Hardiness in Increasing Work Productivity

Dina Novita
Fakultas Ekonomi dan Bisnis,
Universitas Muhammadiyah Surabaya,
Jl. Raya Sutorejo No.59, Dukuh Sutorejo, Kec. Mulyorejo,
Kota Surabaya, Jawa Timur, Indonesia
dinanovita@fe.um-surabaya.ac.id

I Dewa Ketut Raka Ardiana
Fakultas Ekonomi dan Bisnis,
Universitas 17 Agustus 1945 Surabaya,
Jl. Semolowaru No.45, Menur Pumpungan,
Kec. Sukolilo, Kota Surabaya, Jawa Timur,
Indonesia
ardiana@untag-sby.ac.id

Yuventius Sugiarno
Fakultas Ekonomi dan Bisnis,
Universitas Wijaya Putra Surabaya,
Jl. Pd. Benowo Indah No.1-3, Babat Jerawat,
Kec. Pakal,
Kota Surabaya, Jawa Timur, Indonesia
yuventius@uwp.ac.id

ABSTRACT

Productivity is a concept related to the quantity of work results based on human resources, so this study aims to analyze the influence of workload, work discipline and leadership style on work productivity through the mediation of hardiness at work. This study was conducted on 100 employees who worked for companies engaged in wood trading. Researchers collected data using questionnaires given individually and in groups conducted through work units. The data were analyzed using path analysis arranged according to theoretical hypotheses and tested by linear regression techniques with intervening variables. Path analysis is used to assess the effects of mediation according to structural models. Based on the results of the study, it was concluded that workload, work discipline and leadership style affect employee work resilience, this shows that in the company there is a need for a workload that can hone employee resilience at work, and followed by self-discipline in employees with the right leadership pattern. The results also show that resilience at work contributes significantly to productivity, this shows that it is necessary to develop self-resilience in employees to produce optimal productivity, but toughness is not a mediation of workload, work discipline and leadership style on work productivity. The results of this research can be used as a basis for companies in increasing employee work productivity through increasing resilience at work. Work hardiness in employees can be honed through a gradual increase in workload followed by discipline at work and the application of a leadership style that understands employee characteristics.

INTRODUCTION

The development of the industry every year runs so fast, so it has implications for open competition for companies and requires companies to have competitiveness to continue to grow. An important aspect that has a major influence on the development of a company is Human Resources (HR), because it is closely related to the management of the company's organization as a driving force for success. Quality human resources are able to produce high work productivity, so that every element contained in the company must be able to improve competence to improve performance and become individuals who have the ability to compete. Quality human resources are able to produce high work productivity, so that every element contained in the company must be able to improve competence to improve performance and become individuals who have the ability to compete. Productivity is a concept related to the quantity of work (the number of goods and services) based on labor sources, namely employees, capital, assets, energy, and various other resources to optimize work results[1].

Work productivity in a company cannot be separated from the work capacity that is a burden on employees, because productivity is a ratio between overall work achievements carried out by employees in a certain period [2]. Work productivity must always increase employee workload to achieve maximum profits, so that the company will grow and have high competitiveness. Workload is a series of work activities that must be completed by each individual systematically through the use of somatic and psychological approach techniques[3]. Employee work productivity can also be increased through employee work discipline.

Work discipline is an instrument used by management in changing behavior in an effort to increase awareness and compliance with social norms that apply in the organization. Work discipline causes an employee to be able to respect themselves and others in an organization. The discipline contained in an employee is a picture of the attitude of responsibility towards the various tasks entrusted to him so as to increase morale to be more productive in achieving company goals[4].

Increasing employee work productivity can be achieved through increased efficiency in the quality of work, time and material as well as the work management system carried out by the leader [5]. Leadership style is a skill that exists in a leader to influence employees in increasing work productivity. Leadership has a very important and strategic influence on organizational development in achieving goals, because a leader has characteristics in managing existing human resources, so that the leader becomes a driver for employees in achieving company success.

The character of managers with leadership spirit will be able to form a wise instruction in directing employees to comply with various company demands. Leadership style is able to foster

employee motivation at work, which has significant implications for increasing employee work productivity in carrying out their duties as employees [6].

Problems in doing tasks are always faced by every employee which requires each individual to have the ability to adapt to circumstances. Self-adjustment is an individual's ability to place themselves when interacting with others, so that they can react effectively to every

situation, condition, correlation and social reality. Self-adjustment in employees is always needed along with the development of more competitive work challenges in the future.

Changes in the world of work will continue to change due to entering the era of digitalization, causing advances in technology, as well as various approaches in producing more effective and efficient work productivity [7]. Employees are required to have the ability to adjust, so that company goals can be achieved[8], if employees are unable to adjust to various demands and changes, employees will experience pressure that causes disruption to mental health[9].

High-quality work standards are the main indicator of work success, so employees are required to have characteristics inherent in the individual's personality so that it is possible to cope with work situations in a better way. Hardiness is an individual's ability to resist various work pressures that cause stress [10], so this can be used as a strategy for employees to be able to survive the high workload[11].Individuals who have hardiness qualities have the ability to cope with life's challenges in a better way without succumbing to stress[12]. This characteristic distinguishes him from others who may give up in stressful circumstances. Hardiness individuals are able to develop an accurate understanding of external conditions and take appropriate decisions about themselves[13]. Hardiness refers to an individual's personality style that includes characteristics such as commitment, control and courage to accept challenges that allow employees to have better control over life [14]. Individuals who have a hardiness personality are able to handle difficulties and challenges and perceive unpleasant situations as less threatening[12].

Hardiness is an individual characteristic that can change a person successfully in overcoming workload and mental health problems at work including self-commitment, behavioral control and challenges at work. Hardiness is the key to success for an employee to fit in [15]. Employees who have a high hardiness personality can easily adjust to new work environment situations, this is because employees have the characteristic to never give up on various circumstances, and have a high commitment to make a major contribution to the company and have confidence that all problems in work life can be controlled and work changes are opportunities for self-development [16].

Based on that, this study has two objectives, namely to examine the role of workload, work discipline and leadership style on increasing work productivity and to analyze the role of hardines mediation in influencing employee work productivity. Hardiness is formed from the ability of employees to manage workload, discipline and leadership style in increasing work productivity.

LITERATURE REVIEW

The development of the industry every year runs so fast, so it has implications for open competition for companies and requires companies to have competitiveness to continue to grow. An important aspect that has a major influence on the development of a company is Human Resources (HR), because it is closely related to the management of the company's organization as a driving force for success. Quality human resources are able to produce high work productivity, so that every element contained in the company must be able to improve competence to improve performance and become individuals who have the ability to compete. Quality human resources are able to produce high work productivity, so that every element contained in the company must be able to improve competence to improve performance and become individuals who have the ability to compete. Productivity is a concept related to the quantity of work (the number of goods and services) based on labor sources, namely employees, capital, assets, energy, and various other resources to optimize work results [1].

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Work discipline is an instrument used by management in changing behavior in an effort to increase awareness and compliance with social norms that apply in the organization. Work discipline causes an employee to be able to respect themselves and others in an organization. The discipline contained in an employee is a picture of the attitude of responsibility towards the various tasks entrusted to him so as to increase morale to be more productive in achieving company goals [4].

Increasing employee work productivity can be achieved through increased efficiency in the quality of work, time and material as well as the work management system carried out by the leader [5]. Leadership style is a skill that exists in a leader to influence employees in increasing work productivity. Leadership has a very important and strategic influence on organizational development in achieving

goals, because a leader has characteristics in managing existing human resources, so that the leader becomes a driver for employees in achieving company success.

The character of managers with leadership spirit will be able to form a wise instruction in directing employees to comply with various company demands. Leadership style is able to foster employee motivation at work, which has significant implications for increasing employee work productivity in carrying out their duties as employees [6].

Problems in doing tasks are always faced by every employee which requires each individual to have the ability to adapt to circumstances. Self-adjustment is an individual's ability to place themselves when interacting with others, so that they can react effectively to every situation, condition, correlation and social reality. Self-adjustment in employees is always needed along with the development of more competitive work challenges in the future.

Changes in the world of work will continue to change due to entering the era of digitalization, causing advances in technology, as well as various approaches in producing more effective and efficient work productivity [7]. Employees are required to have the ability to adjust, so that company goals can be achieved [8], if employees are unable to adjust to various demands and changes, employees will experience pressure that causes disruption to mental health [9].

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Hardiness is an individual characteristic that can change a person successfully in overcoming workload and mental health problems at work including self-commitment, behavioral control and challenges at work. Hardiness is the key to success for an employee to fit in [15]. Employees who have a high hardiness personality can easily adjust to new work environment situations, this is because

employees have the characteristic to never give up on various circumstances, and have a high commitment to make a major contribution to the company and have confidence that all problems in work life can be controlled and work changes are opportunities for self-development [16].

Based on that, this study has two objectives, namely to examine the role of workload, work discipline and leadership style on increasing work productivity and to analyze the role of hardines mediation in influencing employee work productivity. Hardiness is formed from the ability of employees to manage workload, discipline and leadership style in increasing work productivity.

Work productivity is a process carried out by employees as the company's Human Resources in producing a product based on certain quantity standards. Productivity is a process in improving the quality and quantity of products produced by an employee based on the ratio of input and output determined by the company [17]. Productivity is the ratio of the comparison between the participation of employees in a certain period with the output produced. Work productivity is a concept related to the ability of individuals to produce products in a certain period with high quality in accordance with company standards.Work productivity is the quantity of products and services produced by an employee which is the ratio between income and expenditure made with consideration of work efficiency [18].

Work productivity indicators include education, skills or skills, discipline, motivation, health and nutrition, compensation, employment insurance coverage, organizational environment, labor relations, technology, facilities and infrastructure, work management and career development [19].

Workload

Workload is a number of activities that must be completed by a work group at a certain time. If each employee can perform and adapt to some of the given work, it indicates the absence of workload. Workload is a work situation with various job descriptions that must be completed within a predetermined period of time [20]. Workload refers to all activities involving an employee's time spent in performing duties, responsibilities, and professional interests in the workplace, either directly or indirectly. Workload is defined as the responsibility given to employees, both inside and outside the company.

Workload is the amount of time spent by employees in carrying out various tasks ranging from work planning, implementation of work activities and so on related to official duties as employees during or after working hours. Workload is the amount of time each employee takes to manage official duties inside or outside of working hours. Therefore, the workload not only requires time in the company but also has to spend extra time after work to be more effective and productive in the profession [21].

Intensive employee workload includes development on increasing work productivity. This is due to the fact that employees are constantly burdened with new tasks added to the job description. This

situation worsens job satisfaction and organizational commitment among employees, which ultimately affects the quality of work of employees. A long number of working hours due to extra workload may have a negative impact on job satisfaction as these circumstances interfere with one's well-being at work and at home [22].

Work Discipline

Discipline is defined as a behavior that must be instilled in every employee both inside and outside the company, because every employee is obliged to comply with various agreed rules by understanding all the consequences received if they commit violations [23]. The application of discipline is important to do in order to foster good habits in implementing and managing themselves in the organization.

Discipline is a preventive effort in committing various violations of mutually agreed provisions in carrying out work activities so that violations do not occur. The main purpose of discipline enforcement is to emphasize changes in employee behavior to increase awareness in obeying social values and rules agreed upon at the company. Neglect of discipline will result in poor employee performance, on the other hand, if discipline is enforced properly, work conduciveness and company goals can be achieved [24].

Discipline is important to be implemented in daily activities in the world of work. Discipline at work is an action to regulate and uphold all rules contained in the company organization. Work discipline is an instrument used by leaders in communicating with employees in order to have a willingness to change attitudes and increase awareness to obey all rules and social norms in a company [25]. Work discipline is a behavior to be willing accompanied by willingness to individual employees to obey the rules and social norms that exist in the company environment [26]. Work discipline is a competency possessed by a person to work regularly, diligently, consistently at work in accordance with applicable social norms without violating agreed regulations.

Leadership Style

Every leader of a corporate organization must have the ability to use their authority to change the behavior and attitude of each employee to be able to work optimally and have the motivation to achieve maximum results [27]. Leadership style is a tool used to influence changes in the thoughts, behaviors, feelings and attitudes of employees. The effort that must be made by a leader is to create a company organizational situation that is always conducive to every aspect of the organization. A leader always hopes to produce maximum performance in the company, for that it must focus on aspects that affect work productivity.

Leaders operationally have five main functions: instruction, consultation, participation, delegation and control. Leadership style is a pattern of leader behavior that is carried out thoroughly from the start of leadership behavior, both visible and invisible to employees. Leadership style is a relevant combination of philosophies, traits, skills and behaviors that are the basis for each individual to behave [28]. Leadership style can be interpreted as a method carried out by leaders in providing changes to employee behavior with the aim of increasing motivation at work, satisfaction and high productivity at work in order to achieve maximum company goals [29].

Hardiness

Hardiness is an individual's ability to resist various work pressures that cause stress [10], so this can be used as a strategy for employees to be able to survive the high workload [11].Individuals who have hardiness qualities have the ability to cope with life's challenges in a better way without succumbing to stress [12]. This characteristic distinguishes him from others who may give up in stressful circumstances. Hardiness individuals are able to develop an accurate understanding of external conditions and take appropriate decisions about themselves [13].

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Hardiness is an individual characteristic that can change a person successfully in overcoming workload and mental health problems at work including self-commitment, behavioral control and challenges at work. Hardiness is the key to success for an employee to fit in [15]. Employees who have a high hardiness personality can easily adjust to new work environment situations.Employees have the characteristics to never give up on various circumstances, have a high commitment to make a major contribution to the company, and have confidence that all problems in work life can be controlled and work changes are opportunities for self-development [16].

RESEARCH METHODS

This research was conducted on 100 employees who worked at PT. Darmi Bersaudara Tbk, as a company engaged in timber trading. The diversity of employee character with various existing workloads is needed to test research hypotheses that are considered applicable in the context of hardiness at work.Employee work discipline with leaders who are able to foster resilience at work so that it has positive implications for increasing work productivity. Employee work discipline with leaders who are able to foster resilience at work so that it has positive implications for increasing work productivity.

Researchers collected data using questionnaires given individually and in groups conducted through work units. Respondents' participation was voluntary and researchers distributed and collected questionnaires by visiting each employee's work unit. Respondents were asked to collect research questionnaires that had been filled out in their respective work units and researchers then collected the questionnaire files.

The data were analyzed using path analysis arranged according to theoretical hypotheses and tested by Linear Regression technique with intervening variables. Path analysis is used to assess the effects of mediation according to structural models. Model suitability and the effect of the relationship between workload, work discipline, leadership style, hardiness and work productivity were explored using the help of the SPSS AMOS computer program version 23.0.

RESULTS

Based on the results of the study, it is known that the characteristics of research respondents for the gender of respondents are known that 68.0% are men and the remaining 32.0% are women, while for the level of education is quite varied, consisting of 26.0% have a junior high school education, 67.0% have a high school education and 17.0% undergraduates. Regarding work experience, it is known that 64.0% have more than 3 years of work experience, while the remaining 36.0% have less than 3 years of work experience.

Table 1. Characteristics of Respondents

Characteristics of Respondents	Sum	Percentage (%)
Gender		
Man	68	68,0
Woman	32	32,0
Education		
JUNIOR	26	26,0
High School / Vocational School	67	67,0
Bachelor	17	17,0
Work Experience		
> 3 years	64	64,0
< 3 years	36	36,0

Source: Processed Primary Data, 2023

Based on the results of hypothesis testing, it shows that the workload obtained a coefficient value (β_1) of 0.457 with a calculation of 3.682 (p = 0.000). These results show that workload has a positive and significant influence on hardiness, meaning that the higher the level of workload given to employees, the

more resilient they are.The effect of work discipline on hardiness shows a coefficient value (β_2) of 0.266 with a calculated value of 3.338 (p = 0.001). These results show that work discipline has a positive and significant influence on hardiness, meaning that the higher the level of work discipline in employees, the more resilient they are at work.

The influence of leadership style on hardiness shows a coefficient value (β_3) of 0.262 with a calculated value of 2.138 (p = 0.035). These results show that leadership style has a positive and significant influence on hardiness, meaning that the better the application of leadership style to employees, the more resilient they are at work. The test results for the effect of hardiness on work productivity showed a coefficient value (β_4) of 0.453 with a calculated value of 5.129 (p = 0.000), this indicates that hardiness has a positive and significant influence on work productivity, meaning that the higher the level of employee resilience, the greater the quantity of employee work productivity.
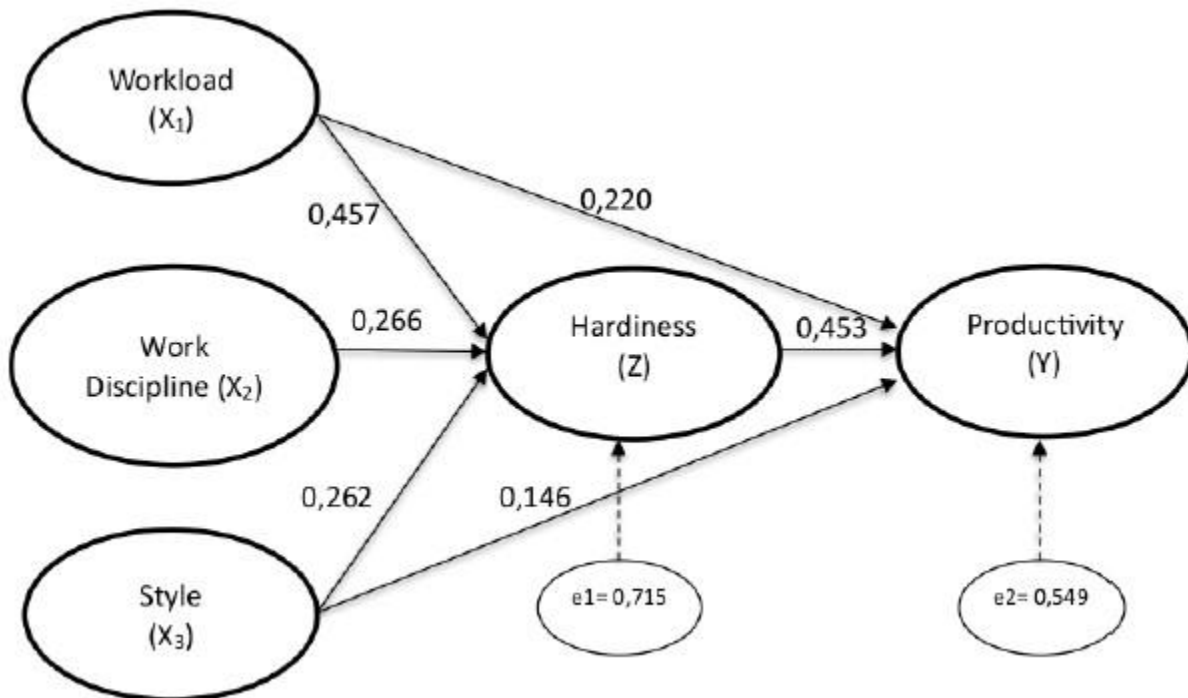

Figure 1. Path Analysis Hypothesis Testing

DISCUSSION

The results of path analysis for workloads obtained a direct coefficient value of 0.220, while the indirect influence coefficient was 0.351 x 0.453 = 0.159. Because the calculation results show that the direct effect is smaller than the indirect effect, it is known that the actual relationship that occurs between workload and work productivity is a direct influence, meaning that workload has a direct effect on work productivity without going through hardiness mediation.

The results of the path analysis for work discipline obtained a direct coefficient value of 0.206, while the indirect influence coefficient was 0.311 x 0.453 = 0.140. Because the calculation results show that the direct effect is smaller than the indirect effect, it is known that the actual relationship that occurs between work discipline and work productivity is a direct influence, meaning that workload directly affects work productivity without going through hardiness mediation.

The results of the path analysis for leadership style obtained a direct coefficient value of 0.146, while the indirect influence coefficient was 0.191 x 0.453 = 0.086. Because the calculation results show that the direct effect is smaller than the indirect effect, it is known that the actual relationship that occurs between leadership style and work productivity is a direct influence, meaning that workload directly affects work productivity without going through hardiness mediation.

Work productivity in a company cannot be separated from the work capacity that is a burden on employees, because productivity is a ratio between overall work achievements carried out by employees in a certain period [2]. Work productivity must always increase employee workload to achieve maximum profits, so that the company will grow and have high competitiveness. Workload is a series of work activities that must be completed by each individual employee systematically through the use of somatic and psychological approach techniques [3].

Employee work productivity can also be increased through the discipline of foreign workers. Work discipline is an instrument used by management in changing behavior in an effort to increase awareness and compliance with social norms that apply in the organization. Work discipline causes an employee to be able to respect themselves and others in an organization. The discipline contained in an employee is a picture of the attitude of responsibility towards the various tasks entrusted to him so as to improve work to be more productive in achieving company goals [4].

Increasing employee work productivity can be achieved through increased efficiency in the quality of work, time and material as well as the work management system carried out by the leader [5]. Leadership style is a skill that exists in a leader to influence employees in increasing work productivity. Leadership has a very important and strategic influence on organizational development in achieving goals, because a leader has characteristics in managing existing human resources, so that the leader becomes a driver for employees in achieving company success. The character of managers with leadership spirit will be able to form a wise instruction in directing employees to comply with various company demands. Leadership style is able to foster employee motivation at work, which has significant implications for increasing employee work productivity in carrying out their duties as employees [6].

CONCLUSION

Based on the results of the study, it can be concluded that workload, work discipline and leadership style affect employee hardiness. This shows that in the company there is a need for a workload that can hone employee resilience at work, and followed by self-discipline in employees with the right leadership pattern. The results also show that resilience at work contributes significantly to productivity, this shows that it is necessary to develop self-resilience in employees to produce optimal productivity, but hardiness is not a mediation of workload, work discipline and leadership style on work productivity.

SUGGESION

The results of this research can be used as a basis for companies in increasing employee work productivity through increasing resilience at work. Work hardiness in employees can be honed through a gradual increase in workload followed by discipline at work and the application of a leadership style that understands employee characteristics.

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