

Factors Affecting Employee Performance in PT Kimia Farma Trading & Distribution Branch Medan

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ABSTRACT

Performance is a quality result achieved by employees in performing their duties according with the responsibilities given to them. This study aims to determine: (1) the influence of job stress on performances, (2) the effect of training on performances, (3) the influence of organizational culture on performances, (4) the influence of compensation on performances, (5) the influence of work stress, organization and compensation for performances. The number of respondents in this study is 50 people. The analysis used in this research is regression analysis. Data were collected through questionnaires. The result of data analysis shows that there is significant influence that is training have positive and significant effect; compensation has a positive and significant effect on employee performance in PT Kimia Farma Trading & Distribution Branch Medan

Keywords: *Performance, Job Stress, Training, Culture Organization, Compensation*

INTRODUCTION

The pharmaceutical industry in Indonesia continues to grow and develop. The expansion of membership of the National Health Insurance (JKN) or Health BPJS which reached 175 million members until March 2017, or 66% of the total population of Indonesia. Coupled with the government's commitment to make the pharmaceutical industry one of the priority industries in Indonesia by launching the Pharmaceutical Industry and Medical Devices Roadmap at the end of February 2017. The wider range of JKN to the public means that more people in Indonesia have access to health services. This has contributed to the growth in drug

consumption and the development of the pharmaceutical industry as a whole.

PT. Kimia Farma Trading & Distribution (KFTD) is a subsidiary of PT Kimia Farma (Persero), Tbk, the Indonesian pharmaceutical industry which has the main business activity of producing drugs and drug raw materials which has developed into a major health care company in Indonesia so that it is increasingly play an important role in the development and development of public health. PT. Kimia Farma Trading & Distribution (KFTD) an integrated health service company moves from upstream to downstream.

PT. Kimia Farma Trading & Distribution (KFTD) has 41 branches of Pharmaceutical Wholesalers, supported by

378 salesmen with 21,392 outlets, including pharmacies, hospitals, agencies, drug stores, wholesalers and supermarkets. PT. Kimia Farma Trading & Distribution (KFTD) has 3 classes, PT. Kimia Farma Trading & Distribution (KFTD) Medan branch is in the class I level in Indonesia, but in the lowest total revenue in its class compared to other branches that have the same class. The number of employees of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch is relatively the same as Tangerang, but the level of productivity is still below the Tangerang branch. Based on the data as explained above it can be seen that the productivity of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch is still relatively low compared to other branches. This indicates that the performance of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch is still not optimal.

According to Cooper in Mangkunegara (2008) work stress as a tension or stress experienced when the demands that are faced exceeds the power that is in us. He explained that work stress comes from work environment situations that pose a threat to individuals. Some companies may demand to reach a certain level of work, while their employees may not be able to handle the tasks assigned. At PT KFTD Medan some employees consider stress to be a factor that affects performance due to saturation with excessive workloads and task demands that support the occurrence of stress.

Effective training is relevant and useful information that informs employees and develops skills and behavior that can be transferred back to the workplace. Montana & Charnov (2000). The purpose of the training is to create an impact that takes place outside the end time of the training itself. The focus is on creating specific action and commitment steps that focus people's attention on combining their new skills and ideas back to work. Training can be offered as a development skill for individuals and groups. For the training at PT KFTD Medan, the employees are still

considered lacking. The training schedule is minimal for some sections and training is deemed not on target because it is not followed by the right participants.

Organizational culture is understood as a characteristic of everyday environment as seen and felt by those who work there, Choueke & Armstrong (2000). Studies on organizational culture can take on many aspects, including the level (visible, expressed values, and underlying assumptions), strength is strong or weak, and adaptive or not. At PT Kimia Farma Trading & Distribution is being promoted by a corporate culture program namely 5 R and ICARE to create productive working environment conditions and a disciplined work culture 5 R which is Compact, Neat, Rawat, Resilient, Diligent and ICARE namely Innovation, Customer First, Accountable, Responsible, Eco-Friendly.

Employee performance is also affected by compensation. Compensation includes an absolute level of appreciation, which is given by the company to employees which is expected to determine the employee's actions in completing Cool's work or assignments (2005). The issue of compensation is perhaps the most difficult and confusing human resource management function. Not only because the provision of compensation is one of the most complex tasks, but also one of the most meaningful aspects, both for human resources and organizations.

LITERATURE REVIEW

Stress at work is a major problem for individuals in an organization and its own organization, Leong, Furnham, & Cooper (1996). Since Kahn's pioneering research, Wolfeet al., (1964) about organizational role theory, many studies have examined the relationship between work stressor roles and various consequences. Work role stressors such as role conflict and role ambiguity are sources of organizational stress related to Chang's work (2008). Stress at work is a well-known factor for motivation and low morale, decreased performance, high

turnover and sick leave, accidents, low job satisfaction, low quality products and services, internal communication and poor conflict, Schabracq & Cooper (2000).

Stress as an individual reaction to a new condition or a threat in the work environment, Arnold and Feldman (1988). It was explained that work stress originates from work environment situations that pose a threat to individuals. Some companies may demand to reach a certain level of work, while their employees may not be able to handle the tasks assigned. It is said that demand exceeds the capacity of individuals who simultaneously fail to meet top management. In addition, work stress has been universally recognized as a social problem (Mizuno et al., 2006) which has a combination of factors that interfere with workers physically and psychologically (Lu, 1997), and affect their overall health care (Conway et al., 2008).

According to Hurrell (in Munandar, 2001) work factors that can cause stress are grouped into five broad categories, namely:

Intrinsic factors in work include, roles in organizations, career development, relationships in work as well as structure and organization. First, the categories of intrinsic factors in work are physical and tasks, for example physical noise, heat while tasks include workload, night work and exposure to risks and dangers. Second, the role of individuals in the organization means that each workforce has a group of tasks that must be carried out in accordance with existing regulations. Third, career development is a potential stress generator which includes job uncertainty, over-promotion or under-promotion. Fourth, relationships in jobs that are not good can be seen from low trust, low interest in solving organizational problems. Whereas the fifth is structure and organization, lack of participation or participation in decision making in organizations.

Stress is seen as an undesirable phenomenon caused by inadequate handling of sources of environmental stressors associated with certain jobs (for example,

excessive workload, role conflict / ambiguity, poor working conditions), and consequently negative mental and physical health and consequences, Murphy, Cooper, & Payne (1988). From the above opinion it can be concluded that work stress is everything experienced by employees where they feel there is no physical and psychological balance that can affect the processes and conditions of employees and impact on performance.

Training is traditionally defined as the process by which individuals change their skills, knowledge, attitudes, and / or behavior, De Cenzo & Robbins (1998). This means that training is expected to give employees the knowledge, expertise, skills that support their performance and behavior that will be applied daily and the training has a major influence on the development of the company.

Organizational culture is generally seen as a set of key values, assumptions, understandings, and norms that are owned by members of the organization and taught to new members as Alvesson (2012).

The relationship between corporate culture and organizational performance can be explained in the diagnosis model of Tiernay's organizational culture that the better the quality of the factors contained in the organizational culture, the better the performance of the organization, Moelyono Djokosantoso (2003). So employees who already understand the overall cultural values of the organization will make these values an organizational personality. This value will be manifested into their daily behavior at work, so that it will become an individual performance. Supported by existing human resources, systems and technology, corporate strategy and logistics, each good individual performance will lead to good company performance. The results of Chatman and Bersade's research (1997) and Udan Bintoro (2002) state that the organizational culture can strongly improve organizational performance.

Compensation is the total of all awards given to employees in exchange for

their services, Mondy and Joe (2005). The same statement was stated by Cool (2005) that compensation includes an absolute level of appreciation, which is given by the company to employees which is expected to determine the employee's actions in completing a task or job. From the above statement, it can be concluded that compensation is a compensation for the services provided by the organization to its employees, because the employee has helped in the progress of the organization in achieving its stated goals, both short-term and long-term goals.

According to Vroom (Robbin, 1996) who perceives a strong relationship between performance and employee compensation, if the motivation is optimized. Therefore, one of the factors that can encourage employee performance improvement can be influenced by the provision of compensation. According to Steers & Porter (1991) that High or low performance of workers is closely related to the system of compensation that is applied by the institution / organization where they work. The provision of improper compensation affects the improvement of one's performance.

Performance refers to the level of mission achievement in the workplace that builds an employee's job, Cascio (2006). Different researchers have different thoughts about performance. Most researchers have used the term performance to express the measurement range of transactional efficiency and the efficiency of input & output, Stannack (1996). Job performance has been defined as the value an organization can expect from discrete behavior performed by an employee from time to time, Motowidlo & Van Scotter (1994). Motowidlo & Van Scotter (1994) suggested several assumptions about job performance leading to this definition including the idea that work performance is behavioral, episodic, evaluative, and multidimensional.

In this study an analysis will be conducted to improve the performance of

employees of PT Kimia Farma Trading & Distribution Medan branch based on four factors: work stress, training, organizational culture and compensation.

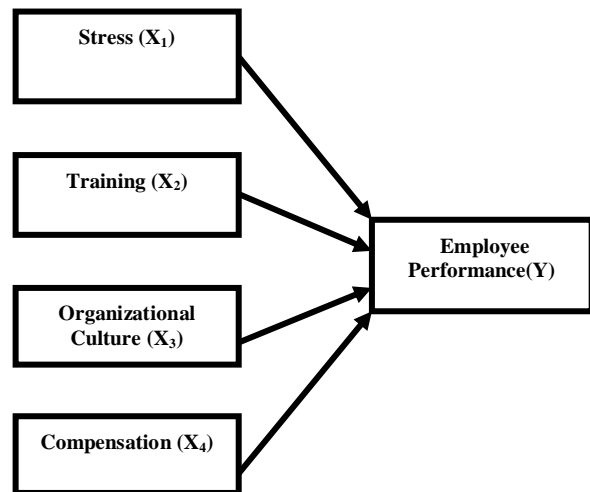


Figure 1: Conceptual frame work

Hypothesis

Based on the conceptual drawing framework, two hypotheses are formed, namely simultaneous hypotheses and partial hypotheses as follows:

H1: The influence of Work Stress (X1) variable with Performance

H2: The influence of the Training variable (X2) with Performance

H3: The influence of Organizational Culture (X3) variable with Performance

H4: The influence of the Compensation variable (X4) with Performance

H5: The influence of Work Stress variables (X1), Training (X2), Organizational Culture (X3), and Compensation (X4) with Performance

MATERIALS & METHODS

This study aims to determine the factors that influence performance at PT Kimia Farma Trading & Distribution Medan Branch. The analysis used in this study includes descriptive analysis, regression analysis, and hypothesis testing.

This research will be carried out within the scope of PT Kimia Farma Trading & Distribution in Amplas, Timbang Deli. The research method used in this study

is the correlational method. Arikunto (2010) argues that the population is the whole subject of research. Meanwhile, according to Sugiyono (2011), population can be defined as a generalization area consisting of objects or subjects that have a certain quantity and characteristics determined by researchers to be studied and then drawn conclusions. From some of the opinions above, the population in this study were all employees of PT Kimia Farma Trading & Distribution Medan Branch with a total of 40 people, so that all populations were made as research respondents.

The type of data in this study includes primary data and secondary data. Primary data is data obtained from the results of direct field research, namely through the distribution of questionnaires to respondents and interviews with parties associated with employees of PT Kimia Farma Trading & Distribution Medan branch. While the secondary data is data obtained through the study of documentation of data that has to do with PT. Kimia Farma Trading & Distribution Medan Branch.

RESULT AND DISCUSSION

Characteristics of Respondents by Gender

Table 1 Characteristics of Respondents by Gender

Gender	Number of Respondents	Perscentage (%)
Man	31	62,00%
Woman	19	38,00%
Tottal	50	100%

Based on Table 1, it can be seen that there are 31 male respondents (62.00%) compared to 19 female respondents (38.00%). This shows that the study respondents were male as a greater proportion than women.

Characteristics of Respondents by Age

Table 2 Characteristics of Respondents by Age

No	Age (Year)	Number Of Respondent	Percentage (%)
1	21-30	23	46,00%
2	31-40	15	30,00%
3	41-50	6	12,00%
4	51-60	6	12,00%
	Tottal	50	100%

The largest percentage of respondents age at PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch is in the age range of 21-30 years which is 46.00% and the lowest in the age range 41-50 and 51-60 years which is 12.00%. The age of the employees who were made respondents started from the age of 21-60 years. This shows that the characteristics of respondents based on age have a fairly good level of emotional maturity in decision making and are very productive at work and have a high level of accuracy.

Characteristics of Respondents by Length of Work

Table 3 Characteristics of Respondents by Leght of Work

No	Duration (Year)	Number of Respondent	Percentage (%)
1	0-10	39	78,00%
2	10-20	7	14,00%
3	20-30	2	4,00%
4	30-40	2	4,00%
	Total	50	100%

The largest percentage of respondents working time at PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch is 0-10 years which is 78.00% and the lowest is 20-30 and 30-40 years which is 4.00%. Based on the length of work it can be concluded that the employees of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch is still not very experienced and does not know the ins and outs of the organization, but the level of productive work is very high so that it can continue to learn and develop the company's organization towards a better direction.

Validity test

It is known that each question item has a r count> of r tables (0.278) and is positive. Thus the item question is declared valid.

Reliability Test

It is known that each variable has a Cronbach Alpha> 0.60. Thus the variables (work stress, training, organizational culture, compensation and performance) can be said to be reliable.

Residual Normality Test

Tabel 4 Recapitulation of Kolmogorov-Smirnov Normality Test Value

Variabel	Unstandarize Residual		Ket.
	Nilai Kolmogorov Smirnov	Sig	
Stress (X ₁)	0,982	0,290	Normal
Training (X ₂)	1,284	0,074	Normal
Organization Culture (X ₃)	0,938	0,342	Normal
Compensation(X ₄)	1,279	0,076	Normal
Performance (Y)	1,090	0,186	Normal

Normality Test aims to test whether in the regression model the dependent variable and the independent variable both have normal distributions or not. The way that can be taken to test the normality of data is to look at the table of test of normality, if the test of normality is determined using Kolmogorov-Smirnov value of sig > 0.05, then the data is normally distributed.

Heteroscedasticity Test

It shown that the variables Training (X₂) and Compensation (X₄) have a significance value of less than 0.05, so that these variables have heteroscedasticity problems and will be analyzed.

Tabel 5 Heteroscedasticity Test Results

Variabel	Koefisiensi	T	Sig
Stress (X ₁)	0,126	1,113	0,272
Trainin(X ₂)	0,510	3,943	0,000
Organization Culture (X ₃)	0,018	0,137	0,892
Compensation (X ₄)	0,427	3,540	0,001

Hypothesis testing

Tabel 6 Hypothesis testing 1, 2, 3, 4 dan 5 (F Test)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	277.982	4	69.495	12.226	.000 ^a
	Residual	255.798	45	5.684		
	Total	533.780	49			

Tabel 7 Hypothesis testing 1, 2, 3, 4 and 5 (T Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.554	5.674		1.684	.099
	Stress Kerja	.078	.070	.126	1.113	.272
	Pelatihan	.509	.129	.510	3.943	.000
	Budaya Organisasi	-.015	.107	-.018	-.137	.892
	Kompensasi	.381	.108	.427	3.540	.001

DISCUSSION AND CONCLUSION

Analysis of the Effect of Training on Employee Performance at PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch

Based on the results of data analysis that has been done shows that there is a positive and significant effect between the Training with Employee Performance of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch. This shows that the training carried out by PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch has a positive impact on employee performance results for the better, the targets to be achieved can be met, and improve employee morale so far..

Analysis of the Effect of Compensation on Employee Performance of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch

Based on the results of data analysis that has been done shows that there is a positive and significant effect between Compensation and Employee Performance of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch. This statement is proven by the results of the T test calculation which produces a t-test of 3.540 while the t-table of 2.011, this means that the more an employee gets compensation in his job the more the performance of the employee increases.

Compensation provided by PT. Kimia Farma Trading & Distribution

(KFTD) Medan Branch to employees is a reward in return because the employee has helped in the company's progress in achieving the goals set, both short-term and long-term goals. The compensation program carried out so far is in accordance with the provisions set by PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch and the program for reimbursing care and treatment costs in the event of an accident while working, a social security system policy is provided to all employees of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch so that health and safety at work are guaranteed

Managerial Implications

This research has a positive impact in improving employee performance at PT Kimia Farma Trading & Distribution Medan Branch. The importance of employees in a company makes the research carried out. The company must act to restructure all company systems to improve employee performance. The arrangement must also pay attention to employee aspirations. Management of companies based only on the results will be less effective.

Training must be systematically evaluated by documenting the results of the training in terms of how trainees actually behave again in their work and the relevance of trainees' behavior to company goals. Of the five employee performance indicators, low ratings appear on the quantity indicator. In addition to being constrained by the high level of workload and the deadline for completing work, employees also feel the need for the addition of facilities and infrastructure that can support work to be completed in accordance with needs.

The compensation program for PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch which has been applied so far is fair enough, where employees who have a high level of education will receive the same compensation, for positions in organizations of the same level. The plan provides benefits focused on employee needs and

overall company goals, where the rewards program must be able to improve performance, including increasing employee satisfaction, to keep employees loyal, and foster motivation and interest of existing employees

CONCLUSION

Based on the result of research, discussion, and conclusions the suggestions that can be given are as follows :

1. This study proves the absence of a positive and significant effect between stress on the performance of employees of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch. This means that the greater the employee's work stress will not improve the employee's performance.
2. This study proves that there is a positive influence between training on the performance of employees of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch. Employee performance will increase by 0.509 units for each additional one unit X2 (Training). So if the training has increased by one unit, the Employee Performance will increase by 0.509 units assuming the other variables are considered constant.
3. This study proves the absence of a positive influence between organizational culture on the performance of employees of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch. This means that the greater the organizational culture does not improve the performance of these employees.
4. This study proves the existence of a positive and significant effect between compensation on the performance of employees of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch. Employee Performance will increase by 0.381 units for each additional one unit X4 (Compensation). So if Compensation has increased by 1 unit, then Employee Performance will increase by 0.381 units assuming the other variables are considered constant.

5. This study proves that not all variables have a positive and significant effect on employee performance.

Recommendations

Based on the result of research, discussion, and conclusions the suggestions that can be given are as follows :

1. Even though work stress does not affect employee performance, companies can plan 'employee gathering' activities to reduce employee work stress levels.
2. The need to hold training for each division unit at PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch in order to improve the performance of its employees, this needs to be given because training is an element of human resource development.
3. Training Methods and Instructor Trainers also need to be improved as a whole and each division unit in order to be able to influence the Employee Performance of PT. Kimia Farma Trading & Distribution (KFTD) Medan Branch.
4. Disseminating corporate organizational culture to employees to encourage employees to improve performance.
5. The need for compensation in accordance with the workload provided to improve employee motivation and quality. Kimia Farma Trading & Distribution (KFTD) Medan Branch in work.
6. For better results, it is recommended that future researchers use a questionnaire and also use the interview method to obtain more accurate results that can support the results of the study.

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