

The Influence Organizational Culture, Motivation, and Work Discipline Employee Performance

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Abstract—This study aims to analyze the influence of organizational culture, work motivation, and work discipline on employee performance at CV Roja Tulus Persada. The research method used is quantitative with data collection through questionnaires distributed to 62 employees. The data analysis technique uses multiple linear regression with the help of the SPSS version 25 application. The results of the study indicate that organizational culture, work motivation, and work discipline partially have a significant effect on employee performance. The organizational culture variable has a t- value of 3.251 (Sig. 0.002), work motivation of 3.851 (Sig. 0.000), and work discipline of 4.496 (Sig. 0.000). Simultaneously, this third variable also has a significant effect on employee performance with a calculated F value of 22.215 (Sig. 0.000). The coefficient of determination (Adjusted R²) value of 0.505 indicates that 51% of employee performance variability can be explained by organizational culture, work motivation, and work discipline. This finding indicates the importance of managing a positive organizational culture, providing effective work motivation, and implementing consistent work discipline in improving employee performance at CV Roja Tulus Persada.

Keywords: Organizational Culture; Work Motivation; Work Discipline; Employee Performance; Multiple Linear Regression

1. INTRODUCTION

Human Resources (HR) is a core investment in a company to become a factor in human resource development (Ningsih et al., 2021). Because the workforce plays a direct role in carrying out operational tasks in the company's activity process and humans have thoughts, desires, feelings, and mindsets that are used in managing the company to achieve previously planned targets ((Kamiliya & Gunawan, 2023) Thus, the company's goals will be achieved not only supported by technology, but also by humans who execute the technology to work (Putri et al., 2022). 2) Human resources are the driving elements that work synergistically and integrated with company management to achieve the vision and mission of change with efficient methods (Z. D. Widodo et al., 2021).

CV Roja Tulus Persada is one of the companies operating in the Construction, Civil, Property Procurement and Services sectors led by Director Mr. Tulus. This research was conducted at the CV Roja Tulus Persada office located in Bogor, West Java. Researchers involved all employees. The Head Office of CV Roja Tulus Persada is located at Gempol Bajing Rt 21 Rw 03, Kadipaten Village, Andong, Boyolali, Central Java.

Based on the results of the pre-survey and interviews with CV Roja Tulus Persada, several obstacles were still found in the role of human resources that could hinder the performance of the workforce, including the Role of Work Culture, Motivation, and Discipline in Determining Employee Performance so that they continue to work at CV Roja Tulus Persada even though there are many other job offers out there.(Farhan Saputra et al., 2023)

organizational culture is a collection of understandings and opinions held by members of the organization, will be inherited and developed to face challenges from outside and maintain cooperation within the organization.in (Setyo Utami & Djoko Waluyo, n.d.2020) Organizational culture is a collection of basic perceptions and assumptions that are part of the members of the organization. These beliefs are then developed and inherited to help overcome challenges faced from outside and to strengthen integration within the organization.(Sembiring, 2020)

Companies need to motivate their employees to achieve optimal performance, for example by giving awards, job promotions, and compensation to employees. Motivation is a desire that is not forced to take action for the company's goals with existing capabilities, the organization can meet the needs of each individual. After providing motivation, the company hopes that employees will be more active in working (Zhang et al., 2023).

Employee attendance data for the period from October 27 to November 9, 2024, which reflects the level of employee discipline in carrying out their duties and responsibilities. Of the total 62 employees, 197 employees were Commitment from employees to complete work outside regular working hours. However, there were also 106 employees who took personal or sick leave, which needs to be considered in an effort to improve employee discipline and welfare (source: CV Roja Tulus Persada).

Implementation of a better organizational culture will improve employee performance, as well as high motivation and work discipline. Conversely, the implementation of a low organizational culture and low work motivation, as well as low work discipline will affect employee performance. Based on the results of an interview with one of the employees of CV Roja Tulus Persada (RTP), the problem is that employees get more attractive job offers, even though there are no problems with the salary and facilities they currently receive. Several factors, such as better career opportunities, a more dynamic work environment, or new challenges can be an attraction that is difficult to ignore. Therefore, the company must continue to maintain and improve the existing system to ensure that employee performance remains optimal, as well as strengthen the existing organizational culture, motivate, and support work discipline, so that employees feel they have

a deeper bond and are committed to continuing to work.

The following are indicators of the four variables, namely According (Dampak et al., 2024) the indicators of organizational culture are as follows: Risk taking, Focus on results, Emphasis on individuals, Team orientation. In Maslow's theory (Gunawan et al., 2020.). The indicators used for this study are: Comfortable, Safe, Building relationships, Receiving awards, Promotion. According to (Kiki Baehaki dan Ahmad Faisal, 2020) the following a indicators of work discipline: Absenteeism, Regulations, Ethics, Salary, Work responsibilities. In this study, employee performance indicators referred to based on SP (Aslia et al., 2019) include: loyalty, work performance, honesty, discipline, responsibility

2. RESEARCH METHODS

In this study, the method applied is quantitative, because the data used to analyze the relationship between variables is presented in the form of numbers. and is a correlational study (associative study) (Syarif et al., 2022). The data used in this study are primary data, and the data collection method is carried out by distributing survey questionnaires to respondents to fill out Google Form (Saputra & Sumantyo, 2022). Data is also obtained through field studies involving direct observation of the objects being studied. This approach aims to obtain relevant and accurate data regarding employee performance at CV Roja Tulus Persada. The data used is divided into two categories, namely primary data and secondary data. Sugiyono (2022), a sample is a portion of a population that has certain characteristics and numbers, and must be able to represent the population being studied. In this study, the sampling technique used the saturated sampling method, namely using the entire population at CV Roja Tulus Persada, which amounted to 62 employees. (Florenca Tomasow et al., 2024)

According to (Sugiono, 2020), Independent variables refer to factors that are considered to be the main causes of changes that occur in other variables. In this study, the variables to be analyzed include organizational culture (X1), work motivation (X2), and work discipline (X3). Meanwhile, the dependent variable is the variable that is the center of attention in a study (Tannady et al., 2022). This variable is used to observe changes that occur due to the influence of the independent variable. In other words, the dependent variable is a variable that is measured to determine the impact of certain treatments or conditions. In this study, the dependent variable used is employee performance (Y) (Sugiono, 2020).

a. Classical Assumption Test

The Classical Assumption Test is used to test whether the data is deviant or not. The Classical Assumption Test Includes:

1. Normality Test

According to Ghozali (2021), the normality test is carried out to determine whether the disturbance or residual variables in the regression model follow a normal distribution.

2. Multicollinearity Test

The multicollinearity test aims to assess the extent of the relationship between the independent variables being analyzed.

3. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is a difference in the residual variance that occurs in the observation.

b. Multiple Linear Regression Analysis

This study involves three independent variables and one dependent variable. To test the hypothesis, multiple regression analysis is used, which is a method used to measure the effect of independent variables on dependent variables.

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 \quad (1)$$

Employee performance (Y) in this study is influenced by three independent variables: organizational culture (X1), work motivation (X2), and work discipline (X3). The relationship between these variables is analyzed using a regression model, where the constant (a) represents the intercept, indicating the baseline level of employee performance when all independent variables are equal to zero. Meanwhile, the regression coefficients (b1, b2, and b3) reflect the degree of influence each independent variable has on employee performance. A positive coefficient suggests that an increase in the corresponding independent variable leads to an improvement in employee performance, whereas a negative coefficient indicates the opposite effect. Through this model, the study aims to assess the extent to which organizational culture, work motivation, and work discipline contribute to enhancing employee performance within the company. This study involves four variables to be tested, where three variables are independent variables, namely Organizational Culture (X1), Work Motivation (X2), and Work Discipline (X3), and one dependent variable, namely Employee Performance (Y). As a researcher, I will analyze and examine the relationship between the four variables based on the following framework:

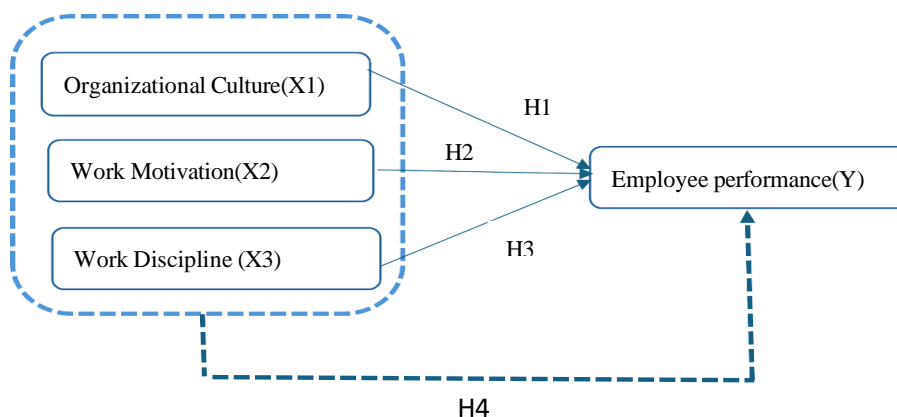


Figure 1. Framework of Thought

Hypothesis is a temporary assumption whose results need to be proven true. Proof of truth is done through research and evaluation of research data ((Rivaldo et al., 2020)). In this writing, the hypothesis is formulated as follows:

- H1 : It is suspected that organizational culture has a significant influence on employee performance at CV Roja Tulus Persada.
- H2 : It is suspected that work motivation has a significant influence on employee performance at CV Roja Tulus Persada.
- H3 : It is suspected that work discipline has a significant influence on employee performance at CV Roja Tulus Persada.
- H4 : It is suspected that organizational culture, work motivation, and work discipline have a simultaneous influence on employee performance at CV Roja Tulus Persada.

The questionnaire in this study was used by providing a list of questions using a Google form that must be filled in by CV Roja Tulus Persada employees. The source of the questionnaire was obtained from several sources used in the study and then processed in the form of questions. Where the questions are made with a Likert scale. The Likert scale is a type of data consisting of five levels of answer choices. ((Hardhiyanti et al., 2022)). There are several Hypothesis Tests to test the above hypothesis, as follows:

- a. Coefficient of Determination (Adjusted R²)
 This coefficient functions to measure the extent to which the model can explain variations in the dependent variable. (Ghozali, 2021:147).
- b. Individual Parameter Significance Test (t Test)
 The t statistical test is used to assess how much impact each independent variable has on the dependent variable separately. (Ghozali, 2021:147).
- c. Simultaneous Significance Test (F Test)
 The F statistical test is used to determine whether the independent variables have a joint influence on the dependent variable. (Ghozali, 2021:147).

3. RESULTS AND DISCUSSION

3.1 Classical Assumption Test

The classical assumption test aims to determine whether the data obtained is valid and reliable.

3.1.1 Normality Test

In this study, the normality test used the Kolmogorov-Smirnov Test, with the results of the data being said to be normally distributed if the Sig value > 0.05, and the data was considered not normally distributed if the Sig value < 0.05. (Trismafara Zabilla Buciarda, Wiwin Priana, Muhammad Wahed, 2021).

Table 1. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		62
Normal Parameters^{a,b}	Mean	,0000000
	Std. Deviation	1,84159133
Most Extreme Differences	Absolute	,093
	Positive	,055
	Negative	-,093
Test Statistic		,093

Asymp. Sig. (2-tailed)

,200^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

The results of the Kolmogorov-Smirnov test show that the Asymp Sig. (2-tailed) value obtained in this study is 0.200, which is greater than the threshold of the Kolmogorov-Smirnov normality test, which is > 0.05 . This indicates that the data in the regression model of this study are normally distributed.

3.1.2 Multicollinearity Test

To detect multicollinearity, it can be seen through the Tolerance and Variance Inflation Factor (VIF) values. The value limits often used to detect multicollinearity are Tolerance > 0.10 or VIF < 10 . (Ghozali, 2021:147).

Table 2. Multicollinearity Test Results

Coefficients ^a		Collinearity Statistics	
		Tolerance	VIF
1	Organizational Culture	.958	1.043
	Work Motivation	.858	1.166
	Work Discipline	.875	1.143

a. Dependent Variable: Performa Karyawan

The results shown based on the table indicate that the VIF value for the Organizational Culture variable is 1.043, Work Motivation is 1.166, and Work Discipline is 1.143. This shows that there is no indication of multicollinearity, because all independent variables have VIF values less than 10. In addition, the results of the tolerance calculation for each variable are 0.958 for Organizational Culture, 0.858 for Work Motivation, and 0.875 for Work Discipline, which shows that the tolerance values are all greater than 0.10. Thus, it can be concluded that there is no multicollinearity between the independent variables in the regression model based on the results of VIF and tolerance.

3.1.3 Uji Heteroskedastisitas

In this study, the heteroscedasticity test was conducted by observing whether there was a certain pattern in the scatterplot graph that showed a relationship between SRESID and ZPRED, as shown below:

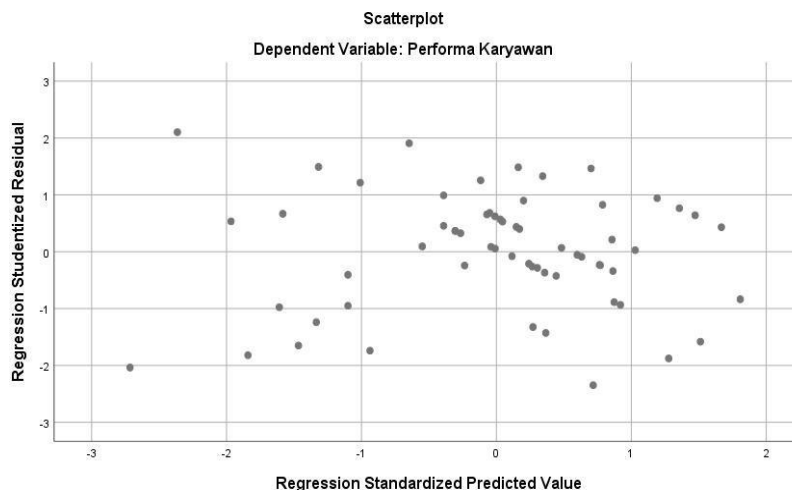


Figure 2. Scatterplot graph

Based on the residual graph, it can be seen that the data is spread both above and below the number 0 on the Y axis, the data is spread randomly without forming a certain pattern. This indicates the absence of heteroscedasticity, so this regression model meets the assumption of homoscedasticity.

3.1.4 Multiple Linear Analysis Test

Multiple linear regression analysis was conducted to test the significant influence between independent variables, namely organizational culture (X1), work motivation (X2), and work discipline (X3), on the dependent variable, namely employee performance (Y).

Table 3. Multiple Linear Regression Test Results

		Coefficients ^a				
		Unstandardize d Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,196	3,090		,387	,700
	Organizational Culture	,307	,095	,297	3,251	,002
	Work Motivation	,385	,100	,372	3,851	,000
	Work Discipline	,477	,106	,431	4,496	,000

a. Dependent Variable: employee performance

Based on the Table 3, the following multiple linear equations can be obtained:

$$Y = 1.196 + 0.307 X_1 + 0.385 X_2 + 0.477 X_3$$

- The constant value (α) indicates the level of employee performance (Y), which means that if the variables of organizational culture, work motivation, and work discipline are considered constant, employee performance will reach a value of 1,196.
- Organizational culture has a positive influence on employee performance, as seen from the regression coefficient of the organizational culture variable (X1) of 0.307. This shows a unidirectional relationship between organizational culture and employee performance, where improving organizational culture tends to improve employee performance.
- Work motivation has a positive effect on employee performance, as reflected in the regression coefficient of the work motivation variable (X2) which is 0.385. This means that the higher the work motivation, the better the employee performance.
- Work discipline positively affects employee performance, as indicated by the regression coefficient on the work discipline variable (X3) of 0.477. This means that the higher and better the level of work discipline, the better the employee performance.

3.2 Hypothesis Testing

3.2.1 Individual Parameter Significance Results (t-Test)

The t-test (partially) is used to evaluate the influence of each independent variable on the dependent variable individually. In this study, the independent variables analyzed include motivation, compensation, and career development. The test was conducted with a significance level of 0.05 ($\alpha = 5\%$). The results of the t-test are as follows:

Table 4. Results of the t-test (Partial Test)

		Coefficients ^a				
		Unstandardize d Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,196	3,090		,387	,700
	Organizational Culture	,307	,095	,297	3,251	,002
	Work Motivation	,385	,100	,372	3,851	,000
	Work Discipline	,477	,106	,431	4,496	,000

a. Dependent Variable: employee performance

So the research hypothesis can be concluded as follows:

- The results of the t-test for the organizational culture variable on employee performance show that the calculated t value of 3.251 is greater than the t table of 2.002, with a significance value of 0.002 which is smaller than 0.05. This finding indicates that organizational culture has a positive and significant influence on employee performance.
2. The results of the t-test on the work motivation variable on employee performance show that the calculated t value of 3.851 is greater than the t table of 2.002, with a significance value (Sig.) of 0.000 which is smaller than 0.05.

This indicates that work motivation has a positive and significant influence on employee performance.

- c. Based on the results of the t-test for the work discipline variable on employee performance, the calculated t value is 4.496 which is greater than the t table of 2.002, with a significance value of 0.000 which is less than 0.05. Thus, it can be concluded that work discipline has a positive and significant influence on employee performance.

3.2.2 Simultaneous Significance Test (F Test)

The F test is used to evaluate whether all independent variables in the model have a simultaneous effect on the dependent variable. The decision to accept or reject the hypothesis is based on a comparison of the significance level α of 5% (0.05). If the Significance value (Sig.) is less than 0.05, it can be concluded that all independent variables have an effect on the dependent variable. The following are the results of the analysis obtained using the SPSS version 25 application:

Tabel 5. Simultaneous Significant Results (F Test)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	237,718	3	79,239	22,215	,000 ^b
Residual	206,879	58	3,567		
Total	444,597	61			

- a. Dependent Variable: employee performance
- b. Predictors: (Constant), Work Discipline, Organizational Culture, Work Motivation

Based on the results of the table above, it is known that the calculated F value of 22.215 is greater than the F table of 2.76, with a significance value of 0.000 which is smaller than 0.05. This indicates that overall, the variables of organizational culture (X1), work motivation (X2), and work discipline (X3) significantly affect employee performance (Y) at CV Roja Tulus Persada.

3.2.3 Koefisien Determinasi (R²)

The coefficient of determination (R²) according to Ghozali (2021:147) is used to measure the extent to which a model can explain the variations that occur in the dependent variable. The R² value is in the range of 0 to 1, where a value approaching 1 indicates that the regression model is better, while a value approaching 0 indicates that the independent variable is less effective in explaining the dependent variable.

Tabel 6. Results of the Determination Coefficient Test (R2 Test)

Model Summary^b

Model	R	Adjusted R Square	Std. Error of the Estimate
1	,731 ^a	,535	,511

- a. Predictors: (Constant), Disiplin Kerja, Budaya Organisasi, Motivasi Kerja
- b. Dependent Variable: Performa Karyawan

According to the model summary table above, the Adjusted R Square value of 0.511 or 51% indicates that 51% of employee performance variables can be explained by organizational culture, work motivation, and work discipline variables. While the remaining 49% is influenced by other factors not included in this study.

3.3 Discussion

- a. Hypothesis 1: The Influence of Organizational Culture on Employee Performance.
 Based on the findings of this study, the organizational culture variable has a positive and significant impact on employee performance at CV Roja Tulus Persada. This can be proven by the t-value of 3.251 which is greater than the t table of 2.002, and the significance value of 0.002 which is smaller than 0.05, which indicates that H0 is rejected and Ha is accepted. Thus, it can be concluded that organizational culture has a positive and significant influence on employee performance at CV Roja Tulus Persada partially. This finding is in line with research conducted by Reza Nurul Ihsan & Lukman Nasution (2020), which revealed that organizational culture has a close relationship with employee performance at PT. Taspen Main Branch Office Medan.
- b. Hypothesis: The Influence of Work Motivation on Employee Performance
 The work motivation variable has a positive and significant influence on employee performance at CV Roja Tulus Persada. This can be seen from the calculated t value of 3.851 which is greater than the t table of 2.002, and the significance value of 0.000 which is less than 0.05, which indicates that H0 is rejected and Ha is accepted. Thus, it can be concluded that work motivation has a positive and significant effect on employee performance at CV Roja

Tulus Persada. This finding is in line with the research of Triazi Surya (2022) which states that work motivation has a significant influence simultaneously on employee compensation and productivity at the Medan City Cooperatives and UMKM Service.

c. Hypothesis: The Influence of Work Discipline on Employee Performance

Work discipline has a positive and significant effect on employee performance at CV Roja Tulus Persada. This can be seen from the results of the t-test with a calculated t value of 4.496 which is greater than the t table of 2.002, and a significance value of 0.000 which is less than 0.05, which indicates that H₀ is rejected and H_a is accepted. Therefore, it can be concluded that work discipline has a positive and significant effect on employee performance at CV Roja Tulus Persada. This finding is in line with previous research by Fitria Artha Kurnia (2020), which states that work discipline is the most influential variable in determining employee performance at the GMF AeroAsia Sejahtera Cooperative.

4. CONCLUSION

Based on the data obtained and the results of testing with multiple linear regression models, it can be concluded the organizational culture has a positive and significant influence on employee performance at CV Roja Tulus Persada. This can be seen from the test results which show a calculated t value greater than the t table, namely (3.251 > 2.002), and a significance value smaller than α , namely (0.002 < 0.05). Work motivation has a positive and significant influence on employee performance at CV Roja Tulus Persada. The test results show that the calculated t value is greater than the t table, namely (3.851 > 2.055), with a significance value smaller than α , namely (0.000 < 0.05). Work discipline has a positive and significant effect on employee performance at CV Roja Tulus Persada. The results of the analysis show that the calculated t value is greater than the t table, namely (4.496 > 2.055), and the significance value is smaller than α , namely (0.000 < 0.05). Simultaneously, the variables of organizational culture, work motivation, and work discipline have a significant and positive influence on employee performance. This is evident from the results of the F test which shows that the calculated F value is greater than the F table (22.215 > 2.76) and the significance value (0.000) is smaller than the probability (0.05). Employee performance is influenced by organizational culture variables, work motivation, and work discipline by 51%, while the other 49% is influenced by a number of other factors that are not part of this study. This can be seen from the results of the summary of the research model which shows an Adjusted R Square value of . This research is expected to be a reference for further researchers to develop deeper topics regarding the influence of other variables on employee performance. In addition, it is recommended that subsequent researchers involve larger samples to obtain more accurate calculation results.

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