Effect Of Target Realization, Absenteeism and Projects On Employee Performance of PT Asri Jaya Putra Perkasa

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Abstract— **This study aims to analyze the effect of target realization, absenteeism, and projects on employee performance of PT Asri Jaya Putra Perkasa. This study used target realization (X1), absenteeism (X2), project (X3) as independent variables, and employee performance (Y) as dependent variable. Target realization has a principle as indicators based on accuracy, timeliness, and cost accuracy. Absenteeism used 4 indicators, there are attendance, punctuality of arrival, punctuality and attendance outside working hours. In a construction industry project there is a PMBOK 2017 standard as a guide containing a collection of knowledge needed by professionals in project management and has 9 main coverage areas that were adapted as indicators for measuring project variables (X3). In measuring the employee performance variable (Y), this study used theory of Bernadin, Russell and Gomez. The population in this study were all employees of PT Asri Jaya Putra Perkasa, totaling 65 respondents, so the sampling method is census method. The analytical tool used is multiple linear regression analysis. The results showed that target realization, absenteeism and project had a significant simultaneous and partial effect on employee performance of PT Asri Jaya Putra Perkasa with the absenteeism having a non-unidirectional effect on employee performance.**

Keywords— *Project Realization, Construction, Attendance, Employee Performance.*

1.   Introduction

Abdullah (2017)that the most important resource in an organization is human resources (HR), namely people who provide their energy, talent, creativity and effort to the organization. Performance according to Bernardin quoted by Purnomo (2018) is a record of the results produced (generated) on certain job functions or activities over a certain period of time. Hartono & Siagian (2020) state that performance is the result used by organizations in carrying out individual employee work by being assessed through employee participation in the organization for a period of time determined by the organization. The first project of PT. Asri Jaya Putra Perkasa is paving roads in East Java. Since then PT. Asri Jaya Putra Perkasa has implemented various types of projects such as the construction of roads, bridges, irrigation, dams, and buildings. The trust given by various parties (government, private and individual) has created various construction works spread across various roads, buildings and irrigation constructions.

From the results of the 2018 and 2019 project reports at PT. Asri Jaya Putra Perkasa above shows that the project work is still less competitive than CV Rinjani and CV Mulyo Asri. Project delays can also indicate a lack of employee performance which results in long project work. Therefore, it is important for companies to identify factors that can improve employee performance or the main factors that determine employee performance at PT. Asri Jaya Putra Perkasa, in order to minimize delays in construction projects that are being worked on. Looking at the standards set by the US Bureau of Labor Statistics, the absentee level of PT AJPP's employees in the office and field sections is slightly higher than the average standard set by the US Bureau of Labor Statistics. From a workplace study conducted by Kim & Philips (2014), absenteeism on the efficiency of construction projects has a detrimental impact. Absenteeism increases the need for project workforce and makes it difficult to complete projects on schedule. This research is expected to be able to produce concepts or views related to the influence given by research variables on employee performance at PT. Asri Jaya Putra Perkasa.

2.   Literature Review

2.1.   Previous Research

Research conducted by Gentari et al. (2017) aims to determine the effect of absenteeism and work environment on employee performance at the General Bureau of the Banten Provincial Secretariat. Based on the results of the study, it can be concluded that: 1) absenteeism does not affect employee performance, 2) work environment affects employee performance, and 3) attendance level and work environment simultaneously affect employee performance.

Research by Durdyev et al., (2017) reveals two main challenges that limit the performance of the construction industry in Cambodia, namely cost performance and construction project schedules. The results showed that the lack of available materials; unrealistic project scheduling; late delivery of materials; lack of workforce skills; project complexity; absenteeism of workers; late payment by the owner for completed work; delays by subcontractors; accidents due to the poor level of safety anticipation are the main cause of delays in project completion in Cambodia.

The third study by Alaghbari et al., (2019) showed something similar to the research of Durdyev et al., (2017) that the poor level of productivity of construction workers is one of the causes of cost overruns and time delays in the completion of construction projects. technology ranks first among the four groups. The top five factors identified and the most significant influence on the productivity of the construction workforce in Yemen are: (1) labor experience and skills, (2) availability of materials, (3) leadership and efficiency in management management, (4) availability of materials in the market, and (5) the political and security situation.

2.2.   Theoretical basis

2.2.1.   Employee performance

Performance is the periodic determination of the operational effectiveness of the organization, its part of the organization and its employees based on predetermined goals, standards and criteria. According to Mangkunegara quoted by Indriasari et al. (2018), performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Hukubun et al. (2020) define performance as the appearance of the work of personnel both in quantity and quality in an organization. According to Gibson et al in Karyono and Prastiwi (2019), there are three factors that influence performance, namely: 1) individual factors include abilities, skills, family background, work experience, social level, and a person's demographics; 2) psychological factors include perceptions, roles, attitudes, personality, motivation and job satisfaction, psychology, and organization; and 3) organizational factors include organizational structure, job design, leadership and reward system.

2.2.2.   Target Realization

Sisdianto & Nengsih (2018) define realization as an action that will be carried out by someone whose real nature is a change from a plan to be carried out. This definition is in line with Hasan's opinion in Umar (2016) that realization is a real action or a movement / change from a plan that has been made or carried out. Through a survey conducted in the last 20 years, Kaplan and Norton have found that between 60 percent and 80 percent of all organizations fail to implement their strategies because they fail to deliver the expected results from the change process (Elisabeth, 2018).

2.2.3.   Attendance

Based on the Indonesian dictionary, absenteeism is the absence of an employee during a working day, due to illness, permission, negligence or leave. Meanwhile, according to Gentari et al. (2017) absenteeism is a condition where someone does not come to work according to the right schedule. Employee absenteeism indicators according to Flippo (2002, as cited in Gentari & others, 2017) consists of four indicators, namely Presence (Attendance), Punctuality of Arrival, Punctuality of Returning Time, and Attendance of Attendance Meets Invitations:

$$\text{Attendance Rate} = \frac{Jumlah\ absensi}{hari\ kerja\ x\ jumlah\ karyawan} \times 100\% \qquad (1)$$

2.2.4. Project

Pabalik (2018) says that a project is an activity carried out to achieve certain goals and objectives, which in the process are limited by the time and resources required and certain other requirements. The project management standards studied in the research by Sanjuan and Froese (2013) include the Project Management Body of Knowledge (PMBOK) by PMI (Project Management Institute), IPMA Competence Baseline (ICB) by the International PM Association, ISO 9000, and Prince2 by The UK Office of Government Commerce. Every individual who participates in working on a project must know the 2017 PMBOK (Project Management Body of Knowledge) standards for the construction industry. PMBOK has 9 main coverage areas, namely (Alwaly & Alawi, 2020):

1. Project Integration Management
2. Project Scope Management
3. Time Management (Project Time Management)
4. Project Cost Management (Project Cost Management)
5. Project Quality Management
6. HR Management (Project Human Resource Management)
7. Communication Management (Project Communication Management)
8. Risk Management (Project Risk Management)
9. Procurement Management (Project Procurement Management)

3. Research Methods
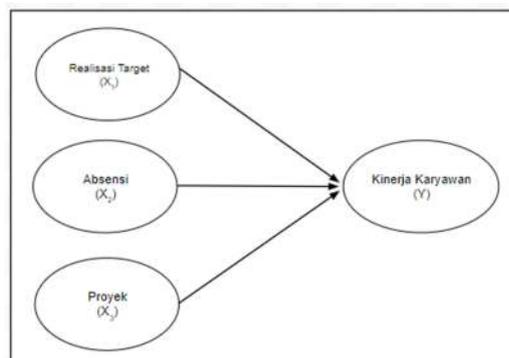
3.1. Analysis Model

Figure 3.1. Analysis Model

Based on the results of previous studies and the framework of thought, several research hypotheses were established, including:

H0 : Realization of target, absenteeism and project each does not have a significant partial effect on employee performance of PT Asri Jaya Putra Perkasa

H1 : Target realization has a significant effect on the performance of PT Asri Jaya Putra Perkasa employees

H2 : Attendance has a significant effect on the performance of employees of PT Asri Jaya Putra Perkasa

H3: : The project has a significant effect on the performance of employees of PT Asri Jaya Putra Perkasa

3.2. Research Approaches

This study was conducted to determine whether the realization of targets, absenteeism and projects had a significant effect on the performance of PT Asri Jaya Putra Perkasa employees. The opinion of Creswell (2014) states that quantitative research is an approach to testing objective theory by testing the relationship between variables. The population in this study were all office employees and field employees of the Asri Jaya Putra Perkasa company. Because the research population is less than 100, all members of the population are used as samples. The sampling method that takes the entire population is the census method . The type of data used in this study is interval data. The data sources are primary data and secondary data. Primary data in this study is data obtained by researchers directly from respondents by distributing questionnaires to the research sample, namely 65 respondents who are

employees of PT AJPP. While secondary data is a source that does not directly provide data to data collectors, for example through other people or through documents. Data analysis in this study used multiple linear regression analysis.

4. Results and Discussion

4.1. Characteristics of Respondents

Age variation in the study, starting from the age range of less than 25 years by 15.4%, age 26-30 years by 38.5%, age 31-35 years by 24.6%, age 36-40 years by 13.8 %, and age over 40 years by 7.7%. There were 10 female respondents (16.4%) while 55 male respondents (84.6%). The majority of the latest education of PT AJPP employees is Diploma-III as much as 36.9% with the majority being majors or sub-fields of civil engineering. Meanwhile, the number of other PT AJPP employees which is quite large is HR with the latest education level of STM (SMK) which is dominated by graduates of building drawing engineering and similar sub-fields. 12.3% are new employees with less than one year of service. The majority of PT AJPP's employees, 44.6%, have been with the company for a long time with a length of service of one to 5 years, and 23.1% of employees who have worked for more than 5 years, where this percentage is dominated by company engineers. Meanwhile, other PT AJPP human resources with more than 10 years of service, some of them are pioneers of the company.

4.2. Instrument Test

4.2.1. Validity test

Table 4 . 1 *Validity Test Results for All Variables*

Instrument	Correlation Value	Sig	Conclusion
Media Publications (X_1)			
$X_{1.1}$	0.565	0.000	VALID
$X_{1.2}$	0.487	0.000	VALID
$X_{1.3}$	0.576	0.000	VALID
$X_{1.4}$	0,567	0,000	VALID
$X_{1.5}$	0,502	0,000	VALID
$X_{1.7}$	0,604	0,000	VALID
$X_{1.8}$	0,627	0,000	VALID
$X_{1.9}$	0,571	0,000	VALID
$X_{1.10}$	0,482	0,000	VALID
$X_{1.11}$	0,561	0,000	VALID
$X_{1.12}$	0,410	0,001	VALID
Absensi (X_2)			
$X_{2.2}$	0,639	0.000	VALID
$X_{2.3}$	0,813	0.000	VALID
$X_{2.4}$	0,856	0.000	VALID
Proyek (X_3)			
$X_{3.1}$	0,803	0.000	VALID
$X_{3.3}$	0,859	0.000	VALID
$X_{3.4}$	0,717	0.000	VALID
$X_{3.5}$	0,921	0.000	VALID
$X_{3.6}$	0,906	0.000	VALID
$X_{3.7}$	0,891	0.000	VALID
$X_{3.9}$	0,727	0.000	VALID
Kinerja Karyawan (Y)			
Y_1	0,615	0.000	VALID
Y_3	0,738	0.000	VALID

Y₄	0,733	0.000	VALID
Y₅	0,557	0.000	VALID
Y₆	0,744	0.000	VALID
Y₇	0,744	0.000	VALID

Sumber: **Data diolah (2021)**

Based on table 4.1, it explains several questions from each 170ablele 170contained in 170the Target Realization (X1), Attendance (X2), Project (X3) and Employee Performance (Y) ablele which have a Pearson correlation between 0.410 – 0.921 and the significance value of all items questions are at alpha (α) < 0.05. Thus, based on the results 170above, it can be concluded that all the question items used in this study can be said to be valid.

4.2.2. Reliability Test

Table 4 . 2 *Reliability Test Results of All Variables*

Variable	Cronbach's Alpha	Decision
Target Realization	0.766	Reliable
Attendance	0.647	Reliable
Project	0.925	Reliable
Employee performance	0.887	Reliable

Source : **Data processed, 2021**

Based on table 4.2, it shows that each of the independent and dependent variables has a Cronbanch's Alpha value > 0.6 where the largest Cronbach Alpha value is owned by the project variable (X3) with a number of 0.925 and the smallest value is in the absentee variable (X2) with a number of 0.647. With the results based on the table above, it can be concluded that all the variables used in this study are reliable and can be retested using similar data.

4. 3 . Data analysis

4.3.1. Path Analysis with Multiple Linear Regression Analysis

Table 4 . 3 *Model Summary Multiple Linear Regression Test*

Coefficients ᵃ

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	3.051	5,934		.514	.609
	Total_X1	.532	.083	.518	6.437	.000
	Total_X2	-.995	.296	-.366	-3.359	.001
	TotalX_3	.129	.120	.118	1.078	.285

a. Dependent Variable: Total_Y

Source : **Data processed, 2021**

Regression equation model:

$$Y = 3{,}051 + 0{,}532X_1 + 0{,}995X_2 + 0{,}129X_3$$

The regression equation model above can be explained as follows:

1. The constant value in the multiple linear regression equation is 3.051 which indicates that if the realization of targets, absenteeism, and projects is 0, then the value of employee performance is 3.051.
2. Target realization (X_1)has a positive coefficient value of 0.532 which indicates that if the other independent variables are fixed and the target realization variable increases by 1%, then employee performance (Y') will increase by 0.532.
3. Attendance (X2) has a negative coefficient value which means that the research variable, namely absenteeism, has a negative and opposite effect on variable Y, namely employee performance. The value of

-0.995 indicates that if the other independent variables have a fixed value and the absentee variable has increased by 1%, the employee's performance (Y') will decrease by 0.995.

4. The project (X $_3$) has a positive coefficient value of 0.129 which indicates that if the other independent variables have a fixed value and the project variable has increased by 1%, the employee's performance (Y') will increase by 0.129.

5. The regression coefficient of the independent variable which has a positive value indicates a unidirectional relationship so that when the independent variable increases, the employee's performance will also increase, while the negative value of the regression coefficient on the independent variable shows an opposite relationship so that when the independent variable increases, the dependent variable (Y') will be decreased in value.

4.3.2. *t-Statistical Test (Partial Test)*

Table 4 . 4 *Test Statistics t (Partial Test)*

ANOVAª

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	814.257	3	271.419	42.457	.000ᵇ
	Residual	389.959	61	6.393		
	Total	1204.215	64			

a. Dependent Variable: Total_Y

b. Predictors: (Constant), TotalX_3, Total_X1, Total_X2

Coefficientsa

	Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	3.051	5.934		.514	.609
	Total_X1	.532	.083	.518	6.437	.000
	Total_X2	-.995	.296	-.366	-3.359	.001
	TotalX_3	.129	.120	.118	1.078	.285

a. Dependent Variable: Total_Y

Source **: Data processed, 2021**

Target realization (X1) has $_a$ partially positive significant effect on Employee Performance (Y) because the t-count value is greater than t-table (6.437 > 1.999). In addition, the decision making of the t statistic test can also be seen from the significance value, where if the significance value is less than 0.05 then H $_1$ is accepted. In table 5.13 above, the significance value is 0.000 where this value is smaller than the significance level (α) so that a decision can be taken that the realization of the target has a partially positive significant effect on employee performance.

Attendance has a partially negative significant effect on employee performance because the t-count value is greater than t-table (-3.359 > 1.999). In addition, the significance value is 0.001, where this value is smaller than (α) = 0.05. It is important to understand that the negative sign in front of the calculated t value does not mean that the value is below 0. The negative sign indicates the opposite direction of influence or the opposite relationship. So the absolute value of t-count is taken or its absolute value is 3.347, so it can be taken a decision that absenteeism has a partially negative significant effect on employee performance which indicates that H2 $_{in}$ this study is accepted.

The project does not have a partially positive significant effect on employee performance because the value of t count is greater than t table (1.078 > 1.999). Decision making is strengthened by the magnitude of the project variable significance value of 0.285, where this value is greater than (α) = 0.05.

. 4.3.4. *Correlation Coefficient Test (R) and Coefficient of Determination Test (R2)*

Table 4. 5 *Correlation Coefficient Test (R) and Coefficient of Determination Test (R2)*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 ª	.676	.660	2,528

a. Predictors: (Constant), TotalX_3, Total_X1, Total_X2

Source **: Data processed, 2021**

In table 5.14 it can be seen that the R value is 0.822 or 82.2%, which means that there is a very strong relationship between the independent variable and the dependent variable because the R value is in the 0.80-1.00 interval.

Table 4. 6 *Interpretation of Correlation Coefficient*

Coefficient Interval	Relationship Level
0.00-0.199	Very low
0.20-0.399	Low
0.40-0.599	Currently
0.60-0.799	Strong
0.80-1.00	Very strong

Source **: Purnawijaya (2019)**

It is also known in table 5.14 that the value of R2 is $^{0.676}$ or 67.6% which indicates that the ability of the target realization variable $(X1)$, absenteeism $(X2)$, project $(X3)$ in explaining employee performance (Y) is 67.6 %, while the rest (100% - 67.6% = 32.4%) was explained by other variables not included in this study.

4. 4 . Classic assumption test

. 4.4.1. Normality test

Table 4.7 *Kolmogorov-Smirnoff test*

	Unstandardized Residual
N	65
asymp. Sig. (2-tailed)	0.200

Source **: Data processed, 2021**

Based on the results of table 4.7 above. The residual value is normally distributed because the Kolmogorov-Smirnov significance value shows the number 0.200 which is greater than 0.05. (0.2 > 0.05).

. 4.4.2. Multicollinearity Test

Table 4. 8 *Multicollinearity Test*

Variable	Tolerance	Unstandardized Residual
Target Realization	.821	1.218
Attendance	.447	2.239
Project	.443	2.257

Source **: Data processed, 2021**

Based on table 4.8 above, it is known that the *tolerance value* for the target realization variable (X_1) is 0.821, attendance (X_2) is 0.447, and the project (X_3) is 0.443. Each variable has a *tolerance value* greater than 0.10. In addition, the VIF value for the three variables has a value of less than 10, so that referring to the basis for decision making in the multicollinearity test, it can be concluded that there are no symptoms of multicollinearity in the regression model.

. 4.4.3. Heteroscedasticity Test

Table 4.9 *Heteroscedasticity Test Results*
Coefficients ª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-5.845	3.778		-1.547	.127		
	Total_X1	.168	.053	.417	3.194	.602	.821	1.218
	Total_X2	.063	.189	.059	.336	.738	.447	2.239
	TotalX_3	-.022	.076	-.052	-.290	.773	.443	2.257

a. Dependent Variable: Abs_RES

Source **: Data processed, 2021**

Based on table 5.18 shows that each independent variable consisting of target realization has a significance value of 0.602, absenteeism of 0.738 and a project significance value of 0.773. The regression model of this study does not indicate the phenomenon of heteroscedasticity because the significance value of the independent variable on the absolute value of the statistical residual is above the significance level (α) = 0.05.

5.   Conclusions and Practical Implication

5.1.   Conclusions

The construction services sector is one of the strategic sectors in supporting the achievement of national development. This strategic position can be seen from the relationship with other sectors. Construction services are actually an important part of the formation of construction products, because construction services are a meeting place between service providers and service users. The service provider area also encounters a number of important factors that influence the development of the construction sector, such as business actors, their workers and supply chains that determine the success of the process of providing construction services, which drive socio-economic growth. The construction industry is also very essential in its contribution to the development process, where the products of the construction industry such as various facilities and infrastructure are an absolute necessity in the development process and improving the quality of life of the community.

PT Jaya Asri Putra Perkasa is a service company in the construction sector located in Jombang Regency, East Java. PT. Asri Jaya Putra Perkasa or commonly known as PT AJPP has implemented various types of projects such as the construction of roads, bridges, irrigation, dams, and buildings. The trust given by various parties (government, private and individual) has created various construction works spread across various roads, buildings and irrigation constructions.

From the results of the 2018 and 2019 project reports at PT. Asri Jaya Putra Perkasa above shows that the project work is still less competitive than CV Rinjani and CV Mulyo Asri. Project delays cause losses for the company because it results in swelling of the company's expenses and harms the client because the achievement of the desired target is not achieved according to the agreed timeframe so that it has an impact on the company's image and customer satisfaction. One of PT AJPP's projects with the longest completion time from the specified target time is the road and bridge implementation program in Ds. Bongkot, Jombang Regency where this causes functional obstacles so that it has an impact on disrupting the activities of the surrounding community. PT Asri Jaya Putra Perkasa indicated the delay in project work was due to a lack of employee performance.

HR is one of the biggest challenges for organizations or companies in various sectors so there is a need for a strategy to be able to empower their human resources. However, the problem of dynamic human resources is a challenge for company management to improve adaptability in accordance with existing conditions. So it can be concluded that the effectiveness of a company is directly proportional to the effectiveness of its human resources, in other words the survival of the company or organizational performance depends on the performance of employees.

From the results of the data collection process through questionnaires to 65 respondents as employees at PT Asri Jaya Putra Perkasa and data testing, the data obtained from the research that the realization of targets, absenteeism and projects partially have a significant effect on employee performance. However, the influence given by the absentee variable on employee performance is in the opposite direction so that the performance of PT AJPP employees will decrease when the attendance rate increases.

5.2.   Practical Implication

The implication in this study is from the findings of 3 independent variables, the target and project realization variables each have a partially positive significant effect on employee performance while the absentee variable has a partially negative significant effect on employee performance The most dominant factor affecting employee performance at PT Asri Jaya Putra Perkasa is the absentee level variable, this can be seen from the Unstandardized Coefficients absolute value of the absentee level variable which is 0.70 which is higher than the Unstandardized Coefficients value of other independent variables. The level of absenteeism of large employees is

influenced by their work motivation, so this needs to be a study of the company in the future to improve employee performance and company performance.

High work motivation will improve employee performance which is indicated by increasing work productivity, so that it will facilitate the achievement of company goals or targets that have been set. So it is clear that work motivation has a big influence on the company's operations, therefore the company always expects its employees to have high work motivation.

Efforts to increase employee motivation can be done by providing compensation as something that employees receive for their service contributions to the company. The main purpose of this compensation is to attract qualified employees, retain, motivate and build employee commitment. Compensation can be financial or non-financial in a fixed period. The compensation that will be given needs to be considered wisely depending on the evaluation of the company's HR performance so that it will be able to increase job satisfaction and employee motivation in achieving the company's targets.

However, if the compensation given is only based on subjective assessments, this will potentially result in an unhealthy work environment because the integrity of the leadership will be questioned by employees. To avoid such subjective assessment or evaluation, it is necessary to analyze the work and knowledge of employees. This job analysis aims to consider the relative work weights with methods such as job ranking, job grading, factor comparison and point system. PT Asri Jaya Putra Perkasa needs to consider employee compensation based on performance evaluations so that employees feel that the compensation they get is adequate with their work. On the other hand, if employees view their compensation as inadequate, their work performance, motivation and performance can drop drastically. Meanwhile, to improve work discipline, employees who are fully responsible for their work can be given bonuses to provide job satisfaction.

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