


The Influence of Organizational Culture, Work Motivation and Work Discipline on Employee Performance at the Maluku Provincial Transportation Service

Katherina Florencia Tomasouw¹, Novalien Carolina Lewaherilla², Ferdy Leuhery³
^{1,2,3} Master of Management, University of Pattimura, Maluku, Indonesia

Article Info	ABSTRACT
<p>Keywords: Organizational Culture, Work Motivation, Work Discipline, Employee Performance.</p>	<p>This study aims to determine the effect of organizational culture, work motivation and work discipline on employee performance at the Maluku Provincial Transportation Office. The method used in this study is a quantitative method involving all civil servants (PNS) of the Maluku Province Transportation Service, totaling 62 people as a population. The sample in this study amounted to 54 employees. The sampling technique used in this research is stratified random sampling. The measurement tool used is SPSS version 26. The results of the study show that Organizational culture partially has a significant effect on employee performance at the Maluku Province Transportation Service, as evidenced by the $t_{count} = 2.377$ greater than the $t_{table} = 1.675$, work motivation partially has a significant effect on employee performance at the Maluku Province Transportation Service, evidenced by the $t_{count} = 2.158$ greater than the value of $t_{table} = 1.675$ and work discipline partially has a significant effect on employee performance at the Maluku Provincial Transportation Office, evidenced by the value of $t_{count} = 2,964$ greater than the value of $t_{table} = 1,675$. The better the application of organizational culture, the better the performance of employees, as well as if the higher the motivation and work discipline, the higher the performance of employees. Conversely, the lower the application of organizational culture, work motivation and work discipline, the lower the employee performance. This means that the research hypothesis can be accepted.</p>
<p>This is an open access article under the CC BY-NC license</p> 	<p>Corresponding Author: Katherina Florencia Tomasouw Master of Management, University of Pattimura, Maluku, Indonesia Jl. Ir. M. Putuhena, Poka, Kec. Tlk. Ambon, Kota Ambon, Maluku raffalingat@gmail.com</p>

INTRODUCTION

The Maluku Provincial Transportation Service is one of the Regional Government Organizations within the Scope of the Maluku Provincial Government. Based on the Governor of Maluku Regulation Number 26 of 2017 concerning Position, Duties and Functions of the Organizational Structure and Work Procedure of the Regional Office of Maluku Province, has the main task of carrying out some government affairs in the field of transportation services to the community in order to realize the Development Vision of the Maluku Provincial Government for 2019-2024, namely " Maluku which is managed in an honest, clean and serving manner, guaranteed in prosperity and sovereignty over the group of islands. To realize the implementation of the vision and mission, the Maluku Provincial Transportation Service's mid-term development goals and targets are set to implement the development vision and mission, In an effort to support the achievement of the objectives of this service, quality and professional human resources (employees) are needed.

Several important factors in achieving organizational goals are the need to build an effective organizational culture as a reflection of employee behavior, an encouragement or motivation to work that can arouse the willingness of employees to carry out their work and work discipline to educate

employees to comply with applicable regulations in the organization so that they can produce good performance. the good one.

Based on observations made by researchers, several problems were found related to organizational culture, work motivation and work discipline in the Maluku Provincial Transportation Service, including: There are insufficient employees responsible regarding work assigned by the direct superior to the employee, there are employees who do not take the initiative to carry out routine tasks that are their responsibility, must be ordered first by the new leadership to carry out the work, there are employees who are less enthusiastic at work because they are transferred to other parts that are not in accordance with disciplines or training that has been attended, in completing tasks given by the leadership, there are employees who have not been able to meet the set time targets, thus slowing down the next process, limited work equipment causes work activities to not run smoothly, there are employees who enter the office only to attend roll call himself on the fingerprint machine after that go home and at the time of office hours will return to absent going home.

From some of the problems described above, it can be seen that the performance of the Maluku Province Transportation Service employees is still far from what was expected. Therefore it is necessary to examine the extent to which the influence of organizational culture, employee motivation and discipline work on employee performance at the Maluku Province Transportation Service. In several previous studies it was argued that organizational culture, work motivation and work discipline affect employee performance. However, there are also several studies which show that organizational culture, work motivation and work discipline partially do not affect employee performance. This shows that there are still differences in research results (research gap) regarding the factors that influence employee performance. *Research Gaps* these include the following: (1) Sriwati Djaman, (2021), the results of his research show that partially work motivation and work culture have a positive and significant effect on the performance of employees of Tora Belo Hospital, Kab. Sigi but work discipline has a positive and not significant effect on the performance of Tora Belo Hospital Kab. Sigi. (2) Sari Maharani, Suhardi (2020), the results of his research show that partially organizational culture and work discipline have a positive and significant effect on employee performance, however, work motivation does not have a positive and significant effect on the performance of Palm Springs Country Club employees. (3) Chintia Hanny (2020). The results of his research show that partially organizational culture has a positive and significant effect on employee performance. but work discipline has a positive but not significant effect on the performance of employees of PT. Multikarya Sarana Perkasa Jakarta. (4) Ni Made Yuni Dianantary (2019), the results of his research show that work motivation has a positive and significant effect on employee performance, but organizational culture has no significant effect on employee performance in PDAM Tirta Manguntama Kab. Badung.

Based on the phenomena that occurred at the Maluku Province Transportation Service and the research gap (differences in research results) above, the authors are interested in conducting another study of variables that experienced differences in results from previous studies, this research will examine organizational culture variables, work motivation, work discipline on employee performance with the research title "The Influence of Organizational Culture, Work Motivation and Work Discipline on Employee Performance in the Maluku Province Transportation Service".

METHODS

Paais (2021: 285) states that organizational culture in Japanese society is called kaizen, which means continuous improvement involving all members in the company hierarchy, both management and employees. Organizational culture refers to the behavioral norms, assumptions and beliefs (beliefs) of an organization. Owens (1990) in (Creemers & Reynolds, 1991) states that organizational culture is a pattern of beliefs and expectations shared by members of the organization. According to Edgar H.

The Influence of Organizational Culture, Work Motivation and Work Discipline on Employee Performance at the Maluku Provincial Transportation Service - Katherina Florencia Tomasouw et. al

Schein in Wiwik Yuswani (2016), culture is a pattern of basic assumptions that are created, found or developed by certain groups as learning to overcome problems of external adaptation and internal integration that is official and well implemented and therefore taught or passed on to new members as the right way to understand, think, and feel related to the problems that occur. According to Robbins in Hendra (2020), organizational culture is a shared value system that is owned by every member of an organization that can differentiate the organization from other organizations. According to Cushway and Lodge (GE: 2000) in Badu (2017), organizational culture is an organizational value system and will influence the way work is done and the way employees behave. Based on the understanding of organizational culture according to the experts above,

Hasibuan (2015) argues, motivation comes from the Latin word *movere* which means encouragement or giving a driving force that creates enthusiasm for one's work so that someone wants to cooperate, work effectively, and integrate with all their efforts to achieve satisfaction. Hasibuan (2015) also argues that work motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. The pro and positive mental attitude of employees towards work situations strengthens their work motivation to achieve maximum performance. According to Sedarmayanti (2017, p.154), motivation is a force that encourages a person to take an action or not which essentially exists internally and externally, positive or negative, Work motivation is something that creates encouragement/enthusiasm for work. According to George and Jones (2005), work motivation can be defined as a psychological drive to someone who determines the direction of behavior (direction of behavior) of a person in an organization, the level of effort (level of effort), and the level of persistence or resilience in facing a situation. obstacles or problems (level of persistence).

Work discipline according to Mangkunegara (2001) is defined as the implementation of management to reinforce organizational guidelines. Work discipline as an attitude of respect, respect and obedience to the rules that apply both written and unwritten and able to carry them out, not evading sanctions if violating the duties and authority given to him. Discipline is one of the important factors in an organization, because discipline can influence employee performance in an organization. The higher a person's work discipline, the higher the work results that can be achieved. Discipline is good if employees can comply with the rules that apply in the organization. Both entry and return hours, rules regarding the use of work clothes, and other regulations set by the organization. According to Hasibuan (2009), discipline is a person's awareness and willingness to comply with all applicable social rules and norms. According to Sinambela (2016: 332), good discipline reflects a person's sense of responsibility for the tasks assigned to him, where this will encourage work enthusiasm and the realization of organizational goals, reflect a person's sense of responsibility for the tasks assigned to him as part of an organization.

In this study there were 4 variables to be tested, of which 3 variables were independent variables, namely Organizational Culture (X1), Work Motivation (X2) and Work Discipline (X3), as well as 1 dependent variable, namely Employee Performance (Y). As a researcher, I will examine and analyze the relationship between the four variables based on the following framework:

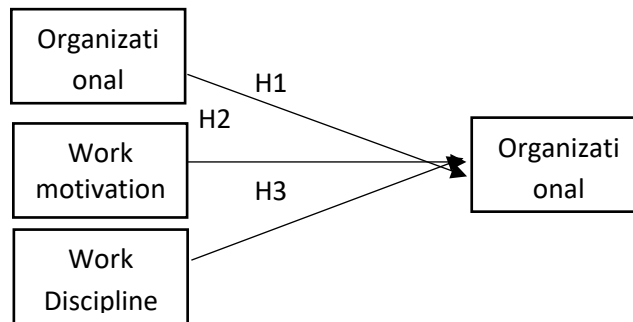


Figure 1. Research Framework

The following is an explanation of the hypothesis formulation based on the above framework:

H1 :Organizational culture has a significant effect on employee performance at the Maluku Province Transportation Service

H2 :Work motivation has a significant effect on employee performance at the Maluku Province Transportation Service

H3 :Work Discipline has a significant effect on employee performance at the Maluku Province Transportation Service

RESULTS AND DISCUSSION

Data analysis

The results of the validity test on statement items in the variables Organizational Culture (X1), Work Motivation (X2), Work Discipline (X3) and Employee Performance (Y), it was found that all items were valid based on a benchmark value of significance < 0.05 , and a correlation value product moment which is greater than the r_{table} value = 0.263, so that it can be continued with a reliability test using Cronbach Alpha. The results of reliability testing on statement items from Organizational Culture (X1), Work Motivation (X2), Work Discipline (X3) and Employee Performance (Y) variables, it was found that all Cronbach Alpha values were above 0.60 so that all statement items can be said reliable. After the validity and reliability testing stages have been completed, it can proceed to the classical assumption test stage to see whether the data used has deviations from the classical assumptions or not. The classic assumption test is carried out using 3 tests, namely the multicollinearity test, the heteroscedasticity test and the normality test.

Table 1. Multicollinearity Test Results

Variable	Mark		Status
	tolerance	VIF	
Organizational Culture (X1)	0.152	6,580	Multicollinearity
Work Motivation (X2)	0.119	8,439	Free
Work Discipline (X3)	0.127	7,887	

Based on the table above, the results of the multicollinearity test using SPSS v.26 software, it was found that the tolerance value for each independent variable was > 0.1 and the value *Variance Inflation Factor* (VIF) < 10 which indicates that all independent variables in this study are free of multicollinearity.

The heteroscedasticity test was carried out with the aim of testing whether or not there were differences in variance from the residuals of one observation to another in the regression model. A good regression model is one that doesn't happen heteroscedasticity. To test whether there is or

The Influence of Organizational Culture, Work Motivation and Work Discipline on Employee Performance at the Maluku Provincial Transportation Service - Katherina Florencia Tomasouw et. al

noheteroscedasticityIn the results of this study, the graphical Scatterplot method was used which was analyzed using SPSS version 26 software

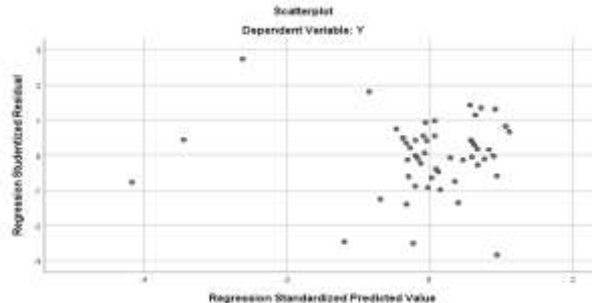


Figure 2. Heteroscedasticity Test Results

Based on the Scatterplot graph above, it can be seen that the dots spread above and below the number 0 on the Y axis and do not form a specific pattern. So, it can be concluded that it did not happenheteroscedasticityon the regression model from the results of this study.

The normality test was carried out to test the independent variable data and the dependent variable in the research results being normally distributed or not.

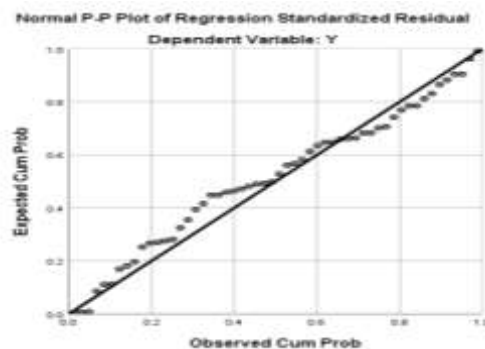


Figure 3. Graph of Normality Test

Based on the graph, it can be seen that all points or data are scattered around the diagonal line and none are spread far from the diagonal line so it can be concluded that the data in this study are normally distributed.

Table 4. Multiple Linear Regression Analysis

Free Variables	Regression Coefficient	tcount	Probability (Sig.)
Organizational Culture (X1)	0.287	2,377	0.021
Work Motivation (X2)	0.295	2.158	0.036
Work Discipline (X3)	0.391	2,964	0.005

According to the table above, hypothesis testing is proven as follows:

- H1: Organizational culture has a significant effect on employee performance
The value of tcount = 2.377 is greater than the value of ttable = 1.675, so it can be concluded that partially, organizational culture has a significant effect on the performance of Civil Servants at the Maluku Province Transportation Service.

- H2: Work motivation has a significant effect on employee performance
Dif the value of tcount = 2.158 is greater than the value of ttable = 1.675, it can be concluded that partially, work motivation has a significant effect on the performance of Civil Servants at the Maluku Province Transportation Service.
- H3: Work discipline has a significant effect on employee performance
Dif a tcount value of 2,964 is greater than a ttable value = 1,675, it can be concluded that partially, work discipline has a significant effect on the performance of Civil Servants at the Maluku Province Transportation Service.

Discussion of Research Results

From the research results that have been presented in the table above, the tested hypothesis is as follows:

- H1 is accepted (Organizational Culture partially has a significant effect on Employee Performance). If organizational culture is used as a controller and direction in shaping employee attitudes and behavior, organizational performance can be achieved. The better the quality of the implementation of organizational culture, the better the employee performance. As explained by Paais (2021), organizational culture has high value if its members comply with the rules and conditions set by the organization. Conversely, it will have a low score if the members of the organization do not comply with the rules and regulations of the organization. This is also relevant to Moeljono's statement in Faisal (2022: 35) that the better the factors contained in organizational culture the more good organizational performance.
- H2 is accepted (Work Motivation partially has a significant effect on Employee Performance). By always motivating yourself to work well, having high work enthusiasm, enthusiasm, being responsible for the work given, being able to complete the job quickly according to the direction and instructions of the leadership so that targets are met, thereby increasing organizational performance. This is also in accordance with Afandi's statement (2018) that motivation is everything that encourages employees to be enthusiastic and work well in completing their work assignments.
- H3 is accepted (Work Discipline partially has a significant effect on Employee Performance). According to Sinambela's statement (2016:335) that work discipline is the awareness and willingness of employees to comply with all applicable organizational regulations and social norms, where work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior following the established rules.

CONCLUSION

Based on the results of the analysis and discussion in this study, the following conclusions can be formulated: Organizational culture has a significant influence on employee performance at the Maluku Province Transportation Service which is acceptable and statistically tested. This means that the better the implementation of organizational culture, the better the performance of employees at the Maluku Province Transportation Service. Work motivation has a significant influence on employee performance at the Maluku Province Transportation Service which is acceptable and statistically tested. This means, the higher the employee's work motivation, it will affect the increase in employee performance, conversely if the employee's work motivation is low, it will have an impact on decreasing employee performance. Work discipline has a significant influence on employee performance at the Maluku Province Transportation Service which is acceptable and statistically tested. This means, the increasing work discipline of employees will have a major effect on improving employee performance at the Maluku Provincial Transportation Service.

REFERENCE

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Riau: Zanafa Publishing.
- Ainanur. (2018). Pengaruh Budaya Organisasi, Kompetensi dan Motivasi Terhadap Kinerja Karyawan. *Ilmiah Magister Manajemen*, 1-14.
- Ancok. (2000). *Teknik Penyusunan Skala Pengukur*. Yogyakarta: Pusat Penelitian Kependudukan Universitas Gadjah Mada.
- Andayani, I. (2019). Pengaruh Kepemimpinan, Budaya Organisasi dan Motivasi Terhadap Kinerja Pegawai. *Ilmiah Magister Manajemen*, 2, 45-54.
- Arda, M. (2017). Pengaruh Kepuasan Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Bank Rakyat Indonesia Cabang Putri Hijau Medan. *Jurnal Ilmiah Manajemen & Bisnis*, 45-60.
- Arikunto, S. (2006). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: PT. Rineka Cipta.
- Badu, S. Q. (2017). *Kepemimpinan dan Perilaku Organisasi*. Gorontalo: Ideas Publishing.
- Busro, M. (2018). *Teori-teori Manajemen Sumber Daya Manusia*. Jakarta: Pranadamedia.
- Djaman, S., Hasanuddin, B., & Rudin. (2021). Pengaruh Motivasi Kerja, Disiplin Kerja dan Budaya Organisasi terhadap Kinerja Pegawai Kesehatan Rumah Sakit Umum Daerah Tora Belo Kabupaten Sigi. *Jurnal Aplikasi Manajemen dan Inovasi Bisnis*, 25-37.
- Faisal, dkk (2022). Pengaruh Budaya Organisasi, Motivasi dan Disiplin Terhadap Kinerja Pegawai Dinas PUPR Kab. Gowa. *Jurnal Inovasi dan Pelayanan Publik Makassar*, 27-41.
- Ferdinandus, S., & Pentury, G. (n.d.). *Metode Kuantitatif Untuk Manajemen*.
- Fransiska, J., & Tupti, Z. (2020). Pengaruh Komunikasi, Beban Kerja dan Motivasi Kerja Terhadap Kinerja Pegawai. *Jurnal Ilmiah Magister Manajemen*, 224-234.
- Ghozali. (2005). *Aplikasi Analisis Multivariate Dengan Program SPSS*. Semarang: Universitas Diponegoro.
- Hasibuan, S. M., & Syaiful, B. (2018). Pengaruh Kepemimpinan, Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja. *Jurnal Ilmiah Magister Manajemen*, 71-80.
- Kalaierasi, M. (2017). Literature Review on Organization Culture and Its Influence. *International Journal of Advance Research in Engineering & Management*, 9-14.
- Mulyadi. (2020). Pengaruh Kepemimpinan, Budaya Organisasi dan Disiplin Kerja Terhadap Kinerja Pegawai Dinas PUPR Kab. Musi Rawas Utara. *Jurnal Media Ekonomi*, 26-35.
- Nurgiyantoro, B. (2003). *Statistik Terapan Untuk Penelitian Ilmu-Ilmu Sosial*. Yogyakarta: Penerbit Gajah Mada University Press.
- Paais, M., & Souhoka, S. (2021). *Pemahaman Praktis Manajemen Sumber Daya Manusia*.
- Priyono. (2010). *Manajemen Sumber Daya Manusia*. Jakarta: Prenadamedia.
- Purwanto, A. (2020). Dampak Kepemimpinan, Budaya Organisasi dan Perilaku Kerja Inovatif Terhadap Kinerja Pegawai Puskesmas. *Jurnal Ilmu Kesehatan Masyarakat*, 19-27.
- Rezeki, F. (2020). *Manajemen Sumber Daya Manusia Dalam Organisasi*. Sidoarjo: Media Sains Indonesia.
- Rivai, A. (2020). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kinerja Karyawan. *Ilmiah Magister Manajemen*, 213-223.
- Santoso. (2000). *SPSS-Statistik Parametrik, Edisi Pertama*. Jakarta: Elex Media Komputindo.
- Sanusi, A. (2011). *Metodologi Penelitian Bisnis*. Jakarta: Salemba Empat.
- Siagian, M. (2017). Analisa Budaya Organisasi, Disiplin Kerja dan Pengembangan Sumber Daya Manusia Terhadap Kinerja Pegawai Dengan Motivasi Kerja Sebagai Variabel Intervening di Kantor Pemerintah Kecamatan Lubuk Baja Batam. *AKRAB JUARA*, 25-39.
- Siagian, S. (2018). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.
- Sinambela, L. P. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.
- sugiyono. (2012). *Metode Penelitian Bisnis*. Bandung: Alfabeta.

- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Sujarweni, V. W. (2019). *Metodologi Penelitian Bisnis Dan Ekonomi*. Yogyakarta: Pustaka Baru Press.
- Umar. (IV). Faktor-Faktor Yang Mempengaruhi Kinerja Pegawai Terhadap Penerimaan Pajak di Kantor Penerimaan Pajak Bantaeng. *Jurnal Riset*.
- Widiati, E. (2019). Pengaruh Motivasi Kerja, Disiplin Kerja dan Budaya Organisasi Terhadap Kinerja Pegawai Kesehatan Pada Rumah Sakit Panti Secanti Gisting. *Manajemen Dan Bisnis*, 21-34.