

THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT AND WORKLOAD ON EMPLOYEE PRODUCTIVITY AT PERUMDA TIRTAULI PEMATANG SIANTAR CITY

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Abstract

This study delves into the critical aspects of fostering high productivity levels among employees, a paramount goal for any organization aspiring to achieve profitability. The primary focus is on assessing the impact of perceived organizational support and workload on employee productivity within the context of Perumda Tirtauli in Pematang Siantar city. The research seeks to provide a comprehensive analysis, examining the individual and collective influences of perceived organizational support and workload on the optimal functioning of employees. Employing a quantitative research approach with an associative orientation, this study carefully investigates the relationship between perceived organizational support, workload, and employee work productivity. The research methodology involves the selection of a representative sample of 80 respondents through simple random sampling techniques. By adopting a rigorous quantitative framework, the study aims to quantify and qualify the extent to which perceived organizational support and workload impact employee productivity. The findings of this research reveal compelling insights. Both perceived organizational support and workload exhibit a significant positive influence on employee work productivity, a phenomenon observed both in partial and simultaneous analyses. These results underscore the importance of organizational support and effective workload management in enhancing the overall productivity of employees. As organizations strive for success, recognizing and addressing these key factors can contribute significantly to achieving optimal employee performance and, consequently, organizational success.

Keywords: *Perceived Organizational Support, Workload, and Employee Work Productivity*

1. INTRODUCTION

In order to improve employee work productivity, companies need to provide sufficient support and resources, involve employees in decision-making, provide relevant training and development, and create a work culture that promotes collaboration, innovation and motivation. Thus, it is important for companies to understand and appreciate the importance of employee work productivity as an integral part of their business strategy. Regarding the work productivity of Perumda Tirtauli employees in the city of Pematang Siantar, it still has to be researched, where there are several factors that affect productivity such as company support or perceived organizational support and the workload received by employees.

HR according to Hamali in (Furqan & Siregar, 2022), is a strategic approach to skills, motivation, development and management of organizing the workforce. Therefore, Human Resource Management is also an important component in life that will support human needs both in organizations and individuals. Perceived company/organizational support or better known as perceived organizational support is defined as the perception of individuals or employees about how in the future the company is willing to support

employees and the extent to which the company or organization is able to facilitate support in the form of assistance to them.

The state is defined as the highest organization among a group of people who have aspirations to live together in the region and have a sovereign government. The goals of the state, among others, are to expand power, maintain law and order and to achieve general welfare. A country certainly in it there are citizens who take shelter in it.

According to the 2006 UUKI, what is meant by a citizen is a country that is determined based on statutory regulations. The state is a place for the growth of religion. In the relationship between the state and citizens, it is very closely related (Abdillah, 2013; Sadzali, 2020). Citizens play an important role in maintaining the integrity of a country. Muslims in Indonesia must be smart to be a pillar of inter-religious harmony. The plurality of Indonesian citizens in terms of religion, ethnicity, race, and inter-group conflicts often occur which can have an impact on the integrity of the Republic of Indonesia, abbreviated as NKRI. However, the spirit of maintaining the integrity of people and tribes and maintaining the integrity of the Unitary Republic of Indonesia is starting to be forgotten by the successors of this nation (Shaleh & Wisnaeni, 2019).

Problems related to perceived organizational support at Perumda Tirtauli in Pematang Siantar city are caused by the absence of rewards or a form of appreciation to employees. Reward in this case is attention in the form of praise, or in the form of promotions and bonuses. Of course, it is only given to employees who are outstanding and highly dedicated, a problem that often arises if there are employees who are outstanding and highly dedicated to the organization or company but lack support from the company to support the welfare of these employees will result in turnover intention to employees.

In addition to the lack of recognition of achievements that occur at Perumda Tirtauli of Pematang Siantar city, there are also other problems such as lack of support in overcoming personal problems, sometimes employees may experience personal problems that affect their performance at work. If the company does not provide support or flexibility to overcome these problems, the employee may feel abandoned so that it becomes an unfinished problem with perceived organizational support at Perumda Tirtauli Pematang Siantar city.

(Kurtessis et al., 2017) In addition to perceived organizational support, employee work productivity is also influenced by the workload they carry. Workload is one of the important factors that must be considered because if the workload increases, such as doing tasks that should not be their job or giving a short period of time to complete the production results determined by the company, it will affect the decrease in employee work productivity and also the quality of employee work in completing a given job. Workload has a negative effect on increasing the ability of employees to complete a job. But if with good workload management, these impacts can be minimized because of the speed in completing a job. A person's workload has been determined in the form of company work standards according to the type of work.

Excessive workload can have a negative impact on employees' physical and mental health. (Sonntag & Fritz, 2015) in their research suggested that workloads that are too high can cause fatigue, stress, and other health problems. Conversely, a well-managed workload can support employee well-being. Of course, every company must be able to adjust the ability of employees with the work assigned, therefore the placement of employees must be in accordance with the abilities possessed by employees so that the

productivity provided by these employees is maximized and reduces the workload of employees. Good workload management is also important to achieve a balance between work and personal life. (Skaalvik & Skaalvik, 2018) in their research found that too high a workload can disrupt the balance between work and non-work life, while proper workload management can help employees achieve a healthy balance.

Based on the researcher's observations during the internship and conducting research at Perumda Tirtauli of Pematang Siantar city, the increase in employee workload occurs at various times depending on the context. Workload can increase significantly when there are large projects that require completion within a specified time. At times like this, individuals may have to work more hours, experience greater time pressure, and face tougher challenges to meet set deadlines. So that this can increase employee workload.

Based on the description above, researchers are interested in understanding and knowing more about perceived organizational support and workload on employee work productivity at Perumda Tirtauli, Pematang Siantar city. So that the researcher decided this research entitled "The Effect of Perceived Organizational Support and Workload on Employee Productivity at Perumda Tirtauli Pematang Siantar City".

This study aims to: 1) Knowing perceived organizational support has an influence on employee work productivity at Perumda Tirtauli Pematang Siantar City, 2) Knowing the workload has an influence on employee work productivity at Perumda Tirtauli Pematang Siantar City and 3) Knowing perceived organizational support and workload have an influence on employee work productivity at Perumda Tirtauli Pematang Siantar City.

2. LITERATURE REVIEW

2.1. Employee Productivity

According to (Sutrisno, 2015), work productivity requires a change in mental attitude based on today must be better than yesterday and the way of working tomorrow is better than today. Changes in productivity improvement can only be done by someone who has a dynamic and creative attitude. According to Tohardi (Sutrisno, 2015: 100), work productivity is a mental attitude. A mental attitude that is always looking for improvements to what already exists. A belief that someone can do a better job today than yesterday and tomorrow is better today.

According to Komaruddin in (Khoirunnisah & Siregar, 2023) Productivity is an attitude that views that the current way of working can be better than before and the results of the work must be of higher quality and quantity compared to the current work.

2.2. Perceived Organizational Support

According to (Widodo, 2021), perceived organizational support or better known as Perceived Organizational Support is a support facility allowance in the form of assistance in any form so that individuals know employees feel the company where they work cares about the contributions of employees made and their welfare. Meanwhile, according to (Neves & Eisenberger, 2014), perceived organizational support is defined as the employee's perception that this organization values employee contributions and cares about their welfare.

2.3. Workload

Workload is a condition of the job with its job description that must be completed within a certain time limit (Sutrisno, 2015). According to Sedarmayanti (Triyadin & Yusuf, 2021) workload is something that arises from the interaction between the demands of tasks, the work environment where it is used as a workplace, skills, behavior and perceptions of workers.

According to Munandar in (Mayora & Sihombing, 2023), workload is an obligation or work given to employees to be done at a predetermined time using the skills and potential possessed by each workforce. From the above opinion, it can be seen that workload is a set of obligations given to the workforce to be done immediately in accordance with the time period set by the organization, where the task is carried out in accordance with the skills and potential of each individual.

2.4. Framework of Thought

This research uses the following framework:

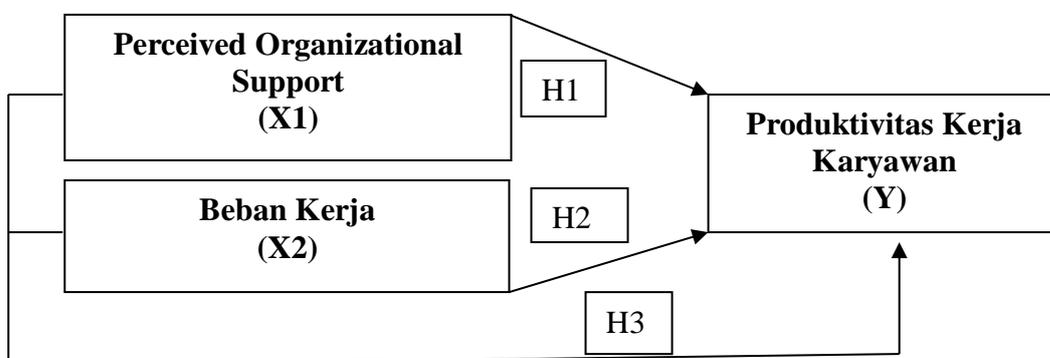


Figure 1. Thinking Framework

2.5. Research Hypothesis

Hypotheses in this study:

1. Knowing perceived organizational support has an influence on employee work productivity at Perumda Tirtauli Pematang Siantar City.
2. Knowing workload has an influence on employee work productivity at Perumda Tirtauli Pematang Siantar City.
3. Knowing perceived organizational support and workload have an influence on employee work productivity at Perumda Tirtauli Pematang Siantar City.

3. RESEARCH METHODS

The form of research used in this research is quantitative research with an associative approach. The population in this study were all employees of Perumda Tirtauli, Pematang Siantar city, totaling 390 respondents with a sample size of 80 respondents using simple random sampling technique. Primary data used in this study were obtained by distributing questionnaires directly while secondary data were obtained through literature studies. Activities after collecting all data from respondents are data analysis, according to (Siregar et al., 2020), data analysis is the process of collecting, classifying, analyzing, and presenting data in the form of information that is easy to read

and understand. The data analysis methods used are instrument tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing.

4. RESULTS AND DISCUSSION

4.1. Results

4.1.1 Validity Test and Research Reliability Test

The validity test is one of the instruments used to determine whether a research instrument is valid or not. To determine the validity of each statement, it can be seen through the r-count and r-table columns at a significant value of 0.05 with a free degree $df = n - 2 = 80 - 2 = 78$ in a two-way test of 0.219.

Table 1. Validity Test Results

No.	Pernyataan	r-hitung	r-tabel	Keterangan
1	X1.1	0,688	0,219	Valid
2	X1.2	0,683	0,219	Valid
3	X1.3	0,726	0,219	Valid
4	X1.4	0,703	0,219	Valid
5	X1.5	0,720	0,219	Valid
6	X1.6	0,785	0,219	Valid
7	X1.7	0,837	0,219	Valid
8	X1.8	0,823	0,219	Valid
9	X1.9	0,689	0,219	Valid
10	X1.10	0,790	0,219	Valid
11	X1.11	0,678	0,219	Valid
12	X1.12	0,702	0,219	Valid
No.	Pernyataan	r-hitung	r-tabel	Keterangan
1	X2.1	0,840	0,219	Valid
2	X2.2	0,751	0,219	Valid
3	X2.3	0,803	0,219	Valid
4	X2.4	0,752	0,219	Valid
5	X2.5	0,812	0,219	Valid
6	X2.6	0,751	0,219	Valid
7	X2.7	0,788	0,219	Valid
8	X2.8	0,841	0,219	Valid

9	X2.9	0,601	0,219	Valid
10	X2.10	0,556	0,219	Valid
11	X2.11	0,704	0,219	Valid
12	X2.12	0,620	0,219	Valid
No.	Pernyataan	r-hitung	r-tabel	Keterangan
1	Y.1	0,760	0,219	Valid
2	Y.2	0,730	0,219	Valid
3	Y.3	0,784	0,219	Valid
4	Y.4	0,764	0,219	Valid
5	Y.5	0,782	0,219	Valid
6	Y.6	0,708	0,219	Valid
7	Y.7	0,801	0,219	Valid
8	Y.8	0,836	0,219	Valid
9	Y.9	0,724	0,219	Valid
10	Y.10	0,670	0,219	Valid
11	Y.11	0,413	0,219	Valid
12	Y.12	0,576	0,219	Valid

Source: Data Processing (2023)

Based on table 1 above, it is known that all statement items on the price variable, complaint handling, brand image and usage decisions have an r-count value score exceeding the value of 0.219. Referring to these results, the statements contained in all variables are valid so that they are suitable to be used as instruments for measuring variables in this study.

Furthermore, the reliability test is used to determine whether the answers given by respondents are reliable or reliable using reliability analysis through the Cronbach Alpha method, where an instrument is said to be reliable (reliable) if it has an alpha of more than 0.6 or more.

Table 2. Reliability Test Results

Variabel	Cronbach's Alpha	N of Items
Perceived Organizational Support	.922	12
Beban Kerja	.923	12
Produktivitas Kerja Karyawan	.911	12

Source: Data Processing (2023)

Based on table 2 above, it can be seen that the reliability coefficient value (Cronbach's Alpha) on the variable thus the reliability coefficient value is above 0.60 so

it can be concluded that the employee work productivity instrument is a reliable instrument.

4.1.2 Normality Testing

The normality test is a test conducted to analyze a regression model, whether the independent variable and the dependent variable or both have a normal or abnormal distribution with the aim of whether the number of samples taken is representative (representative) or not so that the research conclusions drawn from a number of samples can be justified. The following is the histogram test in this study:

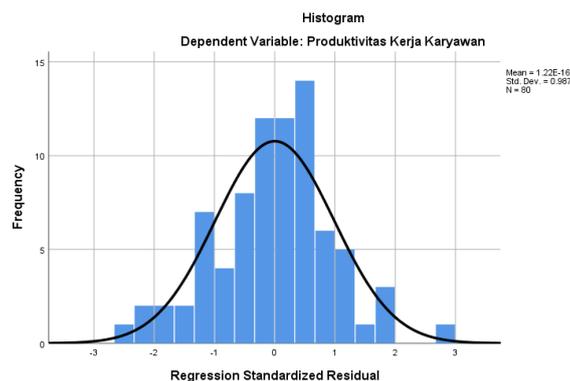


Figure 2. Normality Testing

Based on Figure 2 above, it can be seen that the data is normally distributed which can be observed through the histogram graph which is bell-shaped and not too leaning to the left side or to the right side significantly. Generally, histogram graph data can be said to be normal because the data spreads around the diagonal line and also follows the direction of the diagonal line or histogram graph.

Furthermore, testing using the P-P Plot shows that the data distribution points follow and approach the diagonal line. Based on the KS descriptive normality provisions, the distribution points must follow and approach the diagonal line, thus it can be concluded that the Probability Plot or P-P Plot data carried out in this study is normally distributed.

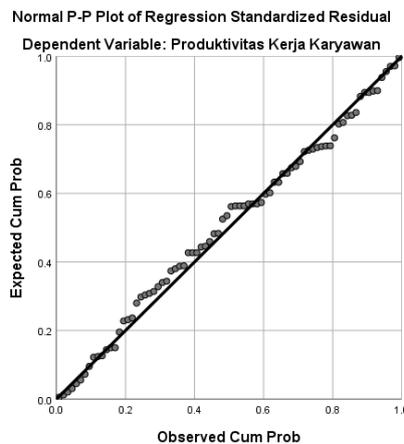


Figure 3. Normality Testing

Based on the results of data processing that has been carried out, the P-P Plot of the research presented in Figure 3 below, it is known that the data distribution points follow and approach the diagonal line. It can be concluded that the Probability Plot or P-P Plot data conducted in this study is normally distributed.

Furthermore, the Kolmogorov-Smirnov (KS) Test is carried out to determine whether the distribution of a data is normal. Whether the data distribution is normal or not can be seen from the significant value obtained, if $\text{sig} > 0.05$ then the data can be said to be normally distributed, whereas if the sig value obtained < 0.05 then the data distribution is not normal. The following are the Kolmogorov-Smirnov test results obtained in this study:

Table 3. Kolmogorov Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters^{a,b}	Mean	.0000000
	Std. Deviation	3.77536292
Most Extreme Differences	Absolute	.062
	Positive	.059
	Negative	-.062
Test Statistic		.062
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: Data Processing (2023)

Based on table 3, the value obtained through the Kolmogorov-Smirnov test was found to be 0.200. Based on the provisions, this value exceeds the specified limit value to be able to say that the data is normally distributed, namely 0.05. So it can be said that the data obtained in this study are normally distributed and meet the assumptions of the normality test.

4.1.3 Multicollinearity Test

The multicollinearity test is used to determine whether there is an intercorrelation (strong relationship) between the independent variables. A good regression model is characterized by no intercorrelation between independent variables (no multicollinearity symptoms). One of the most commonly used ways to determine the presence or absence of multicollinearity symptoms is to use the Tolerance and VIF (Variance Inflation Factor) methods. A data is said to be free from multicollinearity symptoms if the Tolerance value is greater than > 0.10 and if the VIF value is smaller than < 10.00 . The following are the results of the multicollinearity test in this study.

Table 4. Multicollinearity Test Results

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	2.127	2.835			
	Perceived Organizational Support	.474	.130	.459	.186	5.371
	Beban Kerja	.469	.133	.443	.186	5.371

a. Dependent Variable: Produktivitas Kerja Karyawan

Source: Data Processing (2023)

Based on table 4, it can be seen that the tolerance value for the perceived organizational support and workload variables is 0.186 which means it is greater than > 0.10 and the VIF value is 5.371 which means it is smaller than < 10.00 . In this result, it can be concluded that there are no symptoms of multicollinearity and the regression model is said to be feasible and can be used for regression equations.

4.1.4 Heteroscedasticity Test

The occurrence of heteroscedasticity symptoms in a regression model will cause doubt in the results of the regression analysis performed. The occurrence of heteroscedasticity symptoms can be seen through the scatterplot graph. The distribution of data points should not form a certain pattern and only spread in certain areas.

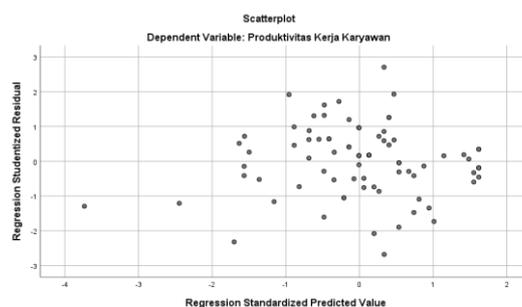


Figure 4. Heteroscedasticity test

Based on Figure 4, it can be seen that the data points spread thoroughly and do not form a certain pattern. The data points also spread above and below zero so that it can be seen that the data is spread randomly. This shows that there are no symptoms of heteroscedasticity in the regression model in this study.

4.1.5 Linear Regression Analysis Test

This multiple linear regression analysis aims to test the effect of independent variables, namely perceived organizational support (X1) and workload (X2) on the dependent variable employee work productivity (Y). The results of multiple linear regression analysis tests in this study will be presented as follows:

Table 5. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.127	2.835		.750	.455
	Perceived Organizational Support	.474	.130	.459	3.640	.000
	Beban Kerja	.469	.133	.443	3.514	.001

a. Dependent Variable: Produktivitas Kerja Karyawan

Source: Data Processing (2023)

Based on the regression test results above, the multiple linear regression analysis model used in this study can be formulated as:

$$Y = 2.127 + 0.474X_1 + 0.469X_2$$

Based on the multiple linear regression test results obtained in table 5, the multiple linear regression equation attached above can be explained as follows:

1. The constant coefficient is 2.127, which means that if the independent variable, namely perceived organizational support (X1) and workload (X2) is 0 (zero), then the value of employee work productivity (Y) is 2.127.
2. The regression coefficient of perceived organizational support (X1) is 0.474, meaning that every increase in the value of X1 by 1 unit, the employee work productivity variable (Y) will increase by 0.474. The coefficient has a positive value, meaning that there is a positive relationship between the variable perceived organizational support (X1) and the variable employee work productivity (Y). The higher the value of the X1 variable, the higher the Y value will be.
3. The workload regression coefficient (X2) is 0.469, meaning that every increase in X2 value by 1 unit, the employee work productivity variable (Y) will increase by 0.469. The coefficient has a positive value, meaning that there is a positive relationship between the workload variable (X2) and the employee work productivity variable (Y). The higher the value of the X2 variable, the higher the Y value will be.

4.1.6 Determination Coefficient Test

The coefficient of determination test in this study will be presented in the table below:

Tabel 6. Hasil Uji Koefisien Determinasi

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.773	.767	3.82408
a. Predictors: (Constant), Beban Kerja, Perceived Organizational Support				
b. Dependent Variable: Produktivitas Kerja Karyawan				

Source: Data Processing (2023)

Based on the results of data processing displayed in table 6, it is known that:

1. The correlation coefficient (R) value of 0.879 is obtained, which means that there is a relationship between the variables of perceived organizational support (X1) and workload (X2) on employee work productivity (Y) of 87.9% so that the relationship between these variables can be categorized as very close.
2. The Adjusted R Square value of 0.767 or the coefficient of determination displays that the variable perceived organizational support (X1) and workload (X2) on employee work productivity (Y) is 76.7%, while the remaining 23.3% is influenced by other factors outside this research model.

4.1.7 Simultaneous Significance Test (F Test)

Simultaneous test (F test) is conducted to see whether the independent variables, namely perceived organizational support (X1) and workload (X2) have an overall or joint effect on the dependent variable, namely employee work productivity (Y). In determining the f-table value is based on several provisions, namely:

Table 7. Simultaneous Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3823.672	2	1911.836	130.736	.000 ^b
	Residual	1126.016	77	14.624		
	Total	4949.688	79			
a. Dependent Variable: Produktivitas Kerja Karyawan						
b. Predictors: (Constant), Beban Kerja, Perceived Organizational Support						

Source: Data Processing (2023)

Based on the results of data processing in table 7, it can be seen that the F-count value obtained is $130.736 > 3.12$ or based on the sig. value of $0.000 < 0.05$. These results mean that the independent variables, namely perceived organizational support (X1) and workload (X2), have a joint (simultaneous) effect on the dependent variable, namely employee work productivity (Y). Based on these results, Ha3 is accepted.

4.1.8 Partial Significance Test (T Test)

The T test is used to determine the effect of the variable perceived organizational support (X1) and workload (X2) partially on the variable employee work productivity (Y) whether it has a significant effect or not. The level of significance used is 5% or 0.05 (two tailed test) with a degree of freedom $df = n - k = 80 - 3 = 77$, then a t-table value of 1.991 can be obtained. The results of the partial significance test (T test) are as follows:

Table 8. Partial Test Results

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.127	2.835		.750	.455
	Perceived Organizational Support	.474	.130	.459	3.640	.000

	Beban Kerja	.469	.133	.443	3.514	.001
a. Dependent Variable: Produktivitas Kerja Karyawan						

Source: Data Processing (2023)

Based on the T test results in table 8, it can be concluded that:

1. On the variable perceived organizational support (X1) on employee work productivity (Y) obtained a t-count value of $3.640 > 1.991$ with a significance level of $0.000 < 0.05$ and has a regression coefficient value of 0.474. This shows that the variable perceived organizational support (X1) has a positive and significant effect on the variable employee work productivity (Y). Based on these results, Ha1 is accepted.
2. On the workload variable (X2) on employee work productivity (Y) obtained a t-count value of $3.514 > 1.991$ with a significance level of $0.001 < 0.05$ and has a regression coefficient value of 0.469. This shows that the workload variable (X2) has a positive and significant effect on the employee work productivity variable (Y). Based on these results, Ha2 is accepted.

4.2. Discussion

The Effect of Perceived Organizational Support on Employee Productivity

These studies show that POS has a positive influence on employee work productivity and organizational commitment. Therefore, organizations need to provide support to their employees so that they can work more productively and be committed to the organization. Perumda Tirtauli of Pematang Siantar city has several ways that can be done to increase POS on employee work productivity in the work environment, such as: Rewarding employees for their performance; Creating a positive and supportive work environment; Providing opportunities for employees to develop themselves; Listening to complaints and suggestions from employees; and Providing emotional support to employees in need. By doing these things, organizations can increase POS and increase employee work productivity.

Effect of Workload on Employee Productivity

Efforts made by Perumda Tirtauli of Pematang Siantar city to reduce employee workload and increase work productivity are by conducting workload analysis to find out the amount of work that must be completed by employees and the time needed to complete it; Delegating tasks to employees who have the ability to complete these tasks; Increase work efficiency by using the right tools and technology; Creating a positive work environment by providing motivation and appreciation to employees; and by providing opportunities for rest and relaxation by providing adequate facilities, such as rest rooms, canteens, and sports fields. By doing these things, Perumda Tirtauli of Pematang Siantar city can reduce employee workload and increase work productivity.

Effect of Perceived Organizational Support and Workload on Employee Productivity

Perceived organizational support (POS) is employees' perceptions of the extent to which the organization values their contributions and cares about their welfare while workload is the amount of work that must be completed by employees within a certain time. The influence of Perceived Organizational Support (POS) and workload on

employee work productivity is interrelated and can have a significant impact in Perumda Tirtauli, Pematang Siantar city.

POS and workload each have a positive and negative influence on employee work productivity at Perumda Tirtauli Pematang Siantar city. The effect of POS on employee work productivity at Perumda Tirtauli is that employees who feel supported by the organization tend to be more motivated to work hard and give their best and they are also more loyal and stay in the organization. While the positive influence of workload on Perumda Tirtauli is that employees who have a workload that is in accordance with their abilities tend to be more productive and effective at work and they are also more satisfied with their work and more committed to the organization.

Despite having a significant positive influence on employee work productivity, POS and workload also have a negative influence on Perumda Tirtauli. The negative influence of POS on Perumda Tirtauli of Pematang Siantar city is that employees who feel unsupported by the organization tend to be less motivated to work hard and give their best and they are also more prone to stress and burnout. While the negative influence of workload on employee work productivity is that employees who have too high a workload tend to be more prone to stress, fatigue, and illness and they are also more likely to make mistakes in work.

5. CONCLUSION

The research findings and discussions yield the following conclusions: firstly, perceived organizational support (POS) exerts a positive influence on employee work productivity, as supported by existing research. Secondly, workload has a discernible impact on employee work productivity, as evidenced in the literature. Thirdly, when considered together, perceived organizational support (POS) and workload exhibit a significant simultaneous influence on employee work productivity, according to existing research.

Based on these research outcomes, the researchers offer specific recommendations to Perumda Tirtauli in Pematang Siantar city. Firstly, the organization is encouraged to enhance communication between management and employees, fostering a transparent and supportive environment. Timely and clear communication of organizational policies and decisions is crucial. Secondly, Perumda Tirtauli is advised to assist employees in organizing and managing their tasks efficiently, prioritizing them based on urgency and impact on organizational goals. Additionally, recruiting new, technologically savvy employees is suggested to promote effective regeneration and boost overall employee productivity in the company.

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