

## THE INFLUENCE OF HR DEVELOPMENT, STANDARD OPERATIONAL PROCEDURES, WORK FACILITIES AND MOTIVATION ON EMPLOYEE PERFORMANCE

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### Abstract:

The motivation phenomena at PT. Mutifa Medan needs to be more robust due to a lack of internal desire to work optimally, ideas to address each work difficulty encountered, and a lack of creativity to carry out the task, all caused by poor employee work facilities. This research examines how human resource development, standard operating procedures, work facilities, and motivation affect employee performance. A quantitative research approach was utilized, and the research was done with a population of PT employees. Mutifa, Medan. The sample was taken from 50 respondents chosen by saturation sampling. Data analysis with multiple linear regression with SPSS application. The t-test results reveal that human resource development, standard operating procedures, work facilities, and motivation all positively and statistically significantly affect employee performance. The F test demonstrates that human resource development, standard operating procedures, work facilities, and job motivation all positively and significantly affect employee performance simultaneously. Employee performance can be explained by human variables, according to the coefficient of determination of 0.627.

**Keywords:** HR Development, Standard Operational Procedures, Work Facilities, Motivation, Employee Performance

## INTRODUCTION

Human resources are critical to accomplishing company goals because the company will need professionals to achieve its objectives. Professional staff may do their responsibilities quickly and accurately, which improves their performance. The organization builds employee capacities through various methods to support the company's success, including HR development, standard operating procedures, work facilities, and motivation to boost employee performance. Performance is essential for accomplishing organizational goals. The effectiveness of an organization in enhancing its performance is heavily reliant on the quality of the human resources involved in its job inside the business. According to Kasmir (2016), performance is the outcome of work and work behavior in performing the tasks and responsibilities assigned over a specific period.

Human resource development can improve staff performance. More excellent training can improve employee performance, contributing to the company's success. Practical employee training will affect abilities and establish employee qualification requirements at each job level. According to Hasibuan (2005), human resource development is an endeavor to increase employees' theoretical, conceptual, and moral technical skills by the requirements of the job or position through education and training.

Price (2011) defines HR development as a deliberate strategy for investing human resources. Human resource development establishes a framework for personal growth, training programs, and career promotion targeted to the organization's future skill demands. Purnamasari (2015) defines Standard Operating processes as work processes detailed enough for all personnel to carry out work



as efficiently as possible, following the purpose, vision, and goals of an institution, agency, or organization.

Researchers are interested in increasing this Standard Operating Procedure variable for research because every organization competes to improve its development and advancement in today's development era. As a result, each organization needs guidelines and monitoring to ensure that its activities are carried out effectively. If the company lacks Standard Operating Procedures, it will be unable to attain its desired level of success. So, the researcher wants to know whether the SOP has been implemented successfully at PT Mutifa Medan according to the company's procedures and whether the SOP may increase employee performance. According to Baskoro (2019), work facilities are a firm service provided to employees to help them meet their demands and increase their performance.

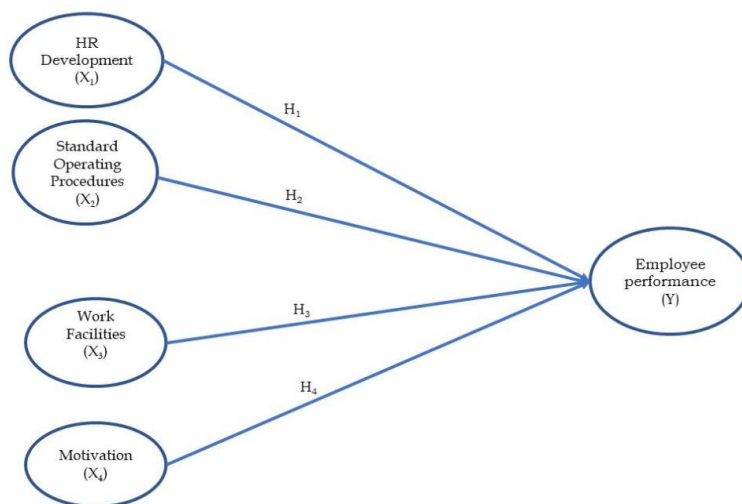
Motivation is one aspect that might influence employee performance in the workplace. With motivation, an employee can complete and exceed his work according to the requirements. According to Wibowo (2010), motivation encourages a range of human behavioral processes that help people achieve their goals.

According to the findings of interviews with the Human Resource Department (HRD) at PT Mutifa Medan, employee performance levels remain extremely low. As a result, the company's aims have yet to be met, and the number of employees at PT Mutifa Medan remains low. The drop in overall medication production output between 2019 and 2022 demonstrates this. Employee performance as a result of medicine production at PT Mutifa Medan.

PT Mutifa Medan's performance has failed to meet its production targets for the past four years, and medicine output continues to drop. The target achievement in 2019 was 81%, followed by 76.8% in 2020, 72.9% in 2021, and 67.5% in 2022. Of course, decreasing production results in a loss in corporate profits and the quality of production created by PT. Mutifa Medan significantly impacts the firm's production facilities; staff talents most likely influence this. So, the next stage is to identify the variables driving the drop in performance. Employees who work part-time. Mutifa Medan is viewed as lacking achievement or a willingness to develop themselves and a lack of employee participation in company-provided job training. It creates barriers to the development of staff competency. For example, a corporation may provide training, but some employees must attend since the training material could be more varied, leaving some older employees bored. In 2022, PT Mutifa Medan will offer training every three months; however, staff engagement must catch up to the projected amount. In January, there were 50 employees, 35 training participants, and 40 training participants in April. Participants in the July 30 training session. Training participants were 30 in August and 25 in December.

According to pre-research interviews, the phenomenon of Standard Operating Procedures at PT. Mutifa Medan is an employee of PT. Mutifa Medan still needs to be said to be fully carrying out activities following existing Standard Operating Procedures, as there are still many errors and violations occurring due to employees who consider standard operational procedures to be just recommendations and consider them to be just ordinary regulations. There are also faults and breaches in drug production, such as inadequate methods for keeping medicinal materials, in which the medicinal materials to be produced are stored haphazardly, making inspection and retrieval difficult. Work facilities provided by PT. Mutifa Medan, such as personal protective equipment (PPE), work services, safety shoes, gloves, and masks, have been conditioned following the number of facilities provided; however, several equipment facilities, such as super mixer tools, oscillator tools, drum mixers, weighing tools, and measuring tools, have not been conditioned and cannot function due to damage. As a result of this disease, employees feel discomfort and difficulty at work.





**Figure 1.** Conceptual Framework

According to pre-research interviews, the motivation phenomena at PT. Mutifa Medan needs to be more robust due to a lack of internal desire to work optimally, ideas to address each work difficulty encountered, and a lack of creativity to carry out the task, all caused by poor employee work facilities. Table 1 shows the work facilities available at PT. Mutifa Medan is still in poor condition, and there are several machines with suboptimal production capabilities, such as packaging machines, resulting in ineffective and inefficient employee working time and a lack of motivation and employee morale. The conceptual framework for this research can be seen in Figure 1 below.

**METHODS**

The research's scope has a significant impact on its effectiveness. With a clear scope of research, research will proceed correctly and take longer due to the need for more boundaries. This study investigates the impact of human resource development, standard operating procedures, work environments, and motivation on employee performance at PT. Mutifa Medan. According to Sugiyono (2012), a population is a broad category of objects/subjects with specific attributes and characteristics that researchers choose to study and draw conclusions. In this study, the population was all employees of the tablet manufacturing unit of PT. Mutifa Medan, comprising 50 people. Sugiyono (2009) states that the sample represents the population's size and characteristics. This study will use a saturation sampling technique, sometimes known as a census, in which the entire population will be sampled. So, the research sample consists of all PT's tablet production unit employees. Mutifa Medan, which has 50 employees.

Data-collecting strategies are the most strategic phase in research, as the primary goal is to get data. Sugiyono (2015) The data collection procedures employed in this study are a questionnaire in the form of a series of statements presented to respondents (workers) at the tablet production unit of PT. Mutifa Medan is to be filled out based on actual conditions. The statement form is a closed questionnaire; thus, the respondents/sample needs to choose the answers provided in the questionnaire. Documentation Study: This technique is carried out by gathering existing data within the company related to the study's title. Sugiyono (2010) guides the data analysis approach used to



test hypotheses and evaluate research data that are causal linkages, which may be studied using descriptive and inferential methods and Multiple Linear Regression and SPSS as test tools.

**RESULT AND DISCUSSION**

In 1981, the Minister of Health of the Republic of Indonesia issued Decree No. 0098/SK/PAB/81, allowing PT. Mutiara Mukti Farma (MUTIFA) created a pharmaceutical factory named "MUTIFA PHARMACY INDUSTRY" to make medications. PT Mutiara Mukti Farma began producing pharmaceuticals after the Indonesian Ministry of Health issued a production permit (c/q Food and Drug Monitoring Agency No. 213/AA/III/81). In 1983, the company produced various medicinal supplies to fulfill the demands of Indonesians in the western region, specifically North Sumatra. On November 29, 1988, notarial deed No. 35 was used to amend shareholder and business management deeds as per the Minister of Justice of the Republic of Indonesia's Decree No. C2-1134.HT.01.04 th 89, dated January 31, 1989. Mr. Jacob was designated as the President Director in this deed based on the decision of the Board of Commissioners and shareholders at their meeting. Following the Decree of the Minister of Health of the Republic of Indonesia, no. 43/Menkes/SK/II/1988 concerning Guidelines for Good Medicine Manufacturing Methods (CPOB), which states that every pharmaceutical industry must follow these guidelines, PT. MUTIFA has built a new factory on Jl. Karya Jaya No. 68 Km 8.5 Namorambe. In May 1994, production began at the new factory, and administrative functions were also carried out there. On July 27, 1994, PT. MUTIFA was certified as a CPOB-compliant pharmaceutical industry.

The characteristics of respondents in this study were described using gender, age, and education. Table 1 displays the characteristics of respondents:

**Table 1.** Characteristics of respondents

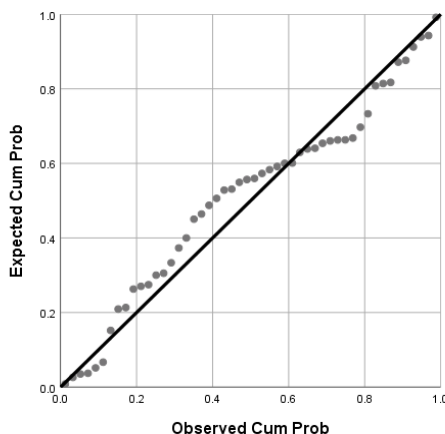
	Category	Percent (%)
Gender	Male	80
	Female	20
Age	30 - 35 y.o	70
	36 - 41 y.o	30
Education	Junior High	30
	Senior High	66
	Bachelor Degree	4

Source: Data Processed 2023

HR Development (X1) shows that the min value is 12, the max value is 15, the mean value is 13.92 and the standard deviation for HR Development is 1,209. Standard Operating Procedures (X2) shows that the min value is 19, the max value is 30, the mean value is 27.56, and the standard deviation of Standard Operating Procedures is 2.604. Work Facilities (X3) shows that the min value is 11, the max value is 20, the mean value is 17.14 and the standard deviation of Work Facilities is 2,129. Motivation (X4) shows that the min value is 24, the max value is 30, the mean value is 27.12, and the standard deviation of motivation is 2.144. Employee Performance (Y) is known to have a minimum value of 19, a maximum value of 30, a mean value of 28.66 and a standard deviation of Employee Performance of 2.1444.



A classic assumption test regarding the data's normality was conducted using a P-Plot table. This test is based on the conclusion that if the data spreads around the diagonal line and follows the direction of the diagonal line, the regression model fits the normality assumption.



**Figure 2.** Normal P-P Plot Regression

The p-plot graph in Figure 2. depicts the distribution of data (points) around the regression line (diagonal) and the distribution of data points in the direction of the diagonal line, implying that the regression model is appropriate for use because it meets the normality assumption. This study combined a normality test with the Kolmogorov-Smirnov (K-S) nonparametric statistical test. Table 2 shows the K-S test as follows:

**Table 2.** Result of Statistics K-S Test  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		50
Normal Parameters <sup>b</sup>	Mean	.0000000
	Std. Deviation	1.10841206
Most Extreme Differences	Absolute	.110
	Positive	.105
	Negative	-.110
Test Statistic		.110
Asymp. Sig. (2-tailed)		.184 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: Data Process, 2023

Table 2 contains the statistical test results for Asymp.Sig. (2-tailed) > 0.05 (0.184 > 0.05), and H0 is rejected. This indicates that the residual data is regularly distributed. Table 3 shows the statistical test results for Asymp.Sig. (2-tailed) > 0.05 (0.184 > 0.05), the null hypothesis is rejected. This suggests that the residual data follows a regular distribution.

**Table 3.** Multicollinearity Test Results  
**Coefficients**



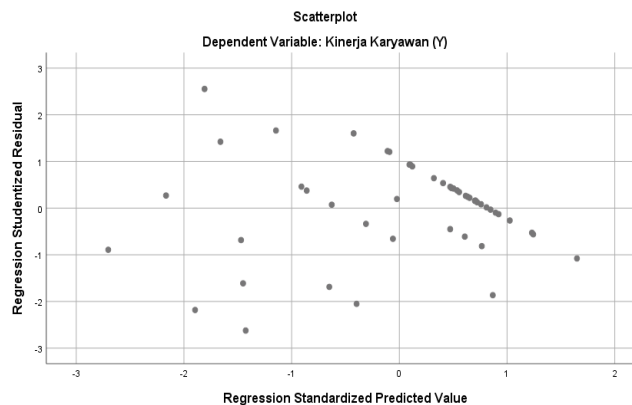
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Model	Collinearity Statistics	
	Tolerance	VIF
<b>1</b>		
(Constant)		
HR Development (X <sub>1</sub> )	.993	1.007
Standard Operating Procedures (X <sub>2</sub> )	.988	1.012
Work Facilities (X <sub>3</sub> )	.992	1.008
Motivation (X <sub>4</sub> )	.992	1.008

Source: Data Process, 2023

The results in Table 3. reveal that the tolerance value of each independent variable is more significant than 0.10, indicating no correlation between the independent or independent variable and the VIF value. The VIF value for each independent variable is less than 10, indicating that the variable This independent regression model does not exhibit multicollinearity. The results in Table 4. reveal that the tolerance value of each independent variable is more significant than 0.10, indicating no correlation between the independent or independent variable and the VIF value. The VIF value for each independent variable is less than 10, indicating that the variable This independent regression model does not exhibit multicollinearity.

The heteroscedasticity test determines whether there is an inequality in variance or residuals between observations in the regression model (Masdiantini et al., 2023). Homoscedasticity is an effective research model. Heteroscedasticity testing can be performed using a scatter plot graph or the predicted value of the dependent variable, namely SRESID, with residual error, namely ZPRED. The decision-making rationale is as follows: a) If the points create a regular pattern (wavy, broadening, and narrowing), heteroscedasticity is present. b) If there is no discernible pattern or points scattered above and below the number 0 on the y-axis, then heteroscedasticity does not exist.



**Figure 3.** Results of Scatterplot Graphic Analysis

Figure 3 demonstrates that no points follow a regular pattern, and the points in the scatterplot above are distributed arbitrarily above or below the number 0 on the y-axis. This indicates that there is no concern about heteroscedasticity.

Based on the test findings, the multiple linear regression model can be developed as follows:

**Table 4.** Multiple Linear Regression

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
<b>1 (Constant)</b>	4.459	3.370		1.117	.102
<b>HR Development (X<sub>1</sub>)</b>	.681	.125	.496	5.432	.000
<b>Standard Operating Procedures (X<sub>2</sub>)</b>	.242	.063	.350	3.826	.000
<b>Work Facilities (X<sub>3</sub>)</b>	.257	.066	.356	3.889	.000
<b>Motivation (X<sub>4</sub>)</b>	.320	.079	.370	4.047	.000

a. Dependent Variable: Employee performance (Y)

Based on the test findings in the table above, the multiple linear regression model can be developed as follows: Human resource development, standard operating procedures, work facilities, and motivation all have a favorable impact on staff performance at PT. Mutifa Medan. This is evident from the positive regression coefficient value. The multiple linear regression equation has a constant value of 4,459, indicating that if HR Development, Standard Operating Procedures, Work Facilities, and Motivation are all zero, employee performance will be 4,459. Human resource development favors performance (0.681), as the regression coefficient value indicates. It means that if HR development grows by one unit, employee performance will rise by 0.681; if it declines by one unit, employee performance will fall by 0.681.

**Table 5. T-Test Result**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
<b>1 (Constant)</b>	4.459	3.370		1.117	.102
<b>HR Development (X<sub>1</sub>)</b>	.681	.125	.496	5.432	.000
<b>Standard Operating Procedures (X<sub>2</sub>)</b>	.242	.063	.350	3.826	.000
<b>Work Facilities (X<sub>3</sub>)</b>	.257	.066	.356	3.889	.000
<b>Motivation (X<sub>4</sub>)</b>	.320	.079	.370	4.047	.000

a. Dependent Variable: Employee performance (Y)

The value of t count (5.432) > t table (2.014) with a significance threshold of 0.000 < 0.05, rejecting H0 and accepting H1. It demonstrates that HR development substantially impacts the performance of part-time employees. Mutifa Medan. Thus, the H1 is accepted. The value of t count (3.825) > t table (2.014) with a significance threshold of 0.000 < 0.05, rejecting H0 and accepting H1. It demonstrates how Standard Operating Procedures have a substantial impact on the performance of PT personnel. Mutifa Medan. Thus, the H2 is accepted. The value of t count (3.889) > t table (2.014) with a significance threshold of 0.000 < 0.05, rejecting H0 and accepting H1. It demonstrates that workplace conditions have a substantial impact on the performance of PT personnel. Mutifa Medan. Thus, the H3 is accepted. The value of t count (4.047) > t table (2.014) with a significance threshold of 0.000 < 0.05, rejecting H0 and accepting H1. It demonstrates that motivation has a substantial influence on the performance of PT personnel. Mutifa Medan. Thus, the H4 is accepted.

The F test was used to demonstrate the simultaneous influence of the independent variables, HR Development, Standard Operating Procedures, Work Facilities, and Motivation, on the dependent variable, employee performance. To demonstrate this, compare Fcount with Ftable at a significant level (α) of 5%.

**Table 6. F-Test Result**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.





<b>1</b>	<b>Regression</b>	101.180	4	25.295	18.908	.000 <sup>b</sup>
	<b>Residual</b>	60.200	45	1.338		
	<b>Total</b>	161.380	49			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Motivation (X<sub>4</sub>), HR Development (X<sub>1</sub>), Work Facilities (X<sub>3</sub>), Standard Operating Procedures (X<sub>2</sub>)

According to the table above, the independent factors (HR Development, Standard Operating Procedures, Work Facilities, and Motivation) considerably influence the dependent variable (employee performance). The Fcount value of 18,908 > Ftable 2.57 with a significant level of 0.000 < 0.05 indicates that HR Development, Standard Operating Procedures, Work Facilities, and Motivation all simultaneously influence employee performance. The correlation coefficient (R) helps determine the relationship between HR Development, Standard Operating Procedures, Work Facilities, and Motivation and employee performance at PT. Mutifa Medan. The coefficient of determination (R Square) is essential for determining how much of the dependent variable, employees, can be explained by the variables HR Development, Standard Operating Procedures, Work Facilities, and Motivation. The analysis results are as follows:

**Table 7. R2 – Result**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 <sup>a</sup>	.627	.594	1.15663

a. Predictors: (Constant), Motivation (X<sub>4</sub>), HR Development (X<sub>1</sub>), Work Facilities (X<sub>3</sub>), Standard Operating Procedures (X<sub>2</sub>)

According to the table above, the coefficient of determination (R Square) is 0.627, indicating that 62.7% of employee performance can be explained by HR Development, Standard Operating Procedures, Work Facilities, and Motivation, with the remaining 37.3% explained by other factors not examined. This study examines HR Development, Standard Operating Procedures, Work Facilities, and Motivation.

Budiarti (2018) defines human resource development as increasing employees' technical, theoretical, conceptual, and moral capacities following job or position requirements through education and training. HR development is closely associated with employee performance, as evidenced by using the HR Development variable based on personality, abilities, and training. This study is also backed by prior research conducted by Hartinah, Harsawardhana, and Wirianata (2020), titled The Influence of HR Development and Motivation on Employee Performance at the Kampoeng Kopi Banaran Agrotourism Company, PT. Perkebunan Nusantara IX, Semarang. The findings of this study indicate that HR development has a substantial impact on employee performance.

Hartatik (2014) suggests that Standard Operating Procedures (SOPs) can be a valuable reference for a company's operational activities and aid in their control. Standard Operating Procedures correlate strongly with employee performance, as evidenced by using Standard Operating Procedure variables based on indicators such as accuracy, consistency, error minimization, problem solutions, worker protection, and work maps. This study is backed by prior





research conducted by Priskila, Dotulong, and Saerang (2021) titled The Influence of Standard Operating Procedures (SOP), Facilities, and Work Discipline Regarding the Performance of Noonan Regional Hospital Personnel. The findings of this study indicate that Standard Operating Procedures considerably impact staff performance (Carolina et al., 2024).

According to Rifai (2019), work facilities are everything employees use to carry out duties to facilitate and accelerate the completion of all jobs. Work facilities are closely associated with employee performance, as seen by work facility variables categorized by indicators such as machines, equipment, infrastructure, and work equipment (Irsan, 2024). This study is backed by prior research by Indah Listyan (2016), titled The Effect of Work Facilities and Communication on Employee Performance. The findings of this study indicate that work facilities have a substantial impact on employee performance. Sardiman (2008) defines motivation as an internal driving force to engage in actions that lead to achieving goals. Motivation is closely related to employee performance, as evidenced by using motivation variables based on characteristics such as driving force, will, willingness, expertise, obligations, and goals. This study is also corroborated by prior research conducted by Septiadi et al. (2020); the findings of this study indicate that motivation has a significant impact on employee performance. HR Development, Standard Operating Procedures, Work Facilities, and Motivation positively and significantly impact employee performance, with an F count value of 18,127 > F table of 2.57 and a significance level of 0.000 < 0.05. The factors of HR Development, Standard Operating Procedures, Work Facilities, and Motivation all positively and significantly impact employee performance.

## CONCLUSION

This study shows that human resource development significantly impacts employee performance compared to standard operating procedures, work facilities, and motivation. Human resource development directly helps employees in the short and long term. The Company's management develops standard operating procedures that serve as the terms and conditions of the work completed. These procedures are used to administer each project. The work facilities the company provides for its employees and the employees' motivation have no substantial impact on boosting employee performance. This study's weakness is the inequality of the research variables tested as a factor in increasing employee performance. As a result, future research can include the equality of the variables studied as a factor in increasing employee performance in a business.

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