

# The Efforts to Increase Work Productivity of Workers in The Center of Furniture Industry in Leilem Village Minahasa Regency

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**Abstract - The purpose of this study is to find out and describe about: 1) the efforts made to improve work productivity among furniture industry business workers in Leilem Village, and 2) the process that carried out to improve work productivity among furniture industry business workers in Leilem Village. The research method used is qualitative with a case study approach. The main data sources are business unit managers and furniture industry workers. The data were collected through observation, interviews and documentation. The data analysis was carried out using the Milles and Huberman models. The results showed that the efforts made by the furniture industry business unit manager in the Leilem Village of Minahasa Regency in increasing the work productivity of workers included: a) improving work methods, b) developing the ability of workers, c) job training for workers, d) increasing work motivation for workers, e) increasing workers' wages and provide incentives that are in accordance with work volume, f) providing decent social security, g) engaging intensive work guidance, and h) engaging cooperation between furniture business managers. Activities planned in the process of improving work productivity among furniture industry business workers in Leilem Village, include: 1) making plans or designing improvements to the production process; 2) making plans to improve work methods; 3) planned utilization of resources; 4) planning to improve business product design; 5) business management improvement plan; 6) improvement of the market network of furniture business products; 7) improving the wage system of workers; 8) a plan to improve the atmosphere and work environment; 9) employee development plans; 10) good management of labor plans.**

**Keywords - Tradition, Farming, Ritual, Culture, Society**

## I. INTRODUCTION

In essence, Indonesia's national development is to build Indonesian people as a whole. The main objective of national development is to improve the quality of people and society. Some important aspects that show the quality of human resources are hard work, smart, skilled, creative, innovative, disciplined, future oriented and productive. By having a quality character, one can develop himself into a

good quality. Human resource management is part of management science that focuses on the effort of structuring the role of human resources in an organization's activities.

Today, the problem of low work productivity among workers have become an important concern for various institutions including the furniture industry. This can be seen from various factual aspects that arise, for example the occurrence of waste of resources (inefficiency) and the failure to achieve business targets, both in groups and individually. Work productivity is one indicator of the progress of industrial business, because it is very necessary to increase work productivity.

The furniture industry business in Leilem Village as an industrial center in Minahasa which is the object of this research, faces problems related to physical work productivity; that usually every 3 (three) workers can produce an average of 12 two-door wardrobes per month, or each worker produces 4 cabinets per month. But in the last few years, especially 2009/2010 until 2015/2016, every 3 (three) workers only produced an average of 9 cabinets of the same shape per month, or each worker produced an average of 3 cabinets per month. This means that work productivity falls by an average of 25%. Likewise, for standard guest chair products which usually for 3 (three) workers produce 5 (five) sets per month, within the period as mentioned above, the same number of workers produces 4 (four) units per month. This means that work productivity has decreased by an average of 22.1% per month. This condition also applies to prime guest chair products and other products. Productivity problems are seen from the aspect of value and behavior, namely that the furniture industry business in the object of research, faces problems among others; low level of ability and skills of workers, differences in levels of education and experience of workers who work in the furniture industry, the degradation in the quality of work of workers, the existence of business management practices developed with business managers oriented, less attention to management oriented business results.

The efforts to increase work productivity in the furniture industry are important to shape the attitude, mentality and behavior of workers in order to have high work productivity. But this is not an easy job, there are various factors that affect productivity. Success in building and improving work productivity is strongly influenced by the conditions and the presence of factors that affect the work productivity.

Based on the background of the study, the research focus can be stated as follows: 1) What is the effort to increase work productivity among furniture industry business workers in Leilem Village? And how is the process of improving work productivity among furniture industry business workers in Leilem Village?

This study aims to determine the efforts to improve work productivity and the process of improving work productivity among furniture industry business workers in Leilem Village. Based on various studies that have been carried out by management experts and the experience of practitioners of various organizations, it can be stated axiomatically that the effective human resource management is directly related to the success of efforts to increase work productivity, both at the individual, workgroup and organizational levels. Human resources are the most strategic power possessed or that an organization might have [1]

Human resources are human beings who work in an organizational environment called personnel, labor, workers or employees. Human resources are human potential as the driving force of the organization in realizing its existence. Human resources are potential which are assets and function as capital (non-material / financial) within an organization that can be realized into real and non-physical potential in realizing the existence of an organization.

In the context of geography, resources are defined as a material or material consisting of natural resources, human resources and capital or cultural resources that can be used to meet the needs of human life. Resources include natural resources which are part of the environment and include sources of energy and minerals, climate, land, nature or world of vegetation, animal life, landscapes and others that are identical with land. Human resources talk about the number and ability, physical and mental of the people.

An organization or business is established to meet individual needs and relate to the survival of the organization through productivity. Thus, productivity and individual needs of workers should be a concern in a business. RI Department of Labor put forward the notion of productivity by technical concepts and social concepts. Productivity according to the technical concept is not only related to the quality of goods and services but includes many aspects such as system quality, organizational communication and discipline, climate and working conditions including the quality of life and business profit. Whereas according to the social concept, namely how to make people happy through continuous improvement.

According to Blecher productivity is the relationship between the output or results of the organization with the input needed. The concept of productivity develops from technical understanding to behavior. Productivity in the technical sense refers to the degree of effectiveness and efficiency in the use of various resources, while in terms of

behavior, productivity is a mental attitude. Productivity has a broader understanding of science, technology and management techniques, namely as a philosopher and mental attitude that arises from a strong motivation from the community, which continuously strives to improve the quality of life.

According to [2] productivity is a multiplication function of employees 'or workers' business which is supported by high motivation and the ability of employees or workers obtained through training [3]. Productivity is a universal concept that aims to provide more goods and services, using fewer real resources. Productivity is an interdisciplinary approach to determining effective goals, making plans, using applications of productive ways to use resources efficiently, and maintaining high quality.

Sedarmayanti stated that there are many factors that affect work productivity, both related to labor and those related to the company's environment and overall government policy. According to the Regional Productivity Development Center quoted by Sedarmayanti, said there are six main factors that determine work productivity, i.e: 1) Work attitudes, such as: willingness to work in shifts (shift work), can receive additional tasks and work in teams. 2) The level of skill, which is determined by education, training in management and supervision and skills in industrial engineering. 3) The relationship between the workforce and the leadership of the organization to increase productivity through a circle of quality control and regarding superior work. 4) Productivity management, 5) Labor efficiency, such as workforce planning and additional tasks. 6) Entrepreneurship, which is reflected in risk taking, creativity in work and on the right track in doing work.

The main factors that influence productivity are: (1) human, (2) capital, (3) method / process, (4) organizational environment (internal), (5) production, (6) state environment (external) , (7) international and regional environment, and (8) feedback. According to Yuniarsih and Suwatno, factors that affect productivity can be grouped into two, namely: internal and external factors, with details as follows: Internal factors include: 1) motivation, discipline and work ethic that supports the achievement of targets, 2) source support power that can be used to support the smooth implementation of tasks, 3) management practices applied by the leadership, 4) an ergonomic work environment, 5) suitability between the tasks carried out with educational background, experience, interests, expertise and skills. External factors include: partnership (networking) developed, culture and mindset of the environment around the organization, support of the community and stakeholders as a whole, level of competition, and 6) the impact of globalization.

## II. RESEARCH METHODS

This research was conducted at the furniture industry center in Leilem Village, Sonder District, Minahasa Regency. Research informants were 10 furniture industry entrepreneurs. Data collecting techniques was through observation, interviews and documentation. The focus of the research is work productivity among furniture industry workers. The data analysis technique used in this study is Model Miles and Huberman data analysis which is carried out in three stages, namely: first; data reduction, second;

data presentation, and third; drawing conclusions and verification

### III. RESULTS AND DISCUSSION

Based on the results of the research and discussion, it can be explained that the managers of the furniture industry in the village of Leilem as an industrial center in the Minahasa Regency have carried out two important activities namely; first, it has made concrete efforts to increase work productivity among workers and secondly, it has carried out the process of improving work productivity among furniture industry workers in Leilem Village. The activities carried out by the furniture industry business manager can be explained as follows:

#### A. *The efforts to increase work productivity*

##### 1. Initial efforts were made to increase work productivity among furniture industry workers

The results showed that the initial efforts made by the furniture industry business manager in Leilem Village as a first step to increase work productivity include: a) Understanding the meaning of work productivity, b) improving business management, c) business development efforts, d) improving work productivity, e) improving the performance of workers and managers, f) increasing work motivation, g) improving the skills of workers, i) improving the work environment. The activities carried out above show that industrial managers provide important attention to increase work productivity, and this also provides clues that business managers have the initial steps to increase work productivity in order to achieve business progress in accordance with the objectives of business development.

From what stated above, shows that the managers of industrial business units pay attention to increase work productivity among workers. This also gives an indication that the furniture industry business managers in Leilem Village realize the importance to increase work productivity in order to realize business progress.

##### 2. The efforts have been made to increase work productivity among furniture industry workers

Based on the results of the study showed that, the management of the furniture industry in Leilem Village had made various concrete efforts to increase work productivity among furniture industry workers. The efforts that have been carried out as a form of process of improving work productivity among workers include: 1) improvement of work methods, 2) developing the ability of workers, 3) job training, 4) increasing work motivation, 5) increasing workers' wages/giving incentives, 6) providing adequate social security, 7) carrying out work guidance and 8) engaging cooperation between managers.

The managers of the furniture industry in the Village of Leilem, have planned and carried out the efforts mentioned above, in order to increase work productivity among furniture industry business workers. Business operators give important attention to the existence of workers, because the quality of workers will greatly determine the success of the

business. The manager plans will be carried out by workers and workers who will carry out technical activities in order to produce quality business products. The efforts made by the target managers are workers in order to be able to improve their work methods, develop skills and work skills, improve work motivation, and managers also pay attention to wages, incentives and social activities suitable for workers. These things are carried out by managers to increase work productivity among workers.

#### B. *THE PROCESS OF IMPROVING WORK PRODUCTIVITY AMONG FURNITURE INDUSTRY WORKERS.*

##### 1. The design process of work productivity improvement is made to increase work productivity among furniture industry workers

Based on the results of the study, it was shown that the managers of the furniture industry in Leilem Village had carried out the process of improving work productivity among workers. In connection with the question, is there any design process for work productivity improvement made by the manager to increase work productivity among furniture industry workers? The results of the research can be explained as follows: 1) there is a simple design that is made as a reference for the activities or process of improving work productivity. 2) There is a plan that is made as a guideline for the implementation of improvement activities, 3) there are plans that are made with stages that include: a) granting an understanding to workers about how the business should be carried out, b) work steps that need to be taken, c) implementing improvement activities work productivity, and d) supervision activities for the improvement process carried out; 4) there are plans that are made and contain efforts to improve the ability of workers, 5) there are plans for resources to be used in the process of improving work productivity.

Based on the information obtained from the participants, it can be explained that in general the manager has a design improvement process, but is still carried out conventionally and has not been programmed. There is a design process for improving work productivity, but has not been structured in a structured action plan and arranged in a systematic business work program. Despite these conditions, the manager has started with a simple plan as a form of positive action to process improvements to solve productivity problems. With these conditions, it is necessary to improve the business development plans and actions in order to make the furniture industry business as a mainstay to increase the income and welfare of business managers.

## 2. Activities planned in the process of improving work productivity

The results showed that the furniture industry business managers in Leilem Village had planned activities for the needs of the process of improving work productivity. The activities planned by the furniture industry business unit manager in Leilem Village, in the process of improving work productivity include: 1) plan to improve the production process; 2) plan for improvement of methods or methods of work; 3) plan utilization of resources; 4) plan to improve product design; 5) business management improvement plan; 6) plan for improvement and development of market networks; 7) plans to improve the workers' wage system; 8) plan to improve the atmosphere and work environment; 9) employee development plan; 10) good division of labor plan. With the planned activity of the productivity improvement process mentioned above, it shows that there is good attention from the manager towards increasing work productivity among furniture industry business workers in Leilem Village. This is done in order to realize an advanced and developing business and economic value.

## 3. The process of implementing improvements to increase work productivity among furniture industry workers

The results showed that the furniture industry business managers in Leilem Village had carried out the process of implementing productivity improvements. As for important notes about the process of implementing improvements in work productivity, can be stated as follows: 1) the implementation process goes well; 2) the activity takes precedence by providing an understanding of the process to be carried out; 3) the process takes precedence by understanding the subject matter; 4) the implementation process works well because it is done by streamlining communication; 5) the process works well because of cooperation; 6) the process is carried out by giving an explanation of the task; 7) the process is carried out with clear activity steps.

Based on the information obtained from participants, it can be explained that the process of implementing work productivity improvement among furniture industry business workers in Leilem Village had been going well, although it is realized that the implementation process had not been carried out in a systematic design, but there have been positive efforts made to increase work productivity. The process of implementing repairs generally follows a natural process or is carried out conventionally and has not been programmed.

## IV. CONCLUSION

Based on the research findings and analysis results, the following conclusions can be expressed:

1. Efforts in increasing work productivity carried out by furniture industry business managers in Leilem Village, include:
  - a. Initial efforts made to improve work

productivity among furniture industry workers include: a) Understanding the meaning of work productivity, b) improving business management, c) business development, d) improving work productivity, e) improving worker performance and also manager, f) increasing work motivation, g) improving performance, h) improving skills, i) improving workplace environment.

- b. Business managers have made various efforts to increase work productivity among industrial workers. The real efforts carried out include: 1) improving work methods, 2) developing the ability of workers, 3) job training, 4) increasing work motivation, 5) increasing workers' wages / giving incentives, 6) providing decent social security, 7) carrying out work guidance and 8) engaging cooperation between managers.
2. The process of improving work productivity among furniture industry workers.
    - a. The existence of a design process of work productivity improvement which is made to increase work productivity among furniture industry workers as follows: 1) There is a simple design that is made as a reference for activities or processes to improve work productivity. 2) There are plans that are made as guidelines for the implementation of improvement activities, 3) There are plans that are made with stages that include: a) granting understanding to workers about the business to be carried out, b) work steps that has to be taken, c) implementation of improvement activities work productivity, and d) supervision activities for the improvement process; 4) There are plans that are made and contain efforts to improve the ability of workers, 5) There are plans for resources to be used in the process of improving work productivity.
    - b. The activities planned by the furniture industry business unit manager in Leilem Village, in the process of improving work productivity include: 1) plan to improve the production process; 2) plan for improvement of methods or methods of work; 3) plan utilization of resources; 4) plan to improve product design; 5) business management improvement plan; 6) plan for improvement and development of market networks; 7) plans to improve the workers' wage system; 8) plan to improve the atmosphere and work environment; 9) employee development plan; 10) good division of labor plan.
    - c. The process of implementing improvements in work productivity, can be stated as follows: 1) the

implementation process goes well; 2) the activity takes precedence by providing an understanding of the process to be carried out; 3) the process takes precedence by understanding the subject matter; 4) the implementation process works well because it is done by streamlining communication; 5) the process works well because of cooperation; 6) the process is carried out by giving an explanation of the task; 7) the process is carried out with clear activity steps.

#### ACKNOWLEDGMENT

Thank you to the rector of Manado State University, the Dean of the Faculty of Social Sciences Unima, the organizing committee and Atlantis press publisher.

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