

THE EFFECT OF EMPLOYMENT COHESIVITY AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT HERBA MEDIKA AKADEMI (HMA) KEDIRI

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Abstract

This study aims to determine the effect of cohesiveness and work motivation on employee performance at PT. Herba Medika Academy of Kediri. The sampling technique used is saturated sampling with a total sample of 40 respondents. This study uses a type of quantitative research method, the data for this study were obtained through interviews, observations, questionnaires. Analysis of the data used is the analysis of validity test, reliability test, classical assumption test, multiple linear regression, t test (partial), f test (simultaneous), and the coefficient of determination r^2 . From the results of the analysis, it can be concluded that cohesiveness and work motivation have a positive and significant effect on employee performance, so that the variables of cohesiveness and work motivation have a positive and significant effect on the performance of employee.

INTRODUCTION

The era of globalization is the main factor to achieve a highly competitive change. Over time, with changes in technology and large companies moving faster and superior to compete with other companies, one company will encourage one company to innovate and improve quality so as not to lag behind other competitors. The quality of all company activities must be superior and competent in order to obtain quality human resources in accordance with the expectations of every organization, besides that a person also needs to be equipped with the ability to use procedures, technical skills, knowledge, capacity to understand, motivate themselves and help each other. members, both individually and in groups.

Performance comes from job performance, or actual performance which measures how effective a person is compared to predetermined goals (Sulistiyorini 2017:1). Laras (dalam Tupamahu 2018:32) employee performance as a form of a person's success in achieving certain roles or goals resulting from the results of his own activities. A person's performance is considered very good if the results of his work are superior to his role, and can achieve the goals set by the company. Of course, good performance is the hope of all businesses and organizations, everyone can be reflected in their performance, and each employee must be able to perform well and be measured by the organization's ability to carry out their duties.

PT. HMA pays attention to future desires and needs, so the effect of cohesiveness and work motivation can improve employee performance to achieve company goals, of course the company provides enormous opportunities for all its employees. Performance problems can be seen from the lack of employee loyalty to the company seen from employees who are still burdened with the position occupied at this time, the lack of employee performance both in quantity and quality in achieving their targets, the lack of applying the nature of honesty at work in acknowledging the problems that have been made, employee discipline still not seen from when working hours are not in accordance with company regulations they have decided to go home even though the target has been met, the lack of cooperation between co-workers has caused work that has finished time to be hampered, besides the lack of employees in being responsible for company policies in determining targets is still Many employees have not been able to achieve the targets set by the company so that it can affect employee performance.

In a company, all employees work together to achieve something to be achieved, so all employees need cohesiveness with cohesiveness. (Larasati et al., 2018:2) argue that cohesiveness can be seen from the interest in the group to the extent that its members become one with each other and become members of the group. Employees will feel united when they are going to solve the problems they are facing, filling each other's needs during a time when the company is facing difficult problems.

The problems that often arise at PT HMA are the existence of weak cohesiveness, the problems faced by the company are the lack of social influence

between individuals to be able to encourage groups to relate to each other and provide support, the lack of unity in the group seen from differences of opinion so that it is concerned with personal interests and cannot respect for group members, lack of attraction between group members so that they cannot be consistent with the interests of their own group, lack of collaboration between groups so that it is difficult to prioritize goals to achieve predetermined goals in the company, resulting in decreased employee performance. Bad psychological factors that employees have will make employees *resign* in a short time, this is evidenced by the company's frequent *recruitment* of new employees and that's where superiors find it difficult to create group cohesiveness at work so that cohesiveness can affect employee performance.

In addition to the cohesiveness of other factors that can affect employee performance is their motivation to work, in the company also needs to be improved in motivation. Hasibuan (in Nurhas, 2017:2) argues that work motivation is the provision of motivation to develop the spirit of one's workers so that they are ready to collaborate, be productive, and participate in all their efforts to achieve satisfaction. Someone who is motivated to receive encouragement to be able to do a job or exercise within the company, with a strong level of motivation will consider work as a hobby and will be serious about work. If all members have high motivation, whatever the organization does, they will continue to develop and contribute to the progress of the company, if there is no motivation in a company and do not have the support what is desired will also be difficult to achieve.

According to Mc. Donald (in Syahputra, 2015:52) motivation as a form of energy change in a person with a feeling and reaction in achieving goals. Through this understanding, motivation is something very complex. Motivation can bring about a change in energy in a human being, then passion will grow related to psychology, feelings and emotions, which continues in an action to do something.

Factors that affect employee performance are work motivation, problems arise because superiors only prioritize company goals, sometimes the employee's condition at work is less noticed by superiors, however, employees who drive the plans that have been prepared by the company, this is where problems occur between superiors and subordinates, poor work environment support the absence of

security guards for security at work, opportunities in achieving career paths are also hampered because there are still employees who feel less confident in improving work performance, besides the company benefits are not in accordance with what employees have expected, so that these problems make it difficult for employees to work. motivate themselves at work so that it can affect employee performance.

As for the research reference (Malik, 2017) entitled *The Effect of Group Cohesiveness on Employee Performance*, the results show that Group Cohesiveness has a positive and significant effect on employee performance. According to (Purba & Primayoga, 2017) explains that motivation and cohesiveness have a significant positive effect on employee performance.

PT Herba Medika Akademi (HMA) is a company engaged in health consulting services and the sale of herbal medicines for this company. This company serves health checks, health care, provides herbal medicine. This examination is carried out by *door to door* going around from one house to another. PT Herba Medika Akademi (HMA) is also one of the companies that has a career path that all employees who work in the company can achieve, especially in employee cohesiveness and motivation. own office and can develop a team, every day those who have joined this company will be equipped with work motivation so that they can develop what has been set in the company and for motivation at this company it can be proven when employees can give each other encouragement to be able to provide work performance for challenges the company presents.

RESEARCH METHOD

This type of research is used, namely causal associative quantitative research, causal associative research according to (Sugiyono, 2015:193) trying to explore the relationship between one variable and another variable or how independent variables (X1) Cohesiveness and Motivation (X2), affect variable (Y) employee performance.

The population in this study were all employees of PT Herba Medika Akademi who were included in this study a total of 40 people. The sampling technique of this study uses *non-probability sampling* which means that it does not provide

opportunities or opportunities for each member of the population selected as a sample. The sampling technique in this study is by using the saturated sample technique method.

Data is an important factor in research, for that we need certain techniques in data collection. Data collection techniques used in this study were through questionnaires, interviews, observations, and literature studies. While the data analysis using the SPSS application with various tests carried out such as validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, hypothesis testing through T and F tests, and the coefficient of determination test was carried out.

RESULTS AND DISCUSSION

According to Kurniawan & Puspitaningtyas, (2016:97) Validity test is a procedure to determine the accuracy of question items that measure the variables being studied are valid or not.

- 1) If the $r_{\text{calculated}} > r_{\text{table}}$ and the significance value < 0.05 then the instrument is declared valid
- 2) If the value of $r_{\text{count}} < r_{\text{table}}$ and the significance value > 0.05 then the instrument is declared invalid

Table 1. Validity Test Result

No.	Variable	Item	Rcount	rtable	Conclusion
1.	Cohesiveness (X1)	X1.1	0,737	0,312	Valid
		X1.2	0,694	0,312	Valid
		X1.3	0,660	0,312	Valid
		X1.4	0,743	0,312	Valid
		X1.5	0,481	0,312	Valid
		X1.6	0,488	0,312	Valid
		X1.7	0,584	0,312	Valid
		X1.8	0,729	0,312	Valid
2.	Work Motivation	X2.1	0,710	0,312	Valid
		X2.2	0,757	0,312	Valid

	(X2)	X2.3	0,742	0,312	Valid
		X2.4	0,862	0,312	Valid
		X2.5	0,681	0,312	Valid
		X2.6	0,761	0,312	Valid
		X2.7	0,759	0,312	Valid
		X2.8	0,604	0,312	Valid
3.	Employee Performance (Y)	Y.1	0,855	0,312	Valid
		Y.2	0,759	0,312	Valid
		Y.3	0,787	0,312	Valid
		Y.4	0,603	0,312	Valid
		Y.5	0,822	0,312	Valid
		Y.6	0,691	0,312	Valid
		Y.7	0,837	0,312	Valid
		Y.8	0,590	0,312	Valid
		Y.9	0,759	0,312	Valid
		Y.10	0,785	0,312	Valid
		Y.11	0,776	0,312	Valid
		Y.12	0,797	0,312	Valid

SSource: Data processed, 2022

Based on table 1 it is known that if the $r_{\text{calculated}}$ of each variable $> r_{\text{table}}$ (3.12) with a significant value of 0.05, it can be concluded that all questions on the Cohesiveness variable (X_1), Work Motivation (X_2), Employee Performance (Y) is valid.

Then a reliability test was carried out which according to (Kurniawan & Puspitaningtyas, 2016:97) was a test carried out to determine the reliability (level of confidence) of a questionnaire. A variable is declared reliable if the significance value of *Cronbach Alpha* (α) > 0.60

Table 2. Variable Reliability test results

Variable	Numbers of items	Table r Alpha Value	Calculated r Alpha Value	Description

Cohesiveness (X1)	9	0,60	0,739	Reliable
Work Motivation (X2)	9	0,60	0,777	Reliable
Employee Performance (Y)	13	0,60	0,772	Reliable

Source: Processed data, 2022

Based on table 2 above it can be seen that each variable is cohesiveness variable (X₁), work motivation (X₂), Employee Performance (Y) has a calculated r alpha value > r alpha table, it can be concluded that the reliability test results of all variables are said to be reliable.

Furthermore, a normality test was also carried out according to (Sugiyono, 2015:239) as a test step used to measure whether in the regression model the confounding variables or residuals were normally distributed. In this study using the *Kolmogorov-Smirnov test*, if the probability value is greater than 0.05 or 5%, the results of the *Kolmogorov-Smirnov* declared to be normally distributed.

Table 3. Normality Test Result One-Sample Kolmogorov Smirnov

Variable	Significance Value	Exact Sig (2-tailed)	Description
Cohesiveness (X1)	0,05	0,605	Normal
Work Motivation (X2)	0,05	0,174	Normal
Employee Permormance (Y)	0,05	0,080	Normal

Source: Processed data, 2022

Based on table 3 above, it can be seen that the *Exact Sig. (2-tailed)* of all variables, namely Cohesiveness (X₁), Work Motivation variable (X₂), Employee Performance variable (Y) has a value above 0.05 or 5% so it can be concluded that the data is normally distributed.

According to (Mulyati, 2014:824) it is very important that multicollinearity tests are also carried out in a study to test whether the regression model shows a correlation between independent variables. This check can be done in two ways, namely by looking at the VIF (*Variance Inflation Factors*) and by looking at the tolerance value. If the tolerance value is < 0.10 and the VIF value is > 10 then multicollinearity occurs, if the tolerance value is > 0.10 and the VIF value < 10 then multicollinearity does not occur.

Table 4. Multicollinearity Test Result

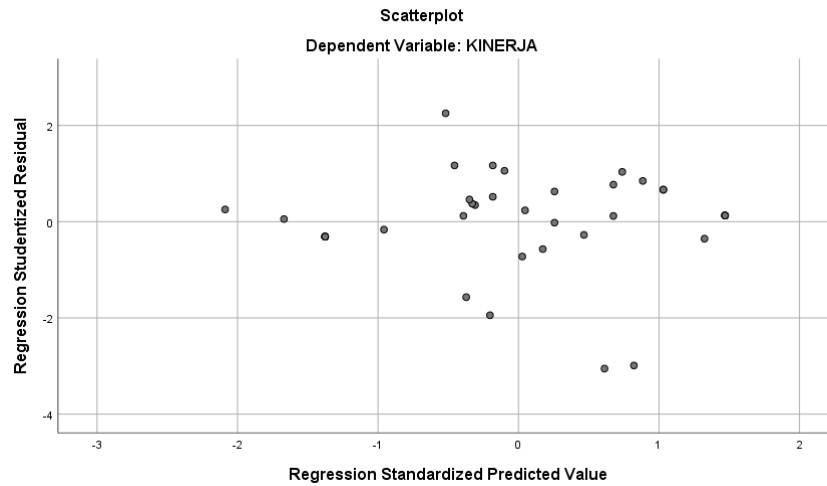
Variabel Bebas	Tolerance	VIF	Description
Cohesiveness (X1)	0,560	1,784	Non Multicollinearity
Work Motivation (X2)	0,560	1,784	Non Multicollynearity

Source: Processed data, 2022

Based on the table 4 above, the tolerance value of each variable, namely the Cohesiveness variable (X_1), the Work Motivation variable (X_2), has a tolerance value of $0.560 > 0.10$ and a VIF value of $1.784 < 10$, it can be concluded that there is no multicollinearity between the variables. free in this study.

Then as a series of tests in discussing this research, a heteroscedasticity test was also carried out according to Ghazali (dalam Setiyani et al., 2018:10) said that this test occurs when the variance from one residual to the next observation remains the same, while heteroscedasticity occurs when the variance changes from one residual to the next observation. This check uses a scatterplot graph by looking at the random distribution above and below the number 0.

Tabel 5. Heteroscedasticity Test Graph



Source: Processed data, 2022

Based on table 5, it can be seen that there is an even distribution of points both above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity in this study.

Furthermore, based on the results of the linearity test which aims to determine whether the two variables have a linear relationship or not significantly.

- 1) If the value of sig < 0.05 then it is said that the variable has a non-linear relationship
- 2) If the value of sig > 0.05, the variable has a linear relationship.

Table 6. Result of Linearity Test

Variable	Significance Value	Significance Value F	Description
Cohesiveness and Employee Performance	0,05	0,085	Linear
Work Motivation and Employee Performance	0,05	0,645	Linear

Source: Processed data, 2022

Based on table 6 above it is known that the significant value F of the employee cohesiveness and performance variable, the work motivation variable and

employee performance both have a significant value > 0.05, meaning that both variables have linear relationship.

Next, multiple linear regression analysis is also used to find the relationship between two or more variables and the influence of the factors in the relationship. Numbers represent the strength of the relationship between these factors (Zulpen et al., 2020:77).

Table 7. Multiple Linear Analysis Test Result

Variable	Regression Coefficient	tcount	Sig	Description
Constants	6,211			
Cohesivensess	0,549	2,497	0,017	H ₀ : Rejected H _a : Accepted
Work Motivation	0,786	3,611	0,001	H ₀ : Rejected H _a : Accepted
F _{count}	27,886		0,000	
R Square	0,601			
Y	Employee Performance			

Source: Processed data, 2022

Based on table 7 above, the regression equation is set as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 6,211 + 0,549X_1 + 0,786X_2 + e$$

Description:

1. $\alpha = 6,211$

The value of the Employee Performance constant (Y) is 6.211 which states that if the variable X₁, X₂ is equal to 0, then the Y value is 6.211.

2. $\beta_1 = 0,549$

The regression coefficient of the cohesiveness variable (X₁) is 0.549, meaning that if there is an increase in the cohesiveness variable (X₁) by one unit while the work motivation variable (X₂) remains, then employee performance (Y) increases by 0.549 units.

3. $\beta_2 = 0,786$

The regression coefficient of the work motivation variable (X₂) is 0.786, meaning that if there is goodness in the work motivation variable (X₂) by one unit while the cohesiveness variable (X₁) remains, then employee performance (Y) increases by 0.786 units

Furthermore, hypothesis testing is carried out through several kinds of tests, such as the T test which is used to test the significance of the relationship between the independent and dependent variables, the variable X₁ (Cohesiveness), and the variable X₂ (Work Motivation) has a different or partial effect on Y (Employee Performance) separately or partially. If the significance probability > 0.05, then H₀ accepted and H_a rejected. If the probability of significance <0.05, then H₀ rejected and H_a accepted.

Table 8. T Test (Partial)

Models	t _{count}	Sig.	Description
Cohesiveness	2,497	0,017	H ₀ : Rejected and H _a : Accepted
Work Motivation	3,611	0,001	H ₀ : Rejected and H _a : Accepted

Source: Processed data, 2022

Based on table 8 above the first and second hypotheses state that the variables of cohesiveness and work motivation have a significant influence on the performance of employees of PT. Herba Medika Akademi Kediri partially.

Based on the t-test that has been carried out and shown in table 8 above, it can be explained as follows:

- 1) Partially cohesiveness (X₁) has a significant effect on employee performance (Y) with a t_{count} of 2,497 > t_{table} 2,026 with a significance value of 0.017 < 0.050 which means H₀ is rejected and H_a is accepted and has a regression coefficient value (β) = 0.549 which means the cohesiveness variable (X₁) which means the cohesiveness variable (X₁) has a significant effect of 0.549 on employee performance (Y) partially.
- 2) Partially the work motivation variable (X₂) has a significant effect on employee performance (Y) with t_{count} 3.611 > t_{table} 2.026 with a significance value of 0.001 < 0.050 which means H₀ is rejected and H_a is accepted and has a regression

coefficient value (β) = 0.786 which means work motivation variable (X2) has a significant effect of 0.786 on employee performance (Y) partially.

From the description above, it can be concluded that the independent variables (X1) and (X2) have an influence on the variable (Y) partially at PT. Herba Medika Academy of Kediri.

Based on the T-test above is used to determine the effect between independent variables separately. While the F test is used to evaluate the level of significance of the influence of the independent variable on the dependent variable when used together (simultaneously) (Ghozali, 2005:84).

- 1) If the significance probability > 0.05 , then H_0 is accepted and H_a is rejected.
- 2) If the probability of significance < 0.05 , then H_0 is rejected and H_a is accepted.

Table 9. F Test Result (Simultaneous)

ANOVA ^a		
F _{count}	Significant	Description
27,886	0,000	H ₀ Rejected H _a Accepted

Source: Processed data, 2022

Based on table 9 above, it shows that the $F_{\text{calculated}} 27.886 > F_{\text{table}} 3.24$ with a significant F value of $0.000 < 0.05$, it can be concluded that H_0 rejected, H_a is accepted, meaning the cohesive variable (X1), work motivation (X2) significantly influence employee performance (Y) simultaneously at PT. Herba Medika Academy of Kediri.

The last hypothesis is tested by testing the coefficient of determination R^2 to show how well a model explains changes in the dependent variable in certain situations. The number of coefficients of determination ranges from zero to one, the relatively low value of R^2 indicates that the capacity of the independent variable to explain the dependent variable is quite limited.

Table 10. Coefficient of Determination Test Result (R^2)

R	R Square
0,775	0,601

Source: Processed data, 2022

Based on table 10 above shows the value of $R = 0.775$ which can be seen that there is a relationship between the independent variables of this study on the

dependent variable. Through the R^2 value, it means that employee performance is influenced by cohesiveness and work motivation of 60.1%.

Based on the discussion of the results of research that has been carried out by researchers, it can be obtained that the cohesiveness variable has an effect and is significant on employee performance and the work motivation variable has an effect and is significant on employee performance at PT. Herba Medika Academy of Kediri. This research has also discussed data analysis and discussion of multiple linear analysis, for more detail it is explained as follows:

The Effect of Cohesiveness on Employee Performance at PT. Herba Medika Akademi Kediri

Through the results of various tests to test the effect of independent variables, the cohesiveness variable has a significant effect on employee performance at PT. Herba Medika Akademi Kediri is partially proven through the results of calculations that have been carried out, a significance value of 0.017 is obtained where the number is < 0.050 , which means H_0 rejected and H_a is accepted and has a regression coefficient value (β) = 0.786. This is because of the group's encouragement to stay in touch and very strong support, mutual respect for the group despite differences of opinion, and employees of PT. Herba Medika Akademi Kediri is consistent with the goals they have planned for mutual success, they want to get the desired goals that will increase employee performance, without all of that employees will find it difficult to form group cohesiveness and they also need strong cohesiveness, so that cohesiveness is very influential on employee performance.

Furthermore, on the indicators of collaboration between groups that most get answers strongly agree from the respondents, namely because employees are very consistent with what has been planned with the group focusing on goals and realizing dreams of mutual success, employees at PT. HMA prioritizes what goals have been implemented so far, by collaborating between groups they will be able to increase their position one by one to a higher position, for example, the more they market the products that have been provided by their company, they are also very quick to be promoted for promotion and must also be accompanied with strong

cooperation between groups.

In line with Abdul Malik, (2017) which shows that cohesiveness has a positive influence on employee performance, with the results of $t_{\text{count}} > t_{\text{table}}$, namely $4.615 > 1.96$ and the results of the cohesiveness correlation coefficient having a value of 0.791, which means the relationship between cohesiveness and employee performance significantly influence employee performance.

The Effect of Work Motivation on Employee Performance at PT. Herba Medika Akademi Kediri

The results of this study indicate that work motivation has a significant effect on employee performance at PT. Herba Medika Akademi Kediri is partially proven by the results of calculations that have been carried out, a significance value of 0.001 is obtained where the number is > 0.050 , which means H_0 rejected and H_a is accepted and has a regression coefficient value (β) = 0.786. This is because there are employees who take the initiative to help others without distinguishing between our superiors or subordinates so that it is very easy to interact, there are supporting facilities for office security and comfort, employees can increase creativity and provide work performance to achieve career paths, and there are allowances and salaries. given by employees in accordance with their abilities and current positions.

Furthermore, the indicators of the work environment that received the most answers strongly agreed from the respondents, because with the facilities that support and the security and comfort when working hours employees really take advantage of it all as well as possible, with all the facilities that already support employees will be very excited to work in the field, especially when they meet a lot of people they will be very motivated to be able to achieve their targets. Employees who have high motivation can certainly trigger a positive effect on the work environment because they will get the impetus for them to be able to do something they want to achieve, so that work motivation can affect performance.

In line with the results of the research by Sindi Larasati & Gilang, (2016) with the title "The Influence of Work Motivation on the performance of employees in the Telkom West West Java (Witel Bekasi) area", from the results of the tests that have been carried out, the results of the $t_{\text{count}} > t_{\text{table}}$ are $6.009 > 1.973$ and the

value of the correlation coefficient of work motivation has a value of $(0.000 < 0.05)$ which means that the relationship between work motivation variables and employee performance variables has a significant effect on employee performance.

The Effect of Cohesiveness and Work Motivation on Employee Performance at PT. Herba Medika Akademi Kediri

The results of this study indicate that cohesiveness, work motivation has a significant effect on employee performance simultaneously as evidenced by the results of calculations that have been carried out, the $t_{\text{calculated}}$ 27.886 with a significant F value of 0.000 where the figure is <0.05 , it can be concluded that H_0 rejected, H_a accepted. On the cohesiveness variable, most answered strongly agree on the indicators of social influence, this is because employees interact more easily with the surrounding environment and can increase the support of spirit between groups. Furthermore, on the indicators of unity in the multiple-choice group, they strongly agree because employees feel that they can respect each other's differences of opinion in the group, without a positive difference of opinion, employees will not be able to achieve the goals they have set.

Furthermore, on the work motivation variable, there are indicators that get the most agreeable answers on the indicators of the relationship between colleagues and superiors, this is because every employee has an attitude of initiative to help others regardless of who is in need of our help. Furthermore, on the opportunity indicator, the most agreed answers because employees feel they can increase creativity for a career to improve work performance in order to achieve the career path provided by the company.

In line with Purba & Primayoga, (2017) which shows that work motivation and cohesiveness have an influence on employee performance, the calculation results show that the $t_{\text{calculated}}$ 3.02 with a significant value of 0.000 where the figure is <0.05 so H_0 rejected $H_{a_{is}}$ accepted, it can be concluded that simultaneously cohesiveness and work motivation have a significant effect on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussions that have been carried out by researchers, it can be concluded as follows:

1. There is a significant effect of the cohesive variable on employee performance at PT. Herba Medika Akademi Kediri partially. This is evidenced in Abdul Malik, (2017) which shows that the cohesive variable has a positive and significant effect on employee performance.
2. There is a significant effect of work motivation variable on employee performance at PT. Herba Medika Akademi Kediri partially. This is based on the research results of Sindi Larasati & Gilang, (2016) which show that the variable of work motivation has a positive and significant effect on employee performance.
3. There is a significant effect of cohesiveness and work motivation variables on employee performance at PT. Herba Medika Akademi Kediri simultaneously. This is based on Purba & Primayoga, (2017) which states that work motivation and cohesiveness variables affect employee performance.

Based on the conclusions that have been put forward by the researchers above, the suggestions that can be submitted relating to the research results are as follows:

1. Management of PT. Herba Medika Akademi Kediri to continue to improve the cohesiveness that has been carried out so far and can provide other alternatives so that the performance of employees is also increasing, for that organizational members need to strive to maintain their performance.
2. Management of PT. Herba Medika Akademi Kediri also continues to improve the work motivation that has existed so far to develop an effective and efficient work system, as well as provide a platform for its employees to motivate each other for the success of the company.
3. For further researchers, it is recommended to develop this research by including variables and indicators that have not been covered so that it can provide scientific insight, especially in the field of human resources.

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