

# **The Influence of Work Culture, Work Discipline, and Motivation on Employee Performance**

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## **Abstract**

The purpose of this study was to determine the effect of work culture, work discipline, and motivation on employee performance at PT. DHL Supplychain Indonesia. The population and samples used in this study amounted to 70 respondents. The data collection method used a questionnaire distributed through google form. Hypothesis testing in this study using SPSS analysis tools by conducting validity tests, reliability tests, classical assumption tests, multiple linear regression, coefficient of determination ( $R^2$ ) test, f test, and T test. The results of the study explain that work culture has an effect on employee performance, work discipline affects employee performance, and work motivation does not affect employee performance.

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

## **1. Introduction**

Leadership style can affect the quality of work culture in organizations. One of the most important success factors in organizations is the ability to identify and choose effective leaders (Carnes, et al, 2015). Corporate culture influences corporate decision making and company performance. Corporate culture is a set of norms and values that are widely shared and adhered to throughout the organization (O'Reilly and Guiso et al 2015). Organizations with a good corporate culture are usually more successful than organizations with a lack of corporate culture because employees value the same values and standards of behavior. Corporate culture is a set of conceptions, beliefs, attitudes, and values that are generally accepted and maintained for a relatively long time. The term corporate culture is defined as a set of accepted values and opinions that create informal standards of behavior in an organization that have a positive effect. Innovation can be imitated very well by the characteristics of organizational culture, because it can influence employee behavior, directing them to accept or not accept organizational values as well as significant commitment to company goals (Naranjo-Valencia; Jimenez, & Sanz-Valle 2012).

Safety culture is usually conceptualized as organizational structures and systems, shared beliefs, attitudes and values. The most common approach to safety culture, which has been referred to as the functionalist, normative, or instrumental approach, Guldenmund (2010) argues that the main factor investigated in such surveys can stem largely from the workforce's effective evaluation of its management. Self-discipline is self-control, the ability to avoid things that can lead to negative consequences (Sasson 2016). Self-discipline comes in various forms such as perseverance, thinking before acting, the ability to carry out decisions and plans. Motivation is an aggregate term consisting of all the factors that influence, intensify, regulate and carry out human behavior in other words related to actions with limited intensity and duration. Motivation is influenced by many factors, especially personal character, job characteristics and the organization itself.

Employee motivation and quality formation are the basic principles of personal strategy in a company where the motivation of a company is an inseparable part (Hitka 2012). Work motivation is the set of internal and external forces that initiate work-related behavior, and determine its form, direction, intensity and duration. Employees have various competing needs that are driven by different motivators. Therefore, it is very important for an organization and its managers to understand what really motivates its employees if they intend to maximize organizational performance. Internal motivation is the internal driving force of human activity, which directs behavior and external motivation is an external source that encourages employees to achieve the desired behavior and performance (Griffin 2016).

All organizations today, are faced with a volatile and turbulent competitive environment, therefore managers focus on creating competitive advantage through their employees' organizational development. This tends to improve performance, communication expectations, determine employees' potential and assist employees' counseling (Aggarwal & Thakur 2013). Some leaders have strong and weak personalities that can influence the performance of other employees and determine the way the organization performs (Alkahtani et al 2011).

Employee behavior can affect firm-level performance given that many employees have some level of discretion with respect to how hard they work which explores the relationship between worker commitment and workplace performance (Brown et al 2011). According to Boselie (2010) organizations are directed to improve individual performance, taking into account the organizational context in which performance is produced. Formulated in this way, contextual factors, such as cultural norms or the impact of new technologies, characteristic for all organizations, are part of the performance management process and need to be taken into account as an important research interest. Based on observations at PT DHL Supplychain Indonesia, there is a problem of lack of employee discipline towards existing regulations in the company, which can reduce employee performance and have an impact on the output and quality of the resulting production. The performance of each employee determines the company's productivity. If the employee works well, the company's productivity will increase. Research study on the influence of work culture, work discipline, and motivation on employee performance at PT DHL Supplychain Indonesia.

## **2. Literature Review**

### **Performance**

According to Mangkunegara (2008) performance is the result of work in quality and quantity achieved by an employee in carrying out the tasks assigned to him. According to Suntoro and Tika (2008) define performance as an organization in order to achieve organizational goals within a certain period of time. According to Shedarmayanti (2009) states that employee performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Based on several

understandings from previous research, it can be stated that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities that will be given to him.

### **Work Culture**

Work culture is a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life group of a community group or organization, then reflected from attitudes into behaviors, beliefs, ideals, opinions and actions that manifested as work or work (Triguno 2009). Work culture is a set of behavioral patterns that are inherent in every individual in an organization. According to Hadari (2013) argues that work culture is a habit that is carried out repeatedly by employees in an organization, violations of this habit do not have strict sanctions, but from organizational behavior morally it has been agreed that these habits are habits that must be adhered to in order execution of work to achieve goals. According to Osborn (2008) work culture is a set of behavioral feelings and psychological frameworks that are deeply internalized and shared by every individual in the work environment of an organization.

### **Work Discipline**

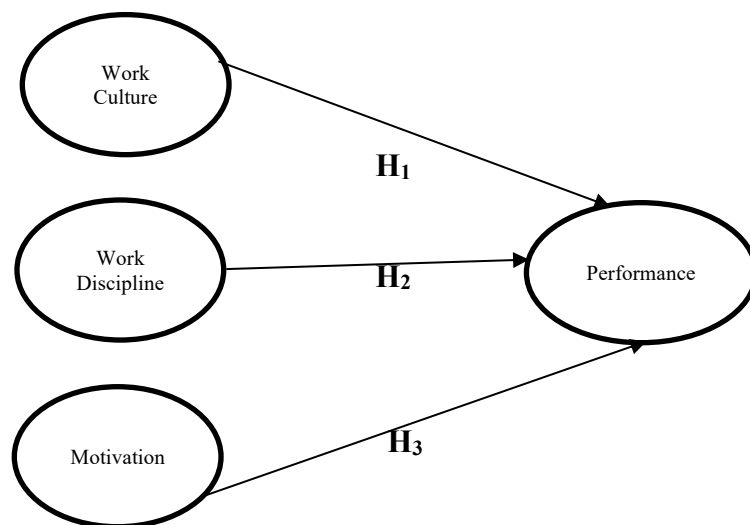
Work discipline is an orderly state in which a person or group of people who are members of the organization wishes to comply with and carry out organizational regulations, both written and unwritten, based on the awareness that a condition will be achieved between reality, desire and is expected so that employees have a disciplined attitude. at work so that productivity can increase. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and to increase one's awareness and willingness to obey all the rules and social norms that apply in a company (Rivai & Sagala., 2013). According to Hasibuan (2017) discipline is a person's awareness and willingness to obey all applicable social rules and norms. According to Fahmi, (2017), discipline is a level of compliance and obedience to applicable rules and is willing to accept sanctions or punishments if they violate the rules set out in the discipline. According to Sutrisno (2009) work discipline is the behavior of a person in accordance with the regulations, existing work procedures or discipline is the attitude, behavior and actions that are in accordance with the regulations of the organization, both written and unwritten. From several theories put forward by experts, it can be concluded that work discipline is an individual's awareness of obeying all regulations and being aware of his duties and responsibilities as an employee.

### **Motivation**

According to Hadari Nawawi (2008) motivation means a condition that encourages or causes someone to do something (activity). Meanwhile, Mangkunegara (2009) states that motivation is a person's reason for taking an action or action, so that people who do not act or act are often called unmotivated. Sandirman (2008) motivation is the driving force from within to carry out activities to achieve goals. According to Malayu (2008), motivation comes from another word *move* which means encouragement or giving driving force that creates one's work enthusiasm so that they want to work together, work effectively, and are integrated with all their efforts to achieve satisfaction. Motivation is a stimulus, encouragement or power plant owned by a person or group of people who want to act and work together optimally in carrying out something that has been planned to achieve the goals that have been set (Azwar 2009).

## Research Design

The design in this study is shown in Figure 1 below:



**Figure 1. Research Model**

Hypothesis:

H1: Work culture affects employee performance

H2: Work discipline affects employee performance

H3: Motivation affects employee performance

## 3. Methodology

The form of this research is quantitative. the object of research is located at PT DHL Supplychain Indonesia KIIC Karawang. The employee population is 200 employees of PT. DHL Supplychain Indonesia. The sampling technique used in this study was probability sampling using simple random sampling. The number of samples taken was 70 employees, which was obtained from the slovin formula. The data collection method used to obtain the data needed in this research is by distributing questionnaires directly to employees of PT. DHL Supplychain Indonesia, Distribution of the questionnaire aims to determine the opinion of respondents regarding work culture, work discipline, motivation and employee performance. Methods Data analysis using multiple linear regression with the help of SPSS program.

## 4. Result and Discussion

### Coefficient of Determination

The coefficient of determination (adjusted  $R^2$ ) is used to measure how far the influence of the independent variable on the dependent variable. The value of the coefficient of determination is between zero to one, a small value ( $R^2$ ) means that the ability of the independent variable to explain the dependent variable is very limited. The results of the coefficient of determination can be seen in the following table:

**Table 1. Results of the Coefficient of Determination Analysis**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .471 <sup>a</sup> | .222     | .186              | 1.58972                    |

*Source: SPSS data processing results (2021)*

From table 1, it can be seen that the value of R square ( $R^2$ ) is 0.222. The coefficient of this number means that the variables of work culture, work discipline, and motivation are simultaneously able to explain the diversity of employee performance variables by 22.2% while the remaining 77.8% (100% - 22.2%) is explained by other variables outside this study. The results of this study describe the variables of work culture, work discipline, and motivation simultaneously (together) play an important role in determining the performance of employees of PT. DHL Supplychain Indonesia.

### Multiple Linear Regression Analysis

Multiple linear regression test aims to determine the effect of two or more independent variables with one dependent variable displayed in the form of a regression equation. The following table shows the results of the regression test using SPSS software. The resulting regression coefficient is a component of the regression equation for the variables of Work Culture, Work Discipline, and Motivation on Employee Performance. The following are the results of the regression test:

**Table 2. Multiple Linear Regression Test Results**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 9.608                       | 6.244      |                           | 1.539 | .129 |
|       | Culture    | .299                        | .104       | .317                      | 2.890 | .005 |
|       | Discipline | .316                        | .111       | .311                      | 2.847 | .006 |
|       | Motivation | .113                        | .100       | .125                      | 1.133 | .216 |

*Source: SPSS data processing results (2021)*

Multiple regression equations based on the results of regression analysis can be seen as follows:

$$Y = 9.608 + 0.299X_1 + 0.316X_2 + 0.113X_3 +$$

The constant value of the independent variables of work culture, work discipline, and motivation is 9.608. This value can indicate that the variables of work culture, work discipline, and motivation are constant, so it will increase the employee performance variable by 9.608. The value of the coefficient 1 of 0.299 can be interpreted that if the work culture increases by one unit, then the employee's performance will increase by 0.299. The value of the coefficient 2 of 0.316 can be interpreted that the work discipline variable increases one unit, then the employee's performance will increase by 0.316. The value of the coefficient 3 of 0.113 can be interpreted that the motivation variable increases one unit, then the employee's performance will increase by 0.113.

## ANOVA

ANOVA is used to determine whether all the independent variables included in the model have a joint influence on the dependent variable. The f-test is said to be accepted if the significance value is  $<0.05$ , while if the significance value is  $>0.05$ , the hypothesis is rejected.

**Table 3. ANOVA**

| Model        | Sum of Squares | Df | Mean Square | F     | Sig.              |
|--------------|----------------|----|-------------|-------|-------------------|
| 1 Regression | 47.503         | 3  | 15.834      | 6.266 | .001 <sup>b</sup> |
| Residual     | 166.797        | 66 | 2.527       |       |                   |
| Total        | 214.300        | 69 |             |       |                   |

*Source: SPSS data processing results (2021)*

From the table, it is known that the F-count and F-sig values are 6.266 and sig = 0.01, respectively. F-count (6.266)  $>$  F-table (2.503) then work culture, work discipline, and motivation simultaneously affect employee performance.

## Discussion

Based on the results of the analysis of hypothesis testing the influence of work culture on employee performance at PT. DHL Supplychain Indonesia. This is indicated by the results of the regression analysis which shows that the statistical t-test results have been obtained, which has a t-count value of 2.890 which is greater than the t-table value (1.997) and a significant value of t (0.005)  $<$  value (0.05). Which means H1 is accepted and H0 is rejected. Therefore, work culture partially affects the performance of employees at PT. DHL Supplychain Indonesia. This research is relevant to previous research conducted by Adha (2019) which explains that work culture has a significant effect on employee performance.

For the results of the research on the work discipline variable on hypothesis testing, it was found that good work discipline would improve employee performance. Judging from the statistical t test, that the t count is 2.847 greater than the t table value (1.997) and the t significant value (0.006)  $>$  value (0.05). So the results of the statistical t-test state that H2 is rejected and H0 is accepted. This shows that work discipline has an influence on employee performance. This research is relevant to the research conducted by Ekhsan (2019) which explains that work discipline affects employee performance

The results of the research on motivational variables in hypothesis testing found that good motivation will improve employee performance. Judging from the statistical t test, that the t count of 1.133 is smaller than the t table value (1.997) and the significant value of t (0.216)  $>$  the value of (0.05). So the results of the t-test statistic states if H3 is rejected and H0 is accepted. This shows that motivation has no effect on employee performance. This research is not relevant to the research conducted by Hasibuan (2019) which explains that motivation affects employee performance

## 5. Conclusion

From the results of research that have been interpreted and based on a literature review, it can be concluded that the results of the study indicate that work culture affects employee performance at PT. DHL Supplychain Indonesia. This is indicated by the results of the regression analysis which shows that the statistical t test results have been obtained, which has a t count value of 2.890 which is greater than the t table value (1.997) and a significant t value (0.005)  $<$  value (0.05). Which means

H1 is accepted and H0 is rejected. Therefore, work culture partially affects employee performance at PT. DHL Supplychain Indonesia. Based on the results of the study, it was found that work culture had an effect on employee performance. The stronger the work culture, the better performance. Judging from the results of the statistical t test, that the t count of 2.847 is greater than the t table value (1.997) and the significant value of t (0.006) > value (0.05). So the results of the statistical t-test state that H2 is rejected and H0 is accepted. This shows that there is no partial influence between work discipline on employee performance at PT. DHL Supplychain Indonesia. Based on the results of the study, it was found that work discipline had no effect on employee performance. This means that the lower the employee's discipline towards the company's rules and regulations, the employee's performance decreases. Judging from the results of the statistical t test, that the t count 1.133 is smaller than the t table value (1.997) and the significant value t (0.216) > value (0.05). So the results of the statistical test state that H3 is rejected and H0 is accepted. This shows that there is no partial influence between motivation on employee performance at PT. DHL Supplychain Indonesia. Based on the results of the study, it was found that motivation had no effect on employee performance. There is no influence of motivation on employee performance because the employee has no motivation in himself to achieve goals at work but is expected to only receive a salary or wages without expecting to be promoted to a higher position than his current position.

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