

The Effect Of Organizational Culture, Work Discipline, Quality Of Human Resources In Increasing Motivation

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Abstract

This study aimed to find out how much the effect of organizational culture, work discipline, quality of human resources in increasing motivation. This study used a quantitative method. This research was conducted in 6 (six) District offices, namely, Batang, Tarawang, Kelara, Arungkeke, Binamu, Turatea Districts. The research population was all employees in 6 (six) sub-district offices, a total of 113 people. Using a probability sampling technique, the questionnaire distribution was carried out in stages, where all respondents completed the questionnaire completely. The final sample in the study was 113 people. the procedure for collecting information is the distribution of questionnaires then filled in according to the questions that have been provided. information analysis using path analysis or path analysis with SPSS software version 25.0. The results showed that the direct effect of motivation on employee performance had the highest correlation value compared to other direct effects. Motivation possessed by employees is considered as a personal advantage of employees who are able to provide benefits to agencies because with these abilities individual characters are measurable which makes it easier for management to capture potentials in increasing agency goals. It can be concluded that there is an effect of organizational culture, work discipline, quality of human resources in increasing motivation.

Keywords: Organizational culture, work discipline, human resource, motivation

INTRODUCTION

Human resources play a crucial part in the organization because they are what make other resources work and run. Human resources play such a crucial part in a business that they ultimately determine whether it advances or retreats (Maryani, dkk., 2021). Human resource management is an acknowledgment of the importance of labor as a resource that has a very important contribution to organizational goals and to be used effectively and fairly for the benefit of individuals, and society (Jusuf, et al., 2015), quality of organizations (Romi, et al., 2020). Moreover, Managerial abilities are skills in organizing, leading, and managing jobs or teams (Aswat., et al., 2022).

In addition, human resources need to be matched with the needs of the organization expressed in the form of activities (Djunaid, 2023), the placement of human resources is in accordance with the needs of the unit's activities both in quality and quantity (Riswanto, et al., 2016). In economic principles, the allocation of resources used in the process must be in accordance with the principles of efficiency and effectiveness, so that all the goals of the service process are achieved optimally without any resources being used in vain.

Human resources are guided by organizational culture (Chowdhury, & Hossain, 2022), which consists of principles for resolving conflicts and efforts to integrate newcomers into the organization so that everyone is aware of the norms and how to act and behave. In certain positions, it is necessary to have the right quality of human resources. These human resources do not have to be of the maximum or best quality, but are adapted to the main tasks and functions that have been assigned to the existing position in a particular job with the needs of the job, so that the use of each human resource will be effective and according to the work unit being implemented. a good task, because this is an important factor in the implementation of the functions and duties of regional government.

As a result, an organization's success is dependent not only on its physical assets but also on its ownership of people resources. Therefore, a business needs capable people resources, including leaders and workers who can contribute positively and perform duties effectively to attain objectives. Because employee performance has an impact on an organization's success, efforts are made to raise employee performance in the hopes of achieving organizational goals (Suprpti, et al., 2020).

Work discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is attitudes, behavior and actions that are in accordance with organizational regulations (Farisi, S., & Fani, 2019). Employee enthusiasm for their jobs will increase with the presence of a supportive and comfortable work environment, which will also improve each employee's performance and work ethic. a pleasant working environment, sufficient amenities, and positive employee relations (Putri, et al., 2019).

According to Robbins and Judge (2012), motivation is a process that explains an individual's intensity, direction, and persistence in achieving his goals. Some indicators include the ability to motivate oneself, take initiative, meet one's own needs, stimulate oneself, feel highly committed, be persistent, work productively on a task until it is well completed, be able to complete work despite obstacles, have a strong will to work, and work with or without supervision.

Some previous studies stated that hypothesis testing prove that organizational culture, work motivation and work discipline have a positive and significant effect on employee performance (Rahmadania, & Herminingsih, 2021). The quality of HR has a real influence on job performance Darmawan, et al., 2020).

confirm that leaders' role in shaping a positive organizational culture through good credible leadership practices, while organizational culture can increase employee work engagement (Srimulyani, V. A., & Hermanto, 2022).

Every organization or company must have a system or characteristic of each which is called organizational culture. This is of course related to the image of a company or organization in the outside environment.

Based on the background as described above, the authors are interested in raising research on the effect of work discipline, quality of human resources through motivation on employee performance (A Study sub-district office in Jeneponto Regency).

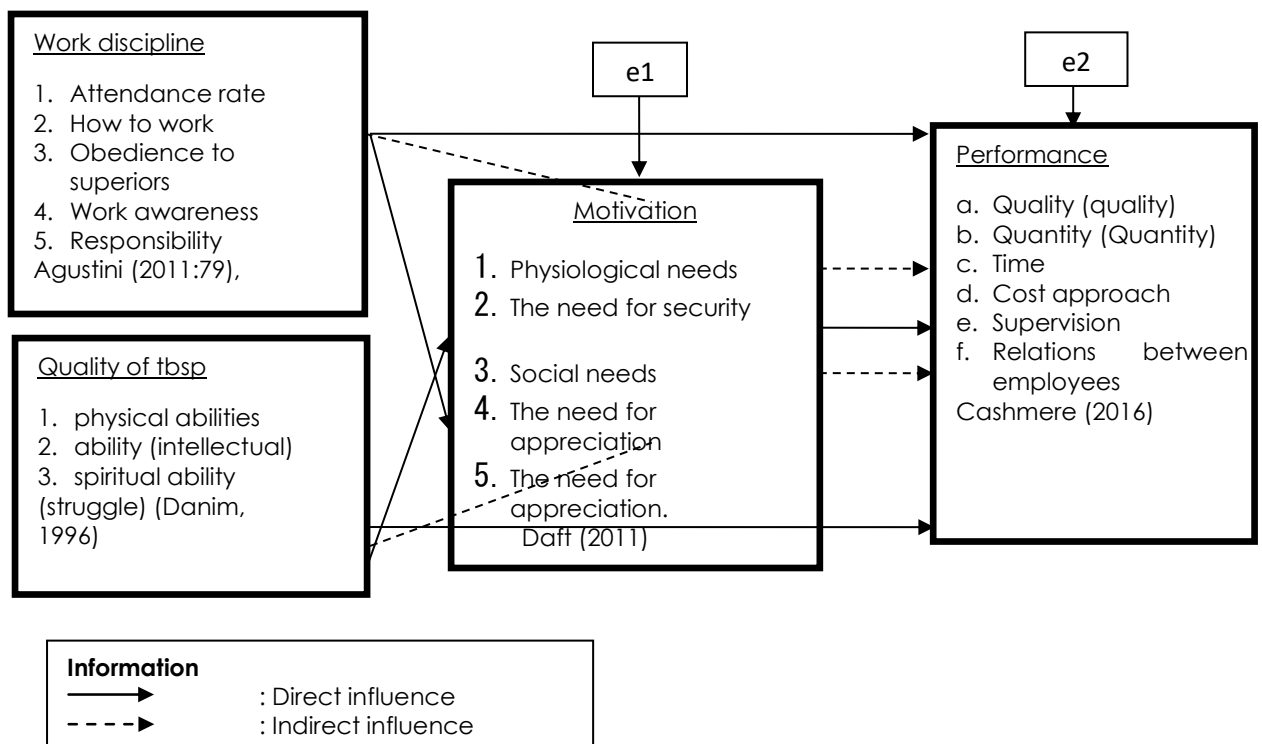
METHOD

The research design used was an explanatory survey and a quantitative approach. That is a survey used to explain the relationship between two or more variables through hypothesis testing. The survey was conducted by taking the population, using a questionnaire as a data collection tool (Sugiyono, 2016).

The population in this study were all employees of 133 people. Using a probability sampling technique, the questionnaire distribution was carried out in stages, where all respondents completed the questionnaire completely. Thus, the final sample in the study was 113 people. the procedure for collecting information is the distribution of questionnaires then filled in according to the questions that have been provided. information analysis using path analysis or path analysis with SPSS software version 25.0.

Conceptual framework

The relationship between variables, both directly and indirectly, can be illustrated in the conceptual framework in Figure 1, as the hypothesis has been built in the literature review.



RESULTS AND DISCUSSION

For path analysis used two tests, path analysis model I, and path analysis model II, the value of the results of the analysis can be seen in the table below:

Effect of work discipline (X1), quality of human resources (X2) on motivation (Y)

Coefficients a					
Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Betas		
1 (Constant)	6,239	1,520		4.105	.000
Work Discipline	.179	.063	.303	2,825	.006
HR Quality	.435	.110	.423	3,938	.000

a. Dependent Variable: Motivation

Effect of work discipline on motivation

Score regression coefficient (β_1) = .303 with a significance level of .006 which means a positive and significant effect. The same thing if you look at the t-count and t-table values of (2.825 > 1.981) indicating a significant positive effect, this means an increase in the influence that occurs on work discipline on motivation by 30.3%.

Effect of HR quality on motivation

Regression coefficient value (β_2) = .423 with a significance level of .000 which means a positive and significant effect. The same thing if you look at the t-Count and t-Table values of (3.938 > 1.981). This means an increase in the influence that occurs on the quality of human resources on motivation by 42.3%.

The influence of work discipline, human resource quality, and motivation on employee performance

Table. 2
x1, x2, and y, to z

Coefficients a					
Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	std. Error	Betas		
(Constant)	4,564	2,100		2.173	.032
1 Work Discipline	-.040	.084	-.052	-.480	.633
HR Quality	.396	.152	.290	2,611	.010
Motivation	.699	.123	.526	5,700	.000

Dependent Variable: Employee Performance

Source: Results of Data, 2020

Effect of work discipline on employee performance

Regression coefficient value (β_3) = -.052 with a significance level of .633 which means it is not significant, or based on the t-count and t-table values, where the t-table value obtained is (-.040 < 1.981) thus work discipline has no positive and

significant effect. Judging from the magnitude of the value on the unstandardized coefficients beta of $-.052$ or 0.52% , which means that every time there is an increase, it will only increase employee performance by 0.52% .

HR quality on employee performance

N-regression coefficient value (β_4) = $.290$ with a significance level of 0.10 which means significant ($\text{Sig} < 0.05$), the same thing if you look at the t-count and t-table values, where the t-table value obtained is ($2,611 > 1,981$) thus the quality of HR has an effect positive and significant to employee performance. The magnitude of the influence on unstandardized beta coefficients is $.290$ or 29.0% , which means that every time there is an increase in the quality of human resources, it will increase employee performance by 29.0% .

The effect of motivation on employee performance

The regression coefficient value (β_5) = 0.526 with a significance level of $.000 < 0.05$ which means it is significant, or based on the t-count and t-table values, where the t-table value obtained is ($5.700 > 1.981$) thus, motivation has a significant effect on employee performance. The magnitude of the influence on unstandardized beta coefficients is $.699$ or 69.9% This affects the increase in employee performance so that every time there is an increase in motivation it will increase.

1. Indirect Effect

Effect of work discipline variable (x_1) on employee performance (z) through motivation (y)

It is known that the indirect effect of work discipline (X_1) through motivation (Y) on employee performance (Z) is the multiplication between the amount of influence of work discipline (X_1) and motivation (Y) on employee performance (Z) with a Beta value of: $0.303 \times 0.526 = 0.159$. Then the total effect given by work discipline through motivation (Y) on employee performance (Z) is the direct effect added to the indirect effect, namely: $-.052 + 0.159 = 0.211$. These results indicate indirectly work discipline (X_1) through motivation (Y) has a positive and significant effect on employee performance (Z).

Effect of HR quality (x_2) on employee performance (z) through motivation (y)

It is known that the direct effect of HR quality (x_2) on employee performance (z) is 0.290 and the indirect effect of HR quality (x_2) on employee performance (z) is the multiplication of the number of influences on HR quality (x_2) and motivation (y) with a beta value of : $0.423 \times 0.526 = 0.222$, then the total effect given by the quality of human resources (x_2) through motivation (y) on employee performance (z) is the direct effect added to the indirect effect, namely: $0.290 + 0.222 = 0.512$ means work discipline through motivation has a positive effect and significant to employee performance.

From the results a path analysis of all independent, intervening and dependent variables so that a path analysis can be made as follows:

$$\beta_1 = 0.303$$

$$\beta_3 = -.052$$

$$\beta_6 = .211 \quad \beta_5 = 0.526$$

$$\beta_2 = 0.423$$

$$\beta_7 = .0512 \quad \beta_4 = 0.290$$

Figure 4.8 Model II Diagram
Hypothesis Test Results

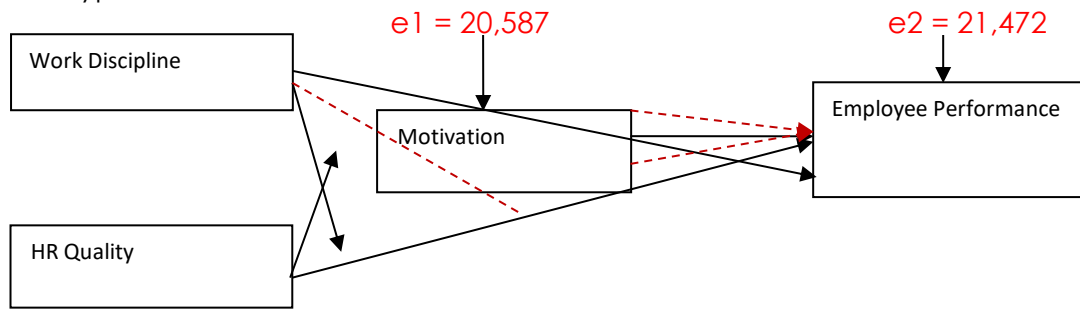


Table. 3
Hypothesis test results

No	hypothesis	Score	Sig	Results
11	Work discipline has a positive and significant effect on motivation	0.303	006	Positive and significant
22	HR quality has a positive and significant effect on motivation	0.423	.000	Positive and significant
33	Work discipline has a positive and significant effect on employee performance at the Jeneponto sub-district office.	-.052	.633	Not positive and not significant
44	HR quality has a positive and significant effect on employee performance at the Jeneponto sub-district office	0.290	010	Positive and significant
55	Motivation has a positive and significant effect on employee performance at the Jeneponto sub-district office	0.526	.000	Positive and significant
66	Work discipline has a positive and significant effect on employee performance through motivation at the Jeneponto sub-district office	0.211	.000	Positive and significant
77	HR quality has a positive and significant effect on employee performance through motivation at the Jeneponto sub-district office	0.512	.000	Positive and significant

The effect of the quality of human resources on the performance of work employees through the motivation of sub-district offices in Jeneponto Regency had ositive and significant. Human resources are a source for achieving competitive advantage because of their ability to convert other resources (money, machines, methods and materials) into results (products/services).

Based on the findings of this study, it can be said that out of the seven hypotheses put up, six have positive and substantial effects and one did not affect. The strongest association was seen between employee motivation and performance. A number of elements come into play, including the fact that the person has decent experience and that their skill, background, and demography are all favorable. In addition to psychological aspects like perception, personality, learning, and motivation, all of which are excellent, the sub-personnel had positive attitudes. In addition, organizational aspects with good resources, leadership, incentives, structure, and structure, as well as very effective job design, this is because each employee assists one another.

This study was supported by the other studies stated that the factors of Organizational Culture, Quality of Human Resources, Motivation, and Diligence were shown to have a favorable and considerable influence on employee performance, with a contribution of 73,20%, both partially and simultaneously (Kusuma, et al., 2021).

The findings of this study are consistent with the other study indicated that work discipline, organizational culture and work environment have a significant effect simultaneously on employee performance. All independent variables have a partially significant effect on employee performance of the three independent variables studied, work discipline has a dominant influence on employee performance (Feel, N. H., Herlambang, T., & Rozzaid, Y. (2018).

The finding was in line with the other study discovered that concrete evidence of the impact of Human Resource Quality on Employee Performance (Zozi Algopeng, 2013). Results show that organizational culture and competency have a small but beneficial impact on teachers' job satisfaction. While job motivation has a good and considerable impact on teachers' job happiness, it has no discernible impact on how well teachers perform. Teacher performance is positively and considerably influenced by competence and work satisfaction, although organizational culture only has a marginally beneficial impact on job satisfaction (Arifin, H. M, 2015).

Organizational culture usually includes all the experiences, philosophies, experiences, expectations, and all the values in it. Thus, this organizational culture will be reflected in their daily activities, starting from their interactions with other people, how they work and expectations for the future.

CONCLUSION AND RECOMMENDATION

Based on the findings of this study, it can be concluded that there are 7 hypotheses proposed, there are 6 which have a positive and significant effect, and there is 1 which has no positive and significant effect. Motivation on employee performance gives the highest correlation value. From several factors, namely the individual has

fairly good expertise, but the ability, background and demographics are good. as well as psychological factors, namely perception, personality, learning and motivation which are very good, even so the attitude of employees in the sub-district is good. Besides that, organizational factors with good resources, leadership, rewards, structure and structure, as well as very good job design, this is because each employee helps one another.

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