

The Influence Of Work Productivity, Employee Satisfaction And Organizational Strategy On Human Resource Development

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ABSTRACT: *Human Resource Development is a link between the Influence of Work Productivity, Employee Satisfaction and Organizational Strategic. This research aims to examine the influence of employee productivity, employee satisfaction and human resource development on organizational strategy. The research method uses Structural Equation Modeling - Partial Least Squares (SEM-PLS) using Smart-PLS software. Data collection was carried out using a questionnaire from 214 respondents. The research object is all employees in Cikarang. The analysis technique used in this research is path analysis. The results of this research show that Employee Satisfaction has a direct effect on HR Development, the influence of Work Productivity has a direct effect on HR Development and Organizational Strategy has a direct effect on HR Development, Employee Satisfaction and Organizational Strategy has no direct effect on HR Development, Work Productivity and Organizational Strategy have no direct effect towards HR Development.*

KEYWORDS- *Work Productivity, Employee Satisfaction, HR Development, Organizational Strategy*

I. INTRODUCTION

In the era of globalization, competition between one company and another is very tight. This is because every company certainly has a main goal, namely ensuring optimal company growth in the long term. Therefore, companies must be able to remain competitive with the many new competitors that are emerging. When human resources are able to provide good and maximum competencies and abilities, this will indirectly affect the job satisfaction of the human resources themselves. (Economics and Management, 2018) Job satisfaction is defined as a person's attitude towards work. The nature of job satisfaction is very individual, meaning that one person's view of satisfaction will be very different from other people's views.

According to Saraswathy et al (2021:122), human resources are a source of achieving competitive advantage because of their ability to convert other resources (money, machines, methods and materials) into output (products or services). One very important factor influencing the development of a company is employee productivity. According to Vidyani et al (2020:56) Performance is a condition that must be known and communicated to certain parties in order to determine the level of achievement of institutional results related to the vision implemented by the organization and knowledge about positive and positive things. negative impact of operational policies taken.

Job satisfaction is one of the important factors that needs to be developed in the work environment. Because job satisfaction can influence a person's work performance. Job satisfaction describes how someone feels about the work they do. If employees feel satisfied with the work they do, a feeling of happiness will arise which will greatly influence the results of their work.

According to Ardiani et al (2023), the level of employee productivity is measured as follows: if the productivity achieved by employees is considered satisfactory, then the company is declared successful in achieving its goals, and if employees are unable to provide satisfaction. productivity, then the company is said to have failed to achieve its goals. The intended purpose of increasing employee productivity is so that employees at both upper and lower levels become efficient, effective and productive employees in every resource production activity which plays a role in determining productivity levels.

According to Muhammad Busro (2018), performance is the result of performance that can be achieved by employees, both individuals and groups within an organization, in accordance with the authority and responsibility given by the organization in an effort to realize its vision and mission. and the objectives of the organization concerned, including ability, perseverance, independence, ability to resolve problems within legal time limits, without violating the law, and in accordance with morals and ethics.

Research hypothesis

- H1.** Employee Satisfaction has a positive influence on HR Development
- H2.** Work Productivity has a positive effect on HR Development
- H3.** Organizational Strategy has a positive effect on HR Development
- H4.** Employee Satisfaction and Organizational Strategy influence HR Development
- H5.** Work Productivity and Organizational Strategy influence HR Development

Research objectives

The aim of this research is know how it affects productivity To understand how these factors are related to each other in the context of human resource development in an organization, it is necessary to understand how these factors are related to each other. Specific objectives of the research this is :

1. A study of how human resource development and job performance are related to each other.
2. Determine the relationship between employee satisfaction and human resource development.
3. Exploring the impact of organizational strategy on human resource development.
4. Exploring the role of human resource development as a mediating variable in the relationship between job performance, employee satisfaction, and organizational strategy.

II. RESEARCH METHODS

This research uses a quantitative research design to collect and analyze data using the partial Least Squares (SEM-PLS) structural equation analysis method. This research model was chosen because it can overcome the complexity of the relationships between complex variables in the context of this research. The research sample was taken from various levels of business organizations in Indonesia, totaling 214 respondents through random sampling. According to Sugiyono (2013, p. 120), he stated that "simple random sampling technique is a method of selecting sample members randomly from a population without paying attention to the population strata". A random sample is a random sample if every individual in the population is given the same opportunity to be sampled. The main data source in this research is a questionnaire developed using measurement instruments that have been tested for validity and reliability.

In addition, this research examines secondary data from relevant documents and historical organizational data. Secondary data provides a historical perspective and helps interpret research results by providing deeper context to the variables studied.

III. RESULTS AND DISCUSSION.

Respondent Profile The characteristic of the respondent profile is the profile of the research subject who can provide opinions/views on research findings regarding the impact of work performance, employee satisfaction and organizational strategy on human resource development. In terms of assessment, the number of respondents in this study was 214 respondents. The resulting data is then processed to provide a complete and detailed picture of the total quantity of each item in question so that it can be easily measured. To describe the profile of respondents in this study, respondents were grouped based on gender, age and education level. Therefore, for greater clarity it can be presented in table form regarding the respondent profile as follows:

TABLE 1 Respondent Profile

NO	Respondent characteristics	Quantity	Percent
1	Floor		
	➤ Man	142	66%
	➤ Woman	72	34%
	Quantity	214	100%
2	Age		
	>25 years	158	
	<25 years	56	
	Quantity	214	
3	Level of education		
	➤ SENIOR HIGH SCHOOL	78	37%
	➤ C1	110	52%
	➤ C2	26	eleven%
	Quantity	214	100%

TABLE 2
Variable Work

Variable	Indicator	Scale
Labor productivity	A. The quality meets company standards. B. The quantity meets company standards. C. We approach work with care D. Completion of work on time	1-5
Employee productivity	A. Innovation B. During C. Make decisions quickly D. Enjoy working in a team	1-5
Human Resource Development	A. Think analytically and critically B. Express your opinion well C. Initiative D. Right on target E. Nice to meet new people	1-5
Organizational strategy	A. Consider employee needs and expectations B. Internal communication efficiency C. Encourage and support innovation D. Working conditions and organizational environment	1-5

Based on Table 2 Operational Variables, it can be seen that operational variables have 4 variables, namely employee performance, employee productivity, human resource development and organizational strategy on a scale of 1 to 5. Scale 1 has the lowest value and scale 5 has the lowest value. the tallest. The variable "Employee Productivity" has 4 indicators, namely "Quality according to company standards", "Quantity according to company standards", "Carrying out work completely", "Completing work on time". Then the variable "Employee Efficiency" has 4 indicators, namely "Innovation", "Timeliness", "Quick Decision Making" and "Good Teamwork". The variable "Human Resource Development" has 5 indicators as follows: "Analytical and critical thinking", "Good expression", "Initiative", "Purpose" and "Enjoys meeting new people". Apart from that, the Organizational Strategy has 4 indicators, namely: meeting employee needs and expectations, effective internal communication, encouraging and supporting innovation, and working conditions and work environment.

The next step is analysis using the PLS algorithm method, this method is used to obtain model validation tests.

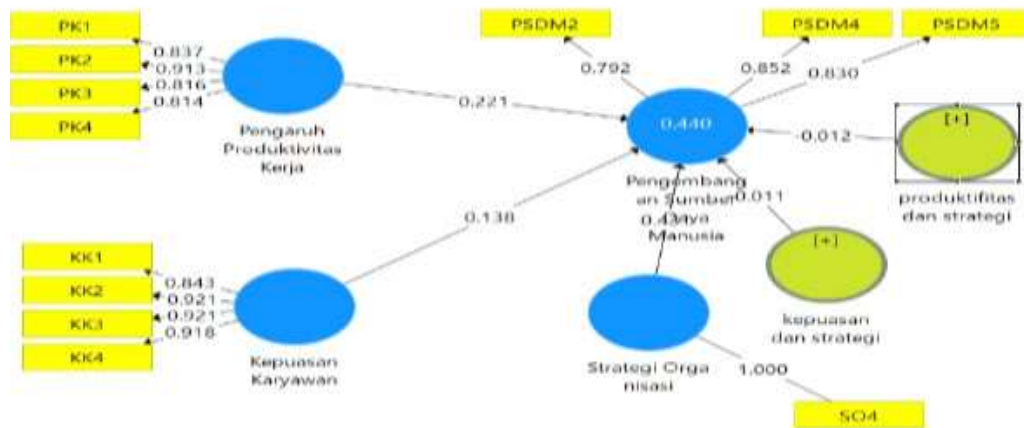


Figure 1 PIS Algorithm Analysis Results

Model Validity Test

An indicator is said to be valid if it shows a loading factor greater than 0.70 as explained by Gozali in Suherman & Yusuf (2021). Following are the results of checking validity using the PLS algorithm. The model validation test shows that the data has been processed carefully according to the analysis method applied. The results of the verification data evaluation provide confidence that the data used in this research can be said to be reliable, but there is also invalid data of 0.695.

Structural Model Evaluation (Inner Model)

TABLE 3 STRUCTURAL MODEL ASSESSMENT

	P area	R Square Adjustable
Human Resource Development	0.440	0.427

Source: smartpls

The R_Square and Adjusted R_Square values provide an indication of how well the model can explain the variability of endogenous variables. Structural model estimation is the focus of a structural model that describes how independent variables affect the dependent variable in the model. Human Resource Development has a value of 0.440 on R Square and a customized value of 0.427 on R Square. This reflects the power of the model in the phenomenon of human resource development.

R-squared and Adjusted R-squared analysis in Table 3 shows that the structural model used can explain most of human resource development. By using a structural approach, this research provides a valuable contribution to the theoretical framework of human resource management and business practices in Indonesia.

Next, analysis will be carried out using the Bootstrapping method to obtain hypothesis test results.

Hypothesis testing

TABLE 4 Hypothesis Results

	Original sample (O)	Sample mean (m)	Standard Deviation (STDEV)	T-Statistics (O/STDEVI)	P VALUE
Employee Satisfaction -> HR Development	0.138	0.139	0.068	2038	0.042
Influence of Work Productivity-> HR Development	0.221	0.233	0.073	3037	0.003
Organizational Strategy -> HR Development	0.431	0.424	0.060	7,208	0,000
Satisfaction and Strategy-> HR Development	-0.011	-0.002	0.070	0.153	0.878
Productivity and Strategy -> HR Development	-0.012	-0.014	0.077	0.159	0.874

Source: Research data processed in 2024

Table 4 provides an overview of the significance of the relationship between variables. Seeing the low P value, we can conclude that there is statistical evidence that supports the proposed hypothesis. This analysis becomes the basis for interpreting the extent of the role of these variables in the context of their influence on organizational strategy. To test the direct influence hypothesis using the output path coefficient (mean, standard deviation, T value), if the p value is smaller than 0.05 then the hypothesis is considered significant or accepted. Based on the results of statistical analysis, the explanation of each influence variable is as follows:

First hypothesis (H1) Employee satisfaction has a significant effect on employee development with a p value of 0.042. Based on the first hypothesis, it can be concluded that employee satisfaction has a significant positive effect on employee development with a correlation of $0.042 < 0.05$. This shows that the higher the employee satisfaction, the higher the level of staff development.

The second hypothesis (H2) is that the influence of employee performance has a significant effect on employee development with a p value of 0.003. In the second hypothesis it can be concluded that the influence of employee performance has a significant positive influence on human resource development with a correlation of $0.003 < 0.05$. This shows that the higher the employee productivity, the higher the level of staff development.

Third hypothesis (H3) Organizational strategy has a significant influence on personnel development because the p value ($0.0000 < 0.05$). It can be concluded that the third hypothesis shows that there is a significant positive influence on organizational strategy with a correlation of $0.0000 < 0.05$. This shows that the higher the planned Organizational Strategy, the higher the level of staff development.

Fourth hypothesis (H4) Employee satisfaction and organizational strategy do not have a significant effect on employee development with a p value of 0.878. However, in the fourth hypothesis it can be concluded that the results of the analysis show that employee satisfaction and organizational strategy do not have a positive effect on employee development with a correlation of 0.878.

Fourth hypothesis (H5) Employee performance and organizational strategy do not have a positive effect on employee development with a p value of 0.874. However, in the fifth hypothesis it can be concluded that the results of the analysis show that employee performance and organizational strategy do not have a positive effect on employee development with a correlation of 0.874.

Based on the intermediate test results given in the table above, we can conclude that Table 3 provides a complete description of the significance of the relationship between variables. Due to the low P value, it can be concluded that there is statistical evidence that supports the proposed hypothesis (Pramuditha et al., 2019).

IV. CONCLUSION

Based on research and discussion regarding The influence of employee productivity, employee satisfaction and human resource development on organizational strategy, it can be concluded that: Employee satisfaction has a positive impact on employee development. Then employee performance has a positive effect on staff development, then in the third hypothesis organizational strategy has a positive effect on staff development. Then in the fourth hypothesis, employee satisfaction and organizational strategy do not have a positive influence on employee development. And the fifth hypothesis shows that employee performance and organizational strategy do not have a positive influence on personnel development.

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