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Employee Retention and Enhancement of Performance by Motivation and Work Discipline in the Pharmacy Department in Manembo-nembo Bitung Hospital

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Abstract

Introduction: The performance of a pharmacist as the implementer of pharmaceutical services is an important issue that must be studied to increase the quality of hospital services. A good performance of a pharmacist is an indicator of health services. From point of view of human resources, motivation, and work discipline are the main factors that influence a pharmacist's performance. **Objective:** To determine the influence of motivation and discipline on employee performance at the department pharmacy of Manembo-nembo hospital, Bitung. **Method:** A cross-sectional study was conducted in June 2020. The respondent is all of the pharmacists in the pharmacy department as many as 25 people. The questionnaire is used as a measuring tool which consists of three variables namely motivation, work discipline, and performance. The data was processed using SPPS version 23 for windows. **Results:** The results showed that normality test were normally distributed, free of multicollinearity data, and heteroskedastic. Motivation and work discipline effects performance value 12.3% and 42.8% **Conclusion:** There is a positive and significant effect between motivation and work discipline variables on performance variables.

Keywords: Motivation; Discipline; Performance; Pharmacy; Hospital

Introduction

The hospital is a health service organization that is very important for the community. The hospital is an example of a business providing health services for the community; its existence is significant. The growth of hospitals lately is getting faster, making the competition between hospitals even tighter. Six primary resources in management affect the company's success in achieving its goals: capital, human resources, machines, materials, methods, and money. One of the most critical resources in determining the successful use of other resources is human

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resources. In this case, the hospital is very dependent on the ability and expertise of its staff, both health staff and non-health staff (Lestariningsih, Hadiyati, & Astuti, 2018). In today's global competition, the world of work needs employees who can think to be more advanced, intelligent, innovative, and able to work with high spirits in the face of the times. Various organizations are trying to improve the performance of all elements in the organization to achieve organizational survival. Many research findings, according to Chien et al. (2020), suggested that productivity has a significant impact on knowledge, skills, abilities, attitudes, and behaviors. As a result, it's important to consider how to comprehend the five components in a motivational career. One of the most important aspects affecting employee performance is work discipline. Employees' sincerity at work will be influenced by the work discipline enforced by the organization or corporation. Good discipline indicates a person's sense of accountability for the responsibilities that have been assigned to him. This boosts employee motivation, morale, and the company's, employees', and society's goals. As a result, every boss strives to instill discipline in his staff. According to Sugiarti, Mukrodi & Mawardi, (2022), a safe and healthy work environment has been proven to affect employee productivity; besides, pleasant working conditions can include a workplace and facilities that can help speed up the completion of work.

According to Hasibuan & Hasibuan (2016), many interpret discipline when employees always come home on time. That opinion is just one that the organization demands. Therefore, discipline can be interpreted as written or unwritten behaviour. According to Sastrohadiwiryo & Syuhada (2021), Work discipline can be defined as an attitude of respect, respect, obedience, and obedience to applicable regulations, both written and unwritten and able to carry them out and not forget to accept the sanctions if he violates his duties and obligations. Authority was given to him.

Human power is the backbone for the provision of quality health care for the population. Health services are affected by many factors such as human resources (Yami et al. 2011). Despite individualized education and competency development of pharmacists are important but skills, behavior, and attitudes values thereby receive real significance through experience in practice (Meštrović et al. 2012). Several factors such as motivation and work discipline from within the organization itself have different effects on the performance of pharmaceutical personnel (Schafheutle, Seston & Hassell, 2011). Azar & Shafighi (2013) stated that one reason for the success of employees and organizations is because of the high motivation factor and the concept of motivation used to explain abilities and work opportunities. Motivation is a factor that leads to behaviour in organizations. Inside, a person will always be motivated to move his behaviour to meet specific goals. Bitung, the city of a port in North Sulawesi has attained a profound development in the health care sector. Manembo-nembo Bitung hospital is the only government hospital in Bitung city.

Research Methodology

Study design and settings

Cross-sectional study, this study uses a correlational research method (Correlational Research), a type of research with the characteristics of the problem in the form of a correlational relationship between two or more variables. A correlational study aims to determine whether there is a correlation between variables. This type of research emphasizes determining the level of relationship that can also be used to make predictions.

Participants

The respondents were all pharmacists in the pharmacy installation section of the Manembo-Nembo Hospital, Bitung as many as 25 people. This study was conducted in June 2020.

Survey tool

The questionnaire is used as a measuring tool which consists of three variables namely motivation, work discipline, and performance. The adaptation questionnaire consists of closed-ended four-point Likert-type scales (Naz et al. 2020). The validity and reliability tests in this study were conducted on three variables (Athiyah, 2019). Each variable in the questionnaire has a different number of statements. The motivation variable consists of five indicators with a 26-item questionnaire measuring instrument statement. Work discipline variables in this study consists of five indicators with 23 items statement and five indicators with 20 items statement of performance variables.

Analysis Data

Descriptive statistical analysis was conducted in SPSS v.23. A validity and reliability test were conducted on respondents' answers, followed by a multiple linear regression test. The result of the normality test showed that the data were normally distributed, free of multicollinearity data, and heteroskedastic.

Result and Discussion

Validity and Reliability Test

Table 1: The results of the validity test of Motivation, work discipline, and performance variable

Statement item number	***Corrected item-total correlation***		
	Motivation variable	**Work discipline variable**	**Performance variable**
1	0.806	0.117	0.743
2	0.778	0.612	0.435
3	0.657	0.683	0.403
4	0.640	0.634	0.357
5	0.564	0.332	0.743
6	0.280	0.703	0.519
7	0.468	0.246	0.615
8	-0.401	0.487	0.657
9	0.760	0.271	0.462
10	0.796	0.732	0.527

11	0.774	0.826	0.105
12	0.692	0.210	0.331
13	-0.201	0.544	0.524
14	0.434	0.405	0.625
15	0.536	-0.013	0.839
16	0.433	0.173	0.812
17	0.672	0.266	-0.110
18	0.633	0.269	0.884
19	0.620	0.593	0.842
20	0.440	0.593	0.772
21	0.299	0.625	
22	0.636	0.255	
23	0.562	0.126	
24	0.095		
25	-0.033		
26	0.708		

Valid indicators are seen from the value table r. If the value of r table < value of r count, then the statement is valid. Based on the r table with a significance of 5%, the r table value for 25 respondents (N = 25) is 0.323 (refer to table 1).

Table 2: The results of the reliability test of Motivation, work discipline, and performance variable

Variable	**Motivation**	**Work Discipline**	**Performance**
Cronbach's Alpha	0.892	0.846	0.906

The motivation variable reliability test questionnaire showed good reliability (Cronbach's Alpha value = 0.892). Based on the test results, the Cronbach's Alpha value of the work discipline variable is 0.846, while the performance variable has a Cronbach's Alpha value of 0.906. Reliability refers to the degree to which results of an instrument can be replicated on recurring measurements across time (test-retest) and among related items on the instrument (internal consistency) (refer to table 2).

Perception of the questionnaire in the pharmacy department at Manembo-nembo Bitung hospital

Table 3: The average answers to respondents' perception of the questionnaire in the pharmacy department at Manembo-nembo Bitung hospital

Statement	**The average answers of respondents' perception**		
Item number	**Motivation variable**	**Work discipline variable**	**Performance variable**
1	3.56	3.84	3.64
2	4.00	3.84	3.00
3	3.92	3.72	3.36

4	3.24	3.72	3.52
5	3.28	3.80	3.64
6	3.28	3.80	3.40
7	3.52	3.56	3.40
8	3.48	3.84	3.88
9	3.60	2.76	3.48
10	2.88	3.72	3.44
11	3.32	2.80	3.40
12	3.28	3.80	3.84
13	2.44	3.88	3.40
14	3.68		3.60
15	3.60		3.72
16	2.76		3.72
17	2.44		3.68
18	3.72		3.68
19	3.76		
20	3.76		
Average	**3.38**	**3.62**	**3.54**

Score distribution analysis was conducted to evaluate the effect of motivation and work discipline on pharmacist performances of the pharmacy department at Manembo-nembo Bitung hospital (refer to table 3). The score range of the material is 1 to 4 based on the Likert scale as described below:

$3.26 \leq x \leq 4.00$ = strongly positive
$2.51 \leq x \leq 3.25$ = positive
$1.76 \leq x \leq 2.50$ = negative
$1.00 \leq x \leq 1.75$ = strongly negative

The highest score = 4; the lowest score = 1 and distribution score = 4-1/4 = 0,75.

The average respondent's perception answer on the questionnaire of motivation, work discipline, and performance were 3.38; 3.62; 3.54, respectively. The distribution score of the answer and categorization result on the effect of motivation, work discipline, and pharmacist performance at Manembo-nembo Bitung hospital shows 100% of the respondent answer was strongly positive, which indicated that there is a strong positive effect on respondent answer on motivation, work discipline, and performance variables.

Meanwhile, Udin & Yuniawan (2020) claimed that performance refers to a person's ability to complete a task. According to Chappell (2020), performance is the outcome achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities to achieve the organization's goals legally, without breaking the law, and in

accordance with morals and ethics. Performance can also be defined as the results gained by an organization, whether for profit or not, over a period. Performance is described by Zehir, et al. (2016) as a description of the level of achievement of an activity, program, or policy in attaining the organization's goals, objectives, mission, and vision as stated in the formation of a strategic plan.

Work discipline, according to Thoman & Lloyd (2018), can be defined as the use of management to reinforce organizational rules. Managers utilize work discipline to communicate with their employees. The goal is to improve someone's ability to follow social rules and standards. Salamon & Mesko (2016) define discipline as an individual's awareness of and willingness to follow all organizational regulations and social norms. Discipline must be enforced in a company; without it, it will be difficult for the company to achieve its objectives. Discipline can also be defined as the act of exercising self-control to perform tasks successfully, efficiently, and productively. The purpose of discipline is to exert self-control to improve work performance and attain corporate goals.

Work motivation, according to Oloke et al. (2017), is defined as the willingness to go above and beyond to achieve organizational goals that are adjusted by the ability to meet certain individual needs. Bastari & Ali (2020) argued that work motivation is psychological process that creates and directs behavior toward a goal. According to Dung & Thang (2019), Work motivation refers to the internal strength of an individual that explains the amount, direction, and persistence of effort performed. While Pakdel (2013), Motivation is a human inner drive that, when stimulated, causes a person to react in a specific manner.

Multiple Regression Test

1) Normality Test

This test uses the Kolmogorov-Smirnov analysis of the residual data that appears in the data view after the first linear regression analysis. Values obtained normality test indicates the data are normally distributed or not. This will determine the researcher to select parametric or nonparametric statistical calculations. The results of the normality test can be seen from the Asymp value. Sig. (2-tailed) = 0.189. The figure 1 shows that the data is normally distributed because the value exceeds 0.05. Then created a new variable in the data view to calculate heteroscedasticity test that can be followed by a regression test results F. The variable made is the absolute value of the residue (Abs_res).

Figure 1: Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		25
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.98575332
Most Extreme Differences	Absolute	.145
	Positive	.145
	Negative	-.111
Test Statistic		.145
Asymp. Sig. (2-tailed)		.189[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

2 Multicollinearity Test

Multicollinearity is a phenomenon when two or more predictors are correlated, if this happens, the standard error of the coefficients will increase. Increased standard errors mean that the coefficients for some or all independent variables may be found to be significantly different from 0. In other words, by overinflating the standard errors, multicollinearity makes some variables statistically insignificant when they should be significant. In this paper, we focus on multicollinearity, reasons, and consequences on the reliability of the regression model (Daoud, 2017). Some authors emphasized the adverse effect of severe multicollinearity, as a result of very high correlations between the handled predictors, on regression parameters; in this case, wrong biological interpretations can be made (Tatliyer, Bas & Yagci, 2019).

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation values among independent variables provide the same information about the dependent variable so that the two independent variables are represented by only one variable. Expected fellow independent variable did not correlate because it will affect the precision of the results of the prediction of the dependent variable (refer to figure 2).

Figure 2: Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	5.452	7.684		.709	.485		
	NILAI MOTIV	.238	.136	.276	1.755	.093	.501	1.998
	NILAI DIS	.924	.228	.636	4.051	.001	.501	1.998

a. Dependent Variable: NILAI KIN

A model is said to free their multicollinearity if there is a variable X (independent) that may not be correlated. This can be seen from the tolerance and VIF (Variance Inflation Factor) values. The value of tolerance that most of the variables around the number 1 and VIF (Variance Inflation Factor) cannot exceed the number 10. The multicollinearity value is calculated from the VIF value in the Collinearity Statistics column with a number <10. The result of the calculation, 1.998 VIF value that indicates that there is no multicollinearity. The tolerance value of 0.501 is more than 0.1, which means that there is no multicollinearity so that the regression results can be said to be precise between the independent and dependent variables.

3) Heteroscedasticity Test

This definition of heteroscedasticity covers both models with a discrete and with a continuous distribution of the variances of the errors. When a linear model for a specific set of predictors is selected, the heteroscedasticity of the errors may be due to different causes. Furthermore, reasons for heteroscedasticity could be omitted variables, outliers in the data, or an incorrectly

specified model equation, for example, omitted product terms. In psychological contexts product terms in regression are often related to overlooked or yet unidentified moderator variables. One of the standard assumptions underlying a linear model is that the errors are independently identically distributed. When the errors are independently identically distributed, they are homoscedastic. If the errors are not independently identically distributed and assumed to have distributions with different variances, the errors are said to be heteroscedastic (Klein et al. 2016).

Figure 3: Heteroscedasticity Test Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.449	4.320		.104	.918
	NILAI MOTIV	-.151	.076	-.546	-1.984	.060
	NILAI DIS	.243	.128	.521	1.894	.071

a. Dependent Variable: Abs_res

This test is used to determine the variance inequality of the residuals for all observations of the independent variables (independent) in the regression model. If the assumption of heteroscedasticity is not met, then the regression model is declared invalid. In the linear regression model, the conditions must be met, namely no heteroscedasticity. Researchers used the Glejser test in statistical applications where the dependent variable was replaced with a residual absolute value of the performance value. Detecting the presence or absence of these symptoms can be done by looking at the presence or absence of a certain pattern on the Scatterplot chart. Figure 3 shows that the value of the independent variables (discipline and motivation) has a Sig value. namely 0.071 and 0.06. There is no heteroscedasticity if all independent variables have a Sig. more than 0.05. These results indicate that the independent variable is > 0.05, meaning that there is no heteroscedasticity in this multiple regression test. Judging from the multicollinearity test and heteroscedasticity test, the researchers' multiple regression model fulfills the classical assumption test so that it can be continued on other tests. This shows that the independent variables used in this study are not correlated.

4) F Test

To test the regression coefficients of linear models, the conventional F-test has been suggested. The asymptotic normality of generalized F-statistic is obtained under some regular conditions, and then the power of the F-test is derived. The conventional method for testing regression coefficients simultaneously under the normality is the F -test with attractive properties when the number of covariates p is fixed and less than the sample size n. The simulations were designed to evaluate the performance of the asymptotic power of the generalized F -test for the linear regression model with simple random designs (Wang & Cui, 2013). This test is intended to determine whether the independent variables (discipline and motivation) have a significant influence on the dependent variable (performance).

Figure 4: F Test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	574.047	2	287.023	29.514	.000[b]
	Residual	213.953	22	9.725		
	Total	788.000	24			

a. Dependent Variable: NILAI KIN

b. Predictors: (Constant), NILAI DIS, NILAI MOTIV

The independent variable affects the dependent variable if the Sig value is less than 0.05. Calculations researchers showed that the Sig. 0,00 so that discipline and motivation variables have a significant effect on performance (refer to figure 4). The amount of influence can be seen in the Model Summary Table in the Adjusted R square column. The calculation results obtained the number 0.704 or 70.4%. So that the effect of work discipline and motivation on performance is 70.4%.

Figure 5: The amount of influence of the independent variable on the dependent variable

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854[a]	.728	.704	3.119

a. Predictors: (Constant), NILAI DIS, NILAI MOTIV

After the multiple regression test value is found, it can also be tested how much influence the independent variables (discipline and motivation) have on the dependent variable (performance) partially. Partial is meant every independent variable (discipline or motivation) has an independent influence or not on the dependent variable (performance). To know the magnitude influence of only one of the independent variables (for example, only motivation value or discipline only) on the dependent variable (performance value), it can be seen in the Coefficients table 6.

Table 6: The amount of influence of the independent variable on the dependent variable

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations		
		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
1	(Constant)	5.452	7.684		.709	.485			
	NILAI MOTIV	.238	.136	.276	1.755	.093	.725	.350	.195
	NILAI DIS	.924	.228	.636	4.051	.001	.831	.654	.450

a. Dependent Variable: NILAI KIN

The value of the two independent variables shows a positive sign with the Sig. <0.05. The influence of each independent variable can be seen on the previous partial Correlations column squared first. The values of motivation and work discipline have an effect of 0.350 and 0.654, respectively. These results should be squared first by 0.123 and 0.428. So that the value of motivation and the value of work discipline affect the performance value of 12.3% and 42.8%.

Conclusion

Motivation and work discipline has a positive and significant effect on employee performance of the pharmacy department in Manembo-nembo Bitung hospital, North Sulawesi, Indonesia. This can be interpreted that motivation and good work discipline together contribute to the improvement of employee performance.

Conflict of Interests

The authors declare that they have no conflict of interests.

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