

THE INFLUENCE OF WORK MOTIVATION AND DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE HRGA DEPARTMENT OF PT. OTTO PHARMACEUTICAL INDUSTRY

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ABSTRACT

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This research is motivated by the non-optimal performance shown by the employees of the Pharmaceutical Company PT. OTTO Pharmaceutical Industries, HRGA Department. This study aims to examine the effect of work motivation and discipline on employee performance at the Pharmaceutical Company PT. OTTO Pharmaceutical Industries, HRGA Department. The independent variables consist of work motivation and discipline, while the dependent variable is employee performance. This type of research is included in quantitative research, while the research method used is descriptive and verification methods. The research population is all employees of the Pharmaceutical Company PT. OTTO Pharmaceutical Industries, HRGA Department. The sampling technique is non-probability sampling using saturated sampling, so that the number of samples is 38 people. The data analysis used is multiple linear regression analysis. The results showed that work motivation and discipline had a positive and significant effect on employee performance. The magnitude of the effect of work motivation and discipline on employee performance is 70.7%.

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1. INTRODUCTION

The performance of employees in the company is one of the important things to be considered by management. Employee performance is very influential on company productivity and business success. Therefore, management needs to understand the factors that affect employee performance and take appropriate actions to improve them. Employee performance has the essence that an employee's work performance can be produced according to procedures determined by the organization or company in order to achieve targets, work goals, and the company's vision and mission [1]. Theoretically, employee performance refers to the description of the level of achievement in the implementation of work programs and policies implemented by a company. This achievement can be realized through the goals, objectives, vision, and mission of the company [2]. Regarding the definition of employee performance, there are indicators that can be measured according to [3] in the book Sopiah, Sangadji in [4], namely: (1) Quality, the quality of work is measured by the leadership's perception of the quality of work produced and the perfection of tasks based on the skills and abilities of employees; (2) Quantity, which is the amount produced, is usually expressed in terms such as units, the number of activity cycles completed; (3) Timeliness is the level of activity in completing work within a certain time that has been set as a standard for achieving the time of completion of work; (4) Effectiveness, is the level of use of organizational resources (energy, money, technology, and raw materials) that is maximized with the intention of increasing the results of each unit's use of resources; (5) Independence, is the level at which an employee will be able to carry out his work functions, work commitments with agencies, and employee responsibilities to the organization.

Management Human resource management practices are defined as a set of corporate strategy practices designed to attract, develop, motivate, and retain a workforce in order to carry out the function of achieving company goals to meet requirements as a source of competitive advantage for companies" [5]. Human resource management is the set of policies and practices involved in carrying out the human

resource aspects of management positions, including recruiting, screening, training, awarding, and evaluating [6].

Particularly at PT. OTTO Pharmaceutical Industries, which is one of the few pioneering pharmaceutical companies in Indonesia since its establishment on April 8, 1963, in Bandung, West Java. PT OTTO Pharmaceutical Industries is part of the Mensa Group, which is a pharmaceutical manufacturing company that produces various quality medicines and aims to serve the public nationally. In line with the trust gained by medical doctors and the public for the quality of their products, PT. OTTO Pharmaceutical Industries has the opportunity to continue to increase its sales and market share. But related to employee performance, PT. OTTO Pharmaceutical Industries still has problems, especially in the HRGA Department, which causes a decrease in employee performance, which in turn can affect profits and the company's reputation. Some problems still occur, such as ineffective recruitment, legal risk issues, high turnover costs, conflicts between employees or departments, and the loss of skilled employees.

One of the most important factors in improving employee performance is motivation. Highly motivated employees tend to be more productive and have greater commitment to the company. Management can increase employee motivation by providing appropriate rewards, providing opportunities for development, and creating a positive work environment. Work discipline is also an important factor in improving employee performance. Disciplined employees tend to be more productive and have lower absenteeism. Management can improve work discipline by setting clear performance standards, providing effective oversight, and enforcing appropriate sanctions.

However, several problems often arise in this relationship. One of the main problems is the lack of work motivation among employees. Without sufficient motivation, employees will not have the energy and enthusiasm to do their job well, which will affect their performance with indicators such as remuneration, working conditions, work facilities, job performance, recognition from superiors, and the work itself. Motivation is an effort that can encourage someone to take the desired action because a person's behavior tends to be goal-oriented and driven by the desire to achieve certain goals [7];[8];[9]. Motivation is the willingness to make a high level of effort to achieve organizational goals, conditioned by the ability to satisfy the needs of a number of individuals (Robbins & Coulter in [10]). The factor that has a very dominant influence on employee performance is work motivation [11]. As well as the high and low levels of one's motivation at work, these can be measured by the indicators stated by [12] which are as follows: (1) Remuneration, namely everything in the form of goods, services, and money, is compensation received by employees for their services involved in the organization.

(2) Working conditions, namely the conditions or circumstances of the work environment of a company; are the place of work for employees who work in that environment. Good working conditions are comfortable and support workers ability to carry out their activities properly; (3) Work facilities, namely everything contained in the organization that is occupied and enjoyed by employees, both in direct relationship with work and for the smooth running of work; (4) Work performance, namely the results achieved or desired by everyone at work. For everyone, it is not the same size because humans are different from one another; (5) Acknowledgment from upper management, specifically statements made by leaders indicating whether or not employees have implemented the motivation provided; (6) The work itself, namely employees who do work by themselves, whether their work can be a motivation for other employees.

Others, lack of work discipline is also a problem. Some employees may not have sufficient work discipline and work inefficiently with indicators such as entry and return hours, dress code, behavior, relationships between units, and agency regulations. This can result in work not being completed on time or even at all, which will affect their performance. The work discipline of an agency is high, so it is hoped that employees will work better, so that the productivity of the agency increases [13]. In addition, good work discipline increases work efficiency as much as possible, does not take a lot of time for the company to simply make improvements to this aspect of discipline, and can be used to achieve agency goals [14]. To measure work discipline, indicators are measured according to Singodimedjo in [15], including:

1. Rules of entry, return, and rest hours.
2. Basic rules regarding dress and conduct at work.
3. Regulations on how to do work and relate to other work units.
4. Regulations about what is allowed and what is not allowed to be done by employees while in the agency, and so on.

Previous research has proven that employee performance is very important for the success of a company. Therefore, many researchers have conducted studies to find out what factors affect employee performance. The results of this study indicate that there are several factors that greatly affect employee performance, fairly according to [16] in "The Influence of Work Motivation and Discipline on Employee Performance at PT. Nusantara Plantation V (Persero)". Another study analyzed employee performance, which was influenced by work motivation and discipline factors, according to [17] in "The Influence of Work Motivation and Discipline on Employee Performance at PT. Luxury Indah Jaya-Binjai".

Based on the phenomenon from the discussion above, the problem can be formulated as follows: 1) How is the motivation of the Pharmaceutical Company PT. OTTO Pharmaceutical Industries, part of the HRGA Department?, 2) How is the work discipline of the Pharmaceutical Company PT. OTTO Pharmaceutical Industries, part of the HRGA Department?, 3) How is the performance of the employees of the Pharmaceutical Company PT. OTTO Pharmaceutical Industries HRGA Department? 4) How much influence do motivation and work discipline have on the performance of employees of the Pharmaceutical Company PT. OTTO Pharmaceutical Industries HRGA Department?

2. METHOD

Type and Data Source

The type of data used is primary data or direct responses from respondents regarding motivation, work discipline and employee performance in the HRGA Department using a questionnaire, as well as secondary data obtained through direct interviews with stakeholders related to motivation, work discipline and employee performance. To make it easier to process data statistically, in this case, the process is assisted by using the SPSS application.

Analysis Method

This study uses a quantitative method, a descriptive explanation, and survey research. Using samples from a population and a questionnaire to gather data is the descriptive survey method. Additionally, the sampling method used in this study is saturated sampling, which is used when the population is too small and the data collected does not meet the standards for normality and all available sample components must be collected. In order to ensure that the elements of the population being represented are included in the sample, the saturated sampling technique is also useful when the data being collected is intended to represent the population as a whole. Every person in the population is taken as a sample when using the saturated sampling technique, so there is no random sampling or sampling based on certain criteria.

3. RESULTS AND DISCUSSION

Respondent Demographics

Table 1. Characteristics of Respondents Based on Gender

Information	Frequency	Percentage
Men	19	50%
Women	19	50%
Total	38	100%

Source: Processed Data (2023)

Based on table 1 above, it shows that employees at the Pharmaceutical Company PT. The OTTO Pharmaceutical Industries division of the HRGA Department have the same gender, namely 50.00% (19 people) male and 50.00% (19 people) female.

Table 2. Characteristics of Respondents Based on Education

Information	Frequency	Percentage
D3	11	28.95%
S1	23	60.53%
S2	4	10.53%
Total	38	100%

Source: Processed Data (2023)

According to table 2 above, the majority of OTTO Pharmaceutical Industries employees in the HRGA Department have bachelor's degrees (S1), which total 60.53% (23 people), while one or more have master's degrees, which total 10.53% (4 people).

Test Results

Table 3. Recapitulation of Respondents' Responses Regarding the Variables of Motivation, Work Discipline, and Employee Performance

No	Variable	Actual Score	Ideal Score	%	Mean	Category
1	Motivation	901	1140	79,04	3,95	Good
2	Work Discipline	761	950	80,11	4,01	Good
3	Employee Performance	786	950	82,74	4,14	Good

Source: Processed Data (2023)

Based on table 3 above, it shows that the motivation shown by employees at the Pharmaceutical Company PT. OTTO Pharmaceutical Industries division of the HRGA Department as a whole is in the good category.

Table 4. Results of Validity Test Variables: Motivation, Work Discipline, and Employee used on Performance

No	Variable	Result	Information
1	Motivation	r square > r table	Valid
2	Work Discipline	r square > r table	Valid
3	Employee Performance	r square > r table	Valid

Source: SPSS Output Results (2023)

B table 4 above, the results of the validity test show that the r count value for each variable is greater than the r table value, which is 0.320 (r square > 0.320), meaning that the variables of motivation, work discipline, and employee performance have met the validity criteria.

Table 5. Work Environment Variable Reliability Test Results, Work Motivation, and ASN Performance

No	Variable	Cronbach's Alpha	Criteria	Information
1	Motivation	0,875	0,70	Reliabel
2	Work Discipline	0,861	0,70	Reliabel
3	Employee Performance	0,881	0,70	Reliabel

Source: SPSS Output Results (2023)

Based on table 5 above, the results of the reliability test show that the Cronbach's Alpha value for each variable is greater than 0.70, meaning that the work environment, work motivation, and ASN performance variables meet the reliable criteria.

Table 6. Normality Test Results (Kolmogorov-Smirnov Test)

Information	Significance Value	Criteria	Information
Unstandardized Residual	0,200	0,05	Normal

Source: SPSS Output Results (2023)

Based on table 6 above, the results of the normality test show that the Kolmogorov Smirnov significance value is $0.200 > 0.05$, meaning that the regression model meets the assumptions of normality or the data is normally distributed.

Table 7. Multicollinearity Test Results

Information	VIF Value	Criteria	Information
Motivation	1,365	10	No Multicollinearity
Work Discipline	1,365	10	No Multicollinearity

Source: SPSS Output Results (2023)

Based on table 7 above, the results of the multicollinearity test show that the VIF value of each variable is $1.365 < 10$, meaning that there are no symptoms of multicollinearity in the regression model.

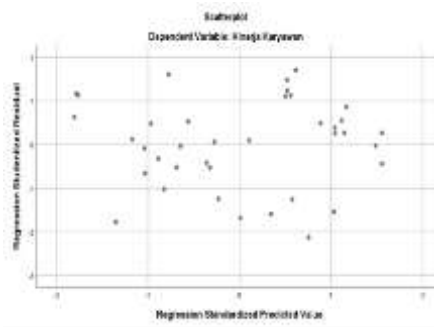


Figure 1. Heteroscedasticity Test

Source : SPSS Output (2023)

Based on Figure 1 above, it shows that the points are above and below the value 0 on the Y axis, and besides that, the points spread randomly and do not form a certain pattern, meaning that there are no symptoms of heteroscedasticity in the regression model.

Tabel 8. Multiple Linear Regression Analysis

Variable	Coefficient
Constant	0,338
Motivation	0,490
Work Discipline	0,472

Source : SPSS Output (2023)

Based on table 8 above, it shows that the multiple linear regression equation model formed is:

$$Y = 0.338 + 0.490X_1 + 0.472X_2$$

1. If the constant value is 0.338, it means that if the independent variables, namely work motivation and discipline, are constant or zero (0), then the dependent variable will have a value of 0.338.
2. If the value of the regression coefficient of the motivation variable is 0.490, it means that if the motivation variable increases by one unit, then the employee performance variable will increase by 0.490. The positive sign on the value of the regression coefficient indicates that motivation has a positive effect on employee performance. The higher the motivation, the higher the employee's performance.
3. If the value of the regression coefficient for the work discipline variable is 0.472, it means that if the work discipline variable increases by one unit, then the employee performance variable will increase by 0.472. A positive sign on the value of the regression coefficient indicates that work discipline has a positive effect on employee performance. The higher the work discipline, the higher the employee performance.

Table 9. Partial Hypothesis Testing

Variable	t Value	Sig Value	Result
Motivation	4,517 > 2,030	0,000 < 0,05	H ₁ is accepted
Work Discipline	4,508 > 2,030	0,000 < 0,05	H ₂ is accepted

Source : SPSS Output (2023)

Based on table 9 above, the partial test results show that the variables of work motivation and discipline have a significant effect on employee performance variables.

Table 10. Simultaneous Hypothesis Testing

Variable	F Value	Sig Value	Result
Motivation & Work Discipline	42185 > 3,27	0,000 < 0,05	H ₃ is accepted

Source : SPSS Output (2023)

Based on table 10, the results of simultaneous hypothesis testing show that the variables of motivation and work discipline have a significant effect on employee performance variables.

Table 11. Simultaneous Determination Coefficient Testing

Information	Value	Percentage
R-squared	0,707	70,7%

Source : SPSS Output (2023)

Based on table 11 above, the results of the simultaneous determination coefficient test indicate that work motivation and discipline variables have an impact on employee performance variables to an

extent of 70.7%, with other variables outside the scope of the research model having an impact on the remaining 33.2%.

Tabel 12. Pengujian Koefisien Determinasi Parsial

Information	Beta	Zero-order	Percentage
Motivation	0,483	0,733	35,4%
Work Discipline	0,482	0,732	35,3%

Source : SPSS Output (2023)

Based on table 12 above, the results of the partial determination coefficient test show that the magnitude of the influence of the motivation variable on employee performance variables is 35.4%, while the magnitude of the influence of work discipline variables on employee performance variables is 35.3%.

4. CONCLUSION

The results of the study show that motivation has a significant effect on employee performance. The magnitude of the effect of motivation on employee performance is 35.4%. The results of this study are also supported by the theory, which states that motivation is one of the most important factors in improving employee performance. Highly motivated employees tend to be more productive and have greater commitment to the company. Management can increase employee motivation by providing appropriate rewards, providing opportunities for development, and creating a positive work environment. So the higher the motivation, the higher the employee's performance. The results showed that work discipline has a significant effect on employee performance. The magnitude of the influence of work discipline on employee performance is 35.3%. The results of this study are also supported by a theory that states that work discipline is also an important factor in improving employee performance. Disciplined employees tend to be more productive and have lower absenteeism. Management can improve work discipline by setting clear performance standards, providing effective oversight, and enforcing appropriate sanctions. The results of the study show that work motivation and discipline have a significant effect on employee performance. The magnitude of the influence of work motivation and discipline variables on employee performance variables is 70.7%. The results of this study are also supported by a theory that states that there are several factors that affect employee performance, such as motivational factors. Highly motivated employees tend to be more productive and have greater commitment to the company. Management can increase employee motivation by providing appropriate rewards, providing opportunities for development, and creating a positive work environment. In addition to motivational factors, there are also work discipline factors. Work discipline is also an important factor in improving employee performance. Disciplined employees tend to be more productive and have lower absenteeism. Management can improve work discipline by setting clear performance standards, providing effective oversight, and enforcing appropriate sanctions. So the higher the work discipline, the higher the employee's performance.

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