work team will also produce better positive synergies through coordinated efforts".

So, it can be concluded that teamwork is several people who work together and are coordinated by combining their efforts to achieve certain goals.

1. Element of effective Teamwork: Good teamwork will produce good quality work and produce positive synergies, for that we want to be able to pay attention to things that make teamwork more effective. According to Davis and Newstorm in Amirullah (2015:159), the elements of an effective team are: a) Supportive environment, b) Description of each role, c) Have high goals, d) Appropriate leadership, e) Possible team problems that can be overcome.
2. Correlation between teamwork and organizational productivity: With teamwork, employees can exchange ideas and information to facilitate goals so that the performance achieved is better than the performance per individual in a company. This is called increasing the value of positive synergy resulting from good teamwork. If this is maintained, it will have a positive impact on the company going forward. Robbins and Timothy (2008:406) stated that "a combination of several individuals in one team will create good performance from each employee for the company".

Organizational Productivity

According to Sutrisno (2015:99) suggests that organizational productivity is the relationship between inputs and outputs produced. What is meant by output is the product produced such as goods or services, while input is labour, costs and raw materials.

Dimension of Organizational Productivity

according to Agus in Nurjaman (2014:221-222) as follows: 1) Quality of work, 2) Quantity of work, 3) Punctuality, 4) Work spirit and work discipline.

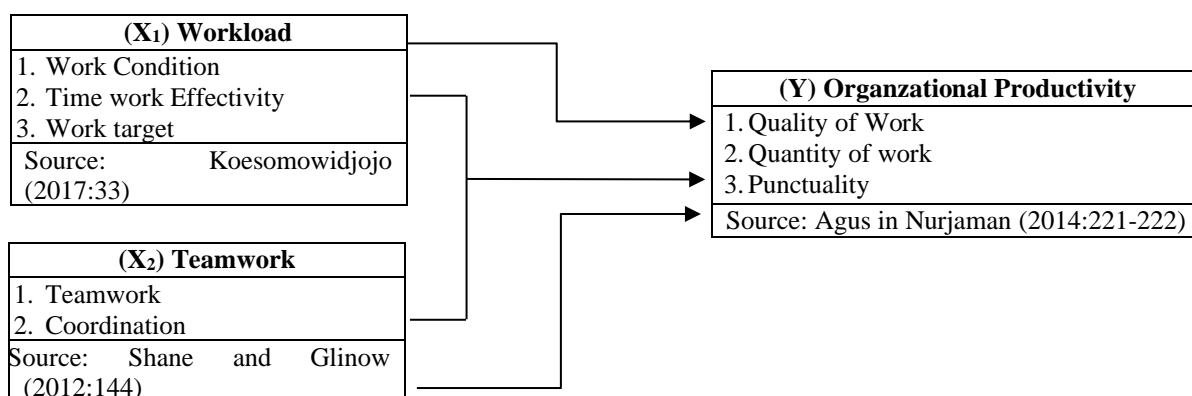


Figure 1. Conceptual Framework

RESULTS AND DISCUSSION

Characteristic Respondent

This research was conducted in one of the divisions of a private company in Jakarta, namely PT XYZ which is engaged in the chemical raw material industry. With the sampling method Random Sampling get 38 respondents from one division in the company. With a 50:50 profile between men and women and 60% of the education level is at D4/S1 and more than 53% the majority are <25 years old. The analysis results can be explained as follows:

Validity and Reliability Test

This validity test uses SPSS 25 by comparing r count (corrected item total correlation) and r table at a significance of 0.05. with the number of degrees of freedom (df) of 38 samples, 36, the r count is 0.3202.

Table 1. Instrument Validity Test Results

Variable	List of question	Corrected item total correlation	r table	Explanation
Workload (X ₁)	X1.1	0.375	0.3202	Valid
	X1.2	0.507	0.3202	Valid
	X1.3	0.445	0.3202	Valid
	X1.4	0.555	0.3202	Valid
Teamwork (X ₂)	X2.1	0.544	0.3202	Valid
	X2.2	0.544	0.3202	Valid
Organizational Productivity (Y)	Y.1	0.371	0.3202	Valid
	Y.2	0.486	0.3202	Valid
	Y.3	0.395	0.3202	Valid

Table 2. Instrument Reliability Test Results

Variable	Reliability Correction	Cronbach Alpha	Alpha's Value	Explanation
Workload (X ₁)	4 items	0.678	0.60	Reliable
Teamwork (X ₂)	2 items	0.704	0.60	Reliable
Organizational Productivity (Y)	3 items	0.624	0.60	Reliable

The reliability test was carried out by comparing the Cronbach's Alpha values on each variable with an alpha value of 0.60. the table above shows that the value of Cronbach's alpha for each variable > alpha value. Then the three variables above are declared reliable.

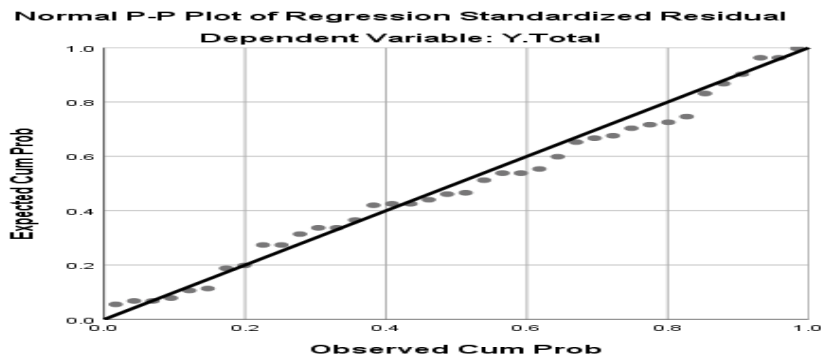


Figure 2. Normality Test

Based on the picture above, the P-Plot graph shows the points that follow and approach the diagonal line so that it can be concluded that the regression model meets the assumption of normality.

Table 3. Multicollinearity test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	6.849	2.640		2.595	.014		
Workload	.072	.130	.088	.549	.586	.989	1.011
Teamwork	.404	.191	.338	2.116	.042	.989	1.011

a. Dependent Variable: Organizational Productivity

The results of the statistical test for each variable did not show symptoms of multicollinearity where the VIF value < 10 and tolerance > 0.1. So this data can be used for research.

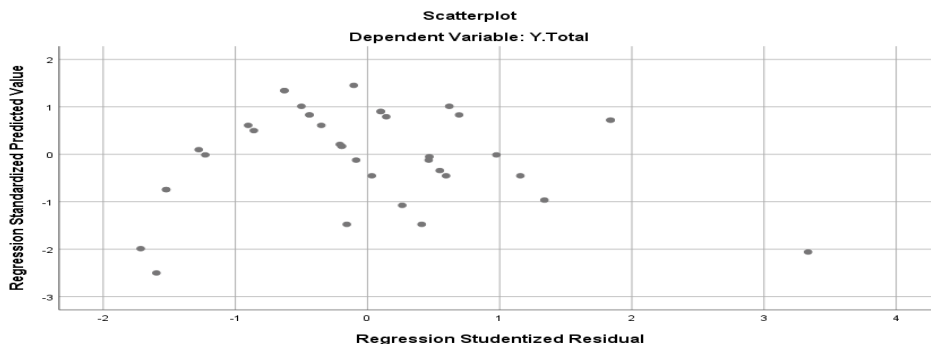


Figure 3. Heteroscedasticity test

The graphic pattern formed on the results of this heteroscedasticity test is irregular or does not form a pattern. So, it can be concluded that this study did not occur heteroscedasticity symptoms so that the data can be used

Table 4 Hypothesis Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.849	2.640		2.595	.014
X1	.072	.130	.088	.549	.586
X2	.404	.191	.338	2.116	.042

a. Dependent Variable: Y

The multiple linear regression equation in this study is:

$$Y = 6.849 + 0.072 X1 + 0.404 X2$$

So, it can be concluded that Workload and Teamwork have a positive and linear effect which means it is not a reciprocal relationship between them. An increase in the value of X1 (Workload) by 1 can increase the value of Y (Organizational Productivity) by 1 as well with the assumption that X2 (teamwork) is 0. And vice versa.

Test Individual significance of t

The regression results in table 4 show that:

- a. The workload variable obtained a t-count value of 0.549 < t table 2.03 and a significance value of 0.586 > 0.05 so that the workload had a positive and insignificant effect on Organizational Productivity. So H0 is accepted H1 is rejected
- b. The Teamwork variable has a t-count value of 2.116 > t-table 2.03 and a significance value of 0.042 < 0.05, so that teamwork has a positive and significant effect on Organizational Productivity. So that H1 is accepted H0 is rejected

Simultaneous significance test (F test)

Table 5. Simultaneous significance test F

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.626	2	7.813	13.293	.000 ^b
	Residual	119.242	35	3.407		
	Total	134.868	37			

a. Dependent Variable: Organization Productivity

b. Predictors: (Constant), Teamwork, Workload

Based on table 5, the calculated F is 13,293 and the F table value is (F count > F table) and with a significance value of 0.000 < 0.05. so, it can be concluded that workload and teamwork simultaneously have a significant effect on organizational productivity

Table 6. Coefficient of Determinant Test (R²)

Model	R	R Square	Model Summary ^b	
			Adjusted R Square	Std. Error of the Estimate
1	.340 ^a	.116	.065	1.846

a. Predictors: (Constant), Teamwork, Workload

b. Dependent Variable: Organizational Productivity

Based on the data above, the coefficient of determination R square is 0.116 or 11.6%, which means that the contribution of workload and teamwork to organizational productivity is 11.6% and the remaining 88.4% is influenced by other variables not examined by researchers.

Discussion

Effect of Workload on Organizational Productivity

The results of the t significance test indicate that the t arithmetic value is 0.549 < t table 2.03 and the significance value is 0.586 > 0.05 so that the workload has a positive and insignificant effect on Organizational Productivity. Which means that the workload applied by one of the divisions at PT XYZ is in accordance with the circumstances of its employees. This can happen, because PT XYZ has implemented effective

and efficient working hours and work volumes for its employees. The division of evenly distributed tasks and in accordance with the employees' abilities can also affect the quality of the workload produced, so that employees can carry out work easily and happily without feeling a workload. This is in accordance with research conducted by Agrippa T. Sitepu (2013) that workload does not have a significant effect on employee performance

The Effect of Teamwork on Organizational Productivity

The results of the t significance test indicate that the t arithmetic value is $2.116 > t$ table 2.03 and the significance value is $0.042 < 0.05$ so that teamwork has a positive and significant effect on Organizational Productivity. This is because teamwork has an important role in the progress of an organization. Good teamwork will improve the quality of work so that it can increase the productivity of the organization. This is in accordance with Layla and Romat (2019) research that teamwork has a significant positive effect on employee work performance.

The Influence of Workload and Teamwork on Organizational Productivity

The results of the simultaneous F test show that the F count is 13,293 and the F table value is (F count $> F$ table) and with a significance value of $0.000 < 0.05$. so, it can be concluded that workload and teamwork simultaneously have a significant effect on organizational productivity. This is evidenced by when employees have a happy feeling towards a job then they will tend to continue to work better to increase the resulting teamwork between employees. With good teamwork it will improve the quality of productivity of an organization. So, it needs to be reminded that every company must pay attention to employees' workload to always maintain a work ethic to produce better productivity. There is no similar research on this matter that combines workload and teamwork on organizational productivity. This research is the first research.

CONCLUSION

The conclusions obtained in this study are: (1) Workload has a positive and insignificant effect on organizational productivity, (2) Teamwork has a positive and significant effect on organizational productivity, (3) Workload and Teamwork Together have a significant effect on Organizational Productivity. The conclusion above shows that the distribution of workload in the form of volume and working time in one of the divisions at PT XYZ is uneven, some feel the workload is too high, some feel less workload. However, Teamwork helps improve everything so that it can improve the quality of productivity of the organization being run. Thus, it is necessary to manage the distribution of workloads and build solid teamwork so that the company will have higher quality resources and produce good productivity.

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