

THE INFLUNCE OF MOTIVATION, WORK DISCIPLINE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

(Study on CV. Arjuna Banyuwangi)

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Published: September, 2024



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Abstract: This study aims to test and analyze the influence of Motivation, Work Discipline, and Organizational Culture on employee performance at Banyuwangi CV. Arjuna. This research was conducted on Argopuro street No 17, Sukowidi, Klatak, Kalipuro district, Banyuwangi regency. The sample of this research is employee of the Banyuwangi CV. Arjuna. The sampling technique used in this study saturation sampling with total of 40 populations. The method in this study used quantitative methods by distributing questionnaires. The data analysis method used is instrument test, multiple linear regression test, hypothesis test, coefficient of determination R^2 test, and classical assumption test. Based on the results of the analysis, it was found that simultaneously motivation(X1), work discipline(X2), and organizational culture(X3) affect employee performance(Y) while simultaneously (Test t) on the motivation, it can be concluded that motivation has no effect on employee performance.

Keywords: Motivation, *Work Discipline*, *Organizational Culture*, and Employee Performance.

INTRODUCTION

Quality human resources are the main key for the company in facing the development of today's times. The company will encounter increasingly fierce competition, so the company needs quality human resources so that human resources are able to work responsively and face a competition and problem so that the tasks given to these employees are carried out with what the company wants. To achieve the company's goals, good performance from its employees is required. Therefore, encouragement is needed so that companies can encourage employees to be able to meet the expectations of the company, especially companies that run in the service sector because companies that run in the service sector.

One of the companies that runs in the service sector is CV. Arjuna Banyuwangi. CV. Arjuna is the official distributor of PT. Nestle Indonesia, which was established in 1985, CV. Arjuna is located on Jl. Argopuro No.17, Sukowidi Neighborhood, Klatak, Kalipuro District, Banyuwangi Regency. CV Arjuna is a company engaged in distribution. As a distributor of CV. Arjuna relies heavily on *service* to its consumers, therefore the employees there must provide service as much as possible, especially for salesmen who are in direct contact with consumers so that they can sell Nestle products

to their consumers. When the author conducted an interview with CV employees. Arjuna, was informed that "CV Arjuna has experienced an increase in the performance of its employees because CV. Arjuna managed to increase sales and achieve the sales targets that have been set in September, October and November 2023 The factors that affect the improvement of employee performance include motivation, work discipline and organizational culture.

One of the factors that affects employee performance is Motivation. Motivation is an encouragement given so that employees want to do the work given with seriousness and responsibility. The phenomenon that the author found is CV. Arjuna provides incentives when employees succeed in meeting a sales target and also managers always provide words of motivation and input to their employees.

The next factor that can affect employee performance is work discipline. Work discipline is a regulation that is formed and must be obeyed by all members of the organization. The phenomenon found by the author is CV. Arjuna has implemented working hours and reprimands when employees are late or do not come to work without permission.

The last factor is organizational culture, organizational culture is behavior, norms and values that exist in the organization and have been carried out for a long time so that it becomes a habit in the organization. The phenomenon that occurs about the organizational culture in CV. Arjuna is a morning briefing activity that contains prayers, daily sales reports, problem solving and finding solutions, providing motivation from managers and company yells. As well as employees who respect each other and superiors who are willing to listen to their employees.

METHOD

Population, Sample, Sampling

The population used in this study is all employees in CV. Arjuna Banyuwangi which totals 40 employees. The sampling technique used in this study is using saturated samples, which means that the samples used are all members of the population so that the sample from this study is 40 people

Tabel 1. Intervention Procedure

	ACTIVITIES	June			
		1	2	3	4
1	Questionnaire creation				
2	Questionnaire distribution				
3	Respondent data collection				
4	SPSS calculation work				

Instruments

The instrument used in this study is a questionnaire where the statements used are based on indicators taken from the statements of experts, namely Sutrisno (2019), Afandi (2018), Sinambela (2016), Edison (2016). Where the measurement used is by using a likert scale and then entered into the tabulation and done by the SPSS application.

RESULTS AND DISCUSSION

a. Validity Test

Table 2 Validity Test Results

Variable	Items	r count	r table	Sig	Ket
Motivation	X11	0,640	0.3120	0,00	Valid
	X12	0,836	0.3120	0,00	Valid
	X13	0,792	0.3120	0,00	Valid
Work Discipline	X21	0,775	0.3120	0,00	Valid
	X22	0,711	0.3120	0,00	Valid
	X23	0,801	0.3120	0,00	Valid
	X24	0,625	0.3120	0,00	Valid
Organizational Culture	X31	0,854	0.3120	0,00	Valid
	X32	0,838	0.3120	0,00	Valid
	X33	0,813	0.3120	0,00	Valid
Employee Performance	Y1	0,760	0.3120	0,00	Valid
	Y2	0,832	0.3120	0,00	Valid
	Y3	0,739	0.3120	0,00	Valid
	Y4	0,796	0.3120	0,00	Valid

Based on the results in the table above the variables Motivation (X1), Work Discipline (X2), Organizational Culture (X3), Employee Performance (Y), all questionnaire statements get a correlation coefficient value r calculate $> r$ table means that the questionnaire item statement is said to be valid.

b. Reliability Test

Table 3 Reliability Test Results

Variable	Cronbach's Alpha	Information
Motivation (X1)	0,613	Reliable
Work Discipline (X2)	0,698	Reliable
Organizational Culture (X3)	0,782	Reliable
Employee Performance (Y)	0,788	Reliable

Based on the table above, Cronbach's Alpha value of all variables are > 0.60 means that the variables Motivation (X1), Work Discipline (X2), Organizational Culture (X3), Employee Performance (Y) are declared reliable.

c. Heteroscedasticity Test

Table 4 Heteroscedasticity Test Results

Variable	Sig.	Information
Motivation	0,376	Non Heteroscedasticity
Work Discipline	0,466	Non Heteroscedasticity
Organizational Culture	0,439	Non Heteroscedasticity

Based on the table above, the sig value of each variable is higher than 0.05 so that there is no element of heteroscedasticity.

d. Multicollinearity Test

Table 5 Multicollinearity Test Results

Variable	VIF	Information
Motivation	1,577	Non Multicollinearity
Work Discipline	2,387	Non Multicollinearity
Organizational Culture	1,733	Non Multicollinearity

Based on the table above, the VIF of variable motivation, work discipline and organizational culture has value < 10 , that means there is no multicollinearity problem.

e. Normality Test

Table 6 Normality Test Results

			Unstandardized Residual
N			40
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		1,42292879
Most Extreme Differences	Absolute		.0099
	Positive		.0099
	Negative		-.085
Test Statistic			.0099
Asymp. Sig. (2-tailed)			.200c
Monte Carlo Sig. (2- tailed)	Sig.		.790d
	99% Confidence	Lower Bound	.779
		Upper Bound	.800

Based on the table above, the results of *asympt. sig* (2-tailed) 0.200 is higher than 0.05, then it can be said that the data is normally distributed.

f. Multiple Linear Regression Analysis

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 5.307 + 0.125X_1 + 0.206 X_2 + 0.545 X_3 + e$$

From the above equation can be interpreted as follows:

- 1) Constant (α) = 5.307 means that the piece of the Y regression line is located at point 5.307
- 2) $\beta_1 = 0,125$

The regression coefficient for the Motivation variable is 0.125, meaning that for every addition or increase in Motivation (X_1) by 1 score, the Employee Performance (Y) will also increase by 0.125

- 3) $\beta_2 = 0,206$

The regression coefficient for the Work Discipline variable is 0.206, meaning that for every addition or increase of Work Discipline (X2) by 1 score, the Employee Performance (Y) will increase by 0.206

4) $\beta_3 = 0,545$

The regression coefficient for the Organizational Culture is 0.545, meaning that for every addition or increase of Organizational Culture (X3) by 1 score, the Employee Performance (Y) will also increase by 0.545.

g. Test t

Table 7 t Test Results

Variable	Regression Coefficient	t count	Sig.
Constant	5,307	2,007	0,052
Motivation (X1)	0,125	0,514	0,610
Work Discipline (X2)	0,206	1,141	0,261
Organizational Culture (X3)	0,545	3,263	0,002

Based on the results of the hypothesis t test, the result of t table 2.02829 was obtained. Organizational Culture variable the t tables < t calculate so organizational culture can be said to has a partial effect to Employee Performance. Meanwhile, in the Motivation and Work Discipline variable, the table > t calculated so that they can be said that it has no partial effect to Employee Performance.

h. Test F

Table 8 F Test Results

F count	11.707
Sig. F	0.000

Based on the table above, the result of t table 2.266866 was obtained. Motivation, work discipline and organizational culture variable the F tables < F calculate that mean variables of motivation, work discipline and organizational culture have a simultaneous affect to employee performance

i. Coefficient of Determination (R²)

Table 9 Coefficient Determination R2 Test Results

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,703	0,494	0,452	1,1481

In the table above, it is known that the value of Adjusted R Square = 0452 or 45.2% means that the independent variables used in the regression model, namely Motivation (X1), Work Discipline (X2) and Organizational Culture (X3) are able to explain the dependent variable (Employee Performance) by 45.2%, while 54.8% is explained by other independent variables that are not included in the study

CONCLUSION

Based on the results of the study, it can be concluded that motivation has not influence on employee performance so even though the manager motivating their employees it has not impact to their employee performance. Work discipline has no influence on employee performance so even though the CV. Arjuna apply work discipline to their employees, it has not impact to their employee performance because part of employee at CV. Arjuna spent their work time at outside of the company. Organizational culture has an influence on employee performance so if organizational better, the employee performance will be more improve too, CV. Arjuna has a good organizational like briefing on every morning, and the manager always listen to the employee opinion. Motivation, work discipline and organizational culture when applied together have an influence on employee performance so when motivation, work discipline and organizational implemented as well it can increase employee performance at CV. Arjuna.

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