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INFLUENCE OF INTEGRITY, TEAMWORK, COMPETENCE, AND MANAGERIAL ABILITY ON EMPLOYEE WORK PRODUCTIVITY AT THE OFFICE OF SINGKEP SELATAN DISTRICT, LINGGA REGENCY

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Abstract

This study analyzes the influence of integrity, teamwork, and competence on employee work productivity. The study population consisted of 37 employees, and the data were analyzed using the regression method. The results show that the integrity variable (X1) significantly influences work productivity with a determination coefficient of 66.1%, meaning that 66.1% of the variation in work productivity can be explained by integrity. The teamwork variable (X2) also has a significant influence with a determination coefficient of 53.7%, indicating that teamwork explains 53.7% of the variation in work productivity. Meanwhile, competence (X3) has a lower influence on work productivity, with a determination coefficient of 27.0%. The t-test shows that the integrity and teamwork variables significantly influence productivity, while competence shows a more limited influence. As a result, this study emphasizes the significance of integrity and teamwork in enhancing employee productivity, even though competence also plays a more limited role in this context.
Keywords: Integrity, Teamwork, Competence and Managerial Ability, Productivity

INTRODUCTION

One objective of an organization is to cultivate high-quality human resources. The Indonesian nation currently requires human resources capable of confronting intensifying global competition. The caliber of human resources can be achieved through high work productivity. The progress or decline of an organization's capabilities is primarily determined by orderly management. In an organization, employees are workers who can create competitive advantages. The quality and commitment of an employee are the primary keys to an organization's success.

Humans, as dynamic resources with the ability to continue to develop, also need attention from the organization. This attention is necessary, considering the organization will always face human resources when carrying out its activities. With the development of human resources, attention needs to be given to the significant role of human resources in an organization. To support the achievement of organizational goals, where the organization expects productive employees, the organization must better understand what factors can affect the increase in employee productivity.

Human Resource Management (HRM) is an organization's primary asset, encompassing all employment tiers. Employees are a factor of production that must be utilized efficiently. Achieving organizational goals is challenging without the active participation of employees, despite the availability of advanced tools. Law No. 5 of 2014 stipulates that the advancement of civil servant

careers is predicated on qualifications, competencies, and performance assessments. Promotion is based on competency, achievement, and productivity assessments without discrimination. Challenges often arise in increasing productivity, such as ineffective use of time, lack of initiative, limited technology, and low motivation. Competence and motivation are strategic issues in HRM that affect organizational targets' achievement.

Integrity, including clean morals, honesty, and sincerity, is important in supporting employee work productivity. The need for integrity increases as one adapts to tasks, the meaning of identity, and the demands of job reform. The principles of integrity and professionalism are needed for high effectiveness and productivity. Teamwork is also essential, increasing employee performance and morale, which impacts organizational productivity. Organizations must focus on organized and compact teams to achieve effective and competitive results.

Teamwork or team building is a process and strategy built to realize the vision and mission of the organization. In principle, teamwork is a way of working creatively with good communication and the ability to solve problems faced together. Therefore, Being part of a great team at work is undoubtedly everyone's dream, including you. Imagine being part of this team; you would wake up enthusiastic and work with total energy daily. Many employees are still disappointed with the team because of poor communication, lack of trust from superiors trust between employees and individual development limitations.

Strong teamwork enables excellent accomplishments that are difficult to achieve alone. It is essential to build and maintain teamwork for the organization's success. A cohesive team, working towards a common goal, creating a positive work environment, and combining individual strengths can increase productivity. Team productivity is higher than individual results, creating effectiveness in the organization and strengthening the achievement of common goals. Organizations need teamwork to fulfill the process of achieving organizational goals so that teamwork can provide better task completion. Teamwork is when a group tries to create more work productivity than doing it individually; solid cooperation will produce positive energy and is essential for happiness and job satisfaction, which can affect individual work productivity (Lawasi & Triatmanto, 2017:51).

A team always has better solutions than individuals (Putri & Sariyathi, 2017). They stated that with a combination of various talents and innovative solutions, teamwork can be more competitive than individuals. Communication is another factor needed to increase employee work productivity besides teamwork.

Teamwork is a group whose efforts produce better work productivity than the results obtained individually. This means that the work productivity achieved by a team is better than the work productivity per individual in an organization or organization, thus creating work effectiveness.

The life of job requirements, such as enthusiasm, responsibility, ability, physical health, intelligence, and education, are critical factors in determining employees' labor productivity level. Several factors impact productivity, including competence, teamwork, integrity, and managerial

ability. A connection can be made between these components and the environment, culture, and rewards. Knowledge and skills are included in the composition of a team, whereas job design describes the combination of cooperation and responsibility. The formation of teams, the establishment of norms, and the termination of work are all processes that have an impact on productivity.

The South Singkep District Office of Lingga Regency's increase in productivity cannot be separated from the implementation of human resource development programs to maintain organizational consistency, including increasing productivity and special managerial abilities in terms of teamwork and integrity carried out through good teamwork and integrity. Therefore, increasing work productivity will be achieved through integrity, teamwork, competence, and managerial abilities.

Each team member has their role, but in this case, teamwork and work effectiveness are often faced with conflict. The causes of teamwork and work effectiveness conflict at the Singkep Selatan District Office, Lingga Regency, are personal disputes, misunderstandings between employees, and differences in goals. The misinterpretation is the lack of clarity in the division of data from the organization. Poor communication between employees and between sections or divisions at the Singkep Selatan District Office, Lingga Regency, often causes misperceptions and misunderstandings when completing tasks.

Conflicts within a team occur due to a lack of integrity, teamwork, competence, and managerial ability in completing tasks. The problems that occur in the employees of the South Singkep District Office, Lingga Regency, result in decreased employee work productivity and organizational goals not being achieved according to the targets set by the organization.

The research problem that is the research focus can be formulated precisely so that the direction to be taken becomes apparent: 1) Is there an influence of integrity on employee work productivity? 2) Is there an influence of teamwork on employee work productivity? 3) Does competence influence employee work productivity? 4) Is managerial ability influenced by employee work productivity? 5) Is there an influenceintegrity teamwork, competence, and managerial abilitycollectively on employee work productivity?

LITERATURE REVIEW

Work Productivity

There are many different definitions of productivity, according to various experts. Work productivity is defined by Tohardi in Sutrisno (2017:100) as a mental attitude that is constantly seeking improvement, with the belief that the work that is done today can be better than the work that was done yesterday and that tomorrow's work can be better than today's work. Productivity is a comparison between the results achieved and the role of the workforce. Sinungan in Busro (2018)

states that work productivity is the ability of individuals or groups to produce goods and services within a specific time. This ability includes physical and skills.

Based on various expert views related to productivity that can be used to measure productivity in the work environment, namely Employee Mental Attitude, Efficiency in the Use of Resources (Input-Output), Work Ability and Skills, Relationships Between Superiors and Subordinates, Work Motivation, Work Discipline, Work Attitude and Ethics, Employee Health and Nutrition, Income/Salary, Use of Technology. These indicators can be used to evaluate and identify areas that need to be improved to increase Employee productivity in an organization or workplace.

Integrity

Integrity is consistency in upholding noble values, which reflects the conformity of actions with values and principles. Luthans and Youssef (2019) emphasize that employee integrity affects both work results and psychological well-being, increasing job satisfaction and the ability to cope with stress, which impacts productivity. Sroufe and Gokpinar (2020) discuss the importance of integrity for organizational sustainability. They state that organizations with integrity can maintain their reputation and build long-term relationships, supporting business sustainability and long-term productivity.

Factors influencing employee integrity include organizational culture, management support, and relationships between coworkers. A culture that emphasizes transparency and ethics encourages employees to maintain moral standards. Leaders who are role models also strengthen organizational integrity. Simanjuntak (2017) stressed the importance of work ethics training in building integrity. A fair reward system, strict sanctions, and physical and mental well-being also affect integrity.

Teamwork

Teamwork involves a group of individuals working together to achieve a collective goal. Robbins and Judge (2018) emphasize the importance of communication, coordination, and commitment in teamwork. This allows members with diverse backgrounds to complement each other and effectively overcome challenges. Katzenbach and Smith (2019) add that shared responsibility and synergistic work are crucial to team effectiveness. In organizations, teamwork improves performance, productivity, morale, and employee satisfaction, thus playing a vital role in achieving strategic and operational goals.

Several critical indicators can be used to measure the effectiveness of teamwork in an organization. These indicators help determine how well the team works together and whether collaboration between team members is running smoothly. Here are some of the leading indicators of teamwork: Effective Communication, Task Coordination, Trust Between Team Members, Ability to Resolve Conflict, Commitment to Common Goals, Leadership in the Team, Member Participation and Contribution, Adaptability and Flexibility, Team Cohesion, and Joint Decision-Making.

Competence

Competence includes measurable personal aspects essential for effective performance, such as attitudes, skills, and motives. Competence produces critical behaviors that differentiate superior from ordinary performance. Competent individuals can solve problems well and enjoy challenges. According to Asumantri (2007), competence enriches human life through experience, helps solve problems, and is essential in everyday life. Competence is also the key to innovation in a competitive world. Ornstein & Hunkins (2017) emphasize that competence is closely related to social change, influencing and being influenced by social conditions. Competency indicators for communication, Teamwork, Leadership, Problem-Solving, Time Management, Adaptability, Technical Skills, Innovation, and Work Ethics exist.

Managerial Skills

Managerial skills include the skills managers need to manage and lead teams towards organizational goals. According to Adi (2018), there are three main dimensions: technical, human, and conceptual skills. Technical skills are needed for specific expertise, human skills for teamwork, and conceptual skills for understanding the organization. Anggraeni & Saragih (2019) emphasized that technical skills are essential in operational management, while conceptual skills are needed at the top level. Masyithah et al. (2018) highlighted three managerial roles: interpersonal, informational, and decision-making, requiring practical managerial skills. Managerial capability indicators are criteria used to assess how well managers can carry out their organizational functions. Indicators that can be used to evaluate managerial capability are communication, decision-making, leadership, strategic planning, analytical, problem-solving, teamwork, adaptability, integrity, ethics, resource management, and results orientation.

Framework

The relationship between variables can be seen schematically in the following image:

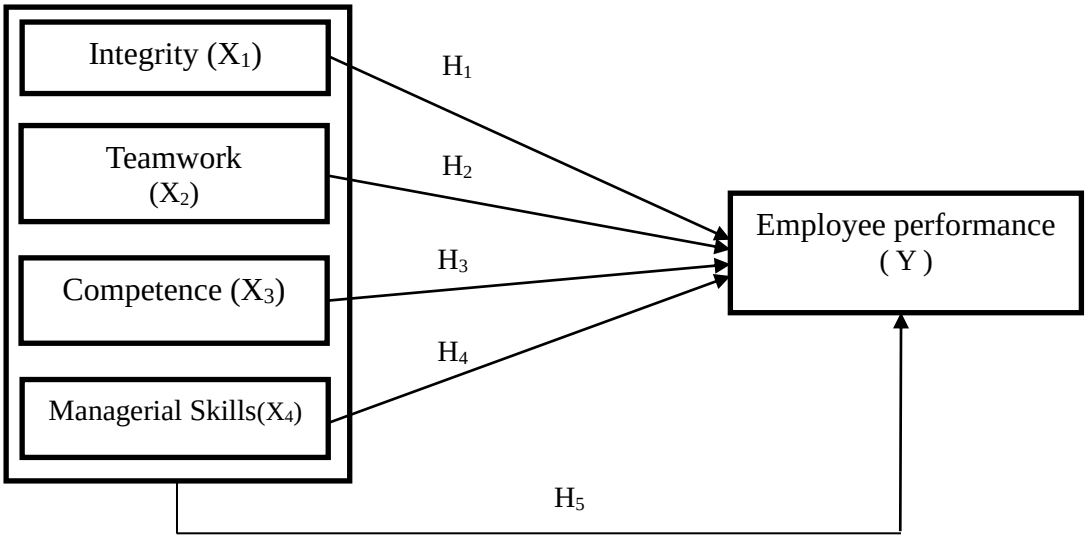

Figure 1 Thinking Framework

Research Hypothesis

Based on the problem formulation explained above, the following hypothesis can be drawn:

1. It is suspected that there is an influence of integrity on employee work productivity
2. It is suspected that teamwork influences employee productivity.
3. It is suspected that competence influences employee productivity.
4. There is an influence of managerial ability on employee work productivity.
5. There is an influenceIntegrity, Teamwork, Competence, and Managerial Ability towards Employee Work Productivity together with Employee Work Productivity.

METHOD

Data Types and Sources

1. Quantitative datais a type of research whose specifications are systematic, planned, and structured from the beginning to the creation of the research design. Another definition states that quantitative research requires many numbers, starting from data collection, interpretation of the data, and the appearance of the results. Likewise, at the conclusion stage of the research, it would be better if pictures, tables, graphs, or other displays accompanied it.
2. Qualitative datais a new method because its popularity was not long ago. This method is also called post-positivistic because it is based on the philosophy of post-positivism and an artistic method. After all, the research process is more creative (less patterned) and is called an interpretive method because the research data is more concerned with interpreting the data found in the field. Quantitative research methods can be interpreted as research methods used to research specific populations or samples, data collection using research instruments, and data analysis is quantitative/statistical to test the hypothesis set.

Data source

The data used in this study is grouped into two, namely:

1. Primary data, namely data obtained directly from the research location, whether in research and development programs, employee conditions, or direct events experienced by the author.
2. The author obtains secondary data from lecture notes, articles, and other literature related to the research.

Method of collecting data

In this research activity, the author tries to collect data using field research obtained through direct events at the company where the author works as the object of study. The methods are Interview, Observation, and Questionnaire.

Population and Sample

Population is a generalization area consisting of objects/subjects with specific qualities and characteristics that researchers determine to be studied and then draw conclusions from. According to Sugiyono (2107:61), population is the total number of research objects used as a source of data from this study. The population referred to in this study is Employees. The population data for the last year in 2024 was 37 Employees.

The definition of a sample, according to Sugiyono (2017:73), is part of the number and characteristics possessed by the population; samples taken from the population must be truly representative. Sample size is the number of samples taken from a population. According to Arikunto (2012:104), if the population is less than 100 people, then the total number of samples is taken, but if the population is greater than 100 people, then 10-15% or 20-25% of the population can be taken. Based on this study, because the population is not greater than 100 respondents, the author took 100% of the population at the Singkep Selatan District Office, which was 37 respondents. Thus, using the entire population without drawing research samples as observation units is a census technique.

Hypothesis testing

1. Statistical t-test (partial)

   The t-statistic test basically shows how far the influence of one independent individual variable individually in explaining the dependent variable (Ghozali, 2013:88). If tcount> ttable, then H0 is rejected and H1 is accepted, which means that the independent variable has a significant influence on the dependent variable using a significance level of 5%, if the Fcount> Ftable value then the independent variables individually affect the dependent variable. In addition, it can also be seen by looking at the probability value. If the probability value is less than 0.05 (for a significance level =

5%), the independent variables affect the dependent variable individually. If the probability value is more significant than 0.05, the independent variables do not affect the dependent variable individually. The definition of the T Test is to compare the average of two samples. To calculate t table = 0.05.αusing the provisions According to Jonathan Sarwono (2012:89). The formula used is:

$$t = \frac{b_1}{b_{s1}}$$

The calculated t value will be compared with the t table value, namely: if the computed t > t table at α = 5%, then H0 is rejected or H1 is accepted; if the calculated t < t table at α = 5%, then H0 is accepted and H1 is rejected. The hypothesis used is as follows:

a. H0:ß = O, There is no significant partial influence between the independent and dependent variables.
b. H1:ß ≠ O, There is a significant partial influence between the independent and dependent variables.

2. F statistic test (simultaneous)

This test aims to prove whether the independent variables (X) simultaneously (together) influence the dependent variable (Y). (Ghozali, 2013:88). If Fcount> Ftable, then H0 is rejected and H1 is accepted, which means that the independent variables have a significant influence on the dependent variable using a significance level of 5%; if the Fcount> Ftable value, then all independent variables simultaneously affect the dependent variable. In addition, it can also be seen by looking at the probability value. If the probability value is less than 0.05 (for a significance level = 5%), then the independent variables simultaneously affect the dependent variable. If the probability value is more significant than 0.05, the independent variables simultaneously do not affect the dependent variable. The formula used is:

$$f\ hitung = \frac{Mean\ Square\ Re\ gression}{Mean\ Square\ Re\ gresidual}$$

The calculated F value will be compared with the F table value. If the calculated F < F table at α = 5%, H0 is accepted or H1 is rejected; if the calculated F < F table at α = 5%, then H0 is rejected or H1 is accepted. If the significance level is below 0.05, H0 is rejected, or H1 is accepted. The hypothesis used is as follows:

a. H0:ß = O, There is no significant simultaneous influence between the independent and dependent variables.
b. H1:ß ≠ O, There is a significant simultaneous influence between the independent and dependent variables.

3. Multiple linear regression analysis test

The multiple regression model aims to predict the magnitude of the dependent variable using independent variable data that is already known (Santoso, 2010:163). The multiple regression

model is generally used to test the effect of two or more independent variables on the dependent variable with an ordinal measurement scale in a linear equation (Indriantoro and Bambang, 2013:211). The independent variables consist of Integrity, Competence, Competence, and Managerial Ability, while the dependent variable is Employee Productivity. The regression equation formula used is as follows:

$$\mathbf{Y = a + b1x1 + b2x2 + b3x3 + b4x4}$$

4. Test (efficiency of determination)R^2

The determination coefficient () aims to determine how much the independent variable can explain the dependent variable. This study involved more than two variables, so the adjusted R square model was used. The Adjusted R Square formula is R^2.

$$R^2_{adj} = 1 - \left[\frac{(1-R^2)(n-1)}{n-k-1}\right]$$

Where k is the number of observations and P is the number of the coefficient of determination parameters. The value is said to be good if it is above 0.5 because it ranges from 0 to 1. The closer to zero means the model is not good, or the variation of the model in explaining is minimal, or vice versa. The closer to one, the better the model. Situmorang et al (2010:144). According to Gujarai 2018 if, in the test, there is a negative Adjusted R Square value, then it is considered to be zero.$R^2$$R^2$

RESEARCH RESULTS AND DISCUSSION

1. The Influence of Integrity (X1) on Employee Work Productivity (Y)

According to Sugiyono (2010:250), the guidelines for interpreting the correlation coefficient are as follows: The first independent variable that the author analyzed was Integrity (X1), where in this case, the analysis and hypothesis testing will be carried out, whether the Integrity variable (X1) affects Employee Work Productivity (Y).

Table 1 Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Integrity b	.	Enter

a. Dependent Variable: Employee Work Productivity

b. All requested variables were entered.

This section shows the method used for entering variables. The author entered the variables to be analyzed (**Variables Entered**), namely Integrity (X1), and no variables were removed because the author used the "Enter" method.

Table 2 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

1	.661a	.437	.430	1,832	2.108

Source: SPSS Data Processing Results

This section shows the magnitude of the coefficient of determination of the percentage of the dependent variable (Employee Work Productivity) that can be predicted using the independent variable (Integrity). The coefficient of determination is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The coefficient of determination is calculated by squaring the correlation results, then multiplying them by 100% ().$r^2 x\ 100\%$

The R Square number is the correlation number squared or 0.661; the R Square number is also called the coefficient of determination. The magnitude of the coefficient of determination is 0.661, or equal to 66.1%. Only 66.1% of Employee Work Productivity is explained using the Integrity variable. The rest, 33.9% (100% -66.1%), must be explained by other causal factors. To find out the size of the R Square ranges from 0 to 1, which means that the larger the R Square, the weaker the relationship between the two variables; conversely, if the R Square is getting closer to 1, the stronger the relationship between the two.$0{,}437^2$

Table 3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,640	1,787		3.715	.000
	Integrity	.662	.082	.661	8,077	.000

a. Dependent Variable: Employee Work Productivity

This section describes the regression equation to find out the constant number and test the hypothesis of the significance of the regression coefficient. The regression equation is;

Y = a + bx

a. a = constant number, which in this study is 6,640. This number is a constant number, which means that if there is an additional 1% Integrity (X1), then Employee Work Productivity (Y) will also increase by 6,640.
b. b = regression coefficient figure of 0.662. This figure means that for every 1% increase in Integrity (X1), Employee Work Productivity (Y) will also increase by 0.662. Conversely, if this figure is negative (-), then Employee Work Productivity (Y) will remain the same.
c. The equation is as follows: Y = 6.640 + 0.662X

   The t-test will test the significance of the constant and the Integrity variable (X1), used as a predictor for the Work Productivity variable (Y).

Hypothesis:

Ho: the regression coefficient is not significant

H1: significant regression coefficient

Decision:

If t count < t table, then Ho is accepted.

If t count > t table, then ho is rejected

t count = 8.077

t table = To calculate the t table, use the following conditions:

a = 0.05

Degree of freedom (DF) = (number of data-2) or 37-2 = 35

t table = 1.69092 (result from table)

Because the calculated t (8.077) > t table 1.69092, Ho is accepted and H1 is rejected, meaning the regression coefficient is significant, or the Integrity variable (X1) influences the Employee Work Productivity variable (Y).

2. Analysis of the Influence of Teamwork (X2) on Employee Work Productivity (Y)

The second independent variable that the author analyzed was Teamwork (X2), where in this case, the analysis and hypothesis testing will be carried out to determine whether the Teamwork variable (X2) affects Employee Work Productivity (Y)

Table 4 Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Teamwork b	.	Enter

a. Dependent Variable: Employee Work Productivity

b. All requested variables were entered.

This section shows the method used in entering variables, where the author enters the variables to be analyzed (**Variables Entered**), namely Team Cooperation (X2), and no variables were excluded because the author used the "Enter" method.

Table 5 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.537a	.289	.280	2,060	1,840

a. Predictors: (Constant), Teamwork

b. Dependent Variable: Employee Work Productivity

Source: SPSS Data Processing Results

This section shows the magnitude of the coefficient of determination of the percentage of the dependent variable (Employee Work Productivity) that can be predicted using the independent variable (Teamwork). The coefficient of determination is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The coefficient of determination is calculated by squaring the correlation results, then multiplying them by 100% ().$r^2 x\ 100\%$

The R Square number is the correlation number squared or 0.537; the R Square number is also called the coefficient of determination. The magnitude of the coefficient of determination is 0.537, or equal to 53.7%. Only 53.7% of Employee Work Productivity is explained using the Teamwork variable. The rest, which is 46.3% (100% -53.7%), must be explained by other causal

factors. To find out the size of the R Square ranges from 0 to 1, which means that the larger the R Square, the weaker the relationship between the two variables; conversely, if the R Square is getting closer to 1, the stronger the relationship between the two variables.$0{,}289^2$

Table 6 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,332	2.008		4.647	.000
	Teamwork	.552	.095	.537	5,841	.000

a. Dependent Variable: Employee Work Productivity

This section describes the regression equation to find out the constant number and test the hypothesis of the significance of the regression coefficient. The regression equation is;

$$Y = a + bx$$

a. a = constant number, which in this study is 9,332. This is a constant number, which means that if there is an additional 1% of teamwork (X2), work productivity (Y) will also increase by 9,332.
b. b = regression coefficient figure of 0.552. This figure means that for every 1% increase in Teamwork (X2), Employee Work Productivity (Y) will also increase by 0.552. Conversely, if this figure is negative (-), then Employee Work Productivity (Y) will remain the same.
c. The equation is as follows:

$$Y = 9332 + 0.552X$$

The t-test will test the significance of the constant and the Teamwork variable (X2), used as a predictor for the Work Productivity variable (Y).

Hypothesis:

Ho: the regression coefficient is not significant

H1: significant regression coefficient

Decision:

If t count < t table, then Ho is accepted.

If t count > t table, then ho is rejected

t count =5,841

t table = To calculate the t table, use the following conditions:

a = 0.05

Degree of freedom (DF) = (number of data-2) or 37-2 = 35

t table = 1.69092 (result from table)

Because the calculated t (5.841) > t table 1.69092, Ho is accepted and H1 is rejected, meaning the regression coefficient is significant, or the Teamwork variable (X2) influences the Employee Work Productivity variable (Y).

3. Competency Analysis (X3) Against Employee Work Productivity (Y)

The third independent variable that the author analyzed was Competence (X3), where, in this case, the analysis and hypothesis testing will be carried out on whether the Competence variable (X3) affects Employee Work Productivity (Y).

Table 7 Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Competence[b]	.	Enter

a. Dependent Variable: Employee Work Productivity
b. All requested variables were entered.

This section shows the method used in entering variables, where the author enters the variables to be analyzed (**Variables Entered**). Namely, Competence (X3), and no variables were removed because the author used the "Enter" method

Table 8 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.270a	.073	.062	2,352	1,788

a. Predictors: (Constant), Competence
b. Dependent Variable: Employee Work Productivity
Source: SPSS Data Processing Results

This section shows that the magnitude of the coefficient of determination is the percentage of the dependent variable (Employee Work Productivity) that can be predicted using the independent variable (Competence). The coefficient of determination is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The coefficient of determination is calculated by squaring the correlation results, then multiplying them by 100% ().$r^2 x\ 100\%$

The R Square, which is the squared correlation number or 0.270, is also called the coefficient of determination. The magnitude of the coefficient of determination is 0.270 or equal to 27.0%. Only 27.0% of Employee Work Productivity is explained using the Competency variable. The rest, namely 73.0% (100% -27.0%), must be explained by other causal factors. To find out the size of the R Square ranges from 0 to 1, which means that the larger the R Square, the weaker the relationship between the two variables; conversely, if the R Square is getting closer to 1, the stronger the relationship between the two variables.

Table 9 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,635	2.476		5.923	.000
	Competence	.237	.116	.270	2,537	.012

a. Dependent Variable: Employee Work Productivity

This section describes the regression equation to find out the constant number and test the hypothesis of the significance of the regression coefficient. The regression equation is;

$$Y = a + bx$$

a. a = constant number, which in this study is 14,635. This number is a constant number, which means that if there is an additional 1% Competence (X3), Work Productivity (Y) will also increase by 14,635.
b. b = regression coefficient figure of 0.237. This figure means that for every 1% increase in Competence (X3), Employee Work Productivity (Y) will also increase by 0.237. Conversely, if this figure is negative (-), then Employee Work Productivity (Y) will remain the same.
c. The equation is as follows:

$$Y = 14.635 + 0.237X$$

The t-test will test the significance of the constant and competence variables (X3) as predictors for the Employee Work Productivity variable (Y).

Hypothesis:

Ho: the regression coefficient is not significant

H1: significant regression coefficient

Decision:

If t count < t table, then Ho is accepted.

If t count > t table, then ho is rejected

t count =2,537

t table = To calculate the t table, use the following conditions:

a = 0.05

Degree of freedom (DF) = (number of data-2) or 37-2 = 35

t table = 1.69092 (result from table)

Because the calculated t (2.537) > t table 1.69092, Ho is accepted and H1 is rejected, meaning the regression coefficient is significant, or the Competence variable (X3) influences the Employee Work Productivity variable (Y)

4. Analysis of Managerial Ability (X4) on Employee Work Productivity (Y)

The fourth independent variable that the author analyzed was Managerial Ability (X4), where in this case, the analysis and hypothesis testing will be carried out to determine whether the Managerial Ability variable (X4) affects Employee Work Productivity (Y)

Table 10 Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Managerial Ability b	.	Enter

a. Dependent Variable: Employee Work Productivity

b. All requested variables were entered.

This section shows the method used in entering variables, where the author enters the variables to be analyzed (**Variables Entered**), namely Managerial Ability (X4), and no variables were removed because the author used the "Enter" method.

Table 11 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.713a	.508	.503	1,712	2.180

a. Predictors: (Constant), Managerial Ability
b. Dependent Variable: Employee Work Productivity
Source: SPSS Data Processing Results

This section shows that the magnitude of the coefficient of determination is the percentage of the dependent variable (Employee Work Productivity) that can be predicted using the independent variable (Managerial Ability). The coefficient of determination is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The coefficient of determination is calculated by squaring the correlation results, then multiplying them by 100% ().$r^2 x\ 100\%$

The R Square, the squared correlation number or 0.713, is also called the coefficient of determination. The magnitude of the coefficient of determination is 0.713, or equal to 71.3%. Only 71.3% of Employee Work Productivity is explained using the Managerial Ability variable. The rest, namely 28.7% (100% -71.3%), must be explained by other causal factors. The size of the R Square ranges from 0 to 1, which means that the larger the R Square, the weaker the relationship between the two variables; conversely, if the R Square is getting closer to 1, the stronger the relationship between the two variables.$0{,}508^2$

Table 12 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.142	1,604		3,830	.000
	Managerial Skills	.705	.076	.713	9,320	.000

a. Dependent Variable: Employee Work Productivity

This section describes the regression equation to find out the constant number and test the significance hypothesis of the regression coefficient. The regression equation is;

$$Y = a + bx$$

a. a = constant number, which in this study is 6,142. This number is a constant number, which means that if there is an additional 1% of Managerial Ability (X3), then Work Productivity (Y) will also increase by 14,635.

b. b = regression coefficient figure of 0.705, which means that for every 1% increase in Managerial Ability (X4), Employee Work Productivity (Y) will also increase by 0.705. Conversely, if this figure is negative (-), then Employee Work Productivity (Y) will remain the same.

c. The equation is as follows:

$$Y = 6.142 + 0.705X$$

The t-test will test the significance of the constant and the Managerial Ability variable (X4), used as a predictor for the Employee Work Productivity variable (Y).

Hypothesis:

Ho: the regression coefficient is not significant

H1: significant regression coefficient

Decision:

If t count < t table, then Ho is accepted.

If t count > t table, then ho is rejected

t count =9320

t table = To calculate the t table, use the following conditions:

a = 0.05

Degree of freedom (DF) = (number of data-2) or 37-2 = 35

t table = 1.69092 (result from table)

Because the calculated t (9.320) > t table 1.69092, Ho is accepted and H1 is rejected, meaning the regression coefficient is significant, or the Managerial Ability variable (X4) influences the Employee Work Productivity variable (Y).

5. Analysis of the Influence of Integrity (X1), Teamwork (X2), Competence (X3), and Managerial Ability (X4) on Employee Work Productivity (Y)

The fourth independent variable that the author analyzed was Integrity (X1), Teamwork (X2), Competence (X3), and Managerial Ability (X4). In this case, the analysis and hypothesis testing will be carried out to determine whether the variables Integrity (X1), Teamwork (X2), Competence (X3), and Managerial Ability (X4) affect Employee Work Productivity (Y)

Table 13 Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Integrity, Teamwork, Competence, Managerial Ability b	.	Enter

a. Dependent Variable: Employee Work Productivity

b. All requested variables were entered.

This section shows the method used for entering variables. The author entered the variables to be analyzed (**Variables Entered**), namely Integrity (X1), Teamwork (X2), Competence (X3),

and Managerial Ability (X4). No variables were excluded because the author used the "Enter" method.

Table 14 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.755a	.569	.548	1,632	2.138

a. Predictors: (Constant), Managerial Skills, Competence, Teamwork, Integrity
b. Dependent Variable: Employee Work Productivity
Source: SPSS Data Processing Results

This section shows the magnitude of the coefficient of determination of the percentage of the dependent variable (Employee Work Productivity) that can be predicted using the independent variable. The coefficient of determination is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The coefficient of determination is calculated by squaring the correlation results, then multiplying them by 100% ().$r^2 x\ 100\%$

The R Square number is the correlation number squared or 0.755; the R Square number is also called the coefficient of determination. The magnitude of the coefficient of determination is 0.755, or equal to 75.5%. This number means that only 75.5% of Employee Work Productivity is explained using the variables Integrity, Teamwork, Competence, Managerial Ability. The other causal factors must explain the rest, 24.5% (100% -75.5%). To find out the size of the R Square ranges from 0 to 1, which means that the larger the R Square, the weaker the relationship between the two variables; conversely, if the R Square is getting closer to 1, the stronger the relationship between the two.$0{,}569^2$

Table 15 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	285,277	4	71,319	26,781	.000b
	Residual	215,711	32	2,663		
	Total	500,378	36			

a. Dependent Variable: Employee Work Productivity
b. Predictors: (Constant), Managerial Ability, Competence, Teamwork, Integrity

This section shows the magnitude of the probability or significance figures in the ANOVA calculation that will be used to test the feasibility of the regression model. A reasonable probability figure to be used as a regression model must be less than 0.05.

a. The ANOVA test produced an F figure of 26,781, meaning that the calculated F (26,781)> F table (2.68) so that Ho was rejected, meaning that there was a linear relationship between the variables with the variables Integrity (X1), Teamwork (X2), Competence (X3) and Managerial Ability (X4) Employee Work Productivity (Y)
b. Or testing can be done by paying attention to the level of significance (Sig) of 0.000, meaning < α (0.05), so that ho is rejected, meaning that there is a significant relationship between the

variables Integrity (X1), Teamwork (X2), Competence (X3) and Managerial Ability (X4) and the variable Employee Work Productivity (Y)

c. To be used as a regression model for predicting dependent variables, the significance number (Sig) must be < 0.05.

CONCLUSION

Based on the results of data analysis and discussion regarding Integrity, Teamwork, Competence, and Managerial Ability on Employee Work Productivity, several conclusions can be put forward as follows:

1. Based on the t-test, the Integrity variable partially has a positive and significant effect on Employee Work Productivity. Because the calculated t (8.077) > t table 1.69092, Ho is accepted, and H1 is rejected, meaning the regression coefficient is significant, or the Integrity variable (X1) affects the Employee Work Productivity variable (Y).
2. Based on the t-test, the Teamwork variable partially has a positive and significant effect on Employee Work Productivity. Because the calculated t (5.841) > t table 1.69092, then Ho is accepted and H1 is rejected, meaning the regression coefficient is significant, or the Teamwork variable (X2) affects the Employee Work Productivity variable (Y).
3. Based on the t-test, the Competency variable partially has a positive and significant effect on Employee Work Productivity. Because the calculated t (2.536) > t table 1.69092, Ho is accepted, and H1 is rejected, meaning the regression coefficient is significant, or the Competency variable (X3) affects the Employee Work Productivity variable (Y).
4. Based on the t-test, the Managerial Ability variable partially has a positive and significant effect on Employee Work Productivity. Because the calculated t (9.320) > t table 1.69092, Ho is accepted, and H1 is rejected, meaning the regression coefficient is significant, or the Managerial Ability variable (X4) affects the Employee Work Productivity variable (Y).
5. The ANOVA test produced an F value of 26,781, meaning that the calculated F (26,781)> F table (2.68) so that Ho was rejected, meaning that there was a linear relationship between the variables with the variables Integrity (X1), Teamwork (X2), Competence (X3) and Managerial Ability (X4) Employee Work Productivity (Y).

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