

The Influence of Organizational Culture and Motivation on Work Discipline

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Abstract

The study aimed to determine the influence of Organizational Culture and Motivation on Work Discipline. Descriptive and verification approaches were used in this study. A total of 92 employees of PT EXPRESSINDO 88 NUSANTARA became the research sample, and the authors used quantitative research methodology. Path analysis has used this study. Use of SPSS 26 software as a research tool. The findings show a moderately significant correlation (0.458) between corporate culture and motivation. Work discipline is significantly influenced by corporate culture, as seen from the tcount of $6.558 > 1.661$. Work discipline is significantly influenced by motivation, as seen from the tcount of $6.606 > 1.661$. Work discipline is significantly influenced by organizational culture and motivation simultaneously, with a sig value of $0.000 < 0.005$. Path Analysis findings show that organizational culture factors have an impact of $= 0.000$, motivation $= 0.002$, and incentives $= 0.000 < 0.005$.

1. Introduction

It is certain that the country has the necessary resources to achieve its goals, including those related to social, economic, and educational fields, among others. To utilize these human resources to the fullest, as effectively as possible, and as accurately as possible through effective and efficient techniques and processes, it is very important to manage these human resources appropriately. Based on research (Nurmalia, 2024:5), systematic patterns of human activity explored through the learning process can support employee work discipline. Thus, the learning process can create a pattern that is capable of improving work discipline.

It is important for employees and employers to be aware of labor issues. Considering that Labor Law No. 13 of 2023 states that when national development is being implemented, the role of the workforce as agents is important with the aim of enhancing development. From Indonesian Central Statistics Agency (BPS RI) (2024), people working population in February 2024 was 142.180.000, increased to 3.55 million workers in the same month last year.

Exspressindo 88 Nusantara Limited Liability Company has integrated policies between departments or divisions regarding work tasks. In order for work processes to be carried out properly, following company regulations, procedures, and policies can be optimized and achieved by paying attention to work discipline, which must be obeyed by all employees (Sake et al., 2020:18). Employees who are disciplined in their work certainly support the development of the company. Employees are considered disciplined if they are able to carry out every rule that has been set by the company.

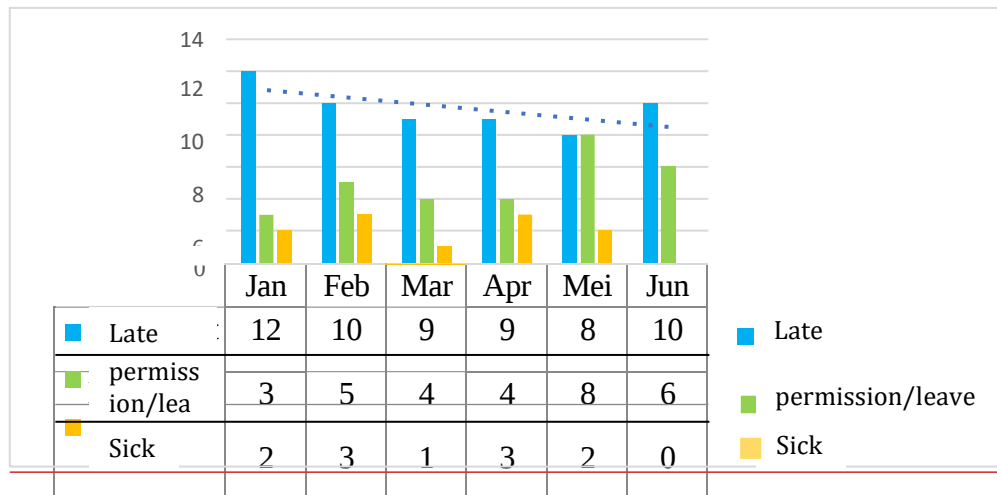


Fig. 1 Employee Attendance Summary

The figure above shows that there are employees who are still late. In January, there were 12 days of tardiness in one month, then it decreased from February to May, but in June it increased again, with 10 days of tardiness in one month. Human Resources Department Head Syaprianto Siregar stated, "Actually, not all of our employees are often late for work. Late arrivals usually occur at unpredictable times, but the company allows a maximum of one late arrival per month. If an employee exceeds this limit, they will be called in for a meeting." Employees must be instilled with an awareness of work discipline in order to comply with company regulations.

The objectives of a limited liability company can be achieved if human resources are managed, mobilized, and utilized effectively and efficiently. In achieving its objectives, every limited liability company has values that must be known and implemented by all concerned parties, namely Organizational Culture.

Based on Sutrisno (2022:2), the need for organizational culture is to create a system regarding the meaning of the company in order to differentiate it from other organizations. This has an impact on work discipline because the system needs to be implemented together so that every employee must adhere to the organizational culture to focus on the goal. Previous research by Fandy Akbar Sake (2020:7) shows that organizational culture has a positive and significant effect on employee work discipline, and although Hasibuan (2022:23) believes that there is a positive and significant influence between organizational culture and employee work discipline.

Based on Umar (in Ferdinatus, 2020:27), work motivation is a driving force for action, so any motivation provided must be appropriate in order to have an impact on employee work discipline. Previous research (Novianingsih et al., 2023) found that either partly or all at once, motivation positively and significantly influences employee work discipline.

2. Theory Review

2.1 Organizational Culture

It should be noted that organizational culture is formulation of mutual agreements among members as a reference or guideline for work and behavior that has been established for a long time and is implemented together with the aim of improving the quality of employees in an organization or company. According to Sutrisno (2022:30), organizational culture is a social entity that has no form, but has an impact on behavior when carrying out work activities in an organization. On the other hand, according to Robbins, Stephen P. & A. Judge (in Rahayuningsih, 2022), Organizational culture is a shared value system agreed upon by all members of the organization, which is responded to by each member of the organization, thereby building commitment and social cohesion by shaping employee attitudes and behavior.

Based on the above statements, organizational culture is a long-established set of rules which has been agreed upon by all with the aim of improving the quality of employees in their work and attitudes.

2.2 Motivation

According to Mangkunegara (2021:19), motivation in the workplace is a state or energy that drives workers to perform actions that are directed or intended to achieve organizational goals. On the other hand, according to Hasibuan (in Pratama, 2016), motivation is a stimulus of desire and will that drive a person to carry out their work. Every goal that is to be achieved certainly has a motive behind it.

It could be said that work motivation is an inner force that drives someone to do their job because they have goals they want to achieve.

2.3 Work Discipline

In the explanation (Fahmi, 2017: 75), discipline refers to the extent to which rules are obeyed and the willingness to accept sanctions or punishment if the rules listed to enforce discipline are violated. Singodimejo (in Pratama, 2016:3) says that Work discipline is a person's readiness and eagerness to carry out the rules that have been established in their environment.

From these statements, it can be concluded that work discipline is the behavior of employees to adhere to company rules, and if they violate them, they are willing to accept sanctions or punishment from the company with a sense of responsibility.

3. Framework of Thought

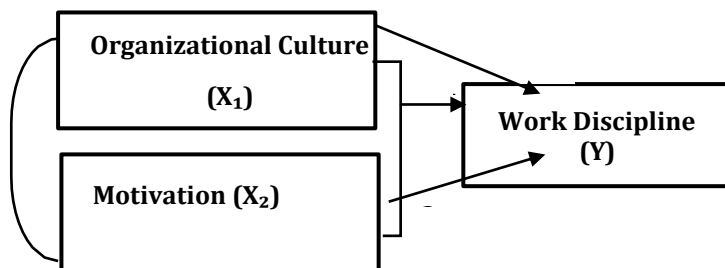


Fig. 2 Framework

4. Research Methods

Primary and supporting data were used in this study, collected through questionnaires, interviews, and observations conducted at PT. Expressindo 88 Nusantara. The approach Path analysis was applied in this research. According to Robert D. Retherford (in Setyaningsih, 2020:8), path analysis is a technique of multiple linear regression that has been developed. Path analysis is a statistical method used to test the causal relationship between two or more variables based on linear equations. Two variables will be examined as independent variables, namely Organizational Culture (X_1) and Motivation (X_2), while the dependent variable is Work Discipline (Y).

5. Results and Discussion

5.1 Validity Test

Table 1 Validity Analysis Variable

Organizational Culture (X_1)	Indicator	Item Question variable	r-value	r-table Value	Remarks
	Innovation and Risk-Taking	1	0.456	0.2028	Valid
	Attention to Detail	2	0.613	0.2028	Valid
	Results Orientation	3	0.532	0.2028	Valid
	Results Orientation	4	0.577	0.2028	Valid
	Team Orientation	5	0.617	0.2028	Valid
	Aggressiveness	6	0.606	0.2028	Valid
	Stability	7	0.679	0.2028	Valid

Motivation (X ₂)	Stability Indicator	8	0.521	0.2028	Valid
		Item Question variable	Calculated r-value	r-table Value	Remarks
	Salary Provision	1	0.666	0.2028	Valid
	Bonus Provision	2	0.695	0.2028	Valid
	Employment and Health Insurance (BPJS Employment and BPJS Health)	3	0.702	0.2028	Valid
	Acceptance within the Work Group	4	0.580	0.2028	Valid
	Recognition from Supervisors and Co-workers	5	0.592	0.2028	Valid
	Recognition from Supervisors and Co-workers	6	0.459	0.2028	Valid
	Training and Education Opportunities	7	0.594	0.2028	Valid
Work Discipline (Y)	Training and Education Opportunities	8	0.529	0.2028	Valid
	Indicator	Item Question variable	Calculated r-value	r-table Value	Remarks
	Attendance Frequency	1	0.709	0.2028	Valid
	Level of Alertness	2	0.736	0.2028	Valid
	Level of Alertness	3	0.664	0.2028	Valid
	Compliance with Work Standards	4	0.790	0.2028	Valid
	Compliance with Work Standards	5	0.680	0.2028	Valid
	Compliance with Work Standards	6	0.703	0.2028	Valid
	Compliance with Organizational Regulations	7	0.660	0.2028	Valid
	Work Ethics	8	0.630**	0.2028	Valid

The conclusion from the table above shows that the validity test results for the variables of organizational culture, motivation, and work discipline are valid, because the r-value is greater than table.

5.2 Reliability Test

Table 2 *Reliable Test Result*

Var	Cronbach Alpha	Result
Organizational Culture	0.704	Reliable
Motivation	0.737	Reliable
Work Discipline	0.846	Reliable

shown in the table, indicating the Cronbach's alpha value for each variable of Organizational Culture (X₁), Motivation (X₂), and Work Discipline (Y) are > 0.60, indicating that the instruments used in this study are reliable.

5.3 Correlation Test

Table 3 Correlation Test Result

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.458 ^a	.210	.192	3.25949	.210	11.837	2	89	.000

a. Predictors: (Constant), Motivational Organizational Culture

Correlations		Organizational Culture	Motivation
Organizational Culture	Pearson Correlation	1	.332
	Sig. (2-tailed)		.001
	N	92	92
Motivation	Pearson Correlation	.332	1
	Sig. (2-tailed)	.001	
	N	92	92

**. Correlation is significant at the 0.01 level (2-tailed).

It can be seen from the table above that the significance value is < 0.005 . Therefore, it can be said that the correlation between the variables, with an r-square value of 0.458, shows that there is a moderate level relationship between organizational culture (X_1) and motivation (X_2).

5.4 Descriptive Analysis

5.4.1 Descriptive Analysis of Organizational Culture

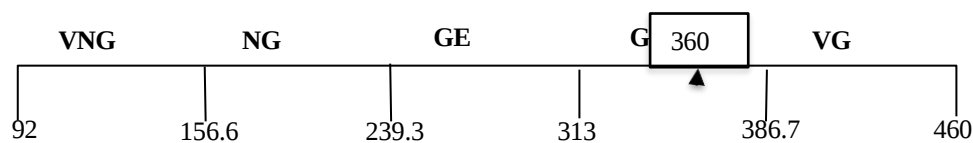


Fig. 4 Descriptive Analysis of Organizational Culture

According to the study results, it shows that at PT. Exspressindo 88 Nusantara, the Organizational Culture variable has an average score of 360.8, which is in the range of (313 to 386.7) or is classified as good.

5.4.2 Descriptive Analysis of Motivation



Fig. 5 Descriptive Analysis of Organizational Culture

According to the study results, it shows PT. Exspressindo 88 Nusantara's motivation variable has an average score of 366.5, which is in the range of (313 to 386.7) or falls into the good category.

5.4.3 Descriptive Analysis of Work Discipline

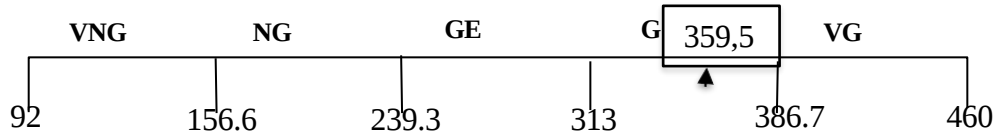


Fig. 6 Descriptive Analysis of Organizational Culture

According to the study results, it shows at PT. Exspressindo 88 Nusantara, the Work Discipline variable has an average score of 359.5, which is in the range of (313 to 386.7) or is classified as good.

5.5 Classical Assumption Test

5.5.1 Normality Test

The statistical test used to test normality is the Kolmogorov-Smirnov non-parametric statistic. When the significance value of elasticity is greater than 0.05, it means that it is well distributed, whereas if the significance level is less than 0.05, it cannot be considered well distributed.

One-Sample Kolmogorov-Smirnov Test			
			Unstandardize d Residual
N			92
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		3.21266549
Most Extreme Differences	Absolute		.083
	Positive		.083
	Negative		-.074
Test Statistic			.083
Asymp. Sig. (2-tailed)			.145 ^c

Fig. 7 Normality Test

The normality test results produced a significance value of $0.145 > 0.005$, indicating that the residue is normally distributed.

5.5.2 Heteroscedasticity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	24.897	3.356		7.418	.000		
Organizational Culture	-.202	.088	-.228	2.302	.024	.915	1.093
Motivation	.440	.095	.457	4.614	.000	.915	1.093

a. Dependent Variable: Work Discipline

Fig. 8 Heteroscedasticity Test

The significance (sig.) results for Organizational Culture (X_1) = 0.685 and Motivation (X_2) = 0.587 are known. The significance values of both variables are < 0.05 , therefore, it is stated that the regression model does not show heteroscedasticity.

5.5.3 Multicollinearity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	24.897	3.356		7.418	.000		
Organizational Culture	-.202	.088	-.228	-2.302	.024	.915	1.093
Motivation	.440	.095	.457	4.614	.000	.915	1.093

a. Dependent Variable: Work Discipline

Fig. 9 Multicollinearity Test

As a result, the regression model is considered to show no signs of multicollinearity because each variable of organizational culture and work discipline has a VIF result of less than 10 and a tolerance result of > 0.10 .

5.6 T-test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.657 ^a	.432	.419	2.764

a. Predictors: (Constant), Motivation, Organizational Culture

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	32.279	2.606		12.389	.000
Organizational Culture	-.467	.071	-.546	-6.558	.000
Motivation	.462	.070	.550	6.606	.000

a. Dependent Variable: Work Discipline

Fig. 10 T-test

The table shows the regression coefficient values between all Organizational Culture and Motivation variables and Work Discipline. Respective coefficient values are:

- Effect of Organizational Culture (X_1) on Work Discipline (Y)
 - Significance value (Sig.) $0.000 < 0.05$, This indicates that H_0 is not accepted. This means that Organizational Culture (X_1) affects Work Discipline (Y).
 - T-value result is compared to the t-table (t-test), which is $-6.558 > -1.661$, concluding that H_1 is true. So Organizational Culture (X_1) influences Motivation (X_3) and has an influence between the dependent variable (Work Discipline) and Motivation (X_3).
- The Effect of Motivation (X_2) on Work Discipline (Y)
 - Based on the sig value (Sig.) of $0.00 < 0.05$, the conclusion is H_0 rejected. This implies that Motivation (X_2) affects Work Discipline (Y).

- b. The comparison between the t-count and t-table values, namely $6.606 > 1.661$, means that the alternative hypothesis (H1) is accepted. This means that Motivation (X_2) has an effect on Work Discipline (Y).

5.7 F Test

Organizational Culture and Motivation on Work Discipline based on the analysis in the following table.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	315.780	2	157.890	11.144	.000 ^b
	Residual	1260.971	89	14.168		
	Total	1576.750	91			
a. Dependent Variable: Work Discipline						
b. Predictors: (Constant), Motivation, Organizational Culture						

Fig. 11 F-test

The regression results shown in the table indicate a significance value of $0.000 < 0.005$. It is known that in addition to having a significant effect on organizational culture and motivation, it also has a significant effect on the variable of commitment, namely work discipline.

5.8 R2 Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886 ^a	.785	.777	2.020
a. Predictors: (Constant), Work Discipline, Organizational Culture, Motivation				

Fig. 12 R2 Determination Coefficient Test

The R square value is 0.785, indicating that the contribution of X_1 and X_2 to Y is 78.5%, with the remaining 21.5% contributed by another variable not included in this research as other influences.

6. Results and Discussion

1. Organizational Culture

According to the results of research, it shows that the Organizational Culture variable of PT. Exspressindo 88 Nusantara has an average score of 360.8 and is in the range of 313-386.7, which is categorized as good.

2. Motivation

According to the results of research, the Motivation variable of PT. Exspressindo 88 Nusantara has an average score of 366.8 and is between 313-386.7 on the scale, which is classified as good.

3. Work discipline

The research findings show that the work discipline variable of PT. Exspressindo 88 Nusantara has an average score of 359.5 and is in the range of 313-386.7, which is classified as good.

4. Relationship between X_1 and X_2

From the table above, it can be seen that the significance value is < 0.005 . Therefore, it can be said that the correlation between the variables with an r square value of 0.458 is moderate. There was a moderate correlation among the variables of Organizational Culture (X_1) and Motivation (X_2).

5. Analysis of the influence of X_1 on Y

Part of the impact Organizational Culture on work discipline is t count $6.558 > -1.66$. In conclusion, H1 is accepted. From the analysis, the significance result of X_1 is $0.000 < 0.05$, concluding that there is a direct effect of X_1 on Y.

6. Analysis of the Effect of X_2 on Y

Part of the impact of Motivation on work discipline t-count $6.606 > 1.661$, meaning that H1 is accepted.

7. Analysis of the Effect of X_1 and X_2 on Y

The analysis results show that the significance value of X_1 and X_2 on Y is $0.000 < 0.05$, concluding that there is an effect of X_1 and X_2 on Y .

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Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this paper.

Author's Contribution

The authors confirm their contributions to this paper as follows: **conception and design of the research**: Arif Rakhman, Sungkono, Rieke Retnosary; **data collection**: Arif Rakhman, Sungkono, Rieke Retnosary; **analysis and interpretation of results**: Arif Rakhman, Sungkono, Rieke Retnosary; **preparation of manuscript drafts**: Arif Rakhman, Sungkono, Rieke Retnosary; review the results and approve the final version of the manuscript.

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