

THE INFLUENCE OF WORK DISCIPLINE, OCCUPATIONAL SAFETY AND HEALTH, AND POSITION PROMOTION ON EMPLOYEE PERFORMANCE AT PT. ASTRA INTERNATIONAL DAIHATSU, TBK MEDAN

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ABSTRACT

In this modern era, the success of companies in business competition and adapting to rapid business changes has become very dependent on the superior performance of employees. In a global market full of competition, every employee is expected to provide their best performance. Employees' ability to adapt to changes in technology, organizational structure, and business environment has been the key to company growth. The aim of this study is to identify the factors that Work Discipline, Occupational Safety and Health, and Position Promotion have an influence on employee performance at PT. Astra International Daihatsu, Tbk Medan. Employees who are highly disciplined tend to contribute consistently and this can influence their overall performance. Safe and healthy working situations and conditions can also improve employee performance, because they can focus on their tasks without worrying about the risk of work-related injuries or illnesses. The hope of getting a promotion can also motivate employees to work harder, improve the quality of their performance, and influence productivity levels. These three factors provide valuable insights for companies in developing more productive human resource policies. Researchers used quantitative methods in this research with a sample of 109 respondents. This research found that employees at the company PT. Astra International Daihatsu, Tbk Medan will produce good performance if the work discipline and position promotion factors are also good. Specifically, this performance is influenced by discipline and promotion factors, but is not influenced by occupational safety and health factors of PT employees. Astra International Daihatsu, Tbk Medan.

Keywords: *Work discipline, occupational safety and health, position promotion, employee performance.*

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INTRODUCTION

The high population in Indonesia is one of the reasons why many people need transportation to get to their destination more quickly, especially in the city of Medan. As one of the supporting activities, transportation is needed to carry out various activities, whether for activities with family or other work activities to make them more efficient and effective. PT. Astra International Daihatsu, Tbk is here to provide the needs of people who want to own four-wheeled vehicles. PT. Astra Daihatsu was first founded in Indonesia in 1978 until 2015 having its first branch in Medan, precisely on Jl. Sisingamangaraja No.170, Medan Kota District, North Sumatra. This company, which focuses on the automotive industry sector, produces types of private cars such as Siga, Terios, Ayla, Xenia and now the newest brand, Rocky. Prices for cars produced by Astra start from the range of IDR 127,650,000.00 to IDR 307,450,000.00. PT. Astra Daihatsu not only markets its products in Medan but also to Binjai, Pangkalan Brandan, Berastagi, Kabanjahe, Kutacane, Raya, Tanjung Morawa, Sei Rampah, to Aek Kanopan.

Employee performance includes the results of individual or group work within a company which is successfully achieved through carrying out duties and responsibilities for certain jobs. The workers who work at PT. Astra International Daihatsu, Tbk Medan branch cannot carry out its work independently, and often asks for help from other employees. This shows that employee performance has decreased. The factors that cause this are work discipline rules that employees do not comply with, the company's implementation of work safety and health aspects is less than optimal, and awards in the form of promotions are rarely given by the company.

Work discipline is a form of individual awareness to comply with all applicable regulations in the company environment, including the social norms within it. Employees of PT. Astra International Daihatsu, Tbk Medan is often found to be irresponsible with their work, such as not completing their tasks until they are finished in one day and even postponing their work to the next day.

Occupational Safety and Health (K3) is part of a form of company or organization's obligation to assess the potential for disease or accidents in the context of the work environment. At PT. Astra International Daihatsu, Tbk Medan found that equipment or machines were damaged which had the potential to cause accidents to employees while working and several work-related illnesses were not treated.

Job promotion refers to increasing the level of an employee's position to a higher position. This process includes changes in the employee's salary, position, responsibilities, status and benefits. Lack of training provision for PT workers. Astra International Daihatsu, Tbk Medan has an impact on the lack of skills possessed by employees to be worthy of promotion.

The following is a summary of the various problems that occur, including: Many employees do not complete the work targeted by the company until completion every day. Many tools and machines experience technical damage and cause frequent work accidents and lack of security for employee health. The limited provision of training and education from the company means that employees have little opportunity to obtain promotions. A decrease in employee productivity can be observed from the employee's inability to complete tasks independently and is caused by disciplinary problems, inefficient work health and safety, and lack of promotion.

The description of the problem formulation is: How performance is influenced by the disciplinary attitude of employees who work at PT. Astra International Daihatsu, Tbk Medan? How performance is influenced by regulations regarding work safety and health of employees who work at PT. Astra International Daihatsu, Tbk Medan? How is performance influenced by the promotion of employees working at PT. Astra International Daihatsu, Tbk Medan? How performance is influenced by discipline factors, occupational safety & health as well as promotion of positions of employees working at PT. Astra International Daihatsu, Tbk Medan?

This research aims to: Identify work discipline factors that influence employee performance at PT. Astra International Daihatsu, Tbk Medan. Identify occupational safety and health factors that influence employee performance at PT. Astra International Daihatsu, Tbk Medan. Identify job promotion factors that influence

employee performance at PT. Astra International Daihatsu, Tbk Medan. Identifying discipline, occupational safety & health factors as well as job promotions that influence employee performance at PT. Astra International Daihatsu, Tbk Medan.

Table 1. Previous Research

Name and Year of Researcher	Research Title	Research variable	Research result
Gilang Arga Danetra (2020)	“Position Promotion, Work Discipline, Compensation for Production Employee Performance at PT. DOK Surabaya”	X1 : Promotion X2: Discipline X3 : Compensation Y: Performance	Research findings show that performance is influenced by job promotion factors and work discipline, with each of these factors producing a calculated t value of 2.668 and 3.307.
Muhammad Fauzi, Suprihono Setyawan, Wawan Irfian (2021)	"Analysis of the Influence of Work Motivation, Work Discipline, and Implementation of Occupational Safety and Health (K3) on Employee Performance Results (Case Study of PT. Waskita Karya (Persero) Batang Integrated Industrial Area Access Interchange Project in 2021)"	X1: Motivation X2: Discipline X3 : K3 Y: Performance	Based on validity testing for all variables, the findings show that all statements in the variables are considered valid with a known correlation coefficient above 0.361 and a significance level below 0.05.
Cici Putri Ratnasari (2022)	“The Influence of Occupational Safety and Health (K3), Work Discipline, and Workload on Production Division Employee Productivity at PT. DANKOS FARMA East Jakarta”	X1 : K3 X2: Discipline X3 : Load Y: Productivity	This study found that work productivity (Y) at PT. Dankos Farma East Jakarta is influenced by K3 factors (Work Health and Safety), Work Discipline, and Work Load

Source: Processed data, 2024.

LITERATURE REVIEW

Work discipline is defined as a form of behavior in which a person carries out established work rules and procedures. More broadly, discipline also includes attitudes and actions that follow organizational rules, both written and unwritten (Sutrisno, 2014: 89). Another definition of work discipline explained by Hartatik is the means used by leaders to change individual attitudes and increase the level of awareness and readiness of the individual to comply with the rules and social ethics that apply within the company (Hartatik, 2014: 183). Agustini also defines work discipline as a form of

application of organizational regulations and standards to increase workers' persistence in achieving organizational goals (Agustini, 2019: 89).

Based on the explanation of the definitions from these experts, the researchers concluded that discipline is an attitude applied by a worker or employee in an organization or institution with the aim of obeying, appreciating and respecting every rule and regulation set by that institution. This is done with the hope that the goals of the organization or institution can be realized.

The definition of occupational health and safety refers to the physical, physiological and mental conditions of workers which are influenced by the organizational or company environment. If an organization implements safety and health procedures appropriately, the risk of injury or illness experienced by workers can be reduced (Zainal, 2015: 137). Mangkunegara also believes that Occupational Safety and Health is an action where the company tries to create a condition where its employees always feel safe and protected from disturbances that can have a negative impact both mentally and physically in the short and long term (Mangkunegara, 2016: 161).

Sinambela also revealed that occupational health and safety refers to aspects of the health, safety and welfare of individuals who work in an institution or company (Sinambela, 2017:365).

Based on the definitions above, the researcher concludes that the definition of occupational safety and health is a regulation within the scope of the profession to ensure a sense of security and protection for each employee while carrying out their duties and to avoid potential health problems that can arise from the work environment and provide guarantees for safety and health. employee health, including physical, social and psychological aspects.

Promotion refers to the process of transferring or increasing an employee's position accompanied by an increase in responsibilities, rights, status and wages within an organization (Hasibuan, 2016: 108). According to Edwin B. Flippo (2016: 108), promotion refers to the transfer of a previous employee's position to a higher position in an organization accompanied by an increase in wages or other compensation. Andrew F.

Sikula also explained the technical definition of promotion which can be interpreted as a change in position in the organizational structure from one position to another accompanied by an increase in wages and also an increase in status (Sikula, 2017: 130).

Based on the explanation above, the researcher concludes that promotion is a form of action taken by a worker or employee to advance to a higher position in an organization accompanied by changes in the employee's rights and obligations.

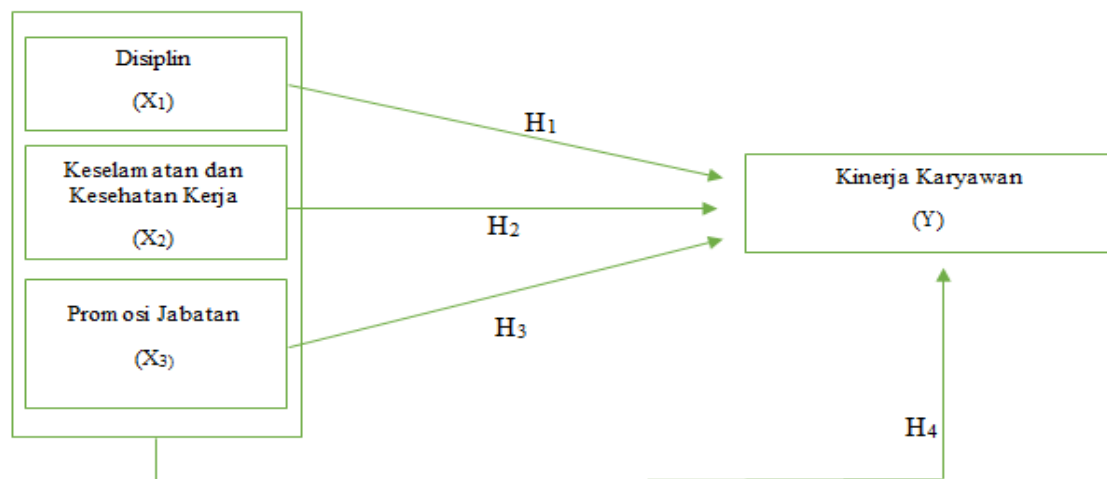


Figure 1. Research Conceptual Framework

Source: Processed data, 2024

The hypotheses of this research are as follows:

- H1: performance is influenced by the discipline attitude of employees who work at PT. Astra International Daihatsu, Tbk Medan.
- H2: performance is influenced by regulations regarding work safety and health of employees who work at PT. Astra International Daihatsu, Tbk Medan.
- H3: performance is influenced by promotions of employees working at PT. Astra International Daihatsu, Tbk Medan.
- H4: performance is influenced by discipline factors, occupational safety & health as well as promotion of positions of employees who work at PT. Astra International Daihatsu, Tbk Medan.

METHOD

Observations were carried out on Jalan Sisingamangaraja No. 170, West Red Market, Medan City, Medan, North Sumatra Province, 20217 No. Tel (061) 7349000 instagram: astradaihatsumedan_sm.raja dan tokoastradaihatsumraja, Facebook: Astra Daihatsu Medan, Whatsapp: 081262095409, email: cs@dso.astra.co.id , web: [https://www.astra-daihatsu.id/outlet /AstraDaihatsuMedanSisimangaraja](https://www.astra-daihatsu.id/outlet/AstraDaihatsuMedanSisimangaraja). This research will start from March 2024 to August 2024.

This study uses a quantitative approach that focuses on ongoing phenomena or realities and can be applied to investigate populations and samples. Quantitative research generally involves collecting data using questionnaires and applying statistical analysis to carry out analysis and testing research hypotheses (Sugiyono, 2017: 8).

Researchers used a population obtained based on the total number of PT employees. Astra Daihatsu Sm Raja Medan has 150 employees. The number of employees is divided into several divisions, namely the services, marketing and administration divisions for which data was collected from January 2022 to December 2022 involving 109 employees as samples and 30 employees to test validity and reliability according to the size of the research population.

$$\frac{N}{1 + Ne^2} = \frac{150}{1 + 150(0.05)^2} = \frac{150}{1 + 0.375} = 109$$

Researchers collect data and information through: Questionnaires. Research questionnaires are distributed to research respondents in the form of employees. Interviews, Interviews were conducted with employees of the company PT. Astra Daihatsu SM Raja Medan. Literature study: Literature study is carried out by collecting company data that is relevant to the research topic and using various reference sources obtained from books, journals and other articles that are relevant to this research topic.

Data sources are tools for obtaining information or data needed in research. Data sources can be events, individuals, locations, and so on. Primary Data Sources, Primary data is data sources obtained directly from the sources (Aisyah, 2021). The primary data used by researchers to collect data, namely: Responses from 109 employees of PT. Astra Daihatsu Sm Raja Medan who has filled out the questionnaire and information from interview sources who are employees of the company PT. Astra Daihatsu SM Raja

Medan. Secondary Data Sources: Collecting data indirectly using intermediary media is called secondary data, such as company data, books and journals (Tunggal, 2011)

RESULTS AND DISCUSSION

Table 2. Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Disiplin	109	30	50	43.7889	3.68197
Keselamatan dan kesehatan kerja	109	30	50	40.2018	4.21369
Promosi	109	30	50	41.3394	3.62405
Kinerja	109	36	59	51.2018	4.22028
Valid N (listwise)	109				

Source: Processed data, 2024

The constant 10.996 shows the Performance value is 10.996. The discipline variable has a regression coefficient (b_1) of 0.385. This value indicates a positive influence between the discipline variable (X_1) and performance. In other words, if there is an increase of 1 unit in the Discipline variable (X_1), then performance will also increase by 0.385, assuming the other independent variables have not changed. The size of the regression coefficient (b_2) for the K3 variable (Occupational Safety and Health) is 0.023. This value indicates that there is a positive influence between the K3 variable (X_2) and Performance. This means that if there is an increase of 1 unit in the K3 variable (X_2), then Performance will also increase by 0.023, assuming that the other independent variables have not changed. The promotion variable (b_3) has a regression coefficient of 0.542. These results indicate that there is a positive influence between the promotion variable (X_3) and performance. This means that if there is an increase of 1 unit in the Promotion variable (X_3), then Performance will also increase by 0.542, assuming that the other independent variables have not changed.

Table 3. Determination Coefficient Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 ^a	.520	.506	2.966

a. Predictors: (Constant), Promosi, Disiplin, Keselamatan dan kesehatan kerja

b. Dependent Variable: Kinerja

Source: Processed data, 2024

Table 3 shows that the variables Discipline, Occupational Safety and Health, and Promotion influence variations in Performance, namely 50.6%, while 49.6% is influenced by other factors.

Table 4. Simultaneous Test (F Test)

Model		ANOVA ^a				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1000.154	3	333.385	37.909	,000
	Residual	923.406	105	8.794		
	Total	1923.560	108			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Promosi, Disiplin, Keselamatan dan kesehatan kerja

Source: Processed data, 2024

The calculated F value in the test results table above is 37.909, which exceeds 2.69 which is the F table value and the probability of significance is 0.000. These results interpret that the alternative hypothesis (Ha) is accepted which means the performance of PT employees. Astra International Daihatsu, Tbk Medan branch is influenced by Discipline, Occupational Safety and Health, and Promotion, while the null hypothesis (Ho) is rejected.

Table 5. Partial Test (T Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,996	3,921		2,805	,006
	Discipline	,385	,093	,336	4,146	,000
	Occupational Health and Safety	.023	,082	.023	,284	,777
	Promotion	,542	.108	,465	4,998	,000

a. Dependent Variable: Performance

Source: Processed data, 2024

The t table value for degrees of freedom (df) with a significance level of 0.05 is 1.983, with a calculation of degrees of freedom (df) = 109 – 3 – 1 = 105. Below is an interpretation of the results of the t test that has been carried out:

1. Based on the analysis findings, it was found that the calculated t value for the discipline variable (X1) was 4.146 which exceeded 1.983 as the t table value with a significance probability of 0.000. Therefore, it can be said that the alternative hypothesis (Ha) is accepted which proves that the Discipline variable partially influences employee performance, because the null hypothesis (Ho) is rejected.
2. Based on the analysis findings, the calculated t value of variable X2, namely Occupational Safety and Health, is 0.284, lower than the t table, namely 1.983 and the significance value is 0.777. Therefore, the researcher concludes that the null hypothesis (Ho) is accepted, which means that the K3 variable (Occupational Safety and Health) does not influence employee performance, while the alternative hypothesis (Ha) is rejected.
3. Based on the analysis findings, the calculated t value is 4.998, this value exceeds the t table value and the probability of significance is 0.000, which indicates that the alternative hypothesis (Ha) is accepted and the null hypothesis (Ho) is rejected and indicates that the Promotion variable influences employee performance in the company.

The calculated t test produces a value of 4.146 which exceeds 1.983 which is the t table value with a significance probability of 0.00. The results of the analysis show that discipline influences employee performance. The results of this analysis are in line with research findings conducted by Dyah Meylinda, Dene Herwanto, Wahyudin in 2020 which said that employee performance is influenced by the discipline attitude of the employees themselves.

Thus, it can be said that performance is positively influenced by work discipline. This indicates that a high level of discipline can increase positive motivation which in turn can spur increased employee performance. Employees who demonstrate a good level of discipline tend to be able to complete their tasks effectively and are able to improve their employee performance by carrying out tasks in accordance with the directions given.

The calculated t test produces a value of 0.284 and a significance probability of 0.777. These findings confirm that the Performance variable is not affected by Occupational Safety and Health. The results of this analysis are in line with the findings carried out by Dewi Khoirun Nisak, Isharijadi, and Juli Murwani in 2017 in line with the findings of this research which also concluded that employee performance is not affected by Occupational Safety and Health.

Overall, researchers can conclude that employee performance is not influenced by occupational safety and health. Factors related to the personal characteristics of each employee that create a sense of comfort at work have a greater impact on improving performance than the existence of occupational safety and health regulations. Therefore, researchers can conclude that compliance with occupational safety and health regulations cannot be considered a guarantee factor for improving employee performance.

The calculated t test produces a value of 4.998 and a significance probability of 0.000. Based on these results, researchers can conclude that promotions can influence employee performance. The results of research by Raqieb Haririe in 2019 are in accordance with the findings that researchers produced. The findings from this research indicate that there is a positive impact of job promotions which influence employee

performance at PT. Astra International Daihatsu, Tbk Medan. This implies that giving job promotions can motivate and contribute to improving employee performance. Providing promotions to competent employees can improve overall performance in the company.

CONCLUSION

From the results of the analysis findings, the following conclusions were obtained: The calculated t test produced a value of 4.146 and a significance value of 0.000. The results of the analysis show that discipline influences the performance of employees working at PT. Astra International Daihatsu, Tbk Medan influenced by discipline factors, because this value exceeds the t table value (1.983) and the significance is 0.000 (< 0.05). The calculated t test produces a value of 0.284 and a significance probability of 0.777. These findings confirm that the Performance variable is not affected by the Occupational Safety and Health of employees who work at PT. Astra International Daihatsu, Tbk Medan, because the calculated t value is smaller than 1.983 and the significance level exceeds the limit of 0.05. The calculated t test produces a value of 4.998 and a significance probability of 0.000. From these results, researchers can conclude that promotions can influence employee performance at PT. Astra International Daihatsu, Tbk Medan. The resulting F-count value is 37.909 with a significance value of 0.000. These results indicate that employee performance is influenced by discipline factors, occupational safety and health, as well as job promotion because the alternative hypothesis (H_a) is accepted and the null hypothesis (H_o) is rejected.

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