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The Effect Of Coordination And Effectiveness Of Supervisors' Work On Employees Productivity At PT. Astra Argo Lestari

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Abstract: Research objectives: 1) To find out the effect of Coordination on Employee Work Productivity at PT. Astra Argo Lestari, Tbk. 2) To find out the effect of Supervisory Work Effectiveness on Employee Work Productivity at PT. Astra Argo Lestari, Tbk 3) To determine the effect of Coordination and Effectiveness of Supervisory Work jointly on Employee Work Productivity at PT. Astra Argo Lestari, Tbk. Data analysis techniques used are quantitative techniques, namely data analysis techniques using statistical formulas through the SPSS 20 statistics program. The population in this study was employees of PT. Astra Argo Lestari, Tbk 70 people. There is a coordination effect on work productivity, with a thitung value of 13,491, while the tybel value for $n = 70$ is 1,994. So $t_{hitung} > t_{tabel}$ or $13,491 > 1,994$. There is an effect of supervisory work effectiveness on work productivity, with a thitung value of 16,862, while the tybel for $n = 70$ is 1,994. There is an influence of coordination and effectiveness of supervisory work together on work productivity, with a value of F_{hitung} of 302,318 which is greater than F_{tabel} of 2.74

Keywords: Coordination, Effectiveness of Work Supervisors, Employee Work Productivity

INTRODUCTION

Nowadays management becomes important along with the development of the era. Organizations without management will be chaotic and will probably go out of business. An organization is organized because of an interest or a goal to be achieved (Wahyudi, 2019). Each organization has limited human, money and physical resources to achieve the goals of the organization. Success in achieving goals depends on the selection of goals to be achieved by using resources to achieve those goals. In order for the objectives of the organization to be achieved in accordance with what is expected, then one of the aspects considered is the human factor. The development of human civilization has led to the development of technology that is directed to advanced technology in recent times and the increase in human needs and desires both in number, variety and quality level. This development poses a challenge to meet by improving the ability to provide or produce quality goods and services. Increasing the production capability of quality goods and services needed by human beings is an effort that must be done by companies or organizations to be able to meet the demands and needs of consumers more effectively (Harras, et, al., 2020).

These efforts are made in order to achieve the expected level of profit to ensure the continuity and development of a company organization.

Coordination is not an easy task, and it is the task of the leaders (management) in leading to the achievement of goals. Various types of coordination, both vertical and functional coordination and other coordination, all of which have a goal, namely by the realization of integration, harmony and harmony of all components related to the achievement of goals and objectives of the organization (Wahyu & Salam, 2020). Coordination failure is usually caused by the failure of coordination in thinking and obtaining coordination tools that will support the implementation of such coordination.

According to Indriyo Gito Sudarmo (2011:145) "Coordination is an effort to harmonize or harmonize all activities so as to achieve the expected goals. Coordination is one of the most important stages of work to be carried out. This importance arises from the fact that the organization of a work consists of a number of work units, each of which has different characters, tasks and functions; but the entire work unit must be directed to a set goal. Thus, coordination can be seen as one of the adhesive parts, coordination, or payment of the implementation of the work of each work unit so that it becomes a unified mechanism of work that is compact and directed to a goal and targets set earlier.

According to G.R. Terry in Hasibuan (2014:85) argues that coordination is a synchronous and orderly effort to provide the right amount and time, and directs implementation to produce a uniform and harmonious action on a predetermined target.

Coordination is meant as an important part of organizational functions is one element of organizational success in integrating one organizational work unit into another organizational work unit. Each work unit must have the integration of steps and movements to achieve the results of work for the creation of motion integration so that the results achieved are resolved together. In it was created arrangements and relationships to obtain unity of action and the division of work between various people or groups of action unity and the division of work between various people or groups arranged into one roundness integrated in a way that is as efficient as possible.

Coordinated activities are possible to create an orderly step, so that the officer who carries out the responsibility is not misunderstanding and does not go in the opposite direction towards the direction in accordance with the command of the supervisor who coordinates it. Besides the need for organization to move together, the success of the organization also needs proper supervision of each work unit on a regular basis.

Effectiveness is to describe the entire cycle of inputs, processes and outputs that refer to the usefulness of an organization, program or activity stating the extent to which goals (quality, quantity, and time) have been achieved, as well as the successful measure of how well an organization achieves its goals and achieves its targets. This means, that the sense of effectiveness that is important is solely the desired result or purpose. In achieving these goals there are several things that include the effectiveness of work, namely, quantity of work, quality of work, and timeliness in completing work, as well as good quality of work. So that the effectiveness of work needs to be supported by human resources that have the competencies needed by the organization so as to obtain results effectively and efficiently. Organizations are also required to know and develop factors that support the increasing effectiveness of employees' work.

Because the effectiveness of the supervisor's work plays an important role in the efforts to achieve the goals that have been planned, so that with the increasing effectiveness of the supervisor's work, then if there are irregularities at the time of implementation and after implementation can be immediately known. Supervision can also help in evaluating the implementation of work that has been done, so that it can be used as a guideline for further actions. With good coordination and improving the effectiveness of supervisors' work, it will increase the work productivity of employees. Optimal employee productivity is the goal desired by the organization. The success of productivity in an organization is influenced by the management and empowerment of resources (in the form of financial, physical, human, and technological) in the organization, both formal and non-formal organizations. With the

increasing productivity of employees, it is expected that the objectives of the organization will be achieved.

Productivity is a work that compares input with output. Assessment of produktivitas can be measured by the implementation of relatively good work, work attitude, work discipline and skill level. To measure the level of productivity of employees can be seen from the quality and quantity of the employees themselves. The importance of productivity for employees is to make continuous improvements to all components of the organization, improve the quality of work by all components of the organization, empower human resources in the organization can be done by giving rights as human beings, paying attention to organizational culture because organizational culture is the same perception of the intrinsic life in the organization (Siagian, 2008:10).

Based on the observations of researchers there are still some problems that occur in PT. Astra Argo Lestari, Tbk. the leadership is lacking in coordination so that employees do not have a handle on which to follow, which will ultimately harm the organization itself, the lack of regular coordination so as to cause chaos and emptiness of activities so that there is no targeted cooperation in achieving the objectives of the organization, the effectiveness of supervisory work is still low causing many misappropriations that occur within the organization, many work is not completed on time, employee productivity is still low which results in the work done to be less optimal, supervision carried out by the leadership has not been effective so that the work productivity of employees in PT. Astra Argo Lestari, Tbk is not optimal yet.

LITERATURE REVIEW AND HYPOTESIS

Coordination

Djamin (Hasibuan, 2011:86) defines that coordination is an effort of cooperation between agencies, agencies, units in the implementation of certain tasks in such a way that there is mutual filling, mutual help, and complementing each other. Coordination according to Malayu S.P. Hasibuan (2011:85) is integrating, and coordinating elements of management (6M) and the work of subordinates in achieving organizational goals.

According to Nitisemito (2012:14) states that coordination is all multidimensional activities of various stages or steps in accordance with the objectives of an organization, so that the planned action is a unity of command of delegation of authority in accordance with the division of labor that has been determined by the organization.

So it can be concluded that coordination is a process of integrating goals and activities within an organization in order to have harmony in achieving the goals set, coordination is intended so that managers coordinate human resources and other resources owned by the organization..

Effectiveness of Supervisor's Work

According to Harbani Pasolong (2007:4), effectiveness basically comes from the word "effect" and is used in this term as a causal relationship. Effectiveness can be seen as a cause of other variables. Effectiveness means that pre-planned goals can be achieved or in the word goals are achieved due to the process of activities.

Robbins in Tika P. (2008:129) provides a definition of effectiveness as the level of organizational achievement in the short and long term. The point is that effectiveness is a standard of calculation to describe the success rate of an organization in achieving a previously set goal.

From the above understanding, in general the effectiveness shows how the consequences or results of actions that are first determined.

Employee Productivity

Tjutju Yuniarsih (2015:156) suggests that work productivity can be interpreted as concrete results (products) produced by individuals or groups, during a certain unit of time in



a work process. In this case, the higher the product produced in a shorter time it can be said that the productivity level has a high value and vice versa.

According to L. Greenberg in Sinungan (2009:12), defining productivity as a comparison between totality of expenditures at a given time divided by totality of inputs during the period. Productivity is also defined as a comparison of price sizes for inputs and results, the difference between the set of expenditures and inputs expressed in a general unit.

Based on the above opinion, it can be concluded that employee productivity as a measure of economic efficiency that signals the value of output relative to the value of the input used to create it.

METHODS

This research is quantitatively rated, descriptive and associative. It is said that quantitative approach because the approach used in the proposed research, process, hypothesis, down to the field, data analysis and data conclusion up to its writing using aspects of measurement, calculation, formula and certainty of numerical data. This research is a descriptive research because it aims to create a renderer / painting / description of the facts and properties of a particular population or region systematically, factually and thoroughly (Ginting, 2008:55). The population in this study is pt employees. Astra Argo Lestari, Tbk as many as 55 respondents. Calculation of analysis in this study utilizing computer program Statistical Product And Service Solution (SPSS) Version 20 for Windows.

RESULT AND DISCUSSION

Table 1. Regression Analysis

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	3.167	1.835		1.726	.089
Koordinasi (X1)	.405	.051	.434	7.913	.000
Efektivitas kerja pengawas (X2)	.605	.056	.590	10.755	.000

Source: Research data, 2020

To determine the value of the linear regression equation as follows: $Y = 3,167 + 0.405X1 + 0.605X2$.

1. Coordination Influence (X1) on Work Productivity (Y)
If the result of coefficients table 5.7 above using SPSS analysis calculation version 20, then tcountvalue for variable X1 (coordination) is 13,491, while the tybel value for n = 70 is 1,994. So tcount > or 13,491 > 1,994, it can be concluded that partially coordinated variables affect work productivity. Probability value (significance) = 0.000. So the probability is 0.000 below 0.05. Thus, H0 is rejected and Ha accepts, it can be concluded that there is a positive and significant influence between variable X1 and variable Y, because the probability value is less than 0.05.
2. Effect of supervisory work effectiveness (X2) on work productivity (Y)
If the results of coefficient table 4.7 above are observed using SPSS analysis calculation version 20, then t count value for variable X2 (local tax collection incentive) is 16,862, while the ttable value for n = 70 is 1,994. So thitung > or 16,862 > 1,994, it can be concluded that partially variable the effectiveness of supervisory work affects work productivity. Probability value (significance) = 0.000. So the probability is 0.000 below 0.05. Thus, H0 is rejected and Ha accepts, and it can be concluded that there is a



positive and significant influence between variable X2 and variable Y, because the probability value is less than 0.05.

Table 2. F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8211.302	2	4105.651	302.318	.000 ^p
	Residual	909.898	67	13.581		
	Total	9121.200	69			

Source: Research data, 2020

From the results of the table above, the ANOVA or Ftest or Fhitung test can be a value of 302,319 where greater than Ftabel of 2.74 with a significant level of 0.000 because $0.000 < 0.05$, it can be said that coordination variables (X1) and supervisory work effectiveness variables (X2) together affect work productivity variables (Y).

Table 3. Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949 ^a	.900	.897	3.68518

Source: Research data, 2020

Based on Model Summary table, adjusted R Square value is obtained by 0.900. This indicates that 90% of coordination and effectiveness of supervisory work simultaneously (together) affects work productivity, while the remaining 10% influences other factors not studied in this study.

From the calculation between the coordination variable (X1) and the supervisory work effectiveness variable (X2) which has a greater influence is the variable effectiveness of the supervisor's work is additional income given as a reward for certain performance in carrying out tax collection and levy. This incentive is expected to improve the performance of the Implementing Agencies tax collectors and levies, improve the spirit of work for its employees, increase income from the area, and lastly of course to improve services to the community.

CONCLUSIONS

Final finding of this research are:

1. There is an influence of coordination on work productivity, with thitung value for coordination variable of 13,491, while the tybel value for $n = 70$ is 1,994. So thitung $>$ or $13,491 > 1,994$, and the probability value (significance) = 0.000. So the probability is 0.000 below 0.05. Thus, H0 is rejected and Ha accepts.
2. There is an effect of supervisory work effectiveness on work productivity, with thitung value for local tax collection incentive variable of 16,862, while the ttabel value for $n = 70$ is 1,994. So thitung $>$ or $16,862 > 1,994$, and the probability value (significance) = 0.000. So the probability is 0.000 below 0.05. Thus, H0 is rejected and Ha accepts.
3. There is an influence of coordination and effectiveness of supervisory work jointly on work productivity, with a value of Fhitung of 302,318 which is greater than Ftabel of 2.74 with a significant rate of 0.000 due to $0.000 < 0.05$. While the R Square value is 0.900. This indicates that 90% of coordination and incentives for simultaneous local tax collection (together) affect work productivity, while the remaining 10% influence with other factors not studied in this study.

The research result suggest:

1. To achieve the objectives of PT. Astra Argo Lestari, Tbk, employees can not achieve it themselves. Therefore, it is expected that employees working together with other employees cooperatively and coordinated can achieve more results than individuals.

2. The relationship between supervisors and employees is very influential on the work productivity of employees. Therefore, supervisors in carrying out their duties need to pay attention to the criteria of good work effectiveness so that employees can achieve high productivity.
3. Education is one of the things that has a huge influence on increasing the productivity of employees. The higher the employee's education, the greater he can work effectively and efficiently so as to increase his achievements to a better and higher level. Therefore, employees are expected to continue to improve their level of education in order to achieve high work productivity.

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