

## **The Effect of Organizational Culture, Motivation, and Work Discipline on Employee Performance at PT. Akurasi Konstruksi Indonesia**

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### **ABSTRAK**

Penelitian ini bertujuan untuk menginvestigasi pengaruh budaya organisasi, motivasi, dan disiplin kerja terhadap kinerja pegawai baik secara simultan maupun parsial. Penelitian ini melibatkan 74 orang pegawai PT. Akurasi Konstruksi Indonesia. Sampel penelitian diperoleh dengan pendistribusian kuesioner. Teknik analisis yang digunakan adalah regresi linier berganda. Hasil penelitian menunjukkan bahwa secara simultan variabel budaya organisasi, motivasi, dan disiplin kerja memiliki pengaruh yang signifikan terhadap kinerja pegawai PT. Akurasi Konstruksi Indonesia. Secara parsial hanya variabel budaya organisasi tidak berpengaruh signifikan terhadap kinerja pegawai pada PT. Akurasi Konstruksi Indonesia, sedangkan variabel motivasi dan disiplin kerja secara parsial memberikan pengaruh signifikan terhadap kinerja pegawai PT. Akurasi Konstruksi Indonesia.

**Kata kunci** : budaya organisasi; disiplin kerja; kinerja pegawai; motivasi

### **ABSTRACT**

*This study aims to investigate the influence of organizational culture, motivation, and work discipline on employee performance both simultaneously and partially. This study involved 74 employees of PT. Akurasi Konstruksi Indonesia. The research sample was obtained by distributing questionnaires. The analysis technique used was multiple linear regression. The results of the study showed that simultaneously the variables of organizational culture, motivation, and work discipline had a significant influence on employee performance at PT. Akurasi Konstruksi Indonesia. Partially, only the organizational culture variable did not have a significant effect on employee performance at PT. Akurasi Konstruksi Indonesia, while the variables of motivation and work discipline partially had a significant effect on employee performance at PT. Akurasi Konstruksi Indonesia.*

**Keywords:** *employee performance, motivation, organizational culture, work discipline*

### **INTRODUCTION**

Every company relies on the critical role of its employees, as their interactions enable the creation of structured, efficient, and harmonious collaboration to achieve organizational goals. Companies are composed of individuals with diverse circumstances, encompassing variations in personality, skills, education, and work experience (Kurniawati, 2021). This diversity can serve as a key strength but also poses challenges in achieving shared goals. Employee performance, as an integral part of the organization, becomes a critical determinant of the company's success. However, in practice, many companies still face issues of low employee performance despite efforts in training and human resource (HR) development (Suharto, 2024).

Employee performance is significantly influenced by several key factors, such as organizational culture, motivation, and work discipline. A robust organizational culture can serve as the foundation for employees' behavior in carrying out their daily tasks (Kim & Jung, 2022; Hasan, 2023). At PT. Akurasi Konstruksi Indonesia, the organizational culture faces challenges, such as recruitment processes that do not fully adhere to management guidelines but instead rely on internal recommendations, which hinders the potential for fostering a professional work culture. Additionally, employee motivation has not been optimized, as there are no structured and equitable incentives, such as rewards or promotions, to boost work enthusiasm and employee commitment to the company's objectives (Andreas, 2022; Basu, 2023).

Work discipline, as one of the variables influencing performance, plays a crucial role in ensuring task execution aligns with established regulations (Pandia & Zulfikar, 2023); Sari & Tukirin,

2023). Observations at PT. Akurasi Konstruksi Indonesia indicate that the rate of tardiness, particularly among top managers and staff, averages 44%, significantly exceeding the 5% average among production employees. This highlights a discipline issue at the managerial level, which, if unchecked, could develop into a negative culture that impedes the company's productivity. Despite the existence of sanction policies for tardiness, their implementation seems insufficiently effective in promoting discipline

Based on these observations, organizational culture, motivation, and work discipline are theoretically and practically interrelated in shaping employee performance. At PT. Akurasi Konstruksi Indonesia, these three variables require focused attention for improvement. Thus, the aim of this study is to examine the impact of organizational culture, motivation, and work discipline on employee performance, both partially and simultaneously. The findings of this research are expected to offer strategic recommendations to improve employee performance and support the company's goals more effectively.

## **METHOD**

This research adopts a quantitative approach, aiming to explore phenomena in a holistic and contextual manner by gathering data from natural settings and employing the researcher as the key instrument (Sugiyono, 2019). This study utilizes a descriptive-verification research method, an approach that integrates the description of phenomena with hypothesis testing through statistical analysis to assess the impact of specific variables on desired outcomes (Zulganef, 2018; Priadana & Sunarsi, 2021; Azhari et al., 2023). The variables used in this study consist of independent and dependent variables. The independent variables include organizational culture (X1), comprising dimensions such as innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. The second independent variable is motivation (X2), which includes dimensions of physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. The third independent variable is work discipline (X3), encompassing dimensions such as work discipline quality, work quantity, required compensation, workplace/residence location, and conservation. The dependent variable is employee performance (Y), which consists of dimensions such as quantity of work, quality of work, job knowledge, creativity, cooperation, dependability, initiative, and personal qualities. The population in this study consists of employees at PT. Akurasi Konstruksi Indonesia. The sample size was determined using the Slovin formula (Sugiyono, 2019), resulting in a total sample of 74 respondents. Data collection in this study utilized primary data through questionnaire instruments. The analysis technique employed is multiple linear regression, with instrument testing conducted using Pearson Product-Moment for validity and Cronbach's Alpha for reliability.

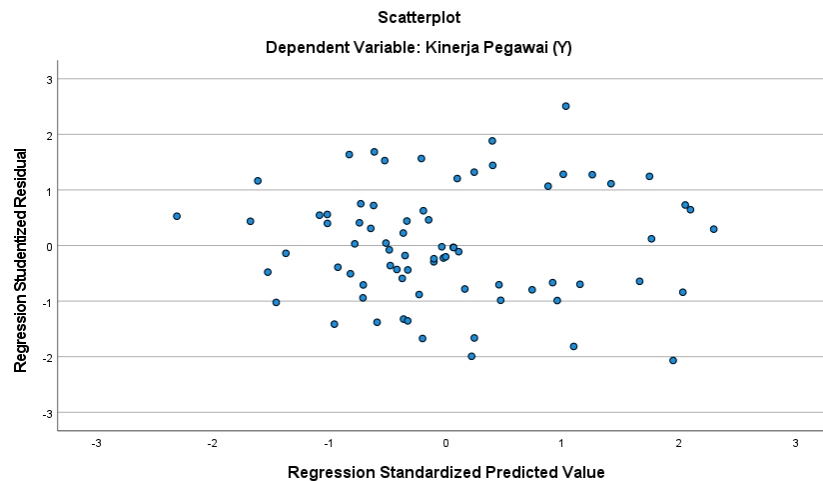
## **RESULTS**

The study results show that the majority of respondents are male, totaling 68 individuals (91.89%), while the remaining 6 respondents (8.11%) are female. In terms of age, the largest group of respondents is aged 31-40 years, accounting for 26 individuals (35.14%), whereas the smallest group is those aged over 50 years, with only 5 respondents (6.76%). Regarding education level, the majority of respondents have completed high school, totaling 46 individuals (62.16%), while the least represented are those with a master's degree (S2), with only 1 respondent (1.35%).

The validity test results using Pearson Product-Moment indicate that all statement items have validity coefficients greater than the critical value of 0.3. Therefore, it can be concluded that all statement items are valid and can be used for further analysis. The reliability test results show that the reliability values of the statement items for the variables under study are greater than 0.7. These findings indicate that the items in the questionnaire are reliable for measuring their respective variables.

In this study, multiple linear regression analysis is used to determine the influence of organizational culture, motivation, and work discipline on employee performance at PT. Akurasi Konstruksi Indonesia. The objective is to predict or estimate the value of the dependent variable in a cause-and-effect relationship with the values of the independent variables. Prior to building the regression model, classical assumption tests were performed to ensure the model produces estimates that meet the criteria for being BLUE (Best, Linear, Unbiased Estimator). These tests included assessments of normality, heteroscedasticity, and multicollinearity. The results of the normality test

indicate that the p-value is greater than alpha ( $0.200 > 0.05$ ), which means that the residual data is normally distributed. For the heteroscedasticity test, the scatterplot shows points that are randomly distributed without forming any discernible pattern, and the points are spread both above and below zero on the Y-axis. Thus, it can be concluded that there is no heteroscedasticity in the regression model, making it suitable for further analysis. Meanwhile, the multicollinearity test results indicate that the VIF values for all independent variables are below 10. This confirms that there is no multicollinearity among the independent variables in the model.



Source: processed data

**Figure 1**  
**Results of the Heteroscedasticity Test**

The multiple regression model to be developed is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where: Y = Employee performance (dependent variable); X1 = Organizational culture; X2 = Motivation; X3 = Work discipline; a = Constant number; b1,2,3 = Coefficients for the independent variables; e = error term

Based on the calculation results, the constant and regression coefficients were obtained, forming the multiple linear regression equation as follows:

$$\text{Employee Performance} = 1.697 + 0.131 \text{ Organizational Culture} + 0.186 \text{ Motivation} + 0.606 \text{ Work Discipline} + 0.253$$

The above equation can be interpreted as follows:

- a = 1,697; This means that if organizational culture, motivation, and work discipline are all valued at zero (0), then employee performance will be 1.697 units.
- b1 = 0,131; This means that if organizational culture increases by one unit or improves, and the other variables remain constant, then employee performance will also increase or improve by 0.131 units.
- b2 = 0,186; This means that if motivation increases by one unit or improves, and the other variables remain constant, employee performance will also increase or improve by 0.186 units.
- b3 = 0,606; This means that if work discipline increases by one unit or improves, and the other variables remain constant, employee performance will also increase or improve by 0.606 units.

The analysis of the coefficient of determination is used to determine the influence of one variable on another. The coefficient of determination is the square of the correlation coefficient (Sugiyono, 2019). With an RRR value of 0.864, the coefficient of determination can be calculated using the following formula:

$$\text{coefficient of determination} = R^2 \times 100\% = (0,864)^2 \times 100\% = 74,7\%$$

Thus, the coefficient of determination is 0.864, indicating that organizational culture, motivation, and work discipline influence 86.4% of employee performance at PT. Akurasi Konstruksi Indonesia. Meanwhile, the remaining 13.6% is influenced by other factors not observed in this study. In the simultaneous test (F-test), the calculated F-value is 68.932 with a p-value (sig) < 0.001, using  $\alpha=0.05$ . Since the p-value (sig) <  $\alpha$  or < 0.001 < 0.05, H01 is rejected. This indicates that organizational

culture, motivation, and work discipline simultaneously influence employee performance at PT. Akurasi Konstruksi Indonesia.

**Table 1**  
**Coefficient of Determination**

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.864	.747	.736	2.87074

Source: processed data

**Table 2**  
**Simultaneous Testing**

Model	Sum of Squares	df	Mean Squares	F	Sig.
1 Regression	1704.242	3	568.081	68.932	<.001
Residual	576.880	70	8.241		
Total	2281.122	73			

Source: processed data

In the partial test, the t-value for the organizational culture variable is 1.730, with a p-value of 0.088. Since the p-value (sig) >  $\alpha$  or 0.088 > 0.05, H0.2 is accepted, indicating that organizational culture does not have a partial influence on employee performance at PT. Akurasi Konstruksi Indonesia. The t-value for the motivation variable is 2.597, with a p-value of 0.011. Since the p-value (sig) <  $\alpha$  or 0.011 < 0.05, H0.3 is rejected, indicating that motivation has a partial influence on employee performance at PT. Akurasi Konstruksi Indonesia. The t-value for the work discipline variable is 6.199, with a p-value of <0.001. Since the p-value (sig) <  $\alpha$  or <0.001 < 0.05, H0.4 is rejected, indicating that work discipline has a partial influence on employee performance at PT. Akurasi Konstruksi Indonesia.

**Table 3**  
**Partial testing (t-test)**

Model	Unstandardized B	Coefficients Std. Errot	Standardized Coefficients Beta	t	Sig.
1 (Constant)	1.697	2.217		.766	.447
Bidayat Organisasi (X1)	.131	.076	.177	1.730	.088
Motivasi (X2)	.186	.072	.209	2.597	.011
Disiplin Kerja (X3)	.606	.098	.577	6.199	<0.01

Source: processed data

Based on the analysis results, organizational culture does not have a significant partial influence on employee performance at PT. Akurasi Konstruksi Indonesia. Organizational culture, often regarded as a fundamental foundation for creating a conducive work environment to enhance performance (Munir & Arifin, 2021; Kim and Jung, 2022; Hasan, 2023; Mafrudoh, 2023), appears to be insufficiently strong to drive changes in work behavior within this company. Elements such as innovation, risk-taking, teamwork, and recognition of creative ideas have not been consistently implemented (Munir & Arifin, 2021). One of the main challenges is the weak internalization of cultural values into daily work routines, further exacerbated by a lack of effective managerial support (Kim & Jung, 2022; Hasan, 2023). For instance, recognition of creative ideas is often uneven across organizational levels, leaving employees less motivated to adopt organizational cultural values as a guide in their work (Anggara, Sujana & Novarini, 2022; Darmawan, 2022).

The implications of these findings highlight the need for more effective strategies in implementing organizational culture to support employee performance. The company must translate cultural values into policies relevant to daily work, such as continuous training, contribution-based incentives, and more open communication between management and employees (Marlius & Sari, 2023; Fadhillah et al., 2024). Additionally, cultural internalization programs can be implemented by strengthening leadership involvement in supporting the comprehensive application of cultural values (Iskamto, 2023; Mafrudoh, 2023). Although prior research frequently demonstrates a positive relationship between organizational culture and performance (Munir & Arifin, 2021; Hasan, 2023;

Mafrudoh, 2023), these findings support the notion that other factors, such as motivation, direct supervision, and individual competencies, may play a more significant role (Anggara, Sujana & Novarini, 2022; Darmawan, 2022; Kim & Jung, 2022). Further studies are required to identify effective strategies for improving the implementation of organizational culture in this company.

Furthermore, this study reveals that work motivation is a fundamental element influencing employee performance, as it directly relates to both the internal and external drives of individuals to achieve organizational goals (Chintalapti, 2021; Riyanto, Endri & Herlisha, 2021). This motivation encompasses various aspects, such as satisfaction with salary, job security, good interpersonal relationships, and recognition of achievements (Riyanto, Endri & Herlisha, 2021; Basu, 2023). When employees feel motivated, they tend to demonstrate high commitment, work harder, and take initiative in completing tasks (Andreas, 2022; Quadri, 2022). Based on the analysis, the need for recognition and appreciation of performance is one of the most motivating aspects for employees. However, work motivation is not yet fully optimal, as evidenced by perceptions of unfairness in the promotion system, which can undermine employee morale (Geopani et al., 2024).

Work motivation has a significant influence on employee performance as it fosters a conducive environment for the development of their full potential (Chintalapti, 2021; Nor, Eliyana & Sridadi, 2023). Motivated employees are better able to meet work targets, adhere to quality standards, and enhance efficiency through effective team collaboration (Putri & Juhana, 2023). A high level of motivation, whether intrinsic or extrinsic, provides a strong foundation for maintaining work quality and employee productivity (Kuswati, 2020b; Riyanto, Endri & Herlisha, 2021). Therefore, companies such as PT. Akurasi Konstruksi Indonesia are informed to enhance employee motivation through fair policies, performance-based rewards, and transparent promotion processes. By doing so, work motivation can be managed more effectively to support the optimal improvement of employee performance, as supported by previous studies (Kuswati, 2020a; Chintalapti, 2021; Riyanto, Endri & Herlisha, 2021; Andreas, 2022; Quadri, 2022; Nor, Eliyana and Sridadi, 2023; Putri & Juhana, 2023; Geopani et al., 2024).

The analysis results also indicate that work discipline has a significant influence on employee performance, as it reflects the level of compliance with applicable rules, procedures, and work standards. Work discipline establishes a structured framework, helping employees recognize their responsibilities and perform their tasks consistently. Indicators such as punctuality and adherence to workplace regulations demonstrate a high level of compliance, which directly impacts the operational effectiveness of the company. Disciplined employees are more organized, capable of completing tasks on time, and minimizing errors in their work. This discipline also encourages employees to follow work procedures, thereby fostering efficiency and consistency in achieving the company's targets (Firdaus & Sumartik, 2023; Nurfadllika & Adinata, 2023).

Moreover, management plays a crucial role in reinforcing work discipline through clear guidance and effective communication. Consistent instructions from supervisors help employees better understand their tasks, while proactive coaching can address areas for improvement, such as providing constructive feedback. A well-internalized work discipline fosters responsible employees and a productive work environment. With this approach, the company can reduce operational obstacles, enhance work efficiency, and ensure the sustainable achievement of organizational targets. This conclusion aligns with previous research, which emphasizes the strong relationship between work discipline and improved employee performance (Ali & Simamora, 2022; Aulia & Resawati, 2023; Febriyanti, Hadian & Machmud, 2023; Firdaus & Sumartik, 2023; Noviyanti & Asmalah, 2023; Nurfadllika & Adinata, 2023; Pandia & Zulfikar, 2023; Sari & Tukirin, 2023; Gandung, 2024; Setiawan et al., 2024).

Partially, the analysis results indicate that organizational culture, motivation, and work discipline simultaneously have a significant influence on employee performance, contributing 86.4%. These three variables complement each other in creating a work environment that supports productivity and efficiency. Organizational culture provides a foundation of values and norms that guide employee behavior (Hasan, 2023; Fadhillah et al., 2024), motivation serves as the primary driver for achieving optimal results (Basu, 2023; Chintalapti, 2021), while work discipline ensures consistency in task execution (Pandia & Zulfikar, 2023; Sari & Tukirin, 2023). A strong organizational culture helps create a clear identity and direction for employees, while intrinsic and extrinsic motivation drives high work enthusiasm, such as recognition of achievements and adequate incentives (Kuswati, 2020; Geopani et

al., 2024). On the other hand, work discipline ensures stability in adherence to rules, punctuality, and the quality of work outcomes (Nurfadllika & Adinata, 2023; Setiawan et al., 2024). The combination of these three variables creates a synergy that leads to enhanced employee performance, resulting in a workforce that is more productive, organized, and committed to the company's goals. However, 13.6% of the influence comes from other factors not observed in this study, such as individual competencies, leadership style, physical work environment conditions, or supporting technology (Noviyanti & Asmalah, 2023; Gandung, 2024). Through strategic management of organizational culture, motivation, and work discipline, PT. Akurasi Konstruksi Indonesia can fully harness employee potential to achieve comprehensive organizational success.

## CONSLUSION

The results of the study showed that simultaneously the variables of organizational culture, motivation, and work discipline had a significant influence on employee performance at PT. Akurasi Konstruksi Indonesia. Partially, only the organizational culture variable did not have a significant effect on employee performance at PT. Akurasi Konstruksi Indonesia, while the variables of motivation and work discipline partially had a significant effect on employee performance at PT. Akurasi Konstruksi Indonesia.

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