Analysis of the Influence of Employee Performance on the Success of Cow Milk Production at UPT PT HMT Batu

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Abstract. The performance of UPT PT HMT Batu employees plays a vital role in achieving successful cow milk production. Because whether a company is successful or not is greatly influenced by the performance of its human resources. UPT PT HMT Batu will not be able to run well if it does not have employees who can carry out their duties well. The time and location of the research were carried out from 6 – 27 November 2023 at UPT PT HMT Batu. The research method used is a mixture or combination of quantitative and qualitative methods in one study. The data collection technique was carried out using a Likert scale questionnaire given deliberately to 30 respondents selected using purpose sampling who were UPT PT HMT Batu employees. Research data was analyzed using multiple linear analyses to determine the relationship between the independent and dependent variables. The research results show that the independent variables, namely work quality, time discipline, and work experience, influence the success of cow's milk production, and the workload and working hours variables do not significantly influence.

Keywords: Employee performance, Milk production, Work experience, Work quality, Workload

INTRODUCTION

The need for protein in Indonesia increases every year, one of which is milk consumption. The population of dairy cows in 2022 in Indonesia, according to the Central Statistics Agency (2023), was recorded at 592,897 heads, with milk production of 968.9 thousand tons of fresh milk. Fresh milk production rose 2.27% from the previous year, reaching 946.9 thousand tons. Apart from that, according to data on the Indonesian cow's milk balance in 2018-2022, there has been an increase, but it is not balanced with domestic production, so 60-70% of milk demand is still imported.

One of the most significant milk-contributing regions in Indonesia is East Java. Batu is known as one of the dairy farming centers in East Java because it has suitable geographical conditions and abundant feed availability. The Batu Livestock Breeding and Forage Technical Implementation Unit (UPT PT HMT) is an institution that manages dairy farms in the area. The main tasks and functions (tupoksi) of the PT HMT Batu UPT are the breeding, cultivation, and breeding of livestock; raising livestock and providing animal feed; breeding forage for livestock; distribution of livestock seeds; implementation of community services and milk production (dinak.jatimprov.go.id., 2023). Milk production results are deposited directly into KUD Batu every day. In 2023, UPT HMT Batu will become one of the meat stock buffers, making East Java the highest national protein source.

According to Karuniawati (2019), one of the succesful the factors of milk production is the dairy cow breeding aspect, which is breeding plays a vital role in providing dairy cow seed stock as well as indirectly impacts the productivity of the milk produced. In developing a livestock business (dairy cattle), there are 3 (three) main influencing factors: breeding, feeding, and management. Implementation of good management, one of which is measured by the performance of human resources or employees as workforce. Therefore, the performance of PT HMT Batu UPT employees plays a vital role in achieving successful cow milk production. Dairy cow milk production is one of the main focuses in efforts to increase productivity and milk quality in the Batu area. Employee performance is an essential factor because the success or failure of an organization and the progress/failure of the organization depends on the quality of the human resources it has. If performance increases, the chances of success in achieving

organizational/company goals are also more significant, but if human resources performance decreases, it can result in setbacks for the organization/company.

Internal and external factors can influence the employee performance. Sivanisa, Azizah, and Khardyla (2022) stated that factors affecting employee performance include workers' abilities, attitudes and interests, clarity and acceptance of explanations of a worker's role, and work motivation. The performance variables of UPT PT HMT Batu employees measured in this research include work quality, workload, working hours, time discipline, and work experience.

High employee performance and morale can be created by providing good motivation from company leaders and organizations. Measuring employee performance directly contributes to the efficiency, effectiveness, and operational sustainability of dairy farming business management at UPT PT HMT Batu. With a deep understanding of employee performance, improvement, and development steps can be designed to increase the efficiency and effectiveness of cow's milk production at UPT PT HMT Batu.

Based on these conditions, this research aims to analyze the performance of UPT PT HMT Batu employees as well as the success of milk production at UPT PT HMT Batu. It is hoped that the results of this study can be used as recommendations for PT HMT Batu UPT in evaluating the achievement of production targets, identifying human resources performance problems, determining improvement priorities, and being able to design appropriate employee training and development programs according to existing conditions. This research also serves as a basis for evaluating employee performance by the SOPs that apply at UPT PT HMT Batu.

LITERATURE REVIEW

Performance measurement is an assessment and evaluation process to assess how effective and efficient an individual, group, or organization is in achieving predetermined goals. This measurement is usually carried out using various indicators and methods to identify strengths and weaknesses and determine areas that need improvement. According to Setiawan (2014), indicators that can be used to measure employee performance are as follows:

1. Suitability of working hours involves employees' readiness to comply with company policies related to punctuality and attendance at work.
2. Accuracy in completing tasks or time discipline includes the employee's ability to

manage working time and accuracy in completing assigned tasks.

3. Attendance rate refers to the number of employee absences in a certain period at the company.

4. Employee cooperation refers to the employee's ability to work with colleagues to complete specific tasks to achieve the best results.

5. Quality of work. According to Lupiyoadi and Hamdani (2011), work quality involves behavior or activities carried out by expectations, needs, or goals to be achieved effectively and efficiently.

6. Workload. Sunyoto (2012) states that workload refers to the number of tasks a person faces, which may become too large and can produce pressure and potentially create stress.

7. Working hours. According to Rusmusi and Magfira (2018), working hours are the length of time in carrying out one activity, where the greater the level of working hours, the more excellent the opportunity for the amount of production produced.

8. Time discipline is an attitude and behavior that aims to comply with all organizational rules based on the individual's awareness and readiness to adapt to the regulations that apply in the organization/company as well as social norms (Hasibuan, 2006; Helmi in Barnawi and Arifin, 2012).

9. Work experience. Nugraha and Marheni (2012); Mauliani and Suresiati (2015) stated that work experience forms knowledge and skills in the field one is pursuing. Work experience can make someone skilled and fast in completing work so that the error rate decreases.

RESEARCH METHODS

Research Location and Time

The research was carried out at UPT PT HMT Batu precisely on Jl. Raya Tlekung, Beji, Junrejo District, Batu City, East Java, during November 2023. The research location was chosen purposively (deliberately) considering that cattle at UPT PT HMT Batu have a relatively high average milk production of around 15.29 liters/day.

Research methods

This research uses a survey research method with a quantitative descriptive approach, where the researcher describes or describes the conditions and phenomena obtained in the field, assesses existing conditions, and finds out the occurring problems to be compared with relevant theory and literature.

Method for Determining Research Samples

Sampling was carried out using purposive sampling, namely deliberately according to the criteria or consideration that respondents were selected based on the relationship between the main tasks and functions (tupoksi) involved in managing the success of cow's milk production at UPT PT HMT Batu and were relevant to the problems in the research, a total of 30 people. The determination of respondents refers to the opinion of Sugiyono (2012) that a suitable sample size for research is 30-500 people. If the sample is divided into categories, the minimum number of sample members for each category is 30.

Method of collecting data

The data used in the research are primary data and secondary data. Primary data was obtained from field observations and interviews using a structured questionnaire with a Likert scale score of 1-5 with UPT PT HMT Batu employees and documentation. Meanwhile, secondary data was obtained from literature studies from various literature, text books, scientific articles, official government websites, and related agencies relevant to the research objectives.

- **Likert scale**

The performance measurement of UPT PT HMT Batu employees was carried out using a Likert scale score of 1-5 by the indicators in the research variables using gradations from Very Influential/Strongly Agree (score 5) to Very no influence/Strongly disagree (score 1). The Likert scale score 1-5 can be seen in **Table 1.**

Table 1. Likert scale score 1--5

Likert scale	Score
Strongly Influence/Strongly Agree	5
Influence / Agree	4
Moderately Influential /Fairly Agree	3
No Influence / Disagree	2
Remarkably Unaffected / Strongly Disagree	1

Source: Erba & Kusumastuti (2022)

Research Variables

The variables examined in this research include the dependent variable (Y), namely the success of milk production, and the independent variables (X), namely work quality (X1), workload (X2), working hours (X3), time discipline (X4), work experience (X5).

Data analysis

The data obtained was tested for suitability through validity and reliability tests. Next, the data was analyzed using multiple regression analysis after previously being tested through the classical assumption test stages, including the normality test, multicollinearity test, and heteroscedasticity test.

Coefficient of Determination (R2)

The coefficient of determination is a test carried out to measure the model's ability to explain the independent variables' influence on the dependent variable with an indication of this influence, which can be seen with the adjusted R squared value. Ghozali (2016) states that a small coefficient of determination value means that the ability of the independent variable to explain the dependent variable is minimal if the value is close to 1.

RESULTS AND DISCUSSION

PT HMT Batu UPT profile

UPT PT HMT Batu is located on Jl. Raya Tlekung, Beji, Junrejo District, Batu City, East Java Province. This farm is located close to residential areas. UPT PT and HMT Batu have a land area of 13 Ha, but the land area used is only 9.5 Ha. Water resources are very close to the livestock location, including forage availability, which is abundant and sufficient from around the Batu area.

Based on East Java Governor Regulation Number 102 Article 3 of 2016, the UPT for Animal Breeding and Forage (UPT PT HMT Batu) has the function of carrying out some operational, technical tasks in the fields of breeding, breeding, livestock cultivation, forage, administration, and community services. The organizational structure and details of the structural tasks at UPT PT HMT Batu are as visualized in **Figure 1** as follows: a) Breeding, cultivation, and breeding of livestock, b) Caring for livestock and procurement of livestock food, c) Breeding forage for livestock, d) Distribution of livestock seeds, e) Implementation of administrative duties, f) Implementation of community services, g) Implementation of other tasks assigned by the Head of Service.
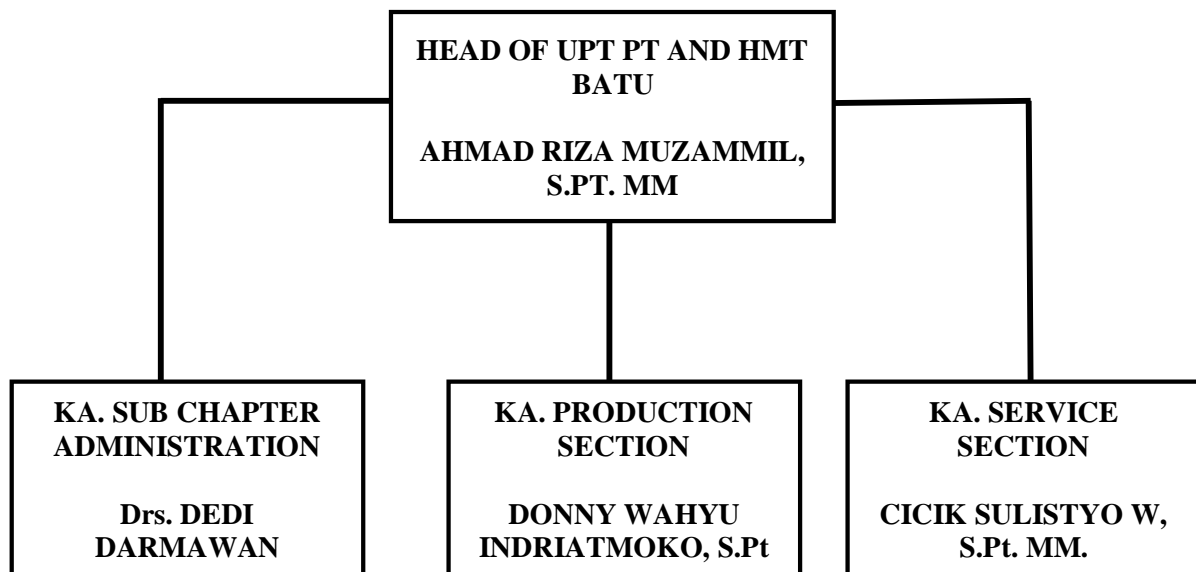
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│   HEAD OF UPT PT AND HMT     │
│            BATU              │
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│   AHMAD RIZA MUZAMMIL,       │
│         S.PT. MM             │
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KA. SUB CHAPTER ADMINISTRATION Drs. DEDI DARMAWAN	KA. PRODUCTION SECTION DONNY WAHYU INDRIATMOKO, S.Pt	KA. SERVICE SECTION CICIK SULISTYO W, S.Pt. MM.

Figure 1. Organizational Structure of PT HMT Batu UPT
Source: https: disnak.jatimprov.go.id (2023)

The workforce or employee status of UPT PT and HMT Batu consists of two types of positions, namely functional and structural positions. The diversity of employee data at UPT PT and HMT Batu is presented in **Table 2.**

Table 2. Number of PT HMT Batu UPT employees according to class and position

No	Class	Position			PTT/ UHL	Total
		Structural	Functional			
			Specific	General		
1.	IV/a	1	-	-	-	1
2.	III/d	2	-	-	-	2
3.	III/c	1	-	-	-	1
4.	III/b	3	1	-	-	4
5.	III/a	-	2	-	-	2
6.	II/d	2	-	-	-	2
7.	II/c	1	1	-	-	2
8.	II/b	-	1	-	-	-
9.	II/a	-	-	-	-	-
10.	PTT	-	-	-	5	5
11.	UHL	-	-	-	16	16
	Jumlah	10	4	-	21	35

Source: PT HMT Batu UPT data (2023)

Table 2 describes the number of employees according to class, position, and status at UPT PT HMT Batu. The status of employee groups is divided into 3 (three), namely Civil Servants (PNS), Non-Permanent Employees (PTT) or what is usually called honorary employees, and Casual Daily Wage (UHL) employees. Specifically, UHL employees are paid and paid daily according to working hours. Meanwhile, positions are divided into two parts, namely Structural and Functional. The following is the number of dairy cattle managed and developed at UPT PT and HMT Batu (data for October-November 2023) recorded at 65 heads **(Table 3).**

Table 3. Number of Dairy Cattle Population at PT HMT Batu UPT in October-November 2023

Livestock Composition	Total
Calf	13
Heifer	17
Pregnant Dairy Cow	11
Dry Dairy Cow	7
Lactating Dairy Cow	16
Bull	1
Total	65

Source: PT HMT Batu UPT data (Oct – Nov 2023)

Respondent Characteristics

Based on data collection obtained through interviews with 30 PT HMT Batu UPT employees using a questionnaire, the characteristics of the respondents could be identified, including gender, age, highest level of education, and status, as presented in **Table 4.**

Table 4. Respondent Characteristics

No	Criteria	Information	Number of people	Percentage (%)
1	Gender	Male	23	77
		Female	7	23
2	Age	Productive (15-65 years)	30	100
		Non-Productive (>65 years)	0	0
3	Education	Junior High School	3	10
		Senior High School	14	47
		Diploma/Bachelor/Magister	13	43
4	Status	Civil Servants (PNS)	10	33
		Honorary	5	17
		Freelance Daily Wages	15	60

Source: Primary data processed (2023)

- **Gender**

    Based on Table 4, it is known that the majority of PT HMT Batu UPT employees are male (77%). Effendi (2018) states that men's status as head of the household is, of course, fully responsible for earning a living, whereas women only help with easy farming activities and for a short period because they have to take care of household affairs. Apart from that, because work in the livestock sector requires more significant physical effort, men often do it.

- **Age**

    Based on age criteria, most PT HMT Batu UPT employees are in the productive age range, namely 15-65 years (100%). This aligns with the BKKBN and WHO statement that the productive age is between 15 and 64 years. Labor productivity is an indicator of the extent to which workers are utilized efficiently in a production process to achieve desired results, with one of the supporting factors being the age of the workforce (Ukkas, 2017; Aprilyanti, 2017). This is because working requires a very healthy body and mind, so a person of productive age has the physical abilities to support managing a dairy farming business and make it more productive.

- **Level of education**

    Most PT HMT Batu UPT employees at the educational level are high school graduates (47%). Several factors are why many breeders have a high school education or equivalent, namely family experience, skills, and interest of breeders in developing their business. This is in line with the results of research by Makmur et al. (2020), which states

that the average education of breeders is high school/equivalent because breeders generally want to go straight to work or become entrepreneurs, and there is a lack of interest in continuing their education at university.

- **Employment Status**

Most PT HMT Batu UPT employees have a % employment status as Casual Daily Wage employees at 60%. One factor that influences the satisfaction of casual daily employees is wages, which is a form of appreciation from the company for the energy, participation, and contribution provided by casual daily workers. These wages include salary, health insurance, and work safety guarantees. Apart from that, wages can also be given based on achievement or production, for example, by payment per unit of production or service produced or based on the completion of a particular work project (Ikhwana, 2023).

Test Research Instruments

1. **Validity Test**

This research uses the method of comparing count with table. Where if $r_{count} > r_{table}$, then the instrument or question item is significantly correlated with the total score, then the results are valid, and vice versa, if rcount < rtable, then the instrument or question item is not significantly correlated with the total score, then the results are invalid (Amanda., et al., 2019). The n value in this study was 30 respondents, so the r table was = 0.254, with the alpha used being 0.05 or 5%. The validity test calculation data in the research can be seen in **Table 5.**

Table 5. Validity Test Results

Variable	Question Items	R_{count}	r_{table} (5%)	Information
Quality of Work	1	0.663	0.349	Valid
(X1)	2	0.626	0.349	Valid
	3	0.807	0.349	Valid
	4	0.669	0.349	Valid
Workload	1	0.656	0.349	Valid
(X2)	2	0.824	0.349	Valid
	3	0.633	0.349	Valid
	4	0.702	0.349	Valid
Working hours	1	0.797	0.349	Valid
(X3)	2	0.814	0.349	Valid
	3	0.856	0.349	Valid
	4	0.858	0.349	Valid
Time Discipline	1	0.806	0.349	Valid

Variable	Question Items	R_{count}	r_{table} (5%)	Information
(X4)	2	0.841	0.349	Valid
	3	0.527	0.349	Valid
	4	0.733	0.349	Valid
Work experience (X5)	1	0.594	0.349	Valid
	2	0.903	0.349	Valid
	3	0.821	0.349	Valid
	4	0.904	0.349	Valid
Success of Milk Production (Y)	1	0.856	0.349	Valid
	2	0.883	0.349	Valid
	3	0.870	0.349	Valid
	4	0.844	0.349	Valid
	5	0.796	0.349	Valid

Source: Primary data processed (2023)

Based on Table 5, it is known that the value of $r_{count} > r_{table}$ is 0.349, so it can be said that all research variables are valid.

2. Reliability Test

In this study, a Cronbach's alpha value > 0.6 was used. This refers to Sunyoto's (2015) statement that a questionnaire is reliable if the Cronbach Alpha value is > 0.06 and not reliable if it is equal to or below 0.60. The following are the reliability test results, as presented in **Table 6.**

Table 6. Reliability Test Results

Variable	Cronbach Alpha value	Information
Work Quality (X1)	0.641	Reliabel
Workload (X2)	0.664	Reliabel
Working Hours (X3)	0.835	Reliabel
Time Discipline (X4)	0.695	Reliabel
Work Experience (X5)	0.822	Reliabel
Success of Milk Production (Y)	0.897	Reliabel

Source: Primary data processed (2023)

Based on Table 6, it is known that the Cronbach's alpha value of the research variables from $X_1 - X_5$ has a value of more than 0.6, so it can be said that all variables have reliable status because the Cronbach's alpha value is > 0.6.

Multiple Regression Analysis

Multiple regression analysis is used to measure the influence between independent variables, namely labor (X_1), workload (X_2), working hours (X_3), time discipline (X_4), and work experience (X_5). The results of the multiple regression analysis calculations can be seen in **Table 7.**

Table 7. Multiple Regression Test Results

Information	Beta	Significant
Constant	2.831	0.001
Work Quality (X_1)	0.374	< 0.001***
Workload (X_2)	0.106	0.212
Working Hours (X_3)	0.008	0.885
Time Discipline (X_4)	0.545	< 0.001***
Work Experience (X_5)	0.098	0.047**

Note: *** sig at 1% level (0.01)
     ** sig at 5% level (0.05)
   F count = 18.356
   R square = 0.793
   Adjusted R square = 0.750

Source: Primary data processed (2023)

Based on the results of the regression analysis in Table 7, the following equation or regression model is produced:

$$Y = 2.831 + 0.374\ X_1 + 0.106\ X_2 + 0.008\ X_3 + 0.545\ X_4 + 0.098\ X_5$$

1. Constant α = 2.831

The constant value obtained is α = 2.831. A constant value of 2.831 indicates that if the independent variables consisting of work quality (X_1), workload (X_2), working hours (X_3), time discipline (X_4), and work experience (X_5) are assumed to be 0 (zero), then the success rate of milk production (Y) is 2.831.

2. Regression Coefficient b_1 = 0,374

The coefficient value of the work quality variable (X_1) is 0.374, meaning that if the work quality variable is increased by one unit, the success rate of milk production will increase by 0.374. The work quality variable also has a very significant value on the success of milk production at UPT PT HMT Batu. This is in line with Lupiyoadi and Hamdani (2011), who states that expectations carry out the quality of work and needs to achieve goals effectively and efficiently. Good quality work is vital to achieving organizational goals and positively impacts a business's success. Good work quality employees can increase productivity and operational efficiency, improve product or service quality, and create a positive and productive work environment.

3. Regression Coefficient b_2 = 0,106

Based on Table 7, it is known that the workload variable has a positive influence on increasing milk production at UPT PT HMT Batu with a value of 0.106. This is not in line with the research results of Rindorindo *et.al,* (2019) in his research titled The

Influence of Workload, Work Stress, and Job Satisfaction on the Performance of Grand Puri Hotel Employees, showing the results that workload has a negative and significant effect on employee performance.

4. **Regression Coefficient b_3 = 0,008**

The regression coefficient value of the working hours variable (X_3) is positive at 0.008. This means that working hours positively influence the success of milk production at UPT PT HMT Batu. This means that if an employee's working hours are increased by one unit, the milk production will also increase by 0.008. In line with the statement of Firdas (2011), working hours are the length of time used to run a business/do work, starting from preparation until the business is completed/closed. Working hours are often used as a determinant of the wages paid by the company, for example, per day, hour, week, or month. However, there are regulations regarding maximum working time limits, the provision of rest time, and compensation for exceeding these provisions (Busro, 2018).

5. **Regression coefficient b_4 = 0,545**

The regression coefficient value of the time discipline variable (X_4) is 0.545. It can be concluded that discipline positively influences the success of milk production at UPT PT HMT Batu. This is related to the theory of work discipline, which states that good discipline reflects a person's great sense of responsibility for the tasks given to him (Soejono, 1986). This can encourage increased performance and achieve company, employee, and community goals. In other words, work discipline is the principal capital that determines employee performance. Compliance with regulations includes punctuality and implementation of predetermined procedures. Punctuality is a form of employee work discipline that requires arriving on time, orderly, and regularly. Implementation of established procedures shows that employees have good work discipline. Personal awareness includes the level of neatness of dress at work, having a high level of responsibility, and the level of quality produced. Dressing neatly at work is an indication of work discipline. If work is carried out with a complete sense of responsibility, the resulting quality will be satisfactory because it meets the predetermined standards (Astadi and Susanti, 2016).

6.   Regression coefficient b_5 = 0,098

The regression coefficient value for the work experience variable (X_5) is 0.098. This shows that work experience positively influences the success of milk production at UPT PT HMT Batu. Prima (2019) states that work experience is the actual conditions that a person performs at work, so the more experience a person has at work, the greater the skills and speed in completing work. A person will become more skilled and better at completing his work. In line with what was stated by Kadek (2013), the more experience a worker obtains, the more trained and skilled he will be in mastering and completing his work. In addition, Prima (2019) also explains that the length of work experience also increases a person's knowledge and skills, which can be measured by a person's length of service.

Coefficient of Determination

Based on **Table 7,** it is known that the relationship between the independent variable and the dependent variable is 0.75, as shown in the Adjusted R Square value. This means that the regression model built in this research, namely the variables of work quality, workload, working hours, time discipline, and work experience, has a 75% influence on the success of milk production at UPT PT HMT Batu, while the remaining 25% is influenced by other variables not measured in this research..

CONCLUSIONS

The performance of PT HMT Batu UPT employees is influenced by work quality, time discipline, and work experience. Of these three variables, work quality and time discipline have a very significant influence, while work experience significantly influences the success of milk production. Therefore, PT HMT Batu UPT is advised to pay more attention to these factors by recruiting workers who have qualifications by the job desk and improving the quality of human resources through various training schemes or training to increase competence. Apart from that, for further research, it is recommended to add other variables such as employee knowledge level, motivation, employee welfare level, and work monitoring and evaluation to make the research results more comprehensive.

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