

Analysis of Pathways to Increasing Productivity and Loyalty of Plantation Employees

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Abstract: This study examines the phenomenon of problems that occur in plantations in North Sumatra, namely there are still some employees who have groups or teams in completing their work but prefer to work individually, karja designs that still often change if needed in achieving targets, so that a person employees must have additional work that results in unsatisfactory work results, organizational culture or habits of employees returning home during working hours if the leadership is not in place resulting in work that should be completed on time requires more time to complete, so productivity will decrease along with bad habits that continue to be made and have an impact on employee loyalty that will decrease. The purpose of this study was to analyze the influence of teamwork, work design, organizational culture, loyalty, productivity, using a quantitative approach. The sample used in this study were 55 respondents; this study used path analysis. The results of this study indicate that teamwork, work design, organizational culture have a positive and significant effect together and separately on employee productivity and teamwork, work design, organizational culture have a positive and significant effect jointly and separately on employee loyalty.

Keywords: Teamwork, Work Design, Organizational Culture, Loyalty, Employee Productivity

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I. Introduction

Companies can form a working system in teamwork (in groups/teams) to be able to improve employee performance productivity so that each job can be easily completed properly. "Teamwork is a group of people who interact face to face, where each person realizes his membership, realizes the membership of others and each gets job satisfaction and participation in group activities" Mulyadi, (2015: 59).

Plantation companies have poor work designs so that there is a buildup of work for some employees which results in jealousy for other employees who only have one job, the habit of employees who are happy if they do not work and leave the company if the work is finished habits to date. Employees who feel the workload is heavier than other employees will do the work in a hurry which results in many mistakes. The decline in employee work productivity due to work design and organizational culture that is not good will reduce employee loyalty to the company.

Tabel 1.1 List of Work Productivity Assessments for 2015-2017

No.	Unit	2015	2016	2017
1.	Very Good (A)	15	11	17
2.	Good (b)	34	42	35
3.	Average (C)	19	15	17
4.	Low (D)	13	13	12
	Total	81	81	81

Source: *Perkebunan*

Based on the data in Table 1.1 it is known that there is an increase in employee productivity in the medium and low categories, where the employee productivity in the medium category continues to increase while the low category falls in 2017. The following are the details.

Tabel 1.2 List of Employee Work Productivity Assessments

No.	Unit	Very Good (A)	Good (B)	Average (C)	Low (D)	Jumlah
1.	Perkebunan Kelapa Sawit I (PKS I)	13	20	3	2	38
2.	Perkebunan Kelapa Sawit II (PKS II)	12	18	6	3	39
3.	Tanaman	1	2	1	0	4
	Total (persen)	26 (32,10%)	40 (49,39%)	10 (12,34%)	5 (6,17%)	81 (100%)

Source : *Perkebunan*

Based on the data in Table 1.2 shows that employee work productivity has not shown optimal performance; this can be seen with still employees who have low productivity and average productivity. This, of course, raises questions for researchers to measure productivity in plantations needs to be reviewed so that employee productivity can be more optimum. Thus the direction of research is to identify and analyze factors that influence so that it can provide input for management in formulating appropriate human resource strategies to improve employee productivity as the basis of competitive advantage. Low employee productivity has an impact on service quality and ultimately reduces employee satisfaction.

The first problem phenomenon is the decrease in employee work loyalty, due to the lack of attention that the company gives to the performance results of its employees, this creates a feeling of laziness to compete to provide maximum work results, resulting in a decrease in employee work productivity. The second problem phenomenon with a decrease in employee productivity is due to loyalty to employees where companies pay less attention to all the needs of their employees, as well as work design and organizational culture that need to be considered again. This can cause productivity to decrease due to employee dissatisfaction with the company. The third problem phenomenon with a decrease in employee work productivity is due to the formation of poor teamwork, such as the merging of employees who conflict or are having problems, so that the achievement of performance in teamwork is not achieved optimally. This can cause productivity to decline due to problems between unresolved individuals.

The fourth problem phenomenon with a decrease in employee work productivity which is caused by unstructured work design factors implies a build-up of work in several parts which causes a decrease in work productivity. It is also a factor that must be kept in mind because if the company is not good at designing work designs, it will create a bad organizational culture. The fifth problem phenomenon that results in a decrease in employee work productivity is the poor organizational culture in some parts that experience a buildup of work and other parts that do not work by the Job description where this is also due to the formation of unfavorable work structures. It causes a person not to understand in carrying out their duties and functions properly. Therefore the company must provide the task correctly so that employees understand their responsibilities and position.

There are still employees who feel dissatisfied and even dissatisfied, including those in the responsive indicators of carrying out organizational orders or being responsive in determining attitudes and thinking there are 2 who are dissatisfied and 2 not satisfied, for indicators there needs to be support or encouragement from the leadership so that employees can carry out their duties well there are 3 who are dissatisfied and 1 for dissatisfaction, for Leadership indicators needed to determine the values and attitudes that will be applied in the organization by the leadership of the company there are 4 less satisfied and 2 who are dissatisfied, for leadership indicators need to increase friendliness to For employees to be able to make examples for employees there are 3 who are dissatisfied and 1 who do not, for the Ability indicator, it is very important in relation to achieving the goals of the organization, there are 4 who are less satisfied and 2 who are dissatisfied.

II. Theoretical Review

1. Work Productivity

Productivity about efforts to produce goods or services that are useful for meeting the needs of human life and society in general. Understanding productivity according to Sunyoto, (2015: 203), Philosophically productivity is a mental attitude that is always trying and has the view that a life today is better than yesterday and tomorrow is better than today. Technically, productivity is a comparison between the results achieved and the overall resources used; labor productivity is a comparison between input and output issued by the company and the role of labor possessed by the union of time.

According to, Robbins (in Sriyono, 2013), If an organization ignores the development of human resources, it results in a decrease in morale and leads to a decrease in employee productivity. The work productivity indicators that arise are:

1) Attendance level

The high level of absenteeism from existing employees will directly affect productivity because employees who do not enter work will not be productive. Thus the production results are low which ultimately the predetermined production target is not achieved.

2) The yield rate

It has been explained above that productivity is a person's ability to produce goods or services. Based on these opinions with the existence of low work productivity employees automatically the production of goods or services will decrease so that the production target is not achieved.

3) Quality produced

In the activity of producing a product, the company will try to make the product have good quality, because if the product produced is not good then the productivity of the employee decreases.

4) Error rate

One reason for the decline in employee productivity in producing products is the level of error, because if the error rate is high, then employee productivity is low.

5) Time needed

Production process activities require sufficient time, because if the time given to produce a product is less and the resulting one will also be small so that the production target is not achieved.

Human productivity factors have a big role in determining the success of a business. Conceptually human productivity is often called a mental attitude that always has the view that the quality of life today is better than yesterday and tomorrow is better than today. Then productivity must be improved by various factors that can be fulfilled. Factors that can influence include knowledge, skills, abilities, attitudes, and behaviors, Sunyoto (2015: 204).

a) Knowledge

Real knowledge and skills underlying the achievement of work productivity. The concept of knowledge is more oriented to intelligence, thinking power and mastery of knowledge and the breadth of the insights that a person has. Thus knowledge is the accumulation of the results of the educational process both obtained formally and non-formally which contributes to someone in problem-solving, creativity, including in doing or completing work.

b) Skills

Skills are the ability to master operational technical regarding certain areas of workmanship. Skills are obtained through the process of learning and practicing. Skills related to a person's ability to do or complete work that is technical in computer operating skills, making computers, machine workshop skills and so on.

c) Abilities

Abilities or abilities are formed from some competencies possessed by an employee. This concept is much broader because it can include some competencies, knowledge, and skills, including ability building factors. Thus if someone has high knowledge and skills, it is expected to have high abilities as well.

d) Attitudes and Behaviors (behaviors)

The very close relationship between habits or attitudes and behavior. Attitude is a habit that is patterned. If the patterned attitude has positive implications about one's work behavior, it will be beneficial, meaning that if the employee's attitude is good, then it can guarantee good work behavior.

2. Loyalitas

Loyalty is one thing that money cannot buy; loyalty can only be obtained, but cannot be bought. Getting loyalty from an employee is not something that is easily done by the leader or company. In contrast to the difficulty of getting it, eliminating one's loyalty is very easy to do.

Loyalty can be interpreted by loyalty, service, and trust gave or addressed to someone or an institution, in which there is a sense of love and responsibility to try to provide the best service and behavior. Indicators that affect work loyalty are obedience or obedience, responsibility, service, and honesty, (Sriyono, 2013).

For that reason, the leadership or company should give the rights that should have been received by employees for their performance that has been dedicated to the company, so that employees feel satisfied with what they have done and received, so that a sense of loyalty, high loyalty will emerge. Employees will be happy to fulfill their duties and obligations even if it is not in working hours or prioritizing the interests of the company compared to the employee's personal affairs.

According to Utami, (2015: 33) loyalty indicators consist of several elements, namely:

1) Obedience / Compliance

It is the ability of an employee to comply with all applicable regulations and obey the orders of the competent supervisor, and be able not to violate the prohibitions given.

2) Willing to work together

Employees who have an attitude by the understanding of loyalty, will not hesitate to cooperate with other employees. Working with others in a group allows an employee to be able to do something that is not possible individually.

3) Responsibility

The ability of employees to complete the work that has been submitted to him properly, on time and dare to take risks for decisions made or actions taken.

4) Service

That is the contribution of thought and energy employees sincerely to the company.

5) Honesty

It is the ability of employees to carry out their duties fully, not abuse their authority, and report the results of their work to superiors as they are

Based on the conceptual framework above, the hypothesis of this study are:

1. There is a significant influence of teamwork, work design, influential organizational culture, and significant effect simultaneously on employee productivity at the Plantation.
2. There is a significant effect of teamwork, work design, influential organizational culture simultaneously having a significant effect on employee loyalty as an intervening variable in Plantation
3. There is a significant effect of loyalty on employee work productivity together or separately.
4. Loyalty mediates the influence of teamwork, work design, work culture on employee productivity at the Plantation.

III. Methodology

The approach of this research is quantitative research. According to Rusiadi et all (2014: 12), "Quantitative research is a study that aims to determine the degree of relationship and pattern/form of influence between two or more variables, where with this research a theory will be developed which serves to explain, predict and control a symptom " This study discusses "Analysis of Teamwork, Work Design, Organizational Culture of Employee Work Productivity with Loyalty as Intervening Variables in Plantation Production Section". So the number of samples in this study are all employees of plantation production in the amount of 55 people who are permanent employees. Data analysis techniques used in this study are:

Path analysis equation (first)

$$Y_1 = \text{PY}_1 X_1 + \text{PY}_1 X_2 + \text{PY}_1 X_3 + \epsilon_1$$

Path analysis equation (second)

$$Y_2 = \text{PY}_2 X_1 + \text{PY}_2 X_2 + \text{PY}_2 X_3 + \text{PY}_2 Y_1 + \epsilon_2$$

Information:

- Y_1 = Loyalty (*Endogenous Variable*)
- Y_2 = Productivity (*Endogenous Variable*)
- X_1 = Teamwork (*Eksogenous Variable*)
- X_2 = Work Design (*Eksogenous Variable*)
- X_3 = Organizational Cuture (*Eksogenous Variabel*)
- ϵ = *Error Term / Error Rate*

IV. Result and Discussion

Path analysis is a development of multiple linear regression. This testing technique is to find out the size of the contribution (contribution) shown by the path coefficient on each path diagram of the causal relationship between variables X_1, X_2, X_3 and Y_2 and the impact on Y_1 .

Tabel 1. Uji Determination of Teamwork on Loyalty
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755 ^a	.571	.563	2.673

a. Predictors: (Constant), Teamwork

b. Dependent Variable: Loyalitas

Source: Processing Results SPSS ver 17.0

Tabel 2 Teamwork Interpretation of Loyalty

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.400	4.317		1.482	.144
	Teamwork	.838	.100	.755	8.393	.000

a. Dependent Variable: Loyalitas

Source: Processing Results SPSS ver 17.0

Table 3 Test of Teamwork Determination of Productivity Through Loyalty

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 ^a	.778	.769	1.655

a. Predictors: (Constant), Loyalitas, Teamwork

b. Dependent Variable: Produktivitas

Source : Processing Results SPSS ver 17.0

Table 4. Interpretation of Teamwork on Productivity Through Loyalty

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.522	2.728		2.024	.048
	Teamwork	.639	.094	.675	6.771	.000
	Loyalitas	.215	.085	.253	2.531	.014

a. Dependent Variable: Produktivitas

From the table above to find out the influence of teamwork through job satisfaction on employee work productivity is used path analysis (path analysis). The magnitude of the error value for each influence of the independent variable on the dependent is obtained through the following calculations:

$$Pe_1 = \sqrt{1 - 0,755^2} = 0,656$$

$$Pe_2 = \sqrt{1 - 0,882^2} = 0,471$$

In trimming theory testing the validity of the research model is observed through the calculation of the total determination coefficient as follows:

$$\begin{aligned} R^2_m &= 1 - P^2e_1 \cdot P^2e_2 \\ &= 1 - (0,656)^2 (0,471)^2 \\ &= 1 - (0,43) (0,222) \\ &= 0,91 \\ &= 91,0\% \end{aligned}$$

The coefficient of determination is 0.91 indicating that 91.0% of the information contained in the data can be explained by the model, while the remaining 9% is explained by errors and other variables outside the model. The coefficient number on this model is relatively large so that it is worth doing further interpretation.

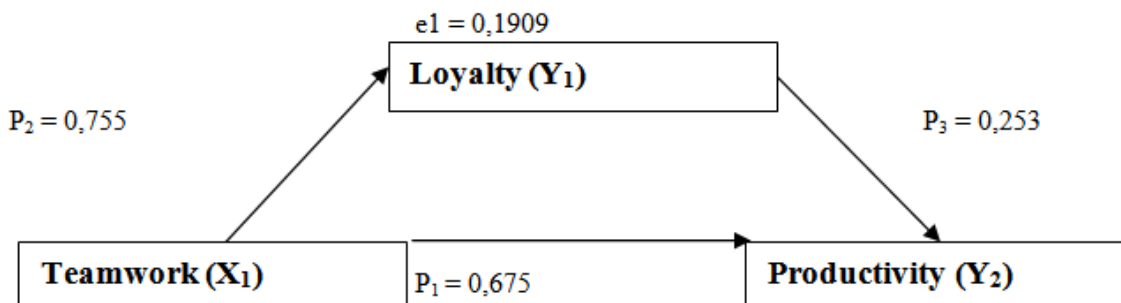
From the SPSS output, the standardized beta value for teamwork is 0.755 and significant at 0.000, which means that teamwork affects loyalty. Standardized beta coefficient value 0.755 is the value of path or path P2. At SPSS output table 4.33. the standardized beta value for teamwork is 0.675 and loyalty of 0.253 is all significant. The standardized beta teamwork value 0.675 is the path value or path P1 and the standardized beta value of loyalty 0.253 is the path value or path P3.

$$\text{The amount of value } e1 = (1 - 0,563)^2 = 0,1909 .$$

$$\text{Equation I} = Y_1 = 0,755 X_1 + 0,1909 \text{ €1.}$$

$$\text{and } e2 = (1 - 0,769)^2 = 0,053.$$

$$\text{Equation II} = Y_2 = 0,675 X_1 + 0,253 Y_1 + 0,053 \text{ €2.}$$



The results of path analysis show that teamwork can have a direct effect on productivity and can also indirectly affect teamwork to loyalty (as an intervening variable) and then to productivity. The amount of direct influence is 0.675 while the magnitude of the indirect effect must be calculated by multiplying the indirect coefficient which is $(0.755) \times (0.253) = 0.191$ or the total effect of teamwork on productivity = $0.675 + (0.755 \times 0.253) = 0.866$. Because of the value $(P2 \times P3 < P1)$, loyalty does not function as an intervening variable. From the results of calculations obtained indicate that the effect indirectly through loyalty is smaller than the direct

effect on productivity. These results indicate that teamwork does not affect productivity through loyalty as an intervening variable, or it can be concluded that loyalty is not a variable that mediates between teamwork and productivity. Based on this, the research hypothesis which states that teamwork influences productivity through loyalty does not get empirical support or it can be concluded that the hypothesis is rejected.

Tabel 5. Determination of Loyalty Work Design

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813 ^a	.660	.654	2.377

a. Predictors: (Constant), Desain_Kerja

b. Dependent Variable: Loyalitas

Tabel 5. Interpretation of Work Design Against Loyalty

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.069	3.996		.518	.607
	Desain_Kerja	.940	.093	.813	10.154	.000

a. Dependent Variable: Loyalitas

Tabel 6. Determination of Work Design Against Productivity Through Loyalty

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 ^a	.737	.727	1.802

a. Predictors: (Constant), Loyalitas, Desain_Kerja

b. Dependent Variable: Produktivitas

Tabel 7. Interpretation of Work Designs Against Productivity Through Loyalty

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.801	3.036		1.910	.062
	Desain_Kerja	.666	.120	.675	5.527	.000
	Loyalitas	.183	.104	.214	1.754	.085

a. Dependent Variable: Produktivitas

Source : Processing Results SPSS ver 17.0

From the table above to find out the influence of work design through job satisfaction on employee work productivity is used path analysis (path analysis). The magnitude of the error value for each influence of the independent variable on the dependent is obtained through the following calculations:

$$Pe_1 = \sqrt{1 - 0,813^2} = 0,583$$

$$Pe_2 = \sqrt{1 - 0,858^2} = 0,514$$

In trimming theory testing the validity of the research model is observed through the calculation of the total determination coefficient as follows:

$$\begin{aligned} R^2_m &= 1 - P^2_{e_1} \cdot P^2_{e_2} \\ &= 1 - (0,583)^2 (0,514)^2 \\ &= 1 - (0,339) (0,264) \\ &= 0,91 \\ &= 91,0\% \end{aligned}$$

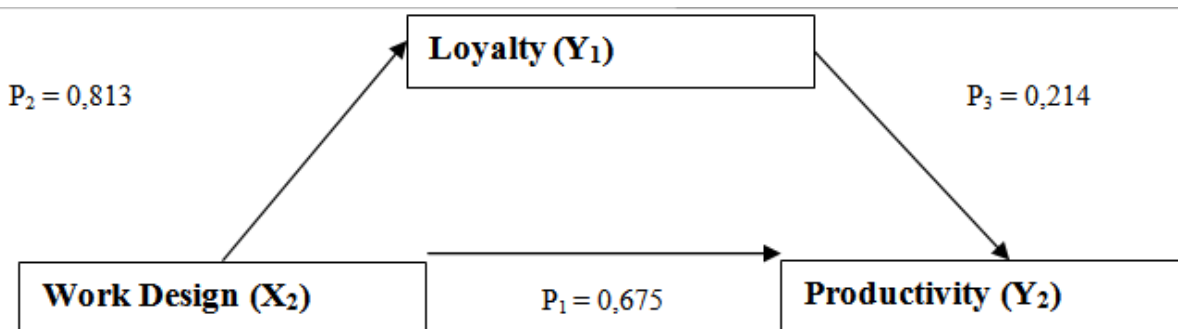
The coefficient of determination of 91.0% indicates that 91.0% of the information contained in the data can be explained by the model, while the remaining 9% is explained by errors and other variables outside the model. The coefficient number on this model is relatively large so that it is worth doing further interpretation.

From the results of SPSS output, the standardized beta value for work design is 0.813 and is significant at 0.000, which means that work design influences loyalty. Standardized beta coefficient value 0.813 is the value of path or path P2. At SPSS output table 4.37 the standardized beta value for work design is 0.675 and loyalty 0.214 is all significant. Standardized beta value of work design 0.675 is the path value or path P1 and the standardized beta value of loyalty 0.214 is the path value or path P3.

$$e_1 = (1 - 0,654)^2 = 0,119$$

$$\text{Equation I} = Y_1 = 0,813 X_2 + 0,119 \epsilon_1.$$

And $e_2 = (1 - 0,727)^2 = 0,075$.
 Equation II = $Y_2 = 0,675 X_2 + 0,214 Y_1 + 0,075 \epsilon_2$.
 $e_1 = 0,119$



The results of path analysis show that work design can have a direct effect on productivity and can also have an indirect effect, namely from work design to loyalty (as an intervening variable) then to productivity. The amount of direct influence is 0.675 while the magnitude of the indirect effect must be calculated by multiplying the indirect coefficient namely $(0.813) \times (0.214) = 0.174$ or the total effect of work design on productivity = $0.675 + (0.813 \times 0.214) = 0.849$. Because of the value $(P_2 \times P_3 < P_1)$, loyalty does not function as an intervening variable.

From the results of calculations obtained indicate the effect indirectly through loyalty is smaller than the direct effect on productivity. These results indicate that work design does not affect productivity through loyalty as an intervening variable, or it can be concluded that loyalty is not a variable that mediates between work design and productivity. Based on this, the research hypothesis which states that work design influences productivity through loyalty does not get empirical support or it can be concluded the hypothesis is rejected.

Tabel 8. Determination of Organizational Culture Against Loyalty
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825 ^a	.680	.674	2.307

a. Predictors: (Constant), Budaya_Organisasi

b. Dependent Variable: Loyalitas

Tabel 9. Interpretation of Organizational Culture on Productivity
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.168	3.437		1.794	.078
	Budaya_Organisasi	.853	.080	.825	10.616	.000

Tabel 10. Determinas Organizational Culture Against Productivity Through Loyalty
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 ^a	.663	.650	2.039

a. Predictors: (Constant), Loyalitas, Budaya_Organisasi

b. Dependent Variable: Produktivitas

Tabel 11. Interpretation of Organizational Culture Against Productivity Through Loyalty
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.702	3.130		3.419	.001
	Budaya_Organisasi	.443	.126	.502	3.524	.001

Loyalitas	.297	.121	.349	2.449	.018
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a. Dependent Variable: Produktivitas

From the table above to find out the influence of organizational culture through loyalty to employee work productivity, path analysis is used. The magnitude of the error value for each influence of the independent variable on the dependent is obtained through the following calculations:

$$Pe_1 = \sqrt{1 - 0,825^2} = 0,32$$

$$Pe_2 = \sqrt{1 - 0,814^2} = 0,338$$

In trimming theory testing the validity of the research model is observed through the calculation of the total determination coefficient as follows:

$$\begin{aligned} R^2_m &= 1 - P^2e_1 \cdot P^2e_2 \\ &= 1 - (0,32)^2 (0,338)^2 \\ &= 1 - (0,102) (0,114) \\ &= 0,99 \\ &= 99,0\% \end{aligned}$$

The coefficient of determination of 0.99 indicates that 99.0% of the information contained in the data can be explained by the model, while the remaining 1% is explained by errors and other variables outside the model. The coefficient number on this model is relatively large so that it is worth doing further interpretation.

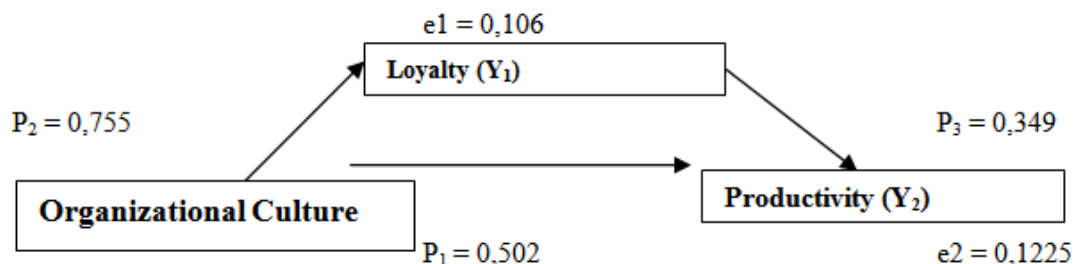
From the SPSS output, the standardized beta value for organizational culture is 0.813 and is significant at 0.000, which means that the organizational culture influences loyalty. Standardized beta coefficient value 0.813 is the value of path or path P2. At SPSS output table 4.31. From table 4.41. standardized beta values for work design 0.502 and loyalty 0.349 are all significant. Standardized beta value of work design 0.502 is the path value or path P1 and standardized beta loyalty value 0.349 is the path value or path P3.

$$e1 = (1 - 0,674)^2 = 0,106$$

$$\text{Equation I} = Y_1 = 0,825 X_3 + 0,106 \text{ €1.}$$

$$e2 = (1 - 0,650)^2 = 0,1225$$

$$\text{Equation II} = Y_2 = 0,502 X_3 + 0,349 Y_1 + 0,1225 \text{ €2.}$$



The results of path analysis show that organizational culture can have a direct effect on productivity and can also have an indirect effect from organizational culture to loyalty (as an intervening variable) then to productivity. The magnitude of the direct effect is 0.502 while the magnitude of the indirect effect must be calculated by multiplying the indirect coefficient namely $(0.755) \times (0.349) = 0.263$ or the total influence of organizational culture on productivity $= 0.502 + (0.755 \times 0.349) = 0.765$. Because of the value $(P2 \times P3 < P1)$, loyalty does not function as an intervening variable.

From the results of calculations obtained indicate the effect indirectly through loyalty is smaller than the direct effect on productivity. These results indicate that organizational culture has no effect on productivity through loyalty as an intervening variable, or it can be concluded that loyalty is not a variable that mediates between organizational culture and productivity. Based on this, the research hypothesis which states that organizational culture influences productivity through loyalty does not get empirical support or it can be concluded the hypothesis is rejected.

V. Conclusion

There is a significant influence of teamwork, work design, organizational culture have a significant and simultaneous effect on employee productivity at the Plantation. There is a significant influence of teamwork, work design, organizational culture have a significant and simultaneous effect on employee loyalty to the Plantation. There is a significant effect of productivity on employee work loyalty together or separately. Loyalty does not function as a mediating variable between teamwork, work design, organizational culture on employee work productivity at the Plantation.

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