

# EMPLOYEE PERFORMANCE: THE ROLE OF OPERATIONAL WORK TOOLS TOWARD PRODUCTIVITY

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## Abstract

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The success or development of an agency is determined by its human resources. Organizations or agencies need employee development programs because employee development activities are very important for employee progress because it involves activities and activities carried out by employees, this shows that organizations or agencies care about their employees and expect employees to develop. This study aims to examine the effect of management work tools on work productivity, either directly or through productivity and accountability. To examine the effect of operational work tools on work productivity, either directly or through productivity and accountability. The data collection technique used is a questionnaire. Analysis of the data used is path analysis using the SmartPLS application. Of the 6 hypotheses proposed, only 2 hypotheses were accepted, namely operational work tools and a significant positive effect on employee performance. Operational work tools have a positive and significant effect on employee performance through productivity. This gives an indication that the availability of operational work tools helps employees improve performance. Thus, the role of the leadership is expected to provide the maximum possible facilities.

**Keywords:** Management Work Tools, Operational Work Tools, Productivity, Accountability, Employee Performance

**Authors' individual contribution:** Conceptualization — A.T., S.R., R.N., H., and S.H.A.; Methodology — A.T., S.R., R.N., H., and S.H.A.; Formal Analysis — A.T., S.R., R.N., H., and S.H.A.; Investigation — A.T., S.R., R.N., H., and S.H.A.; Resources — A.T., S.R., R.N., H., and S.H.A.; Data Curation — A.T., S.R., R.N., H., and S.H.A.; Writing — Original Draft — A.T., S.R., R.N., H., and S.H.A.; Writing — Review & Editing — A.T., S.R., R.N., H., and S.H.A.; Visualization — A.T., S.R., R.N., H., and S.H.A.; Project Administration — A.T., S.R., R.N., H., and S.H.A.

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## 1. INTRODUCTION

In the current era of globalization, human resources have a very important role in an activity or activity of an agency; human resources have a very important

role either individually or in groups. Human resources are very important because they are one of the main drivers in the smoothness and success of an organization or agency (Blaga & Jozsef, 2014). The success or development of an agency is

determined by its human resources (Niswaty et al., 2021). Therefore, every agency needs to see and pay attention to and regulate its employees to improve performance or good work quality (Sadick & Kamardeen, 2020; Sari et al., 2020). Success and success in an organization or agency are strongly influenced by the performance of its employees with the expectations and goals to be achieved by the company or agency.

The success of an organization or agency can be known through the performance of the employee concerned by implementing a working system. Performance can also be said as one of the conditions or situations that must be known and confirmed to certain parties or the leadership of the company or organization to know the level of achievement of the results of an agency associated with the vision carried out by a company or organization and can find out the positive or negative impacts of an organization operational policy. So performance is very important in an agency organization as well as on the part of the employees themselves. Employee performance is influenced by several factors, both related to the workforce itself and those related to the company or organization environment (Cai et al., 2018; Hatane, 2015).

The problem of employee performance is a problem that needs to be considered by organizations or agencies because employee performance will affect the quality of the organization or agency that is facing competition along with the times. Several components are generally needed to make employee performance better, namely leadership style (Buil et al., 2019; Syafii et al., 2015), office facilities (Amos et al., 2020; Kok et al., 2015), discipline (Nishimura & Okamuro, 2018; Schleu & Hüffmeier, 2021; Sutrisno & Sunarsi, 2019), responsibility (Askim et al., 2015; Han, 2020), productivity (Afshan et al., 2014; Islami et al., 2018), and commitment (Islami et al., 2018; Pham et al., 2020).

In an organization, employees are the only main source of the organization that cannot be replaced by other resources, because no matter how good an organization is, complete facilities and facilities will not be useful without employees who use, organize and maintain them. Research results of Lukiyana and Tualaka (2016) show that work facilities negatively affect employee performance. While the results of Prasetio's (2020) research show the opposite, namely work facilities have a positive effect on employee performance.

The success of an agency can be seen from the results of the work carried out by employees or members of the organization itself. Organizations or agencies need employee development programs because employee development activities are very important for employee progress because it involves activities and activities carried out by employees, this shows that organizations or agencies care about their employees and expect employees to develop.

In every progress or productive work process, the agency or organization tries to provide complete and adequate office facilities to support the work process. If office facilities are complete and good, it is expected to affect employee performance.

Everything that is needed in doing or completing work is something that must be fulfilled by the organization, of course with the hope that the more complete the facilities it has, the better it will be and its productivity will experience a significant level.

The structure of this paper is as follows. Section 1 is an introduction. Section 2 reviews the relevant literature. Section 3 is the research methodology which explains how the data is obtained, processed, and interpreted. Section 4 contains the research results obtained based on data analysis. Section 5 discusses the study's results. Section 6 concludes the research findings.

## 2. LITERATURE REVIEW

The key to achieving success in an organization or agency is determined by the performance of employees, therefore every organization or agency must see and control every employee who works and improve the workability of its employees to achieve the goals or visions that have been set. Performance is someone who produces certain work results after fulfilling a number of requirements. Employee performance is the result of the interaction of various variables, namely the individual and the social environment. Employee performance is work performance or work results both in quality and quantity achieved by an employee in a unit period of time carrying out his work duties in accordance with the responsibilities assigned to him. Performance is a set of results achieved in terms of quality and quantity from the achievement of tasks assigned to a person, or group, referring to the standards and criteria for achieving and implementing the work set. Performance is a set of results or work performance that is carried out in quality and quantity as well as the process of a person or group of people who carry out an activity or produce results in accordance with the authority and responsibility it carries by carrying out several procedures or requirements as well as the factors that support an activity that refers to standards and criteria to achieve predetermined results or goals.

Productivity is usually expressed as the relationship between the physical inputs and outputs of a process (Tomizh et al., 2022; Widyaputri & Sary, 2022). Therefore, productivity is the relationship between the amounts of output compared to the resources consumed in producing the output. Productivity is the ability and understanding of every employee in working and implementing the system of public service in producing the desired goals by utilizing resources effectively and efficiently in order to provide the best public service system. Competition forces business actors to increase productivity as an intellectual resource which can then lead to the achievement of employee performance. Performance improvement is the result of a continuous process that involves all stakeholders in an organization, especially leaders and employees. Work productivity is generally used to determine the level of effectiveness and efficiency in producing a product. Work productivity is a component that

directly affects the image of an organization. Therefore, work productivity is a major development aspect that is a priority for an organization. Productivity refers to the level of the workforce's ability to produce products or complete a number of jobs within a certain period of time under standard conditions, in units of volume.

Accountability is a requirement for the creation of good governance, democratic and trustworthy (good governance). From the government's perspective (narrow), the term accountability is only seen as the legality of administrative actions. Public employees and their organizations are considered "accountable" if they are able to account for the results of their work. Accountability implies answerability. Accountability means "having to answer for one's actions or inaction" and being responsible for the consequences of both (Oakerson, 1989). In its simplest form, accountability refers to an authoritative relationship in which a person is given the formal right to demand an explanation from another that is, to give an account of his or her actions; reward or punishment given to the second party which depends on whether the action is in accordance with the wishes of the first party. In other words, saying that someone demonstrates accountability means that he or she may be penalized according to authoritative rules, decisions, or criteria set by others (Kelman & Hamilton, 1989). Accountability in the performance of employees is related to the control system in the form of policies and regulations as well as the accountability of employees towards their respective duties and positions. Accountability is an act related to responsibility. This means that accountability is required or expected to provide an explanation for what has been done. Accountability contains the obligation to present and report all actions and activities to higher parties (superiors). Accountability is closely related to performance because it is a process or mechanism in which employees or public organizations can be sanctioned if their behaviour and or performance do not match what is expected. In its simplest form, accountability refers to an authoritative relationship, i.e., a person is given the official right to hear the explanations of others. Namely providing an explanation of the actions, rewards, or punishments given to other parties.

Work facilities are something provided by the company for employees, both facilities and infrastructure aimed at making it easier for employees to carry out their assigned tasks in order to improve employee performance. Work facilities are vital for employees to complete their tasks, with the availability of facilities in the form of complete work support facilities and infrastructure, employees are encouraged to improve their performance, the implications that arise and these conditions are that employee performance will be more optimal and organizational goals can be achieved efficiently and effectively. An employee or worker cannot carry out the work assigned to him without being accompanied by work tools. This work

tool is also divided into two types, namely management work tools and operational work tools. Management work tools are in the form of rules that stipulate the authority and power in carrying out their obligations. So, with this instrument of authority and power, management can explain its function to lead, direct, regulate and supervise the implementation of work by employees or workers. Operational work tools are all objects or goods that function as tools that are directly used in production. This understanding includes all work tools in the office such as typewriters, copying machines, calculating machines, and computer machines.

Based on the research problem, and reviewing the literature that has been put forward previously, then the proposed hypothesis is as follows:

*H1: Management work tools have a positive and significant effect on employee performance.*

*H2: Management work tools have a positive and significant effect on employee performance through productivity.*

*H3: Management work tools have a positive and significant effect on employee performance through accountability.*

*H4: Operational work tools have a positive and significant effect on employee performance.*

*H5: Operational work tools have a positive and significant effect on employee performance through productivity.*

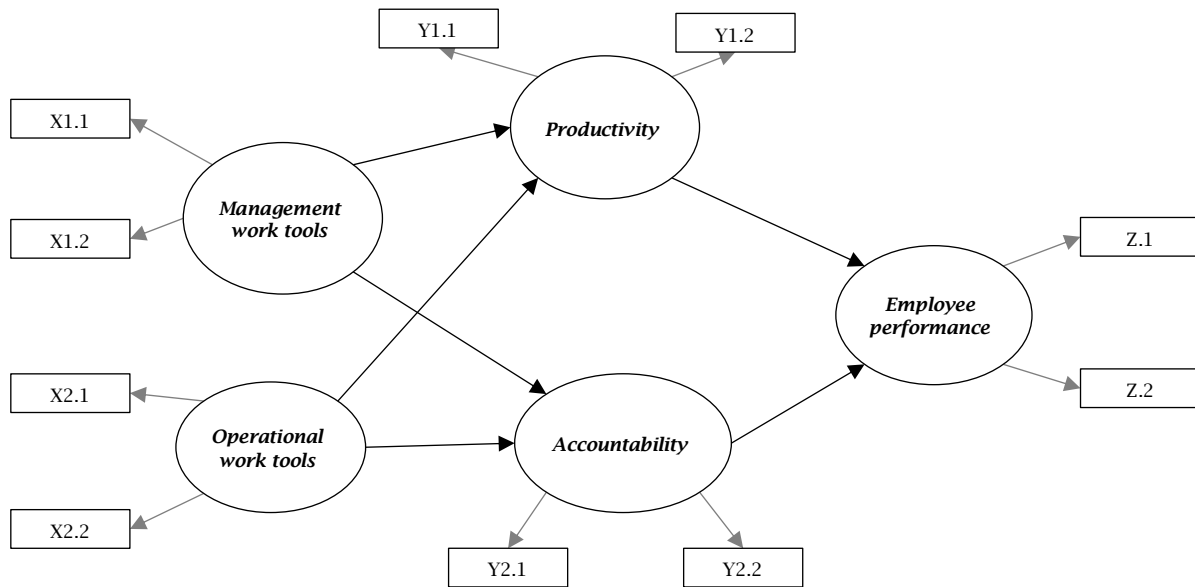
*H6: Operational work tools have a positive and significant effect on employee performance through accountability.*

### 3. METHODOLOGY

This research is designed to build a new concept and empirical research model to build the concept of employee performance. This research is quantitative research. The population in this study were all LPMP employees, totalling 175 people. Because it uses the SmartPLS application, the number of samples selected is 100 respondents. Data collection techniques were carried out through questionnaires. The analysis of the results in the SmartPLS is divided into two, namely the assessment of the measurement model and the assessment of the structural model. In addition to being able to use the SmartPLS application, it is also possible for other researchers to use the IBM SPSS Amos application.

The measurement model assessment was conducted to determine the validity and reliability of the measuring instrument (questionnaire) used. Validity includes convergence validity and discriminant validity. The structural model assessment is to determine the value of the path coefficient ( $\beta$ ) and the coefficient of determination ( $R^2$ ). By knowing the path coefficient, which is then combined with the t-test, the significance value of the relationship between variables can be determined according to the proposed hypothesis. The research design is presented in Figure 1:

Figure 1. Research design



The hypothesis test is set at a significance level of 5 per cent. The proposed hypothesis is a hypothesis that has a direction, namely a positive direction. Therefore, the test carried out is a one-tailed test.

4. FINDING DETAILS

4.1. Measurement model assessment

In PLS, the convergence validity at the indicator level is called indicator reliability, or loading convergence validity at the latent variable level is called internal consistency or composite reliability. The way to determine the validity of the convergence is

Cronbach's alpha coefficient. Table 1 shows that the validity of the convergence at the level of the indicator (loading) and the level of the latent variable (internal consistency) is compared with Cronbach's alpha value as a comparison.

In the reflective variable, the validity of the convergence at the indicator level (loading) must meet the minimum value of 0.7. Table 1 shows that all the indicator values used have met the minimum requirement of 0.7. Each indicator on the formative variable makes a unique contribution to the variable. For reflective variables, the internal consistency of the 5 variables is also very high. This shows that the measuring instrument used (questionnaire) has good convergence validity.

Table 1. Convergence validity

Latent variable	Indicator	Loading	t-value	Internal consistency	Cronbach's alpha
Management work tools	X1.1	0.884	30.739	0.889	0.750
	X1.2	0.904	50.985		
Operational work tools	X2.1	0.850	21.062	0.874	0.716
	X2.2	0.911	46.092		
Productivity	Y1.1	0.874	38.548	0.871	0.703
	Y1.2	0.882	45.639		
Accountability	Y2.1	0.942	72.190	0.882	0.748
	Y2.2	0.833	10.788		
Employee Performance	Z.1	0.899	57.280	0.889	0.749
	Z.2	0.889	28.687		

Source: Data processing results, 2022.

Like convergence validity, discriminant validity also needs to be tested at the indicator level and at the variable level. At the indicator level, discriminant validity is seen from the cross-loading of the indicator on the variables it measures against other variables.

Discriminant validity at the indicator level will be met if the loading values of all indicators have the highest value compared to the loading values for other variables. The values in Table 2 have the largest value compared to other values in the same row. This shows that the discriminant validity at the indicator level has been met.

Table 2. Discriminant validity at the indicator level (cross-loading)

	X1	X2	Y1	Y2	Z
X1.1	0.884	0.657	0.499	0.517	0.417
X1.2	0.904	0.593	0.510	0.594	0.511
X2.1	0.568	0.850	0.512	0.507	0.408
X2.2	0.654	0.911	0.679	0.618	0.551
Y1.1	0.418	0.582	0.874	0.515	0.686
Y1.2	0.571	0.619	0.882	0.769	0.666
Y2.1	0.655	0.668	0.782	0.942	0.606
Y2.2	0.406	0.435	0.461	0.833	0.344
Z.1	0.637	0.637	0.703	0.600	0.899
Z.2	0.288	0.344	0.673	0.403	0.889

The validity of the discriminant at the variable level was tested by comparing the root of the average variance extracted (AVE) value of the variable with the correlation of that variable with all other variables. Discriminant validity at the variable level is said to meet the requirements of the AVE value of a latent variable greater than all the correlation values of the latent variable with other latent variables.

**Table 3.** Discriminant validity at the variable level (Fornell-Lacker criteria)

	X1	X2	Y1	Y2	Z
X1	0.894				
X2	0.697	0.881			
Y1	0.564	0.684	0.878		
Y2	0.623	0.644	0.734	0.889	
Z	0.521	0.552	0.770	0.563	0.894

Table 3 shows that the AVE root value has the largest value compared to the correlation value of the other variables; this is indicated by the values in the box which are much higher than the other values in the same row. Based on the measurement assessment that has been carried out, it is found that the validity and reliability of the measuring instrument are met so that an assessment of the structural model can be carried out.

**4.2. Structural model assessment**

Structural model assessment is done by looking at the relationship/path coefficient between one latent variable and another. The results of the analysis of the coefficient of determination of each endogenous variable are presented in Table 4.

**Table 4.** Hypothetical test results (t-table = 1.66)

Hypothesis	Relation	Path coefficient	t-count	Conclusion
H1	Management work tools → Employee performance	0.130	1.593	Rejected
H2	Management work tools → Productivity → Employee performance	0.131	1.428	Rejected
H3	Management work tools → Accountability → Employee performance	-0.001	0.027	Rejected
H4	Operational work tools → Employee performance	0.436	6.059	Accepted
H5	Operational work tools → Productivity → Employee performance	0.437	5.190	Accepted
H6	Operational work tools → Accountability → Employee performance	-0.001	0.029	Rejected

Table 4 shows the results of hypothesis testing based on the previously calculated parameter values. From the results of hypothesis testing, it can be concluded that:

1. *Management work tools have no effect on employee performance:* This shows that no matter how good the management work tools are, they have no impact on employee performance.
2. *Management work tools have no effect on employee performance through productivity:* This shows that no matter how good the management work tools and productivity, it does not have an impact on employee performance.
3. *Management work tools have no effect on employee performance through productivity:* This shows that no matter how good the management

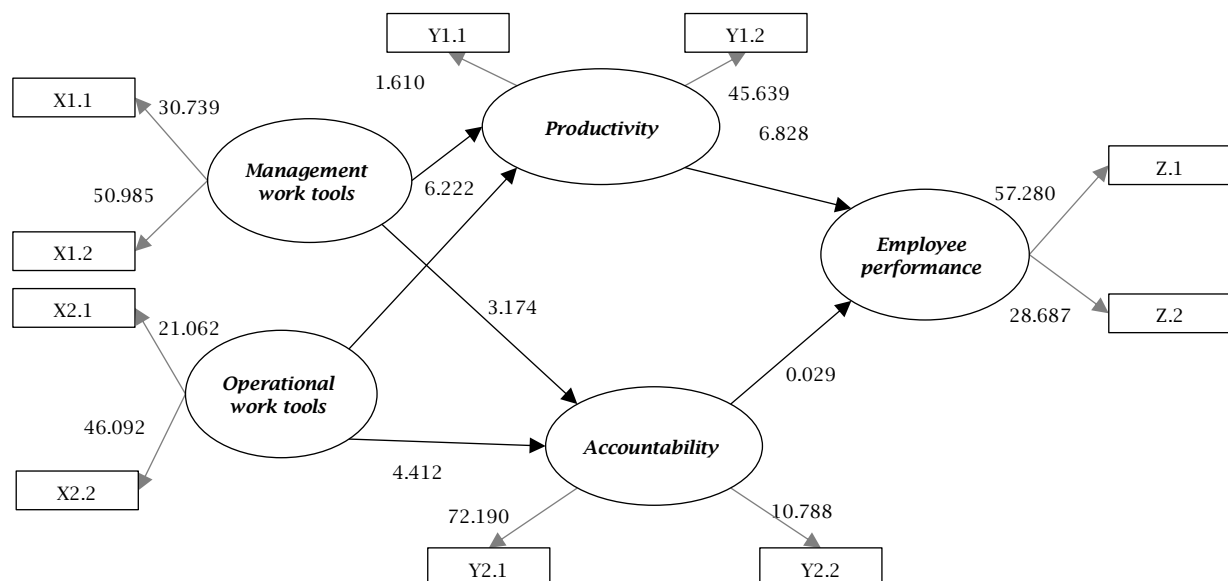
work tools and productivity, it does not have an impact on employee performance.

4. *Operational work tools have a positive and significant effect on employee performance:* This shows that the better the operational work tools, the better the employee performance.

5. *Operational work tools have a positive and significant effect on employee performance through productivity:* This shows that the better the operational work tools and productivity, the more it will affect employee performance.

6. *Operational work tools have no effect on employee performance through productivity:* This shows that no matter how good the operational work tools and productivity, it does not have an impact on employee performance.

**Figure 2.** Bootstrapping output



## 5. DISCUSSION

Performance is an act aimed at an organization in carrying out its activities, and then performance can be seen, can be observed, and can be measured. Performance can be seen from the ability of employees to produce the extent to which they employee is able to carry out the work and complete it in accordance with the specified time (Andi, 2019; Sari et al., 2020). Performance does not stand alone in carrying out its functions but is always related to employee job satisfaction and the level of compensation given. Performance is also influenced by skills, abilities, individual characteristics, environment, facilities and infrastructure, motivation, wages, and related matters (Diamantidis & Chatzoglou, 2019; Peng et al., 2020; Suprianto & Arhas, 2022).

Humans are creatures with limitations. Limitations of individual competence can hinder the implementation of a person's work or duties. A person's inability to achieve the goals or objectives set reflects the individual's poor performance. Therefore, the existence of operational tools for management can make it easier for employees to be able to do their jobs well.

Work facilities are vital for employees to complete their tasks, with the availability of facilities in the form of complete work support facilities and infrastructure, employees are encouraged to improve their performance, the implications that arise and these conditions are that employee performance will be more optimal and organizational goals can be achieved efficiently and effectively.

Realizing the importance of work facilities for employees, companies are required to provide and provide work facilities. Work facilities at each company are different in form and type depending on the type of business and the size of the company. Companies should provide pleasant facilities for their employees, thus if the official office is able to provide these facilities, the official office can increase employee morale so that their work can also increase. This is inseparable from the importance of using work facilities as a means to facilitate the work process of employees. Thus, the work facilities provided by the office such as machinery and equipment, infrastructure, work equipment, land, and buildings greatly support employees in their work because these facilities can help employees to more easily complete their work optimally.

The use of work facilities will have a good influence on employee performance; with optimal use of work facilities will further stimulate employee performance at work which in turn will improve employee performance indirectly. With the work facilities that have been prepared, employees will feel comfortable at work and can generate morale to get the expected results.

Employees are able to achieve performance effectiveness if employees show the ability to combine efforts to achieve the goals to be achieved with the availability of equipment that will be used to carry out these goals so that the work is carried out as expected (Akib et al., 2022; Kiyak et al., 1997; Nur & Niswaty, 2021).

Office facilities are everything that is a means of supporting various businesses or jobs carried out by agencies or companies in the form of physical

facilities and can improve employee performance. Office facilities have a useful life in the future and have a relatively permanent useful life.

A healthy work environment provides a sense of security for employees' physical and mental abilities in carrying out their daily routines. To achieve a healthy work environment, the provision of health facilities must be considered. An employee or worker cannot carry out the work assigned to him without being accompanied by work tools. Especially operational work tools.

Operational work tools are all objects or goods that function as tools that are directly used in production. This understanding includes all work tools in the office such as computers/PCs, copying machines, calculating machines, office stationery, telephones, internet, and other office operational equipment.

The availability of operational work tools in the form of office and work equipment and technology is very supportive of the smooth implementation of work. Very adequate work facilities with a condition that is suitable for use and well maintained will help a smooth work of processes in an organization. The complete provision of facilities is also used as a driving force to work. Work facilities must be a concern of every organization because they can affect overall performance. Where good and supportive work facilities will have an impact on the performance of employees both directly and supported by productivity and accountability.

Complete operational work tools, good work productivity, and accountability for work can improve employee performance. Companies should provide pleasant operational work tools for employees, such as facilities according to employee needs so that they are able to optimize the work results of these employees. Operational work tools provided by the company must also be in accordance with the level of employee knowledge in other words the facilities provided are at least easy to operate so that they can speed up the work process and not waste a lot of time. So in the process of providing operational tools that require careful analysis of office facilities and infrastructure, employees who will use the facility, financial team, and leaders.

## 6. CONCLUSION

Based on the results of data analysis, management work tools have no effect on employee performance, management work tools do not affect employee performance through productivity, management work tools do not affect employee performance through accountability, operational work tools affect employee performance, operational work tools affect employee performance through productivity, and operational work tools have no effect on employee performance through accountability. This shows that operational management tools can support employee performance either directly or through productivity. Employee performance is not achieved properly without operational work tools that are able to support work productivity. Therefore, the company must provide operational work tools that are able to support employee performance, so that later it will improve performance that has an impact on the organization.

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