

Roles of Training, Work Involvement and Performance Allowance to Productivity within Work Life Balance as Intervening Variable (Case Study of Construction Workers in Bojonegoro, Indonesia)

Wiwiek Harwiki, Agusantiko Setyonugroho, Siska Meilinda Sari

Dr. Soetomo University Surabaya

Corresponding author. Email: wiwiek.harwiki@unitomo.ac.id

ABSTRACT

This study aimed to analyze impacts of training, work involvement and performance allowance on productivity partially, meanwhile training, work involvement and performance allowance influenced on work-life balance partially, while work-life balance affected productivity. Afterwards, indirect impacts of training, work involvement and performance allowance into productivity through work-life balance as a mediating variable partially. 87 road work site superintendents as population in Bojonegoro Regency. The sampling technique were random sampling and the analytical techniques was the Partial Least Square (PLS). The results as follows: training and work involvement have no significant effect on productivity, but performance allowance has significant effect on productivity partially.

Thereafter, partly training and work involvement have no significant effect on work-life balance, in the contrary performance allowance has a significant effect on work-life balance while work-life balance has a significant effect on productivity. Further, training and work involvement have no significant effect on productivity through work-life balance partially, on the contrary performance allowances has a significant impact on productivity through work-life balance.

Keywords: *training, work involvement, performance allowance, productivity, work-life balance*

1. INTRODUCTION

The success of infrastructure development and human resource development are measured by the labor productivity level. Shehata et al (2011) stated it is important to have good control to the productivity factors which contributed to the composition of the integrated production in order to obtain the expected income of construction work projects. Training and education organized by the company enables for increasing of work productivity, as well as the workforce has increased knowledge or ability to achieve organizational or company goals. Improving the skills, knowledge, insights, and attitudes of workers in their duties through company training programs can increase the productivity of the company's workforce. Good employee psychological conditions have an impact on decent results. If employees finishing their tasks and works comfortable and happily, they will be responsible and can be easier for completing their work. Bakker & demerouti (2007) stated employee involvement is characterized by passion (vigor), dedication at work (dedication), and appreciation during work (absorption). These 3 (three) aspects are considered as a positive view of life and thoughts about the unity of work relationships. Employees with high involvement will feel positive and satisfied.

Performance allowances is salient and need company's attention. Employees who completing their duties well, can be given performance allowances as well as employees who have accomplishment (Wati, et al., 2021). Giving performance allowances fulfilling the employees living needs in order to get a more decent and better life (Rasmayadi, 2015).

Employees can complete their tasks, duties and responsibilities at work while in their personal lives they still have rare times for families and themselves as stated by Delecta (2018) that work-life balance is the ability individual to fulfill their duties at work and remain committed to their families, as well as other non-work responsibilities.

Company support through providing performance allowance is intended to increase employee productivity so it will be easier to achieve the company goals. Providing compensation as performance allowances is expected to create the balancing of work life and personal life intertwined well.

The efforts of employees and companies were in line and supported human resource development as proclaimed by the Ministry of Public Works and Housing /PUPR (2015-2019), there have been 750,000 certified people. The absorption of labor in construction sector was 7,000,000 (seven million) people. 30% of 7,000,000 people were skilled labor, but only around 5,1% certified people appropriate with Constitution number 18/PUPR/1999 (Kodri. et al, 2015). This circumstances described problems as the phenomenon and urgently required HRM improvement relating to training, work involvement, performance allowance, work life balance and productivity.

This study explored variables were rarely implemented in construction sector previously, therefore this study has been different and results would be dissimilar and subsequently the result would be valuable and expected to be able to overcome HRM field especially relating to training, work involvement, performance allowance, balancing of work-life and productivity. Supporting for a qualified workforce reflected high productivity requires training, work involvement and performance allowance as well as paying attention to the employee in balancing of work-life. Therefore this study need to be conducted through analyzing whether there would be an effect of training, work engagement and performance allowances on productivity through the work-life balance of construction workers, especially level 4 (four) of Road Works Site Superintendent in Bojonegoro Regency.

2. RESEARCH METHODS

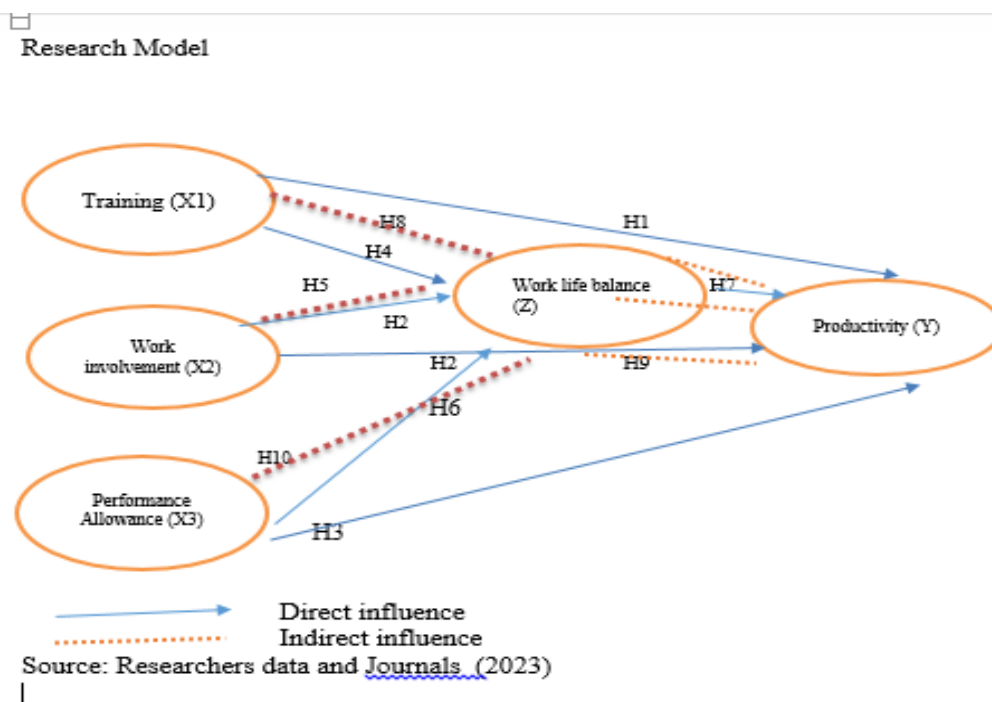


Figure 1. Research Model

Hypotheses:

- H1: Training has an impact on productivity allegedly
- H2: Work involvement has an impact on productivity allegedly
- H3: Performance allowances has an impact on productivity allegedly
- H4: Training has an impact on work-life balance allegedly
- H5: Work involvement has an impact on work-life balance allegedly
- H6: Performance allowances has an impact on work-life balance allegedly
- H7: Work-life balance has an impact on productivity allegedly
- H8: Training has an impact on productivity through work-life balance as a mediating variable allegedly
- H9: Work involvement has an impact on productivity through work-life balance as a mediating variable allegedly
- H10: Performance allowances has an impact on productivity through work-life balance as a mediating variable allegedly.

This study as a quantitative research was designed to determine the effect of training, work involvement, performance allowance on productivity through work life balance as a mediating variable. The unit of analysis that became the target was all skilled construction workers for the level 4 (four) road works site superintendent in bojonegoro regency. Total of 87 people, because the total population was not greater than 100 respondents, all respondents (100%) were taken from the total population of construction sector workers, as the skilled workers in training and testing activities in Bojonegoro regency.

Validity test

The validity test is useful to find out whether there are statements in the questionnaire that must be discarded/replaced because they are deemed irrelevant . to test the validity of the data used in this study, data processing was used through SPSS (Statistical Product and Service Solutions)

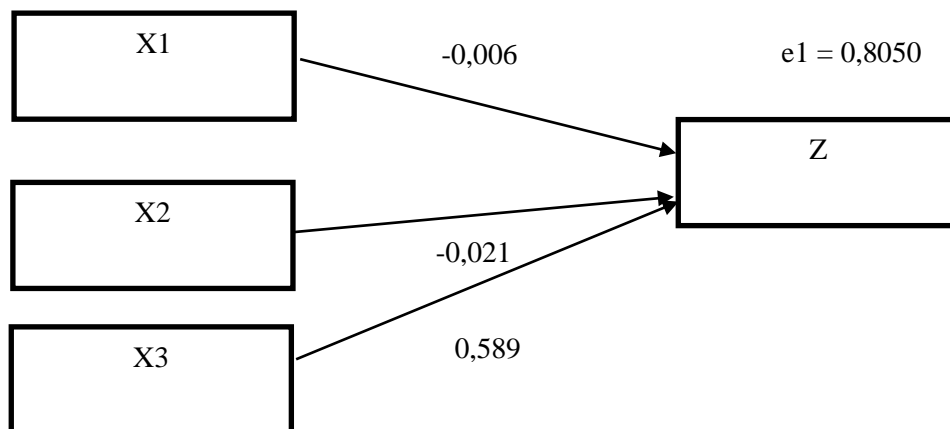
Reliability test

Reliability is a tool to measure the extent to which the proposed questionnaire can provide results that are not different. reliability testing in this study is to use the cronbach alpha formula. to test the reliability of the data used in this study, data processing was used through SPSS (Statistical Product and Service Solutions)

Path Analysis

Path Coefficient Model 1

Referring to the output of Regression Model 1 in the coefficients table, it can be seen that the significance values of the two variables are $X1 = 0.959 > 0.05$, $X2 = 0.868 > 0.05$ and $X3 = 0.000 < 0.05$. These results conclude that the regression model 1, namely the variables X1 and X2, has no effect on Z, while X3 has a significant effect on Z. The magnitude of the R Square value contained in the Model Summary table is 0.352, this indicates that the contribution of X1, X2 and X3 to Z is 35.2% while the remaining 64.8% is contributed by other variables not included in the study. Meanwhile, the value of $e1$ can be found using the formula $e1 = \sqrt{1-0.352}=0.8050$



Path Coefficient Model 2

Based on the output of the regression model 2 in the coefficients table section, it is known that the significance values of the four variables are:

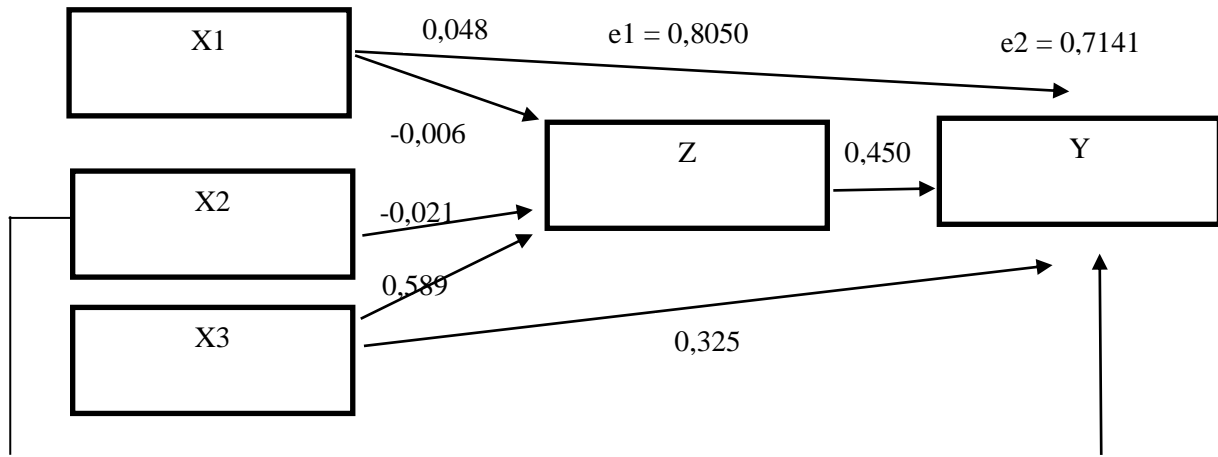
$$X1 = 0,664$$

$$X2 = 0,534$$

$$X3 = 0,004$$

$$Z = 0,000$$

Regression model 2, namely the variables X1 and X2 have no effect on Y because the value is greater than 0.05 while X3 and Z have a significant effect on Y because their value is less than 0.05. The R Square value contained in the Model Summary table is 0.490. This indicates that the contribution of X1, X2, X3 and Z to Y is 49%, while the remaining 51% is contributed by other variables not examined. Meanwhile for the value of $e2 = \sqrt{1-0.490} = 0.7141$. Structural path diagram 2 as follows:



- (1) a significance value of X1 is $0.664 > 0.05$. So it can be concluded that there is no direct significant effect of X1 on Y
- (2) a significance value of X1 is $0.664 > 0.05$. So it can be concluded that there is no direct significant effect of X1 on Y
- (3) a significance value of X3 is $0.004 < 0.05$. So it can be concluded that there is a direct significant effect of X3 on Y.
- (4) the significance value of X1 is $0.959 > 0.05$. So it can be concluded that there is no direct significant effect of X1 on Z.
- (5) the significance value of X2 is $0.868 > 0.05$. So it can be concluded that there is no direct significant effect of X2 on Z.
- (6) the significance value of X3 is $0.000 > 0.05$. So it can be concluded that there is a direct significant effect of X3 on Z.
- (7) the significance value of Z is $0.000 < 0.05$. So it can be concluded that there is a direct significant influence of Z on Y.
- (8) Analysis of the effect of X1 through Z on Y: the effect is known directly given X1 to Y of 0.664. While the indirect effect of X1 through Z on Y is the multiplication of the beta value of X1 on Z with the value of beta Z on Y, namely: $-0.006 \times 0.450 = -0.0027$, then the total effect that X1 gives on Y is a direct effect plus an indirect effect directly, namely: $0.048 - 0.0027 = 0.045$. It was known that the direct effect value is 0.048 and the indirect effect is -0.0027, which means that the direct effect value is greater than the indirect effect value and the beta coefficient is $0.048 < 0.05$. These results indicate that directly X1 has no significant effect on Y and variable Z as an intervening variable strengthens the relationship between variables X1 and Z so that X1 produces an effect on Y by mediating the variable Z.
- (9) Analysis of the effect of X2 through Z on Y: known direct effect given X2 to Y of 0.534. Meanwhile, the indirect effect of X2 through Z on Y is the multiplication of the beta value of X2 on Z and the value of beta Z on Y, namely: $-0.021 \times 0.450 = -0.00945$, so the total effect that X2 has on Y is the direct effect plus the indirect effect directly, namely: $-0.069 - 0.00945 = -0.07845$. It was known that the direct effect value is -0.069 and the indirect effect is -0.07845, which means that the direct effect value is smaller than the indirect effect value and the beta coefficients are both smaller than 0.05. These results indicate that directly or indirectly X2 has no significant effect on Y.
- (10) Analysis of the effect of X3 through Z on Y: the effect is known directly given X3 to Y of 0.004. While the indirect effect of X3 through Z on Y is the multiplication of the beta value of X3 on Z with the value of beta Z on Y, namely: $0.589 \times 0.450 = 0.26505$, then the total effect given by X3 on Y is a direct effect plus an indirect effect, namely: $0.325 + 0.26505 = 0.59005$. It was known that the direct effect value is 0.325 and the indirect effect is 0.26505, which means that the direct effect value is greater than the indirect effect value and the beta coefficients are both smaller than 0.05. These results indicate that directly or indirectly X3 has a significant effect on Y and the direct effect is greater than the indirect effect.

3. RESULT AND DISCUSSION

The materials, participants and training instructors must be reviewed, meanwhile work involvement of workers need more serious noticed related to have productivity, so that the psychological aspects of employees must be given more attention by companies and leaders so that they have a good impact on the results of their work.

Companies were required to redesign the materials, instructors and training participants in order to increase productivity while still paying attention to the psychological aspects of employees. Performance allowances company must be maintained and improved in various programs for accomplishing and recognizing as well as to be increased more and better. Although training has not related to on work-life balance in this study but many of findings proved that training should be conducted so it must be done in a way that employees remain committed to maintaining a balance between family life and being responsible outside of work

4. CONCLUSION

The interesting finding that work involvement has not effect on work-life balance therefore companies must strive for passion, dedication and appreciation of workers duties to balance work life as a positive outlook on life.

Companies must maintaining or increasing employee rewards as psychological aspects of employees accordingly employees feel more comfortable since they are able to complete daily tasks and have rare time with families, as well as maintaining the psychological condition of employees so thus work results remain optimally. Companies are required to pay more attention to employees' appreciation of their duties so that they can spur enthusiasm to increase productivity, because high enthusiasm can be used as an employee's outlook on life to complete the task and stay committed to their family as well as required to pay more attention to employees' appreciation of their duties so that they enthusiastic to increase productivity, because high enthusiasm can be used as an employee's outlook on life, completing tasks and stay committed to their family.

Relating to performance allowance given to workers, companies have to maintain in appreciation or recognition formulas in order to honor and tribute for employees with the result productivity will be enhanced maximally, so as employees would be able to balance their life between completing tasks and commitment to their families. Gender of respondents was a limitation study, so suggestions for the future research will be more valuable if using mixed gender (men and women), mixed methods and also another variables wielded in this study.

REFERENCES

- Andika, R; Widjanarko, B&Ahmad, R. 2019. Pengaruh Motivasi Kerja dan Persaingan kerja Terhadap Produktivitas Kerja Melalui Kepuasan Kerja Sebagai Variabel Intervening Pada Pegawai Universitas Pembangunan Panca Budi, Medan. *Jurnal Manajemen Tools*. Vol 11. No. 1. 189-205. .
- Bakker, Arnorld. B., Evangelia, Demerouti. 2007. The Role of Personal Resources in Job Demands-Resources Model. *International Journal of Stress Management*. Volume 14 Nomor 2.
- Chaerunissa, E&Pancasasti, R. 2021. Pengaruh Employee Engagement Dan Commitment Organization Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Pegawai Sebagai Variabel Intervening (Studi pada Departemen Operasi PT Cogindo DayaBersama PLTU Pelabuhan Ratu). *Jurnal Riset Bisnis dan Manajemen Tirtayasa (JRBMT)*. Vol. 5 No. 2, 2021 (126-146)
- Delecta, P. 2011. Work Life Balance. *International Journal of Current Research* Volume 33 Nomor 4.
- Fakriyadi& Iba, Z. 2022. Pengaruh Tunjangan Kinerja, Budaya Organisasi Dan Kecerdasan Emosional Terhadap Kinerja Pegawai Pada Badan Narkotika Nasional (BNN) Kabupaten Pidie Jaya. Aceh: *Jurnal Kebangsaan* Vol. 11 No. 22.
- Hasibuan, Malayu S.P. 2009. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara. Indonesian Labour Law - Act 13 of 2003..
- Iryani, Yulianto, H&Nurpadilah., L. 2022. Pengaruh Tunjangan Kinerja Terhadap Kinerja Pegawai Melalui Kepuasan Kinerja Sebagai Variabel Mediasi.. *Seiko Journal Of Management and Business*. Vol. 5. No. 1. 343-354.
- Junaidi; Mirasanti, L. 2020. Pengaruh Tunjangan Kinerja Terhadap Motivasi Kerja Pegawai Kantor Camat Di Kota Pagar Alam. Pagar Alam. *Jurnal Ekonomia*. Vol. 10 No. 2.

- Kodri, I; Fitriani,H; Ika Juliantina, I.. (2015, Edisi III). Sertifikasi Tukang Untuk Kemandirian Bangsa. Buletin Dwi Wulan Direktorat Jenderal Bina Konstruksi Kementerian Pekerjaan Umum dan Perumahan Rakyat, 18-19.
- Mufti, A&Martono, S. 2016. Pengaruh Disiplin Kerja, Lingkungan Kerja, Dan Pelatihan Pada Produktivitas Kerja. Semarang: Management Analysis Journal. Vol. 5 No. 4. 339-346.
- Nimon, K., Shuck, B., & Zigarmi, D. (2016). Construct Overlap Between Employee Engagement And Job Satisfaction: A Function Of Semantic Equivalence?. Journal of Happiness Studies: An Interdisciplinary Forum on Subjective Well-Being. Vol. 17 No. 3, 1149–1171.
- Pratama, HP&Setiadi, IK. 2021 Pengaruh Work Life Balance Terhadap Kepuasan Kerja Karyawan Milenial Perusahaan Startup di Jakarta. Business Management Analysis Journal (BMAJ) Vol. 4 No. 2. 145-159.
- Prihutami, N.D; Hubeis, M; Puspitawati, H 2015. Strategi Human Capital Group Department dalam Mengembangkan Keterikatan Pegawai (Employee Engagement) (Studi Kasus: Unit Operasional PT Bumitama Gunajaya Agro). Jurnal Aplikasi Manajemen. Vol.13, No.4, 160-169.
- Putra, Z dan Iba, Z. 2021. Pengaruh Tunjangan Kinerja, Budaya Organisasi Dan Kecerdasan Emosional Terhadap Produktivitas Kerja Pegawai Pada Kantor Dinas Sosial Kabupaten Bireuen. Aceh: Jurnal Kebangsaan Vol. 10 No. 20.
- Ramadhan, N&Sembiring, J. 2017. Pengaruh Employee Engagement terhadap Kinerja Karyawan di Human Capital Center PT. Telekomunikasi Indonesia, Tbk. Jurnal Manajemen Indonesia. Vol. 14, No. 1, 47-58.
- Rasmayadi, Budi. 2015. Faktor-Faktor Yang Mempengaruhi Produktivitas Karyawan (Studi Kasus Pada CV Mitra Bersama Lestari Tahun 2014). Jurnal Manajemen&Bisnis. Vol. 1 No. 1, 1-16.
- Rivai, V. & Sagala, E. J. (2013). Manajemen Sumber Daya Manusia Untuk Perusahaan. Jakarta: PT. Raja Grafindo Persada.
- Sabir RI; Akhtar, R; Bukhari, SAF; Nasir, J & Ahmed, W. 2014. Impact of Training on Productivity of Employees: A Case Study of Electricity Supply Company in Pakistan. International Review of Management and Business Research.. Vol 3. No. 2. 595-606.
- Simamora, H. 2004. Manajemen Sumber Daya Manusia. Edisi Ke-3. Yogyakarta : STIE YKPN.
- Sinungan, M. 2008. Produktivitas Apa dan Bagaimana., Jakarta; Bumi Aksara
- Shehata, M. E., & El-Gohary, K. M. (2011). Towards improving construction labor productivity and projects performance. Alexandria Engineering Journal, 50(4), 321-330.
- Tabassi, A. A., Ramli, M., & Bakar, A. H. A. (2012). Effects of training and motivation practices on teamwork improvement and task efficiency: The case of construction firms. International Journal of Project Management, 30(2), 213-224
- Wati, I. G. A. S. P., Wulandari, N. L. A. A., & Suputra, G. A. (2021). Peran Kepuasan Memediasi Pengaruh Tunjangan Kinerja Terhadap Kinerja Perangkat Desa Se-Kecamatan Abiansemal. Jurnal Manajemen, Kewirausahaan dan Pariwisata: Widya Amrita, 1(2), 630-642
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands-resources model. International journal of stress management, 14(2), 121.