# MANAGING WORK PRODUCTIVITY THROUGH GLOBAL COMPETENCE

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## ABSTRACT

This research was conducted to determine the role of global competence in practice in the industrial world on work productivity with motivation as a moderating variable that influences it with this type of applied research using quantitative methods *Partial Least Square Structural Equation Model (PLS-SEM) explaratory prediction* using SmartPLS *software* , the results of the research In this case, there is a significant effect between Global Competence on Work Productivity, while for the motivation variable as a moderating Global Competence on work productivity, it has a very small effect, namely 0.817 but has no effect at a significant level of 0.005.

Keywords: global competence, motivation, work productivity

## INTRODUCTION

Productivity is the key to maintaining competitiveness, both at the organizational and country level, and in ensuring sustainable socio-economic development or in a sense productivity is the relationship between the quantity of output (goods and services produced) and the quantity of input (i.e., resources such as labor). , materials, machinery and energy) used in production ("Handbook-on-Productivity-2015(1).pdf," nd) . Productivity is critical to the long-term competitiveness and profitability of an organization (SPRING Singapore, 2011) . Labor productivity is a component of economic indicators because it offers a dynamic measure of competitiveness, economic growth and living standards in an economy. It is the measurement of labor productivity (and all these measures take into account) that can help explain the main economic underpinnings that must be both for social development and economic growth (Myronenko, nd) . In the sense expressed, it can also be interpreted that productivity is enjoyed at work by obtaining work objectives, placement, treatment, and a good working environment for employees. Productivity is a person's attitude towards his work that reflects pleasant and unpleasant experiences in his work and his hopes for future experiences, which are manifested by emotional attitudes and work results that are efficient, effective and productive. (Bahri, 2016) .

Identified motivation occurs when employees accept the values that underlie organizational goals as their own values through identification with them (Marikyan et al., 2022) . Morrison et al. (2007) emphasize that everyone is not motivated in the same way

and what motivates one person may not necessarily motivate another, especially if there are differences in cultural or socioeconomic factors (Al-Abbadi and Agyekum-Mensah, 2022) .

Global or international competence is often used to describe how a person's attitudes, knowledge, and skills interact with others (international) and all backgrounds (global) to achieve the same understanding (Corrales et al., 2021) . Global competence is an important skill that must be named and developed as strictly as academic content (Rensink, 2020a) . According to the OECD *(Organization for Economic Co-operation and Development)* global competence is the capacity to examine local, global and intercultural issues to understand and appreciate the perspectives and worldviews of others to engage in open, appropriate and effective interactions with people. -people from different cultures and acting for collective well-being and sustainable development. Global competence is defined by the Center for Global Education at the Asia Society as a combination of four domains (Richard Lee Colvin and Edward, 2018) .
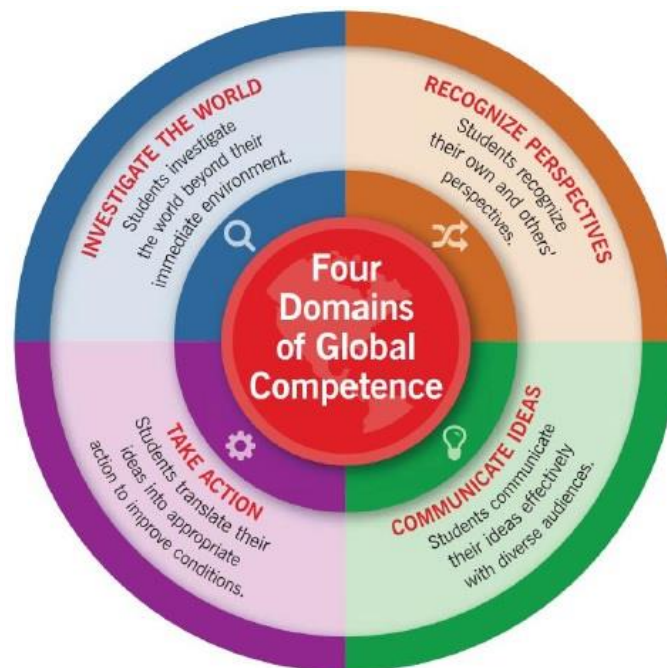


Source: OECD 2030

In many studies, global competence is widely studied in the education industry, but in other industries, very few of these are seen in Scopus indexed journals in 2022 until today only seven journals ("scopusresults GC.pdf," nd ) , while the other two variables such as work productivity and motivation have been discussed by many previous researchers in various industrial fields, but more specifically for the type of building material distributor industry, it can be said that there is no discussion of this study and the discussion of this study is in the manufacturing, construction, banking and others.

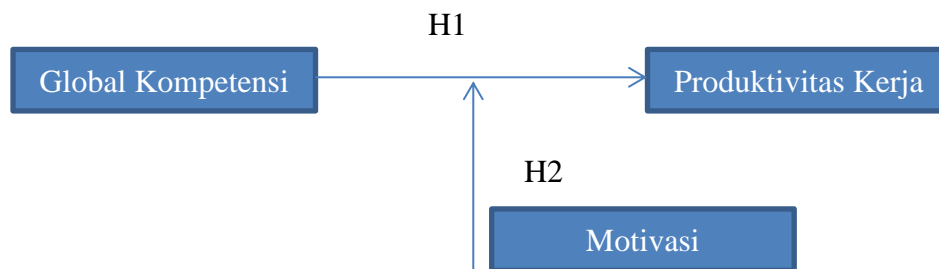The concept or framework of this research can be seen in the chart below:

H1
Global Kompetensi → Produktivitas Kerja

H2
Motivasi

**Image 1**
**Research Framework**

The hypotheses that will be studied in this research are:
- Global Competence Affects Work Productivity
- The relationship between Global Competence and Work Productivity will be strengthened if the motivation is good.

**METHOD**

**2.1.Research Approach**

This study uses quantitative methods.

**2.2.Types of Research and Data Sources**

**a.    Types of research**

In this study, the researcher uses a type of applied research, which aims to find a practical solution to a particular problem. This research does not try to develop ideas, theories, or ideas, but tries to apply the research in everyday life. The biggest feature of this research is that the level of abstraction is low and the effects or results can be felt immediately ("Applied research," 2019) . This applied research also uses an exploratory approach.

**b.    Data source**

1) Primary Data Primary data is data obtained from the individual or the individual's first source. The primary data of this study was given directly by the respondents through a questionnaire.

2) Secondary Data is Primary Data that has been further processed. The data for this research was collected through the website and/or social media.

**c.    Research sites**

This research will be carried out in the company PT. X regional, Sumatra, the country of Indonesia, which is a national-scale distributor of building materials.

**2.3.Data collection technique**

This research uses survey data collection method. However, deeper information gathering methods are used.

**1) Questionnaire**

This questionnaire is intended to obtain primary data on Global Competence, Motivation and Work Productivity. By categorizing the scoring for alternative answers as follows: Score 5 for strongly agree answers, score 4 for agree answers, score 3 for disagree, score 2 for answers disagree, and score 1 for strongly disagree answers.

**2) Interview**

Interviews are information gathering where researchers can ask questions to respondents who are thought to be able to share valid data. The interview that was tried in this research was to meet face-to-face or face-to-face with several participants to strengthen the primary data. After that, the questions asked are questions that are universally unstructured and only to support the data collection process required in detail.

**3) Population and Sample**

The population in this study was taken from the sales & operations division of PT. X Regional Sumatra which consists of 9 branches of Palembang, Jambi, Bengkulu, Lampung, Padang, Pekanbaru, Medan, Pangkal Pinang, Belitung, as many as 115 people with job characteristics from branch heads, sales managers, sales supervisors and sales teams by determining the number of samples using slovin formula (Hidayat, 2017) ,

$$n = N / (1 + (N \times e^2))$$

So that the sample in this study was 89 people with random sampling method.

**4) Method of collecting data**

The data processing method in this study is the SEM *(Structural Equation Modeling) equation* . SEM can be described as an analysis that combines factor analysis approaches, structural models and path analysis (Hamid and M Anwar, 2019) . This research uses *partial least squares* (PLS) quantitative analysis approach . PLS is a variance-based statistical SEM technique designed to solve multiple regression for specific data problems such as small study sample sizes, missing values, and multicollinearity. (Harahap and Pd, nd) . The data from the questionnaire answers that have been distributed and answered by the sample using google form are then processed using Data Analysis Techniques including the Outer Model Test (Reliability and Validity) which is then carried out by the Inner Model Test (R-Square, T-value, PathCoefficition, GoF ( GoodnessofFit)), the data will be processed using Smart PLS 3.2.9.

**5) Data analysis**

**5.1. Test Indicator/ *Outer Model***

The measurement model is a model that describes the relationship between latent variables (constructs) and their indicators (Juliandi, 2018) . To get valid results, the SmartPLS 3.2.9 software is used by doing two tests by eliminating the loading factor value below 0.5 (Bafadal, 2012) . as shown in the image below:
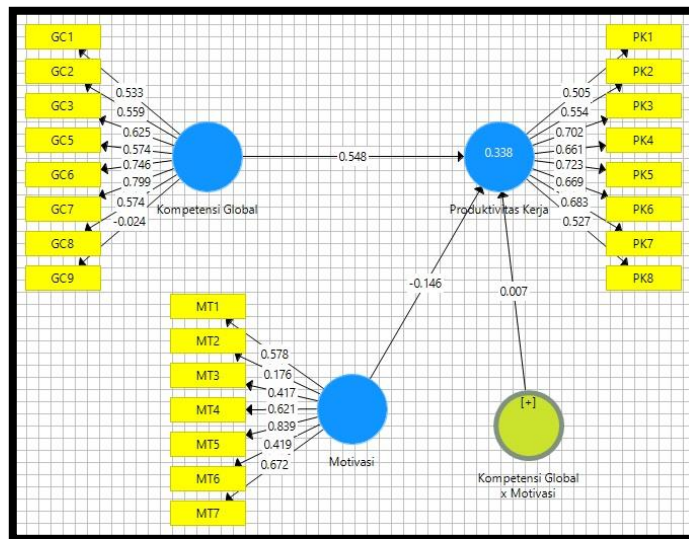
**Figure 2**
**PLS Algorithm Initial Output**

Source: SmartPLS 3.2.9

With the value of *Average Variance Extracted (AVE)* the initial output, as shown below:

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|---|
| Kompetensi Global | 0.712 | 0.766 | 0.789 | 0.355 |
| Kompetensi Global x Motivasi | 1.000 | 1.000 | 1.000 | 1.000 |
| Motivasi | 0.729 | 0.591 | 0.745 | 0.322 |
| Produktivitas Kerja | 0.783 | 0.795 | 0.840 | 0.401 |

**Table 1**
**AVE Initial output**

Source: SmartPLS 3.2.9

When the results of the first *outer loading test* have an invalid value or are below 0.5, then the next step is to eliminate indicators that are below 0.5 with a minimum of three remaining indicators. So we get the results as shown below:
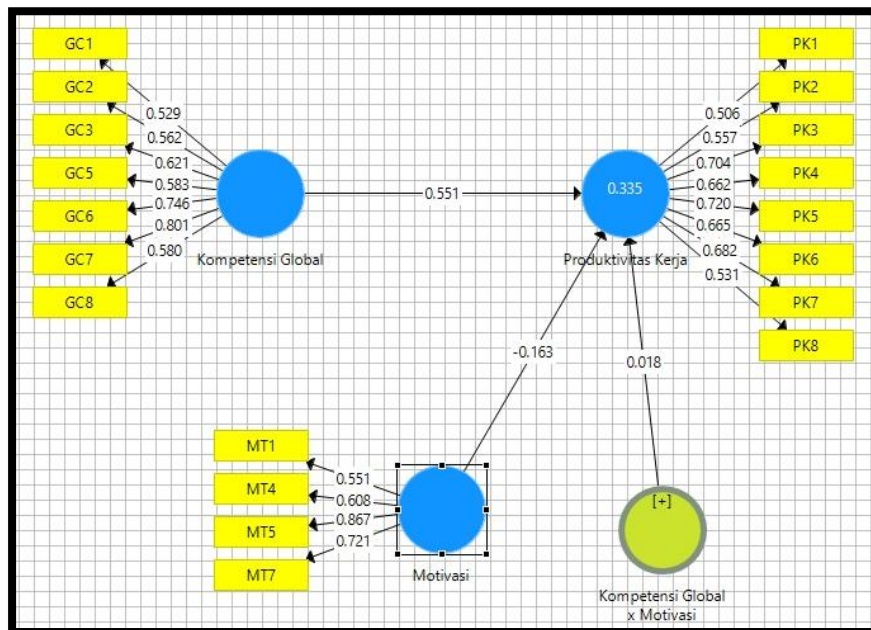
**Figure 3**
**Second Output PLS Algorithm**
Source: SmartPLS 3.2.9

With the value of *Average Variance Extracted (AVE)* the second output, as shown below:

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|---|
| Kompetensi Global | 0.755 | 0.774 | 0.825 | 0.408 |
| Kompetensi Global x Motivasi | 1.000 | 1.000 | 1.000 | 1.000 |
| Motivasi | 0.711 | 0.805 | 0.786 | 0.486 |
| Produktivitas Kerja | 0.783 | 0.794 | 0.841 | 0.401 |

**Table 2**
**AVE Second Output**
Source: SmartPLS 3.2.9

Furthermore, for the last step, a final evaluation of the *outer loading calculation results can be carried out* , namely looking at reliability by looking at Figure 3 in the *composite reliability column,* the value is above 0.7 and it can be said that the data already has good reliability (Hamid and M Anwar, 2019)

**5.2. Structural Test/ *Inner Model***

After testing the outer model, then a structural test or *inner model is carried out* , which in this test is seen there is an R Square value from the results of existing data processing, and can be seen in the table below:

**Table 3**
**R Square**

Source: SmartPLS 3.2.9

**RESULTS**

From the results of data processing using SmartPLS 3.2.9, the calculation of *path coefficients is obtained* , with hypothesis testing can be seen in the image below:

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values |
|---|---|---|---|---|---|
| Kompetensi Global -> Produktivitas Kerja | 0.551 | 0.586 | 0.070 | 7.916 | 0.000 |
| Kompetensi Global x Motivasi -> Produktivitas Kerja | 0.018 | 0.022 | 0.077 | 0.231 | 0.817 |
| Motivasi -> Produktivitas Kerja | -0.163 | -0.164 | 0.117 | 1.387 | 0.166 |

**Table 4**
**Path Coefficients**

Source: SmartPLS 3.2.9

In this test, it was found that from the 2 hypotheses proposed by the researcher with a significant level of 0.05 there was an interaction value of Global Competence x Motivation that was not significant (0.817 > 0.05), then at a significant level of 0.05, the motivation variable did not moderate the effect. Global Competence on Work Productivity but still has an influence value of certain significance. Meanwhile, the influence of Global Competence on Work Productivity has a significant influence. The results of hypothesis testing can be seen in the table below:

| Variable | Results | Conclusion |
|---|---|---|
| **Global Competence => Work Productivity** | 0.000 | Significant |
| **Motivation to moderate Global Competence on Work Productivity** | 0.817 | Not Significant |

**Table 5**
**Hypothesis Test Results**

Source: Data processed

**DISCUSSION**

In practice, the term global competence is used more in the world of education in developing the soft skills of students and actually global competence is needed for the feasibility of digital economy work (Rensink, 2020b) , with the development of the digital era, it is expected that global competence has penetrated into various industries outside field of education.

And in the initial scale or derivative of the notion of competence itself, it is very influential on work productivity (Bahri, 2016) . Meanwhile, in this study it was found that motivation does not have an effect as a moderating variable of global competence on work productivity and because this research is applied research and only tests predictions without being based on a strong theory, the problem or hypothesis raised is an initial argument with evidence after this research. conducted.

The results of this study are expected that Global Competence will become one of the variables that get special attention for further research and hopefully can have an impact both theoretically and practically so that it can answer existing problems related to global competence, motivation and work productivity in various industrial fields. .

**CONCLUSION**

From the results of the study, it can be ascertained that global competence is a variable that must be subject to a more in-depth study because with the same understanding, hopefully the parties engaged in various industries have put forward aspects of global competence as a focus step to increase work productivity so that the company's *revenue targets* are is the ultimate hope can be fulfilled and why a business was founded?, this is in line with what was written in a business blog that says: In the business world, the main goal is to make a profit. To maximize profits, entrepreneurs or companies must be able to develop a good marketing strategy. In addition, they must be able to provide fast and precise information in financial records, so that they do not neglect any details to avoid losses ("Revenue is," nd) , hopefully global competence can be one indicator of increasing work productivity and ultimately impact on company *revenue* .

As for motivation as a moderating variable of global competence on work productivity which in this study has not shown significance with a level of 0.05 but still has an influence even though it is classified as very small so it cannot answer the hypothesis, hopefully in the future it can be used as material for further research. for other researchers.

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