



The Influence of Work Motivation, Organizational Culture, and Work Discipline on Employee Performance PT Pelindo Regional 2 Cirebon

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Abstract

This research aims to determine the influence of work motivation, organizational culture, and work discipline on the performance of PT employees. Regional Pelindo 2 Cirebon. This study uses a quantitative approach. The population in this research is employees of PT. Pelindo Regional 2 Cirebon consisted of 150 respondents and the sample used in this research was a saturated sample. Data were collected through a 1-5 Likert scale questionnaire, and then tabulated using statistical analysis with the SPSS computer program. The collected data will be analyzed in several stages, the first stage is testing the validity and reliability of the research instruments, testing classical assumptions, and finally multiple linear regression analysis. The research results show that work motivation does not significantly influence employee performance, organizational culture has a positive and significant influence on employee performance, and work discipline has a positive and significant influence on employee performance. The results of this research prove that the variables of work motivation, organizational culture and work discipline simultaneously influence the performance of PT employees. Pelindo Regional 2 Cirebon, and its influence is positive. Employees who have good performance can make a significant contribution to achieving company goals. They will help increase productivity, innovation and customer satisfaction.

Keywords: Work motivation, organizational culture, work discipline, employee performance.

1. Introduction

The condition of a country's supporting infrastructure, especially transportation infrastructure-which consists of roads, airports, rivers and seas-has a significant impact on how well development plans can be implemented. Initially, the main function of transportation was to meet needs in order to support social and economic activities. Transportation networks serve as platforms for investment and production networks that improve economic conditions. From a macro perspective, transportation is a key factor in increasing national GDP because transportation is a derived demand, which means that increasing the availability of transportation will increase the level of GDP.

Good human resources are vital resources needed by every institution or organization. Their job is to carry out the organization's operational procedures and policies. The organization's ability to achieve its vision, mission and goals will be facilitated by its human resources; without these resources, organizations will have difficulty meeting their goals (Rulianti, 2019). By focusing on these characteristics, an organization can improve leadership, culture, work environment, discipline, and performance. Organizational culture, work discipline, and motivation influence employee performance.

Oman is one of the Arab countries that has employee performance problems in the public sector. A study comparing the performance of public sector employees in developed countries such as the United States and Canada with regional countries such as Saudi Arabia and the United Arab Emirates revealed that the performance of public sector employees in Oman is lower than the performance of public sector employees in developed countries and regional countries (Albalushi et al., 2019). The performance of employees in the public sector is very important because employees provide important services to the public, such as educational services in public educational institutions, health services in public hospitals, transportation services and other transactions in public organizations (Somani, 2021)

One of the main components in helping businesses achieve their goals is employee performance. Employee performance functions as a measure of the quality of the company's human resources in addition to being a factor in achieving goals (Berliana et al., 2021). The importance of employee performance stems from the role workers play in

increasing organizational productivity, which benefits both the individual and the organization (Baig et al., 2021). All parties involved in the organization appreciate employee performance (AL Rawas and Jantan, 2023). An organization or company must continue to strive to improve its effectiveness in order to survive and compete in a rapidly changing environment (Supriatna and Zulganef, 2023). Therefore, employee productivity has a major influence on organizational performance, making employees the most valuable resource for any business (Khassawneh et al., 2022).

Many factors can influence employee performance in transportation sector organizations, according to previous research. Additional research reviewed shows that organizational culture has a major impact on worker performance. The organizational change process, which includes structural flexibility, autonomy, control, communication and incentive systems, has been proven to improve worker performance at PT Pelindo (Setiono and Hidayat, 2022). Employee performance can be improved significantly with work discipline (Haryadi et al., 2022).

The city of Cirebon realizes the importance of goods lifting services, especially related to goods transportation services, because it is through this service that commodities intended for sale in the city are transported. Large-scale cargo delivery requires a mode of transportation with a larger capacity other than land transportation, which is usually carried out by water. Seeing these conditions, it has become mandatory for PT Pelindo regional 2 Cirebon as a state-owned company operating in the field of goods transportation to provide excellent and competent service.

From the point of view of the main tasks of PT Pelindo regional 2 Cirebon, this organization requires quality human resources and cutting-edge technology to operate the business and fulfill its objectives. However, in reality, when workers carry out their daily tasks, it is clear that not all employees of PT Pelindo regional 2 Cirebon are able to produce work results as expected, some produce very good work, there are also those who produce work that is sufficient or only adequate good.

Researchers are interested in conducting additional research with the title "The Influence of Work Motivation, Organizational Culture, and Work Discipline on Employee Performance at PT Pelindo Regional 2 Cirebon" with the background of the problem above. Port services are provided by PT Pelabuhan Indonesia (Pelindo) Regional 2 Cirebon, part of PT Pelabuhan Indonesia II (Persero), a State-Owned Enterprise (BUMN). Cirebon Port plays an important role in West Java's economy, especially in facilitating inter-island trade. The research team at PT Pelindo Regional 2 Cirebon conducted research to see how factors such as intrinsic motivation, company culture, and work discipline influence productivity in the workplace.

2. Literature review

2.1. Work Motivation

Work motivation psychologically encourages people to achieve goals. Motivation influences a person's persistence, attention, and intensity in achieving goals (Wang et al., 2016). The process that increases a person's tenacity and intensity of direction in pursuing their goals is known as motivation (Kuranichie-mensah and Amponsah-tawiah, 2016).

Another definition of motivation is the tendency to exert significant effort in pursuit of organizational goals, the success of which depends on the satisfaction of certain individual needs. An individual's level of intensity, focus, and persistence in pursuing their goals is a product of the motivation process (Robbins and Judge, 2014). The human ability to create, mobilize and organize behavior is known as motivation (Darmawan, 2013).

When employees support work discipline, this will also increase employee involvement in work and improve employee performance (Adi Arifai, 2018). In addition, Brury (2016) found that motivation greatly influences employee performance, and Sulastri et al. (2017) confirm this. Many factors contribute to a person's drive to be successful in their work, according to Mc Clelland and Mangkunegara (2017). Achieving the goal is first. Two things stand out in this aspect: the willingness to take risks and the strong determination to succeed. At this level, the need for affiliation is associated with two indicators of the second dimension: interacting with others and not wanting to do something that impacts others. Achieving authority and exerting influence over others are two markers of the third dimension, which is the thirst for power in this dimension.

2.2. Organizational Culture

The general meaning that differentiates an organization from its competitors is called organizational culture. Organizational culture includes innovation, risk taking, thoroughness, results-oriented, people-oriented, team-oriented, decisiveness, and stability (Robbins, 2015).

As shared values that make individuals feel comfortable in the organization and realize their full potential for the company, culture allows people to see the synchronization of goals and inspires them to higher levels (Yudhy and Nur'aeni, 2020).

A system that differentiates one organization from another and is shared by all its members is known as organizational culture. The foundation of an employee's attitude to consider the interests of all employees is organizational culture (Robbins and Judge, 2014). According to Di Pietro and Di Virgilio (2013), organizational culture is the interpretation of organizational identity through social interactions within the organization. Underlying assumptions are the core layer of organizational culture that forms the basis of collective action, values and beliefs represent a set of operational norms and rules such as strategies, goals, policies and philosophies held by members. (Luu et al., 2023). Organizational culture

is the way of doing things in an organization, its drivers include philosophy, vision, espoused values, customs, schemes, codes, language, assumptions, organizational principles and practices that are embedded in the self-image and identity of employees (Bhardwaj, 2022).

According to previous research results, the existence of organizational culture is also very important because it can unite all members of the organization and teach them how to communicate and work together. Companies can achieve effective business performance by developing a strong organizational culture (Zehir et al., 2011). Previous research shows a relationship between company behavior and performance and organizational culture (Fiordelisi and Ricci, 2014). Organizational culture has five aspects. The first is self-awareness, which consists of four indicators: those who are self-aware find satisfaction in their profession, continuously strive to improve themselves and their skills, follow the law, and strive to provide the best service to clients. Aggression is the second characteristic, and this is seen in two ways: first, people take the initiative and do not always need to be told what to do; secondly, they plan everything and make sure that they stick to it. Members treat clients with respect and provide service; Group members help each other; parts consider each other as internal customers. and members respect a variety of opinions; these are the five components that make up personality, the third indicator. The fourth is performance, which includes three markers: first, everyone strives to work efficiently and effectively; secondly, everyone always puts their work first; and third, everyone always innovates to find new and useful things. Fifth is team orientation, which consists of two indicators: every team task is completed with collaboration and debate, and every team problem is solved appropriately (Emron et al., 2018).

2.3. Work Discipline

Workplace discipline is the understanding and willingness to comply with corporate and social standards (Yang et al., 2016). Discipline in the workplace involves respect, obedience, and adherence to all written and unwritten standards, as well as the ability to implement them. Frequent use of work discipline, a kind of employee self-control, shows the seriousness of the organization. One measure of good work discipline is the extent to which an employee takes personal responsibility for completing their work. The aim of implementing work discipline is to prevent work abuse by making workers more compliant with company policies and procedures (Arenofsky, 2017).

The result of human consciousness is the primary source from which good discipline will develop and emerge. When people are well disciplined, it shows how seriously they take their responsibilities at work. This, in turn, will foster dedication, joy, and achievement of organizational goals. Apart from showing the organization's ability to keep its employees loyal, good discipline is a good indicator of employee performance value (Webb et al., 2013).

Previous research shows that work discipline improves employee performance dramatically. Razak et al. (2018) said that employees with strong work discipline are committed to completing their tasks. As a component of work discipline, time compliance is characterized by things such as being punctual, making good use of time, and never being absent or late. There are several indications in the following dimension, "responsibility", including meeting all organizational or company requirements, achieving work targets, and reporting work progress every day (Afandi, 2016).

2.4. Employee Performance

The overall success or failure in performing a task over a certain period of time as measured against several alternatives, such as predetermined and agreed benchmarks for output, is known as performance (Al Mehrzi and Singh, 2016). Employee performance, defined as the actions taken by employees to carry out the tasks carried out by the company, is not an isolated concept; rather, it always correlates with job satisfaction among employees, sales volume generated, and individual skills and abilities (Shmailan, 2016).

Performance dimensions can be divided into three parts, namely task performance, adaptive performance and contextual performance (Pradhan and Jena, 2017). Task performance includes all basic tasks that need to be performed as part of the job description and responsibilities for those basic tasks (Daryoush, 2013). Second, adaptive performance is the employee's ability to adapt and provide the encouragement needed for a dynamic work environment (Masa'deh et al., 2018). Third, contextual performance is pro-social behavior or a helpful and unselfish attitude shown by employees in the work environment (Rezvani et al., 2019).

There are two main types of performance, according to various studies. One type is organizational performance, which is defined as the amount of work done by an organization to achieve its goals and objectives. Another type is employee performance. Organizations rely heavily on the skills and abilities of leaders to execute their strategies (Almatrooshi et al., 2016). Furthermore, other researchers also say that company performance is related to employee performance and is an important factor in forming a good work team to achieve company goals. (Sobirin, 2014). There are four dimensions: achievable, challenging, and realistic goals are the emphasis of the target indicators in this dimension. Procedures for obtaining quality, quality in accordance with established standards, customer satisfaction (internal and external) with the quality provided, and member commitment to quality are the second dimensions of quality indicators. The third dimension relates to indicators of completion time, which includes completion of work on time, members' commitment to the importance of timeliness, and customer satisfaction (internal and external) regarding completion time. According to Edison (2022), there are two signs for the fourth dimension, namely compliance: doing something correctly and having transparency that can be explained.

3. Research methods

This research uses a quantitative research design with survey methods. Surveys are a type of quantitative research that looks at signs of individual or group behavior (Sugiyono, 2021). With the goal of obtaining data that can be reliably evaluated and conclusions drawn from that data, this strategy collects data through various methods, such as in-person interviews and observing how surveys are distributed. This research formulates the problem using associative problems, which are expressed as cause and effect relationships. Sugiyono (2017) defines social problems as research questions with several variables. There's a cause. According to Sugiyono (2017), independent factors influence and control variables.

This research was conducted at PT Pelindo Regional 2 Cirebon. This research period, which took place in February 2024, lasted one month. A total of 150 PT Pelindo Regional 2 Cirebon workers were the research population, and a saturated sample was used in this research. A questionnaire with a Likert scale ranging from 1 to 5 was used to collect data, which was then calculated using statistical analysis using the Spss computer application. Multiple linear regression analysis will be the final step in the data analysis process, which will involve verifying the validity and reliability of the research instrument through classical assumption tests.

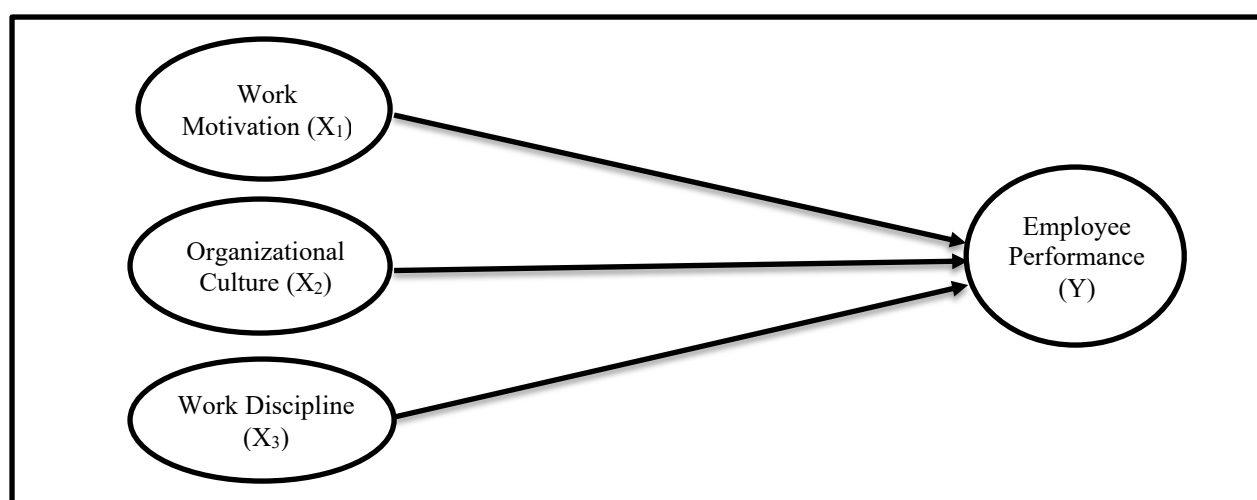


Figure 1: Research model

Hypothesis

Based on the framework of thought, the research hypothesis can be formulated as follows:

- H₁: "Work motivation influences employee performance"
- H₂: "Organizational culture influences employee performance"
- H₃: "Work discipline influences employee performance"
- H₄: "Work motivation, organizational culture and work discipline simultaneously influence employee performance"

4. Results and Discussion

Based on the results of data processing, the characteristics of the respondents were obtained which are shown in the Table 1.

The respondents who were research subjects consisted of 115 men or 77% of all respondents, and 35 women or 23% of all respondents, according to the respondent characteristics table. Based on the educational background of the respondents, there were 42 respondents for senior high school or 28% of the total, 106 respondents for bachelor degree or 71% of the total, and 2 respondents for master's, or 1% of the total. Of the total number of respondents, 49% or 73 people, had worked for less than five years. There were 46 people or 31% of the total respondents, who were under 10 years old, and 31 people, or 21% of the total respondents, who were over 10 years old.

Table 1: Data on respondent characteristics

Category	Description	Amount	Percent
Gender	Man	115	77%
	Woman	35	23%
Age	>20	26	17%
	>30	67	45%
	>40	50	33%
	>50	7	5%
Education	Senior High School	42	28%
	Bachelor Degree	106	71%
	Master	2	1%
Length of work	<5 years	73	49%
	<10 years	46	31%
	>10 years	31	21%

4.1. Validity test

The researchers ensured the reliability and validity of the questionnaire by comparing it with other measures of organizational culture, employee performance, work discipline, and intrinsic motivation. Validity testing compares r -calculation and r -table. Data is said to be valid if r -count $>$ r -table, and invalid if r -count $<$ r -table. The r -table values for 150 respondents are as follows. $Df = 150 - 2$, and r table is 0.160. The validity test results for each variable are in the table below:

Table 2: Work motivation (X_1)

Number	R Count	R Table	Description
1	0.625	0.160	Valid
2	0.613	0.160	Valid
3	0.647	0.160	Valid
4	0.492	0.160	Valid
5	0.664	0.160	Valid
6	0.648	0.160	Valid
7	0.711	0.160	Valid
8	0.691	0.160	Valid
9	0.704	0.160	Valid
10	0.659	0.160	Valid
11	0.700	0.160	Valid
12	0.753	0.160	Valid

Table 3: Organizational culture (X_2)

Number	R Count	R Table	Description
1	0.582	0.160	Valid
2	0.566	0.160	Valid
3	0.542	0.160	Valid
4	0.549	0.160	Valid
5	0.612	0.160	Valid
6	0.618	0.160	Valid
7	0.527	0.160	Valid
8	0.566	0.160	Valid
9	0.556	0.160	Valid
10	0.485	0.160	Valid
11	0.503	0.160	Valid
12	0.586	0.160	Valid
13	0.549	0.160	Valid
14	0.556	0.160	Valid
15	0.517	0.160	Valid
16	0.592	0.160	Valid

Table 4: Work discipline (X_3)

Number	R Count	R Table	Description
1	0.556	0.160	Valid
2	0.452	0.160	Valid
3	0.593	0.160	Valid
4	0.550	0.160	Valid
5	0.477	0.160	Valid
6	0.534	0.160	Valid
7	0.586	0.160	Valid
8	0.511	0.160	Valid
9	0.522	0.160	Valid
10	0.460	0.160	Valid
11	0.562	0.160	Valid
12	0.469	0.160	Valid

Table 5: Employee performance (Y)

Number	R Count	R Table	Description
1	0.475	0.160	Valid
2	0.526	0.160	Valid
3	0.410	0.160	Valid
4	0.493	0.160	Valid
5	0.476	0.160	Valid
6	0.590	0.160	Valid
7	0.452	0.160	Valid
8	0.520	0.160	Valid
9	0.546	0.160	Valid
10	0.546	0.160	Valid
11	0.521	0.160	Valid
12	0.546	0.160	Valid
13	0.526	0.160	Valid
14	0.590	0.160	Valid
15	0.580	0.160	Valid
16	0.608	0.160	Valid
17	0.532	0.160	Valid
18	0.477	0.160	Valid
19	0.562	0.160	Valid
20	0.478	0.160	Valid
21	0.564	0.160	Valid
22	0.536	0.160	Valid

The findings from the validity test of the research instrument show that all statements regarding organizational culture, work discipline, employee performance and work motivation factors are valid.

4.2. Reliability Test

Reliability testing guarantees the object produces consistent results. Cronbach's Alpha above 0.70 indicates the reliability of the instrument (Imam Ghozali, 2018).

Table 5: Instrument reliability test

No	Variable	Cronbach's alpa	Description
1	Work motivation (X_1)	0.879	Reliable
2	Organizational culture (X_2)	0.942	Reliable
3	Work discipline (X_3)	0.919	Reliable
4	Employee performance (Y)	0.961	Reliable

Based on the research instrument reliability test, all statements regarding organizational culture, work discipline, employee performance and work incentives are valid because Cronbach's Alpha is more than 0.70.

4.3. Normality test

The normality test determines whether the regression model is normal. This is important because parametric statistics cannot test hypotheses with non-normal variable data. Sugiyono (2021) says so. A normal distribution is assumed for the normalized residual variable based on the significant value of the one-sample Kolmogorov-Smirnov Test of $0.080 > 0.05$.

4.4. Multicollinearity Test

To carry out a multicollinearity test, we must check the Variance Inflation Factor (VIF) and Tolerance values. If the VIF value is less than 10, it means that the regression model does not show multicollinearity. The regression model obtained does not show any symptoms of multicollinearity if the tolerance parameter is greater than 0.1.

Table 6: Multicollinearity test

Variables	Tolerance	VIF
Work motivation	0.408	2.453
Organizational culture	0.245	4.089
Work Discipline	0.277	3.617

The results of the multicollinearity test show that the variables of work motivation, organizational culture and work discipline do not show any symptoms of multicollinearity. These variables have tolerance values of 0.408, 0.245, 0.277 > 0.1 and VIF values of 2.453, 4.089, 3.617 < 10 .

4.5. T test

By using this regression equation, we can determine the impact of three independent factors on one dependent variable, employee performance (Y), namely work motivation (X_1), organizational culture (X_2), and work discipline (X_3). The table below displays the results of these calculations.

$$Y = 4.389 + 0.15 + 0.440 + 1.138 \quad (1)$$

4.6. F test

Table 7: F test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13642.075	3	4547.358	270.696	.000 b
Residual	2452.618	146	16.799		
Total	16094.693	149			

A significant value of $0.000 < 0.05$ and f count $270.696 > f$ table 2.67 shows that work motivation (X_1), organizational culture (X_2), and work discipline (X_3) influence employee performance (Y). Thus, it is reasonable to assume that these factors influence employee performance together.

5. Discussion

5.1. Influence of work motivation (X_1) on employee performance (Y)

Employee productivity at PT Pelindo Regional 2 Cirebon is not affected by intrinsic motivation, according to test results. This proves that financial incentives are not effective in increasing productivity in the workplace. Increasing morale in the workplace can be done in a simple way, namely by recognizing and rewarding good performance. Recognizing and appreciating employee achievements can increase their self-confidence and incentive to perform better. Training programs, courses, and opportunities for career development are examples of professional development services that organizations can provide. Employees may feel more motivated to work harder as a result. The Influence of Work Discipline, Motivation, Organizational Culture, and Leadership Style on the Performance of Employees in Galang District, Batam City, published in the same year supports this research. Work motivation has a small impact on employee performance (Buulolo and Kusumayanti, 2023).

5.2. The Influence of Organizational Culture (X₂) on Employee Performance (Y)

The test results show that the performance of PT Pelindo Regional 2 Cirebon employees is influenced positively and significantly by organizational culture. This implies that increased employee performance is the result of a positive organizational culture. The description of the respondents' responses shows that the organizational culture that has been implemented is based on principles such as integrity, open communication, teamwork, recognition of achievements, creativity, and concern for employee welfare. Employee behavior is influenced by organizational culture. Opportunities to think creatively, express opinions, create meaningful relationships, take measured risks, and achieve goals to the best of one's ability are signs of a healthy company culture. An organization's profits will increase if its culture is strong and managed well. Employee performance can be improved with an organizational culture that encourages and supports its members to complete and effectively perform high-quality work. The findings of this research support previous research entitled "The Influence of Organizational Transformation and Organizational Culture on PT Pelindo Employee Performance" (Setiono and Hidayat, 2022), which found that organizational culture has a good and significant influence on employee performance.

5.3. Influence of Work Discipline (X₃) on Employee Performance (Y)

Work discipline has a good and quite large impact on the performance of PT Pelindo Regional 2 Cirebon personnel, according to the test results. This implies that if workers show strong work discipline in completing their tasks, their performance can be improved. This can be seen from the description of respondents' responses that PT Pelindo Regional 2 Cirebon personnel have high standards of work discipline. This is demonstrated by the task of fulfilling work in accordance with its obligations. Work discipline is very important in business. Employees who behave well and follow company policies and procedures will experience increased productivity, effectiveness and performance. Discipline in the workplace needs to be prioritized because it is the first step to achieving organizational goals. Lack of proper discipline among workers makes it difficult for any business to succeed. Discipline in the workplace occurs when someone tries to do their job well. Coming to work on time every day is an example of work discipline in this context. Discipline in the workplace is very important for the success of any business that wants to implement a work program and achieve its goals. This can be achieved by enforcing employee discipline. Work discipline has a positive impact on employee performance, according to a study entitled *The Influence of Organizational Culture, Work Motivation, and Work Discipline of Maluku Province Transportation Service Employees*. Tomasouw et al. (2024) said that the study agrees.

5.4. The Influence of Work Motivation (X₁), Organizational Culture (X₂), and Work Discipline (X₃) on Employee Performance (Y)

Regression analysis and hypothesis testing show that work motivation, organizational culture and work discipline improve the performance of PT Pelindo Regional 2 Cirebon workers. These three independent factors appear to influence the dependent variable simultaneously. Work culture, motivation and work discipline influence employee performance. The r-squared value is 0.844, indicating that 84.4% of variable X influences variable Y. Other variables are influenced by factors not discussed in this research. These findings indicate that a research model that combines intrinsic motivation, organizational culture, and work discipline can predict employee performance. Based on this research, the management of PT Pelindo Regional 2 Cirebon must consider work motivation, organizational culture and work discipline as predictors of performance. These components can increase worker production.

6. Conclusion

Based on the results of research analysis and discussion, it can be concluded as follows:

- a). Work motivation has no effect on employee performance at PT Pelindo Regional 2 Cirebon, according to the test results. Motivating employees does not improve performance. Bonuses and other rewards increase work morale.
- b). The test results show that the performance of PT Pelindo Regional 2 Cirebon employees is influenced by organizational culture. This implies that increased employee performance is the result of a positive organizational culture. However, lower employee performance is associated with poor organizational culture. The existence of a strong and well-maintained organizational culture will provide benefits for the business.
- c). The test results show that work discipline has a positive effect on employee performance at PT Pelindo Regional 2 Cirebon. This means that strong work discipline will increase employee productivity. Staff members who are very disciplined in their work tend to get better results. In order for a company to achieve its goals, a productive workforce is needed.
- d). Employees who perform well can significantly help achieve organizational goals. They will contribute to higher levels of customer happiness, innovation and productivity.

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