

Factors Influencing Employee Productivity (Case Study of the Craft Industry of MSMEs in Yogyakarta City, Special Region of Yogyakarta Province)

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ABSTRACT

The purpose of this study was to use a simple random sampling method to distribute questionnaires to employees of MSMEs in Yogyakarta City, Yogyakarta Special Region, to determine the influence of work, promotions, coworkers, superiors, and the work environment on employee productivity. Work, promotions, coworkers, superiors, and the work environment are independent factors in this study, while employee productivity in the MSME craft industry in Yogyakarta City is the dependent variable. We conducted a survey of employees of micro, small, and medium enterprises (MSMEs) in Yogyakarta City, Yogyakarta Special Region, by sending questionnaires directly to them. Using SPSS Version 25.00 and employee data from Yogyakarta City, Yogyakarta Special Region, this study employed multiple regression analysis, coefficient of determination analysis, F-test, and t-test. The adjusted R² value in this study indicates that 78.1% of the variance in employee productivity can be explained by work, promotions, coworkers, superiors, and the work environment through the model, with the remaining 21.9% coming from other variables excluding price, location, promotion, and service. The t-test shows that work (X₁), promotion (X₂), coworkers (X₃), superiors (X₄) and work environment (X₅) partially have a positive and significant effect on employee work productivity in the MSME Craft Industry in Yogyakarta City, Special Region of Yogyakarta, where the t-value of work is 3.863 > t_{table} 1.65 and probability .003 < 0.05, the t-value of promotion is 2.638 > t_{table} 1.65 and probability 0.010 < 0.05, the t-value of coworkers is 4.352 > t_{table} 1.65 and probability 0.000 < 0.05, the t-value of superiors is 5.048. > t_{table} 1.65 and probability 0.000 < 0.05. and the t-value of work environment is 2.075. > t_{table} 1.65 and probability 0.041 < 0.05. The F test shows a simultaneous (joint) effect between work, promotion, coworkers, superiors, and the work environment on employee productivity in the MSME Craft Industry in Yogyakarta City, Special Region of Yogyakarta. The calculated F value is > F_{table}, or 67.103 > 3.87, or a significance level (sig) of 0.000 < 0.05.

Keywords: Work, Promotion, Coworkers, Superiors, Work Environment, and Employee Productivity

INTRODUCTION

The development of economic activity in Indonesia has led to the emergence of many new companies in the service and manufacturing sectors. These companies operate with the goal of maximizing profits to ensure their short- and long-term survival. Achieving this goal requires human resource performance that can improve the quality and quantity of products and ensure the company's continued recognition and demand. Therefore, it is crucial for companies to prioritize employee satisfaction so that employees can perform optimally. (Hamdani & Awatara, 2011)

Employees and the company are inseparable. Employees play a key role in running the company. If employees are highly productive and motivated, the company's business will run smoothly, ultimately resulting in strong performance and achievements. On the other hand, how can a company run smoothly if its employees are not productive? This means employees lack enthusiasm, lack skills, and have low morale. One of the efforts that can be made by the company is to look for factors that influence the increase in employee work productivity, then take action to increase employee work productivity.

Many factors can influence increased employee productivity. One of these is the work itself. The work performed by an employee will result in job satisfaction, internal motivation, and high work performance. This can be achieved if the work is experienced as meaningful, useful, or important, and the employee realizes that they are personally responsible for the results. One determinant of job satisfaction is mentally challenging work. This means providing employees with opportunities to utilize their skills and abilities, and offering a variety of tasks, freedom, and feedback. When employees successfully overcome these challenges, job satisfaction will be felt. It can be concluded that job characteristics are the inherent characteristics of a job, comprising various core dimensions of a job.

Another factor that can influence increased employee productivity is promotion. Promotion is an opportunity for someone to improve their job position. Promotion means moving from one position to another with higher status and responsibility. This has value because it provides further recognition of one's work achievements. The opportunity to be promoted can provide employee satisfaction.

Cultivating good relationships with fellow coworkers significantly impacts employee psychology. Relationships with coworkers refer to the patterns of interaction between individuals in the workplace. Relationships with coworkers are essential for organizational development. Organizations are formed through the collective participation of more than one individual, necessitating effective collaboration among all members of the organization. Good relationships with coworkers are influenced by effective communication. This communication is essential in the workplace, particularly for the implementation of various work activities. The purpose of communication is to facilitate and expedite the implementation of specific activities to achieve a goal. Thus, the communication process fosters mutual understanding and facilitates the achievement of goals.

The role of superiors, often referred to as leaders, is crucial to a company's success in achieving its goals. They are the ones who generate new and innovative ideas for company development. However, it cannot be denied that their employees also play an equally important role, as they are the ones who implement and implement the leadership's ideas, as reflected in every decision. Whether employees perform their duties effectively depends on the leadership itself. A leader influences and motivates employees to act according to expectations. Employee mental development will influence their attitudes and enthusiasm for work. Generally, every company desires mental development that can support improved company performance. This is all for the sake of achieving the company's goals.

A manager's duties include planning, organizing, directing, coordinating, and controlling all available resources to achieve goals. According to Mintzberg, a manager's role can be

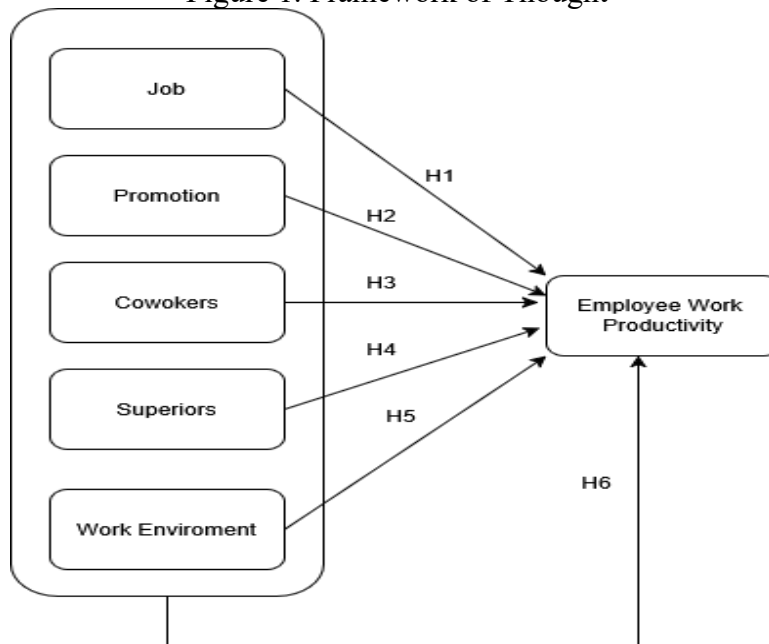
divided into three major roles: interpersonal, informational, and decisional. Interpersonal refers to the manager's role related to work related to other people and ceremonial and symbolic tasks. Informational refers to the manager's role related to receiving, storing, and disseminating information. Meanwhile, decisional is the manager's role which is related to determining various choices.

According to (Sedarmayanti, 2011) the work environment is the entirety of the tools and materials encountered in the environment where a person works, their work methods, and work arrangements, both individually and as a group. The work environment in a company is very important for management to pay attention to. Factors that influence employee job satisfaction can basically be divided into two groups, namely intrinsic factors and extrinsic factors. Intrinsic factors are factors that originate from the employee themselves and are carried by each employee since starting work at their workplace. Meanwhile, extrinsic factors concern things that originate from outside the employee, including the physical condition of the work environment, their interactions with other employees, the payroll system, and so on. The work environment can influence employee emotions. If employees enjoy the work environment where they work, then the employee will feel at home in their workplace to carry out activities so that work time is used effectively and optimistically. The work environment includes the working relationships formed between fellow employees and the working relationship between subordinates and superiors, as well as the physical environment where employees work. Organizations must choose development methods that are in accordance with organizational goals, so that the results achieve the targets. The potential of each employee must be known by the company or organization before carrying out a development program, because by knowing this potential, they can be directed to a career path that suits their abilities, so that they can produce optimal productivity. (Indriyatni, 2013)

Framework

In this study, the researcher aims to examine the individual and collective influence of Job (X_1), Promotion (X_2), Coworkers (X_3), Superiors (X_4), and Work Environment (X_5) on the Work Productivity of Employees in the MSME Craft Industry in Yogyakarta City, Special Region of Yogyakarta. Therefore, the author can conclude the framework of this study as follows:

Figure 1. Framework of Thought



Source: Author, 2026

HYPOTHESIS

- H₁. Jobs have a positive effect on employee productivity in the MSME craft industry in Yogyakarta City, Special Region of Yogyakarta Province.
- H₂. Promotions have a positive effect on employee productivity in the MSME craft industry in Yogyakarta City, Special Region of Yogyakarta Province.
- H₃. Coworkers have a positive effect on employee productivity in the MSME craft industry in Yogyakarta City, Special Region of Yogyakarta Province.
- H₄. Superiors have a positive effect on employee productivity in the MSME craft industry in Yogyakarta City, Special Region of Yogyakarta Province.
- H₅. The work environment has a positive effect on employee productivity in the MSME craft industry in Yogyakarta City, Special Region of Yogyakarta Province.
- H₆. Jobs, promotions, coworkers, superiors, and the work environment have a positive effect on employee productivity in the MSME craft industry in Yogyakarta City, Special Region of Yogyakarta Province.

RESEARCH METHOD

This research analysis used a quantitative approach, with the object of this study being the MSME Craft Industry in Yogyakarta City, Special Region of Yogyakarta.

The population in this study was the employees of MSMEs in Yogyakarta City, Special Region of Yogyakarta Province. According to (Sugiyono, 2017) a sample is the characteristics of the research items found in the sample. Due to the large population in this study and the limited time available to the researcher, the sample size was determined using statistical calculations based on the Lemeshow formula. This is why the population size is infinite or unknown (Sarjono, Haryadi & Winda, 2013) The precision level set in determining the sample was 10%.

$$n = \frac{Z_1 - \alpha^2 P (1 - P)}{d^2}$$

Description: n: Number of Samples, z: z-score at 95% confidence, p: Maximum Alpha estimate (0.1) or sampling error = 10%

Sample calculation:

$$n = \frac{1,96^2 \times 0,5(1 - 0,5)}{0,1^2}$$

$$n = \frac{3,8416 \cdot 0,25}{0,01} = 98.64$$

Thus, based on the sample calculation formula above, it can be concluded that the sample size of 98.64, then rounded up to 100 respondents is used for data accuracy. In this study, the operational table for the independent variables is Job (X₁), Promotion (X₂), Coworkers (X₃), Work Environment (X₄), and Work Environment (X₅), while the dependent variable is Employee Work Productivity (Y).

Measurement: All variables used in this study use a Likert scale (value range 1 to 5), where respondents' answers are given the following values: strongly agree (ss) with a value of 5, agree (s) with a value of 4, disagree (ks) with a value of 3, disagree (ts) with a value of 2, and strongly disagree (sts) with a value of 1. This research model explains the extent of the influence of the independent variables on the dependent variable, as shown by the following equation: $Y = \beta + \alpha_1 b_1 + \alpha_2 b_2 + \alpha_3 b_3 + \alpha_4 b_4 + \alpha_5 b_5 + e$, where, Y, Employee Work Productivity in the MSME Craft Industry in Yogyakarta City, Special Region of Yogyakarta, B, Interception Constant, $\alpha_1 \alpha_2 \alpha_3 \alpha_4, \alpha_5$ Regression coefficient, b_1 Job, b_2 Promotion, b_3 Co-workers, b_4 Superior, b_5 Work Environment, e Error. To validate the accuracy and dependability of the questionnaire, statistical tests were conducted to ensure reliability, as well as statistical tests

including normality tests, multicollinearity tests and heteroscedasticity tests. And to test the Hypothesis of this study using:

- a. Determination (R²)
 To determine the extent to which the independent variables influence the dependent variable.
- b. Partial Test (t-test)
 To determine the extent of the independent variables' partial/individual influence on the dependent variable, with a test level of t count < t table and a probability value > 0.05. The independent variables have no influence and a positive and significant relationship with the dependent variable, with t count > t table and a probability value < 0.05. The independent variables have a positive relationship and a significant influence on the dependent variable (V.Wiratna Sujarweni, 2015)
- c. Simultaneous Test (F-test)
 To determine the extent to which the independent variables jointly influence the dependent variable. With F count > F table and a probability value < 0.05, the independent variables simultaneously (together) have a positive relationship and influence on the dependent variable. With F count < F table and a probability value > 0.05, the independent variables simultaneously have no positive relationship and influence on the dependent variable.

RESULTS AND DISCUSSION

Descriptive Statistical Test

Table 1. Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|-----------------------|-----|---------|---------|-------|----------------|
| Job | 100 | 19 | 41 | 30.85 | 5.522 |
| Promotion | 100 | 22 | 42 | 31.22 | 5.040 |
| Coworkers | 100 | 20 | 46 | 34.29 | 6.994 |
| Supervisor | 100 | 20 | 47 | 31.53 | 6.229 |
| Work Environment | 100 | 21 | 48 | 34.26 | 7.313 |
| Employee Productivity | 100 | 20 | 41 | 29.53 | 6.159 |
| Valid N (listwise) | 100 | | | | |

Source: SPSS, 2025

Based on the descriptive results, the job has a sample size of 100 respondents with a minimum value of 19, a maximum value of 41, the average price obtained is 30.85 with a standard deviation of 5.522, Promotion has a sample size of 100 respondents with a minimum value of 22, a maximum value of 42, the average promotion obtained is 31.22 with a standard deviation of 5.040, coworkers have a sample size of 100 respondents with a minimum value of 20, a maximum value of 46, the average coworkers obtained is 34.29 with a standard deviation of 6.994, superiors have a sample size of 100 respondents with a minimum value of 20, a maximum value of 47, the average superior obtained is 31.53 with a standard deviation of 6.229, the work environment has a sample size of 100 respondents with a minimum value of 21, a maximum value of 48, the average work environment obtained is 34.26 with a standard deviation of 7.513 and employee work productivity has a sample size of 100 respondents with a minimum value of 20, a maximum value of 41, the average employee work productivity obtained is 29.53 with a standard deviation of 6.159

2. Normality Test

Table 2. Normality Test
One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N | | 100 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 2.88109294 |
| Most Extreme Differences | Absolute | .060 |
| | Positive | .041 |
| | Negative | -.060 |
| Test Statistic | | .060 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS, 2025

Multicollinearity Test

Table 3. Multicollinearity Test Results

| Model | | Collinearity Statistics | |
|-------|------------------|-------------------------|-------|
| | | Tolerance | VIF |
| 1 | (Constant) | | |
| | Job | .197 | 5.073 |
| | Promotion | .349 | 2.862 |
| | Coworkers | .214 | 4.683 |
| | Superiors | .452 | 2.215 |
| | Work Environment | .731 | 1.368 |

a. Dependent Variable: Employee Work Productivity

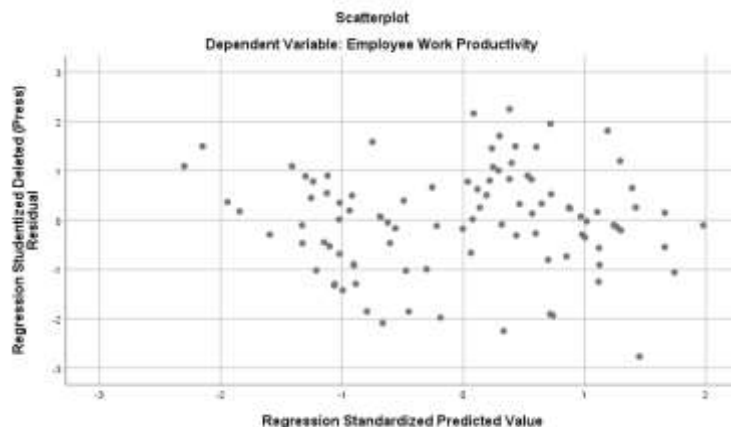
Source: SPSS, 2025

Table 3 shows that the VIF (Variance Inflation Factor) for job, promotion, co-workers, and work environment are in the range of 1 (5.073, 2.862, 4.683, 2.215, and 1.368). The tolerance values for job, promotion, co-workers, and work environment are above 0.10 (0.197, 0.349, 0.214, 0.452, and 0.731), so there are no symptoms of multicollinearity in the regression.

Figure 2, this produces a distribution of points with a certain pattern obtained in data processing without the distribution of points forming a certain pattern, so that the regression model is free from heteroscedasticity.

Heteroscedasticity Test

Figure 2. Scatterplot



Source: SPSS, 2025

Figure 2, this produces a distribution of points with a certain pattern obtained in data processing without the distribution of points forming a certain pattern, so that the regression model is free from heteroscedasticity.

Validity and Reliability Testing

In this study, the authors created 10 statements each about Work, Promotion, Coworkers, Superiors, Work Environment, and Employee Productivity. They conducted validity and reliability tests, with the following results:

Table 4. Validity Test Results

| Butir Pertanyaan | r Tabel | r hitungan | Keterangan |
|-------------------|---------|------------|------------|
| X _{1.1} | 0,1966 | 0,671 | Valid |
| X _{1.2} | 0,1966 | 0,331 | Valid |
| X _{1.3} | 0,1966 | 0,460 | Valid |
| X _{1.4} | 0,1966 | 0,517 | Valid |
| X _{1.5} | 0,1966 | 0,579 | Valid |
| X _{1.6} | 0,1966 | 0,614 | Valid |
| X _{1.7} | 0,1966 | 0,561 | Valid |
| X _{1.8} | 0,1966 | 0,449 | Valid |
| X _{1.9} | 0,1966 | 0,366 | Valid |
| X _{1.10} | 0,1966 | 0,544 | Valid |
| X _{2.1} | 0,1966 | 0,326 | Valid |
| X _{2.2} | 0,1966 | 0,589 | Valid |
| X _{2.3} | 0,1966 | 0,509 | Valid |
| X _{2.4} | 0,1966 | 0,462 | Valid |
| X _{2.5} | 0,1966 | 0,487 | Valid |
| X _{2.6} | 0,1966 | 0,289 | Valid |
| X _{2.7} | 0,1966 | 0,263 | Valid |
| X _{2.8} | 0,1966 | 0,460 | Valid |
| X _{2.9} | 0,1966 | 0,326 | Valid |
| X _{2.10} | 0,1966 | 0,569 | Valid |
| X _{3.1} | 0,1966 | 0,343 | Valid |
| X _{3.2} | 0,1966 | 0,529 | Valid |
| X _{3.3} | 0,1966 | 0,567 | Valid |
| X _{3.4} | 0,1966 | 0,656 | Valid |
| X _{3.5} | 0,1966 | 0,779 | Valid |
| X _{3.6} | 0,1966 | 0,480 | Valid |
| X _{3.7} | 0,1966 | 0,749 | Valid |
| X _{3.8} | 0,1966 | 0,415 | Valid |
| X _{3.9} | 0,1966 | 0,738 | Valid |
| X _{3.10} | 0,1966 | 0,661 | Valid |
| X _{4.1} | 0,1966 | 0,661 | Valid |
| X _{4.2} | 0,1966 | 0,726 | Valid |
| X _{4.3} | 0,1966 | 0,751 | Valid |
| X _{4.4} | 0,1966 | 0,717 | Valid |
| X _{4.5} | 0,1966 | 0,621 | Valid |
| X _{4.6} | 0,1966 | 0,727 | Valid |
| X _{4.7} | 0,1966 | 0,688 | Valid |
| X _{4.8} | 0,1966 | 0,586 | Valid |
| X _{4.9} | 0,1966 | 0,249 | Valid |
| X _{4.10} | 0,1966 | 0,274 | Valid |
| X _{5.1} | 0,1966 | 0,724 | Valid |
| X _{5.2} | 0,1966 | 0,666 | Valid |
| X _{5.3} | 0,1966 | 0,648 | Valid |
| X _{5.4} | 0,1966 | 0,560 | Valid |
| X _{5.5} | 0,1966 | 0,460 | Valid |
| X _{5.6} | 0,1966 | 0,408 | Valid |

| | | | |
|--------------------|--------|-------|-------|
| X _{5.7} | 0,1966 | 0,652 | Valid |
| X _{5.8} | 0,1966 | 0,525 | Valid |
| X _{5.9} | 0,1966 | 0,561 | Valid |
| X _{10.10} | 0,1966 | 0,608 | Valid |
| Y ₁ | 0,1966 | 0,670 | Valid |
| Y ₂ | 0,1966 | 0,655 | Valid |
| Y ₃ | 0,1966 | 0,691 | Valid |
| Y ₄ | 0,1966 | 0,680 | Valid |
| Y ₅ | 0,1966 | 0,643 | Valid |
| Y ₆ | 0,1966 | 0,715 | Valid |
| Y ₇ | 0,1966 | 0,739 | Valid |
| Y ₈ | 0,1966 | 0,510 | Valid |
| Y ₉ | 0,1966 | 0,700 | Valid |
| Y ₁₀ | 0,1966 | 0,518 | Valid |

Source: SPSS, 2025

The data table above explains that:

The Item-Total Statistics Table shows the results of the validity calculation for 10 statements. The significance test is performed by comparing the calculated r value with the table r value for (degrees of freedom = df) = n – k, where n is the number of samples and k is the number of independent variables. Therefore, the df used is 300 – 2 = 298 with an alpha (α) of 5%, resulting in a table value of 0.3120. To test the validity of each indicator, the total correlation output of the correlated items can be seen by comparing the calculated r value with the table r value. Since the calculated r value is > table r value and is positive, the indicator is considered valid.

Table 5. Validity Test Results

| Variabel | Alfa Cronbach | Keterangan |
|----------|---------------|------------|
| X1 | 0.852 | Reliabel |
| X2 | .0761 | Reliabel |
| X3 | 0,869 | Reliabel |
| X4 | 0,866 | Reliabel |
| X5 | 0,868 | Reliabel |
| Y | 0,901 | Reliabel |

Source: SPSS, 2025

Based on calculations using the SPSS for Window 25 computer program, the Cronbach's Alpha value is greater than α = 0.70. Therefore, it can be concluded that all statements used in this variable are reliable.

Multiple Linear Regression Analysis

Table 6. Calculation Results of Multiple Linear Regression

| Model | | Coefficients ^a | | | | | Collinearity Statistics | |
|-------|------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Tolerance | VIF |
| | | B | Std. Error | Beta | | | | |
| 1 | (Constant) | 1.524 | 2.158 | | .706 | .482 | | |
| | Job | .352 | .121 | .316 | 2.906 | .005 | .197 | 5.073 |
| | Promotion | .263 | .100 | .215 | 2.638 | .010 | .349 | 2.862 |
| | Coworkers | .400 | .092 | .454 | 4.352 | .000 | .214 | 4.683 |
| | Superiors | .358 | .071 | .362 | 5.048 | .000 | .452 | 2.215 |
| | Work Environment | .099 | .048 | .117 | 2.075 | .041 | .731 | 1.368 |

a. Dependent Variable: Employee Work Productivity

Source: SPSS, 2025

The multiple linear regression equation is:

$$Y = 1.524 + 0,352 X_1 + 0,263 X_2 + 0,400 X_3 + 0,358 X_4 + 0,099 X_5 + \dots \beta$$

The interpretation of this equation is:

The dependent regression coefficient (employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region) of 1.524 indicates that by holding constant other factors: work (X_1), promotion (X_2), coworkers (X_3), superiors (X^4), and the work environment (X^5), the employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region (Y) is 1.524.

Every one-unit change in the work variable (X_1) will result in a change in the dependent variable (employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region) of 0.352. This means that a positive b_1 value indicates that as work increases, employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region can be predicted to increase. Conversely, if the price decreases, employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region is predicted to also decrease.

Every one unit change in the promotion variable (X_2) will result in a change in the dependent variable (employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region) of 0.263, meaning that a positive b_2 value indicates that if promotion increases, then employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region can be predicted to increase, and vice versa, if promotion decreases, employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region is predicted to also decrease.

Each one-unit change in the co-worker variable (X_3) will result in a change in the dependent variable (employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region) of 0.400. This means that a positive b_3 value indicates that if co-workers increase, employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region can be predicted to increase. Conversely, if co-workers decrease, employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region is predicted to also decrease.

Each one-unit change in the supervisor variable (X_4) will result in a change in the dependent variable (employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region) of 0.358. This means that a positive b_4 value indicates that if superiors increase, employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region can be predicted to increase. Conversely, if superiors decrease, employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region is predicted to also decrease.

Each one-unit change in the environmental variable work (X_5) will result in changes in the dependent variable (employee work productivity in the MSME Craft Industry in Yogyakarta City, Special Region of Yogyakarta) of 0.099, meaning that a positive b_5 value indicates that the work environment improves, so employee work productivity in the MSME Craft Industry in Yogyakarta City, Special Region of Yogyakarta can be predicted to increase, and vice versa, if the work environment decreases, employee work productivity in the MSME Craft Industry in Yogyakarta City, Special Region of Yogyakarta is predicted to also decrease.

Hypothesis Testing

Testing the Coefficient of Determination (R^2)

Table 7. Coefficient of Determination (R^2) Test

| Model Summary ^b | | | Adjusted R Square | Std. Error of the Estimate |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | | |
| 1 | .884 ^a | .781 | .770 | 2.957 |

a. Predictors: (Constant); Work Environment, Promotion, Coworkers, Superior, Job

b. Dependent Variable: Employee Work Productivity

Source: SPSS 2025

From the table above, the multiple determination value R² for work, promotion, coworkers, superiors and work environment is 78.1% and the remaining 21.9% comes from other variables outside the variables of work, promotion, coworkers, superiors and work environment.

Partial Testing (t-test)

Tabel 8. Testing (t-test)

| Model | Unstandardized Coefficients | Standardized Coefficients | | T | Sig. | |
|-------|-----------------------------|---------------------------|------------|------|-------|------|
| | | B | Std. Error | | | Beta |
| 1 | (Constant) | 1.524 | 2.158 | | .706 | .482 |
| | Job | .352 | .121 | .316 | 2.906 | .003 |
| | Promotion | .263 | .100 | .215 | 2.638 | .010 |
| | Coworkers | .400 | .092 | .454 | 4.352 | .000 |
| | Superiors | .358 | .071 | .362 | 5.048 | .000 |
| | Work Environment | .099 | .048 | .117 | 2.075 | .041 |

a. Dependent Variable: Employee Work Productivity

Source: SPSS, 2025

The job variable (X₁) has a positive and significant effect on employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region, with a calculated t-value of 3.863 > t-table 1.65 and a probability of 0.003 < 0.05.

The promotion variable (X₂) has a positive and significant effect on employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region, with a calculated t-value of 2.638 > t-table 1.65 and a probability of 0.010 < 0.05.

The coworker variable (X₃) has a positive and significant effect on employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region, with a calculated t-value of 4.352 > t-table 1.65 and a probability of 0.000 < 0.05.

The supervisor variable (X₄) has a positive and significant effect on employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region, with a calculated t-value of 5.048 > t-table 1.65 and a probability of 0.000 < 0.05.

The work environment variable (X₅) has a positive and significant effect on employee work productivity in the MSME Craft Industry in Yogyakarta City, Yogyakarta Special Region, with a calculated t-value of 2.075 > t-table 1.65 and a probability of 0.041 < 0.05. where the t-value of work is 3.863 > t-table 1.65 and probability .003 < 0.05, the t-value of promotion is 2.638 > t-table 1.65 and probability 0.010 < 0.05, the t-value of co-workers is 4.352 > t-table 1.65 and probability 0.000 < 0.05, the t-value of superiors is 5.048. > t-table 1.65 and probability 0.000 < 0.05. and the t-value of work environment is 2.075. > t-table 1.65 and probability 0.041 < 0.05.

Simultaneous test (F test)

Table 10. F test results

| Model | | ANOVA ^a | | | F | Sig. |
|-------|------------|--------------------|----|-------------|--------|-------------------|
| | | Sum of Squares | Df | Mean Square | | |
| 1 | Regression | 2933.141 | 5 | 586.628 | 67.103 | .000 ^b |
| | Residual | 821.769 | 94 | 8.742 | | |
| | Total | 3754.910 | 99 | | | |

a. Dependent Variable: Employee Work Productivity

b. Predictors: (Constant), Work Environment, Promotion, Coworkers, Superior, Job

Source: SPSS, 2025

Fcount = 25.151 probability value = 0.000 then Fcount > Ftable (67.103 > 3.87 probability value 0.000 < 0.05, it is concluded that the independent variables simultaneously have a positive relationship and influence on the dependent variable in the MSME Craft Industry in Yogyakarta City, Special Region of Yogyakarta.

Discussion

Work

Gomes (Dr Faustino Cardodo Gomes, 2013), A job is a collection of similar positions with specific duties and qualifications to justify their performance, as outlined in the job description. Job satisfaction itself encompasses a broad spectrum, encompassing tasks that provide individuals with interesting tasks, opportunities for learning, and responsibility. Employees working in an organization tend to seek challenging jobs. They seek jobs that allow them to utilize their skills and abilities and offer a variety of tasks, freedom, and feedback on their work. With sufficient diversity, most employees experience job satisfaction. Jobs with little task diversity can lead to boredom. Conversely, jobs with too much task diversity can lead to stress and fatigue.

According to (Robbins, 2014) One of the determinants of job satisfaction is mentally challenging work. This means providing employees with opportunities to utilize their abilities, offering a variety of tasks, freedom, and feedback. When employees successfully overcome these challenges, job satisfaction will be felt. The work performed by an employee will result in job satisfaction, motivation, high performance, low absenteeism, and low labor turnover. This can be achieved if:

- a. The work is experienced as meaningful, useful, or important.
- b. Employees recognize that they are personally responsible for the results of their work.
- c. Employees can regularly and reliably assess the results of their efforts, whether they have achieved anything and whether they are satisfactory or not.

Promotion

According to (Mila Badriyah, S.E., 2015) A promotion is a reward in the form of a promotion within an organization or agency, whether governmental or non-governmental (private). This is what many workers strive for to improve their previous position and to improve their social status. Promotions provide an opportunity for growth and advancement that can encourage employees to work better or be more enthusiastic in carrying out their work within the company environment. With promotion targets, employees will feel appreciated, cared for, needed, and recognized for their work abilities by company management, resulting in high output and increased loyalty to the company. Therefore, leaders must recognize the importance of promotions in increasing productivity, which must be considered objectively. If leaders are aware and consider these factors, the company will avoid problems that hinder output growth and can be detrimental to the company, such as employee dissatisfaction, complaints, lack of work enthusiasm, declining work discipline, high absenteeism, or labor strikes.

Work colleague

A coworker is a person or group of people who have an equal position to work together to support each job given.(Dr.AA.Anwar Prabu Mangkunegara, Drs.,M.Si, 2017). while according to(Hasibuan, 2000), a coworker is someone who has a reciprocal relationship within a workplace. Based on the description above, it can be concluded that a coworker is a person or group of people who have a reciprocal relationship in supporting each task.

A coworker is someone who has a reciprocal relationship within a workplace. Based on the description above, it can be concluded that a coworker is a person or group of people who have a reciprocal relationship in supporting each task. (Rivai, 2004: 494). Working

relationships between employees need to be fostered so they can collaborate and help achieve company goals. Employees who enjoy their activities and tasks and are friendly with others demonstrate a harmonious work environment. Good coworkers encourage better performance and positive attitudes, such as high loyalty to their colleagues and work, enjoyment, and job satisfaction. (Dr.H.Suwatno & Donni Juni Priansa, S.Pd., SE, 2011)

An important aspect of coworker relationships is cohesion. Team cohesion is defined as the degree to which members are attracted to the team and motivated to stay with it. High cohesion is generally considered an attractive characteristic of a team. (Dr.Achmad Sudiro, SE., 2017)

The more frequent contact with coworkers and the more time spent together, the stronger the team cohesion. With more interaction, coworkers get to know each other and become more loyal to the team. The results of team cohesion can be divided into two categories: morale and productivity. As a general rule, morale is higher in close-knit teams due to increased communication among coworkers, a friendly team climate, retention of membership due to commitment to coworkers, loyalty, and member participation in team decisions and activities. High cohesion among coworkers has a nearly uniformly positive effect on coworker satisfaction and morale. (Dr.Achmad Sudiro, SE., 2017) Concerning productivity across coworkers, research shows that close-knit teams have the potential to be productive, but the degree of productivity depends on the relationship between management and the team. Therefore, close coworkers do not necessarily lead to higher team productivity. Close-knit teams are more productive when coworkers feel supported by management, and less productive when they perceive hostility and negative views from management.

The relationship between employees in improving the quality of work life can vary (S.P. Hasibuan, 2011) The various techniques used essentially revolve around increasing employee participation in decision-making processes concerning their work and their relationships with fellow coworkers. This is intended not only to enhance employee responsibility but also to foster a sense of belonging. This sense of belonging will contribute to organizational success because members will strive to avoid deviant behavior and thus work more productively. To achieve this goal, efforts must be made to direct employee relationships and involvement and to ensure that it becomes part of the organizational culture. (Prof. Dr.Lijan Po;tak Sinambela, 2013). In today's modern working life, it is increasingly recognized that there are close relationships between coworkers and between one task and another. (Prof. Dr.Lijan Po;tak Sinambela, 2013). This means that it's very difficult for a task to be handled by a single employee, especially if it's a problem-solving task. Consequently, teamwork is essential. This is based on the fact that a problem is solved better when a group devises a solution than when an individual works alone.

Superior or Manager

According to (Prof.Dr.H.Edy Sustrisno, 2015) A manager is someone who works through others by coordinating their activities to achieve organizational goals. Furthermore, a manager is someone who, due to their experience, knowledge, and skills, is recognized by the organization for leading, organizing, administering, controlling, and developing organizational activities to achieve goals. The role of superiors, often referred to as leaders, is crucial to a company's success in achieving its goals. They are the ones who generate new and innovative ideas for company development. However, it cannot be denied that their employees also play an equally important role, as they are the ones who implement and execute the leader's ideas, as outlined in every decision. Whether employees perform their duties effectively depends on the leader themselves. How a leader influences and motivates employees to take various actions as expected.

Work environment

According to (Mulyadi, 2015) states that the work environment is everything that can influence the continued existence, presence, which concerns the organization both internally and externally. Meanwhile, according to (S.P. Hasibuan, 2011) states that the general outline of the types of work environment is divided into (1) physical work environment, which is all physical conditions that exist around the workplace which can influence employees either directly or indirectly (2) non-physical work environment, which is all conditions that occur which are related to work relationships, both relationships with superiors and relationships with fellow co-workers or relationships with subordinates

Work Productivity

According to (Dr.AA.Anwar Prabu Mangkunegara, Drs.,M.Si, 2017) Productivity can be generally defined as the level of comparison between output results. Meanwhile, according to (Dr.Drs.HM Yani, SH, 2015) Productivity can be generally defined as the level of comparison used (input). According to the National Productivity Council, productivity is defined as a mental attitude that always believes that the quality of life today must be better than yesterday and tomorrow better than today. Understanding the concept and theory of productivity well can be done by distinguishing it from effectiveness and efficiency. Effectiveness can be defined as the level of accuracy in selecting or using a method to do something (effective = do the right things). Efficiency can be defined as the level of accuracy and various conveniences in doing something (efficiency = do things right). Productivity has two dimensions, the first dimension is effectiveness which leads to the achievement of maximum work, namely the achievement of targets related to quality, quantity, and time, and the second is efficiency which is related to efforts to compare input with the realization of its use or how the work is carried out. (Umar, 2010)

CONCLUSION

The variables of work (X_1), promotion (X_2), coworkers (X_3), superiors (X_4), and the work environment (X_5) partially have a positive and significant relationship with employee productivity in the MSME Craft Industry in Yogyakarta City. The variables of work (X_1), promotion (X_2), coworkers (X_3), superiors (X_4), and the work environment (X_5) simultaneously have a positive and significant relationship with employee productivity in the MSME Craft Industry in Yogyakarta City, Special Region of Yogyakarta. The R^2 value for multiple determination is 78.1%. The remaining 21.9% of employee productivity in the MSME Craft Industry in Yogyakarta City is explained by independent variables, while the remainder is explained by factors outside the independent variables.

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