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Strategy For Implementing Employee Participation In Improving The Work Productivity Of Employees At Pt X

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Abstract

This research focuses on examining the influence of employee participation strategies on the improvement of work efficiency at a company operating in the trade and distribution of fuel oil (BBM). Workforce efficiency is a key factor in achieving organizational goals, particularly amid a changing work climate and age differences among team members. Therefore, an appropriate labor management approach through increased employee participation is essential for achieving maximum efficiency. A total of 65 employees participated as respondents, all included as the sample through the total sampling method. This study employs a quantitative descriptive method, with data processed using multiple linear regression in the SPSS application. The results reveal that communication, teamwork, and training collectively have a positive and significant impact on the work efficiency of employees at PT X, with training emerging as the strongest predictor. Accordingly, the implementation of a well-targeted employee participation approach has proven effective in improving work efficiency.

Keywords: Employee Participation, Communication, Teamwork, Training, Work Productivity

INTRODUCTION

In an increasingly competitive sector, companies must improve organizational performance. Employee productivity is a key component determining a company's success. Work productivity is a measure of employees' ability to use resources effectively and efficiently to generate work output. Panjaitan (2018:3) defines it as the ability of an individual or organization to produce work output effectively and efficiently, while

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Thalibana (2022:2) defines it as the ratio between output and input in the work process. Thus, work productivity can be understood as employees' capacity to utilize resources effectively and efficiently to achieve optimal work results. Therefore, improving work productivity is crucial because it directly contributes to the achievement of organizational goals.

In efforts to improve work productivity, companies must not only provide adequate work facilities but also manage human resources appropriately. One approach considered capable of supporting productivity improvement is employee participation. Employee participation is the active involvement of employees in various organizational activities, whether physical, mental, or emotional. Panjaitan (2018:53) explains that employee participation is employee involvement that encompasses mental, emotional, and behavioral aspects in supporting the achievement of organizational goals. In line with this, Sondari Gadzali (2022:540) states that employee participation is the process of involving employees in organizational decision-making so that employees have the opportunity to provide input to the company. With good participation, employees are expected to have a higher sense of responsibility and concern for their work, so that work productivity can increase.

PT X is a company engaged in the trade and distribution of fuel oil (BBM) through a network of gas stations (SPBU). The company plays an important role in supporting public mobility and economic activity by providing various types of fuel and other supporting facilities. In carrying out its operations, the company has sought to provide optimal service to the public. However, these efforts have not been fully accompanied by an increase in employee work productivity, so there remains a gap between the company's expectations and conditions on the ground. This condition indicates the need for further study on the factors that influence employee work productivity.

The problem of low employee productivity is a crucial issue because it directly affects the fulfillment of targets, the quality of work, and the company's operational efficiency. Common symptoms include delayed tasks, consistent failure to achieve targets, and declining output quality. In the long term, this condition can weaken overall business performance and limit competitiveness in an increasingly competitive market. As of 2024, Indonesia's estimated labor productivity reached IDR 89.33 million per worker per year. Although this figure has increased from the previous year, significant productivity disparities remain across sectors and regions in Indonesia (Ministry of Manpower, 2025).

Data from the Ministry of Manpower also show that the highest labor productivity is found in the information and communication sector, reaching IDR 846 million per worker per year, while several other sectors remain far below the national average. In addition, labor productivity also shows considerable variation between provinces. DKI

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Jakarta recorded the highest labor productivity at IDR 421.13 million per worker per year, while the region with the lowest productivity recorded only around IDR 13.68 million per worker per year. This gap indicates that the quality of human resources, communication effectiveness, the ability to collaborate, and competency development are important factors that can influence labor productivity (Muhamad, 2025).

One factor believed to contribute to low employee work productivity is the lack of optimal communication in the work environment. In practice, various communication barriers are still found, such as miscommunication among employees, delays in conveying information, and differences in understanding when carrying out tasks. According to Arifin (2023:130), communication is a process of exchanging messages aimed at creating mutual understanding among individuals within an organization. According to Rangkuti et al. (2019:396), on the other hand, communication is the act of transferring information from one person to another so that the message is correctly interpreted. As a result, efficient communication is essential for encouraging work collaboration and facilitating task completion within the company. Poor communication can hinder work coordination, thereby reducing staff productivity.

Employee cooperation is just as important as communication in improving work productivity. Teamwork represents a form of cooperation among individuals to carry out tasks and achieve shared goals. Susanti et al. (2021:226) explain that teamwork is a pattern of group work that integrates the various abilities of members to achieve set targets. In line with this, Arifin (2020:188) states that teamwork involves mutually supportive interaction among group members in completing work and strengthening working relationships. In practice, however, coordination and collaboration among employees within the company have not been running optimally, thereby affecting the effectiveness of teamwork.

The labor issue is further compounded by the involvement of various generational groups, ranging from Baby Boomers and Generation X to Generation Y and Generation Z. These generational differences often affect the level of team engagement, working styles, and communication patterns. While younger generations tend to prefer fast, flexible, and technology-based communication, older generations often prefer formal and hierarchical communication. If not managed properly, these differences can create friction, reduce work engagement, and affect overall staff productivity.

On the other hand, improving work effectiveness is heavily influenced by staff training and development programs. The main purpose of such training is to sharpen employees' talents, insights, and expertise so that their productivity increases. In line with this, Subyantoro et al. (2022:7) define training as a planned process focused on strengthening the technical and operational abilities of personnel. Meanwhile, Rangkuti et al. (2019:100) explain that training is a systematic initiative aimed at improving

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employees' knowledge and skills in order to overcome competency barriers in the workplace. Nevertheless, the company's training program has not been running optimally, as training is only conducted once or twice a year, and in some divisions has not even been carried out routinely. This condition makes it difficult for employees to improve competencies in line with job requirements.

This problem is consistent with 2024 statistics from the Indonesian Ministry of Manpower, which show that fewer than 8% of companies in Indonesia provide formal training for their employees. This figure remains far below the regional average of 35% for the East Asia and Pacific region (Firmansyah, 2024). This condition is particularly felt by millennials and Generation Z, who tend to require more flexible, interactive, and technology-based training methods. This indicates that the company's management strategy has not fully succeeded in meeting the demands of its employees.

Given these problems, the company needs a plan to increase active employee participation. One effective strategy is employee engagement, which provides staff with opportunities to voice ideas, participate in decision-making, and take part in completing tasks. Through increased engagement, employees are expected to become more responsible and dedicated to their work, which in turn will drive motivation and productivity.

Therefore, this study aims to analyze PT X's strategy in optimizing employee engagement as an effort to improve work productivity. In addition to identifying obstacles related to low engagement, this study also offers practical solutions for the company. This study aims to broaden current understanding of human resource management and provide a foundation for organizations to develop more effective productivity policies through participatory methods.

RESEARCH METHOD

The following is an illustration of the relationships between variables in this study:

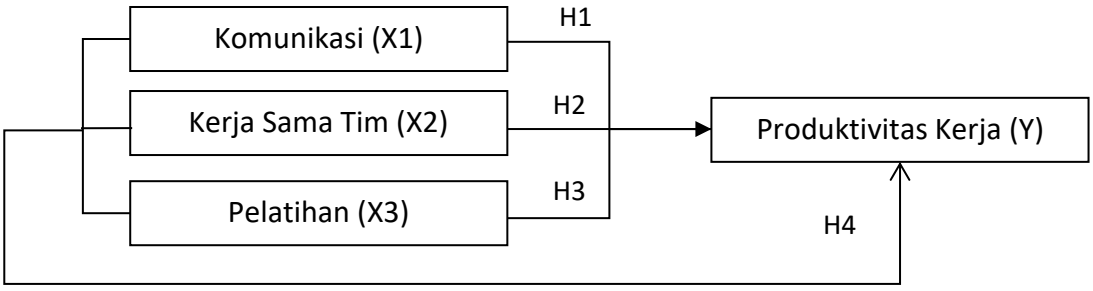


Figure 1. Conceptual Framework

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The hypotheses of this study are as follows:

H1: The employee participation implementation strategy (communication) has a positive and significant effect on employee work productivity.

H2: The employee participation implementation strategy (teamwork) has a positive and significant effect on employee work productivity.

H3: The employee participation implementation strategy (training) has a positive and significant effect on employee work productivity.

H4: The employee participation implementation strategy (communication, teamwork, and training) simultaneously affects employee work productivity.

A quantitative and exploratory approach is applied in this study to verify the hypotheses and to further examine the causal relationship between the independent and dependent variables. This method was chosen for its ability to provide empirical evidence regarding the impact of staff participation - viewed from the aspects of teamwork, communication, and training - on work productivity.

This study was conducted at PT X, located in Medan, North Sumatra. The entire research process, from the planning stage to the completion of the report, was scheduled to be completed by January 2026.

All employees of PT X were the target population of this study. A total of 65 employees participated in the study as respondents. All members of the population were involved in the study using a census (total) sampling strategy. Because the population was small, this method was chosen as it allowed the researcher to collect more representative and comprehensive data.

The stages of the systematic research process included developing the research instrument based on theoretical review, testing the instrument, distributing the questionnaire, and collecting, processing, and analyzing the data. This study used a hybrid data collection methodology, integrating primary data collected directly from respondents through questionnaires with secondary data sourced from academic literature, scientific publications, and relevant documentation (Sugiyono, 2019:194).

This study used a questionnaire with a Likert Scale as the main instrument to measure respondents' responses regarding the variables studied. Work productivity was set as the dependent variable, while communication, teamwork, and training served as the independent variables. To ensure that each variable could be measured precisely, operationalization was carried out through indicators based on relevant theory. Data collection was carried out by distributing the questionnaire directly to respondents. Before the analysis phase began, the data quality of all respondents was verified using validity and reliability assessments, with the Pearson Product Moment correlation technique used to measure instrument validity, while reliability was assessed through Cronbach's Alpha

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coefficient, with a threshold value of >0.70 used to determine that the instrument was reliable (Ghozali, 2021).

This study used both descriptive and inferential statistical methods. Descriptive analysis was used to characterize respondent profiles and data distribution, while multiple linear regression was applied as the inferential technique to test the effect of the independent variables on the dependent variable. The specific regression model applied is presented below:

$$Y = a + b1X1 + b2X2 + b3X3$$

Work productivity (Y) was analyzed as a function of communication (X1), cooperation (X2), and training (X3). In the regression model, Y represents the dependent variable, X1, X2, and X3 represent the independent variables, a denotes the constant, and b1, b2, and b3 denote the regression coefficients for communication, cooperation, and training, respectively.

To validate the regression model, diagnostic assessments were carried out, including tests for heteroscedasticity, multicollinearity, and normality. Finally, the partial effect of each independent variable was evaluated using the t-test, while their combined effect on work productivity was assessed using the F-test. The model's ability to explain the variation in worker productivity was also assessed using the coefficient of determination (Ghozali, 2021).

RESULTS AND DISCUSSION

Results

Research Description

This study was conducted at PT X, a company engaged in the petroleum distribution and trading sector in the city of Medan, North Sumatra, with a primary focus on analyzing the influence of communication, cooperation, and training on employee work productivity. Given that productivity is a fundamental element in achieving organizational targets, the strategic implementation of human resource management becomes crucial to optimize.

Based on Panjaitan's (2018) theory, this study defines employee participation as the mental, emotional, and behavioral involvement of staff in achieving organizational goals. This involvement is driven by strong communication, collaborative teamwork, and training initiatives designed to enhance professional ability and job performance.

Using a quantitative methodology, this study employed a total sampling approach to survey all 65 employees at PT X. Data collected through the questionnaire were analyzed using multiple linear regression with SPSS software. Prior to hypothesis testing, the dataset underwent rigorous validation, including validity, reliability, and classical

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assumption assessments, to verify that the research model met the statistical prerequisites.

The main objective of this study is to evaluate the impact of communication, teamwork, and training on employee productivity. The findings aim to provide actionable insights for organizations developing strategies to improve productivity through better employee participation programs. Detailed analysis and findings are presented below.

Validity and Reliability Test Results

Validity testing assesses the ability of the research instrument to measure the targeted variable. An item is considered valid if the calculated r-value exceeds the critical threshold of 0.2441. The presence of an asterisk (*) indicates that the item meets the relevance requirement and is suitable for inclusion.

The validity assessment shows that all items in the Communication, Teamwork, Training, and Work Productivity variables are valid, with calculated r-values exceeding the 0.2441 threshold. The r-value ranges are as follows: Communication (0.548-0.714), Teamwork (0.602-0.842), Training (0.530-0.822), and Work Productivity (0.556-0.767). As a result, all questionnaire items are validated as accurate measures and considered suitable for further analysis.

To evaluate the internal consistency of the research instrument, a reliability analysis was carried out. An instrument is considered reliable if Cronbach's Alpha exceeds 0.6, with higher values reflecting better measurement consistency. The test results confirm that all variables exceed this threshold: Communication (0.828), Teamwork (0.869), Training (0.879), and Work Productivity (0.886). These findings verify that the items in each variable show strong internal consistency, supporting the reliability of the instrument for use in data collection and subsequent analysis.

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Communication (X1)	65	20.00	50.00	42.0769	4.82606
Teamwork (X2)	65	14.00	38.00	32.6000	4.71301
Training (X3)	65	16.00	47.00	40.5692	5.40535
Work Productivity (Y)	65	23.00	57.00	49.1538	6.56751
Valid N (listwise)	65				

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A summary of the research data based on minimum and maximum values, mean, and standard deviation was generated using descriptive statistical analysis. There were 65 participants in this study.

The Communication variable has a mean of 42.0769, a standard deviation of 4.82606, and a range of 20.00 to 50.00. The Teamwork variable has a mean of 32.6000, a standard deviation of 4.71301, and a range of 14.00 to 38.00. The Training variable has a range of 16.00 to 47.00, with a mean of 40.5692 and a standard deviation of 5.40535. Meanwhile, the Work Productivity variable has a value range of 23.00 to 57.00, with a mean value of 49.1538 and a standard deviation of 6.56751.

These findings indicate that all research variables have relatively high mean values, suggesting that the aspects of collaboration, communication, training, and work productivity among respondents are in good condition.

Classical Assumption Test

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

		Unstandardized Residual
N		65
Normal Parameters a,b	Mean	0.0000000
	Std. Deviation	2.18535716
Asymp. Sig. (2-tailed)		0.200

As shown in Table 2, the normality test yielded an Asymp. Sig. value of 0.200. Since this result is greater than the 0.05 significance threshold, the residuals of the research data are determined to be normally distributed. This validates the use of multiple linear regression analysis, helping to ensure that the findings from hypothesis testing are more accurate and objective.

Table 3. Multicollinearity Test

Model	Tolerance	VIF
(Constant)		
Communication (X1)	0.226	4.431
Teamwork (X2)	0.164	6.116
Training (X3)	0.121	8.246

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As shown in Table 3, the multicollinearity assessment produced Tolerance and VIF scores of 0.226 and 4.431 for Communication, 0.164 and 6.116 for Teamwork, and 0.121 and 8.246 for Training, respectively. Given that all independent variables maintain VIF scores below 10 and tolerance levels above 0.10, the regression model is considered free from multicollinearity issues. The absence of significant linear dependency ensures the reliability of the estimated effect of each variable on work productivity. Consequently, the model meets the diagnostic requirements and is suitable for further statistical examination.

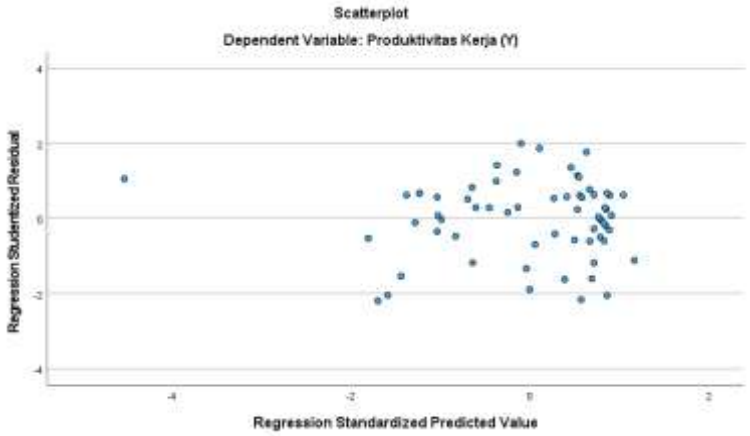


Figure 2. Heteroscedasticity Test

The plot shows a random scatter of points without displaying any specific pattern relative to the zero line on the Y-axis. This evidence indicates that the regression model is free from heteroscedasticity, thereby satisfying the prerequisite for further analysis.

Multiple Linear Regression Analysis

Multiple linear regression was used to assess the simultaneous and partial effects of communication, teamwork, and training (independent variables) on work productivity (dependent variable). The findings are detailed in the table below:

Table 4. Multiple Linear Regression Analysis

Model	B	Std. Error	Beta	t	Sig.
(Constant)	0.297	2.461		0.121	0.904
Communication (X1)	0.303	0.122	0.222	2.480	0.016
Teamwork (X2)	0.459	0.147	0.329	3.124	0.003
Training (X3)	0.522	0.149	0.430	3.511	<0.001

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The multiple linear regression equation obtained is:

$$Y = 0.297 + 0.303X1 + 0.459X2 + 0.522X3 + e$$

This regression equation can be explained as follows:

1) If the communication, teamwork, and training variables are held constant, the constant value of 0.297 indicates that work productivity stands at 0.297.
2) If other factors are held constant, an increase in communication will result in a 0.303 increase in work productivity, as indicated by the communication regression coefficient of 0.303.
3) An increase in employee teamwork results in a 0.459 increase in work productivity, in line with the teamwork regression coefficient of 0.459.
4) The training regression coefficient of 0.522 indicates that improving training quality can produce a 0.522 increase in work output. Furthermore, training is the factor with the greatest influence on worker productivity.

Coefficient of Determination Test (R^2)

In the regression model, the extent to which the independent variables explain the dependent variable is determined through the coefficient of determination (R^2) test. The factors of training, teamwork, and communication were examined in this study to determine their impact on worker productivity. The following table presents the results of the coefficient of determination test:

Table 5. Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.943	0.889	0.884	2.23845

The R-squared value of 0.889 indicates that communication, teamwork, and training collectively explain 88.9% of the variance in employee work productivity, with the remaining 11.1% attributable to external factors. Furthermore, the Adjusted R-squared value of 0.884 validates the model's accuracy in explaining the relationship between the independent variables and employee performance.

T-Test (Partial) and F-Test (Simultaneous)

The t-test is used to determine the individual significance of the independent variables on the dependent variable. For this study, the test assessed how communication, collaboration, and training affect employee productivity at PT X, using a significance level of 0.05. A hypothesis is supported when the obtained significance value

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is less than 0.05, indicating a statistically significant effect of the independent variable on the dependent variable.

Table 6. T-Test (Partial)

Model	B	Std. Error	Beta	t	Sig.
(Constant)	0.297	2.461		0.121	0.904
Communication (X1)	0.303	0.122	0.222	2.480	0.016
Teamwork (X2)	0.459	0.147	0.329	3.124	0.003
Training (X3)	0.522	0.149	0.430	3.511	<0.001

The results of the t-test presented in the table above lead to the following conclusions:

1) The Communication variable shows a t-value of 2.480 with a significance level of 0.016, indicating a statistically significant positive effect on employee work productivity. Therefore, H1 is accepted.
2) Teamwork produces a t-value of 3.124 and a significance level of 0.003, indicating a positive and significant effect on employee work productivity; therefore, H2 is accepted.
3) Training produces a t-value of 3.511 with a significance level of <0.001, indicating that training has a positive and significant effect on employee work productivity, so H3 is accepted.

Based on these findings, the training variable has the highest calculated t-value among the existing factors, indicating that this variable has the greatest impact on worker productivity.

The F-test evaluates the combined effect of the independent variables on the dependent variable. This study uses this test to analyze how communication, collaboration, and training collectively affect the productivity of PT X employees. These variables are considered statistically significant if their p-value is below the 0.05 threshold.

Table 7. F-Test (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2454.811	3	818.270	163.306	<0.001
Residual	305.650	61	5.011		
Total	2760.462	64			

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The F-test produced a value of 163.306, with a significance level below 0.001. Given that this value is below the 0.05 threshold, it is clear that communication, teamwork, and training collectively have a positive and significant effect on employee productivity. Therefore, H4, which hypothesizes that these factors influence work productivity at PT X, is confirmed.

DISCUSSION

Based on the research, the work efficiency of PT X employees is positively and significantly influenced by teamwork, communication, and training. These three factors reflect how employee participation - particularly their level of activeness in the company's operational activities - is realized. Through good teamwork, efficient communication, and continuous training, employees can improve the quality of their work, the effectiveness of task completion, and the achievement of organizational goals. Integrating these three elements into employee engagement initiatives enables organizations to strengthen staff commitment, foster a supportive corporate culture, and achieve organizational goals more effectively.

The study shows that labor efficiency is significantly and positively influenced by communication. This underscores the importance of effective communication in clarifying job responsibilities, encouraging collaboration, and reducing errors throughout the workflow. In addition, good communication fosters positive working relationships among staff members, which improves operational work efficiency. In the context of employee engagement, communication is an important means for staff members to participate in organizational activities, exchange ideas, and provide feedback.

These results reinforce the findings of Sari et al. (2023), who highlight that communication has a positive impact on employee productivity by improving coordination and work effectiveness. In addition, Aisa and Oktarina (2025) emphasize that effective communication is essential for organizational success by improving employee performance. As a result, strong communication serves as a key element in fostering a productive and engaged work atmosphere. Strategies that companies can implement to strengthen communication include building an open internal communication system, holding regular inter-departmental meetings, utilizing communication technology to convey information, and providing feedback mechanisms so that employees can voice ideas and issues encountered in their work. With these strategies, the flow of information can run more effectively and support improved work productivity.

Furthermore, the research results show that employee work productivity is positively and significantly influenced by teamwork. This illustrates how employees' ability to build cooperation and teamwork improves the efficiency of task completion. Teamwork allows for a clearer division of tasks, improves coordination among team members, and

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creates synergy in achieving organizational goals. In addition, teamwork can also create a harmonious work environment, thereby reducing conflict and increasing work comfort.

These results support Haniifa et al.'s (2022) research, which states that teamwork has a positive relationship with employee productivity because good cooperation can improve work effectiveness and the achievement of organizational targets. Another study by Brox and Lechner (2024) also explains that team collaboration provides a positive spillover effect on improving individual performance and work productivity. Therefore, teamwork is one of the important factors in improving work productivity through the active involvement of organizational members. To strengthen teamwork, companies can implement strategies such as building a collaborative culture, clearly dividing tasks according to each member's competence, organizing team-building activities, and providing rewards for team achievements. These strategies can increase mutual trust, strengthen coordination among employees, and create synergy that supports improved work productivity.

The training variable is the factor with the most dominant influence on employee work productivity. This shows that improving competence through training is very important for increasing work effectiveness and efficiency. Training helps employees improve their technical skills, job knowledge, and ability to adapt to technological developments and changes in the work environment. In the concept of employee participation, training is a form of organizational support for employee capacity development so that they can contribute optimally to the organization.

These research results are consistent with the findings of Darwin et al. (2025), who state that training improves employee performance and skills, which in turn improves staff productivity. In addition, by improving employees' skills and work experience, training plays an important role in improving productivity. This conclusion is also supported by Purnomo et al.'s (2025) research, which states that job training significantly improves worker productivity. As an implementation effort, companies can organize ongoing training programs tailored to job requirements and technological developments. Training can be conducted through workshops, practice-based training, mentoring, and digital training, allowing employees to acquire new knowledge and skills more flexibly. With this strategy, employees' abilities can continue to develop so that work productivity continues to increase.

Simultaneously, communication, teamwork, and training have a mutually supportive relationship in improving employee work productivity. Effective communication facilitates the exchange of information, teamwork strengthens coordination and collaboration, while training improves individual competence in carrying out work. The integration of these three variables reflects the effective implementation of employee participation because employees are actively involved in the organization's work processes. The synergy of

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these three factors can be realized through company policies that support employee participation, such as providing communication forums, strengthening a collaborative culture, and implementing ongoing human resource development programs. With this integration, companies can create a work environment that is adaptive, productive, and oriented toward improving organizational performance.

These research results support the concept of employee participation, which states that active employee involvement can improve organizational efficiency, motivation, and work effectiveness. Therefore, companies need to consistently improve internal communication systems, build a collaborative culture, and implement training initiatives tailored to job requirements. Periodic evaluation of training initiatives, collaboration implementation, and communication effectiveness is also essential to ensure that the strategies applied remain aligned with organizational needs and the constantly changing business environment. Companies are required to optimize the achievement of organizational goals and improve staff productivity through the implementation of appropriate employee engagement initiatives.

CONCLUSION

The following are the findings of this study:

1. Effective communication significantly improves productivity at PT X. By ensuring clear and structured information, coordination becomes easier and errors are minimized.
2. Collaborative teamwork is a major driver of employee productivity, as strong professional relationships enhance cohesion, collaboration, and task execution efficiency.
3. Employee productivity is positively influenced by training. Structured company training programs are essential for improving staff competence, technical skills, and overall job understanding.
4. Among the variables analyzed, training has the greatest influence on productivity at PT X, highlighting the importance of skills development in improving work quality and operational effectiveness.
5. Collaborative teamwork, communication, and training are key factors that significantly improve work efficiency at PT X. Therefore, ongoing efforts to increase employee participation and active involvement are essential to achieving organizational goals.

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