

Examining the Effects of Competency, Discipline, and Organizational Culture on Work Motivation and Its Influence on Employee Performance at Public Services Institution

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ABSTRACT

This study aims to determine the effect of competence, discipline and organizational culture on work motivation which has an impact on employee performance at the Special Correctional Institution (LPKA) Class IIA in Bandung. The method used is explanatory research with a sample of 100 respondents. The analysis technique uses statistical analysis with regression testing, coefficient of determination and hypothesis testing. The results of this study Competence has a significant effect on work motivation of 27.0%, the hypothesis test obtained a significance of $0.000 < 0.05$. Discipline has a significant effect on work motivation of 46.2, the hypothesis test obtained a significance of $0.000 < 0.05$. Organizational culture has a significant effect on work motivation of 24.8, the hypothesis test obtained a significance of $0.000 < 0.05$. Competence, discipline and organizational culture simultaneously have a significant effect on work motivation by 57.8%, the hypothesis test obtained a significance of $0.000 < 0.05$. Work motivation has a significant effect on employee performance by 33.0%, the hypothesis test obtained a significance of $0.000 < 0.05$.

1. INTRODUCTION

In The role of human resources in an organization is very strategic in organizing and running an organization. The role of HR is very important because the human element plays an important role in carrying out organizational activities and plays an active role in policies and achieving organizational goals. With reliable human resources, the organization's operational activities can run smoothly.

Quality human resources are the most important thing needed in the era of globalization. Every organization always expects its resources to function properly and correctly so that the organization's goals can be achieved as expected. Human resource management is a human asset involved in an organization in trying to realize the organization's goals.

Class II A Bandung Special Correctional is a Technical Implementation Unit that carries out the function of Guidance for prisoners and is directly responsible to the Head of the West Java Regional Office of the Directorate General of Corrections under the Ministry of Immigration and Corrections of the Republic of Indonesia. This institution need to optimize employee performance, considering that human resources are the actors in realizing its goals. Thus, leaders should be able to encourage employees to work optimally to achieve targets and work standards determined by the institution. Performance can be assessed from the achievement of performance assessments in terms of quality and quantity achieved by employees in carrying out their work. Applying abilities, having the required competencies and the spirit of completing tasks are clearly performance implementations that are the benchmark for success in the institution.

Performance is one of theone important component to measure the success achieved by an organization. In its activities the organization must be able to improve performance from time to time. Good performance is able to show the number of achievements that increase and meet the quality of good work and is done optimally, has confidence in completing all tasks and work and has full responsibility for his duties and obligations. In addition, employees also have sufficient ability to

overcome problems in the work so that they are able to increase the competitiveness of the organization well.

Class IIA Bandung Special Correctional assesses employee performance with the aim of evaluating the performance of the employee concerned. Through this performance assessment, the organization or personnel will find it easier to know the abilities, skills, behaviors, strengths and weaknesses of the employee. The implementation of employee performance evaluation and assessment must be carried out transparently, so that employees know that the assessment carried out is not only based on their likes or dislikes of the employee concerned. Employees themselves also feel that routine evaluations have a positive impact on their work motivation.

So far, the performance conditions at the Class IIA Bandung Special Correctional still have several problems or there are still phenomena that need to get management attention, so that in the future performance can be achieved optimally. Indicators that have not been able to be achieved optimally, both the quality of work results, achievement of work results, knowledge related to the field of work of employees seen from the ability to carry out their work functions, there are still many jobs that are delayed due to limited knowledge. Furthermore, the indicator of the ability to carry out work according to the work sequence is also still not running well.

Next, there is a sense of responsibility for the work that mis a level where employees have a high work commitment to the agency and have a sense of responsibility for their work which is still not completed immediately without delaying time, if there are errors or problems in completing the work, repairs tend not to be made immediately.

Every organization has a way and method in measuring performance and a way to improve the performance of its employees, considering that by conducting a performance assessment, it can be seen which indicators still need to be improved and which indicators need to be maintained. The results of the performance assessment of Class IIA Bandung Special Correctional employees in 2022-2024 are as follows:

Table 1. Data on Employee Performance of Class IIA Bandung Special Correctional Institution for the 2022-2020 Period²⁴

Indicators used in Employee Performance Targets (SKP)	Standard (%)	Percentage of Achievement (%)		
		2022	2023	2024
1. Good quality of work results	100%	78.2%	68.8%	68.7%
2. Achievement of work results according to target	100%	82.4%	77.5%	72.6%
3. Knowledge related to employee's field of work	100%	85.7%	83.3%	75.6%
4. Ability to carry out work according to work sequence	100%	84.6%	68.5%	68.2%
5. Responsibility for work	100%	83.5%	74.2%	72.3%
Average		82.9%	74.5%	71.5%
Information		Good	Enough	Enough

SKP Description:

91-100 = Very Good, 81-90 = Good, 71-80 = Sufficient, 61-70 = Less, <60 = Very Less

Source: Class IIA Special Correctional Bandung, 2025.

Based on the data on employee performance achievements of Class IIA Bandung Special Correctional in the table above, it shows that the performance data based on the institution's assessment of aggregate performance achievements from 2022 to 2024 shows fluctuating developments with a downward trend. In 2022, the overall employee performance targeted was achieved at 100%, but on average it only reached 82.9% or was included in the good category. Furthermore, in 2023, the overall

performance decreased on average from the previous year, where it was only achieved at 74.5%, which was included in the sufficient category. Then in 2024, the overall performance decreased on average from the previous year, where it was only achieved at 71.5%, which was included in the sufficient category.

Motivation is an important factor for someone to contribute to an agency. In achieving organizational goals, employees need motivation to work harder, therefore the role of employees in the organization must be a more serious concern by the agency. With high motivation, employees will work harder in carrying out their work. Conversely, with low work motivation, employees do not have the spirit to work, give up easily, and have difficulty in completing their work.

Motivation will emerge when humans feel that all their needs are met, therefore if their needs are not met, it will cause problems that lead to several cases that often occur in agencies, for example work strikes, demands for wage increases and so on, this is a sign that there is dissatisfaction felt by employees towards the agency. The role of motivation is to intensify these desires and wishes, therefore it can be concluded that efforts to increase a person's work enthusiasm will always be related to efforts to motivate them, so that to create good motivation it is necessary to know human needs.

This is in line with the opinion of Mangkunegara (2020) "motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to carry out activities with sincerity, joy, and earnestness so that the results of the activities they do get good and quality results". Motivation should be able to encourage enthusiasm in working within an individual to behave in finding a certain goal (Radford, 2024; Rahadian, 2016). Therefore, motivation is very important for every employee to have with the hope of being able to realize maximum achievements in accordance with organizational goals.

There is a phenomenon related to employee work motivation that is still less than optimal. This condition, the author suspects, there are several problems related to several indicators such as responsibility for tasks, especially in agencies that are less intense in giving tasks and a sense of responsibility to employees and if there are mistakes, employees are less able to fix them properly. Furthermore, work performance, especially in providing encouragement from leaders to employees in carrying out a job that is done less seriously and less carefully so that mistakes are often avoided in achieving better performance (Selandra & Vikaliana, 2023; Sulistiyono & Supriyanto, 2018).

Then there is the opportunity to advance, the condition that occurs is the lack of opportunities in the form of developing an employee's potential in carrying out work so that there is a change in their work which is not only in terms of different or varied types of work, but also a better job position. Furthermore, recognition from superiors, especially leaders, has not been maximized in giving awards to employees in carrying out their work. This illustrates that the institution is still not maximal in giving appreciation or awards to employees who have work achievements (P., 2018; Shalahuddin & Marpaung, 2014).

Then the challenging work related to giving employees the opportunity to develop their potential that is still lacking. This illustrates the opportunity for self-development such as giving opportunities to participate in training to increase their abilities and skills is still minimal so that employee potential cannot be explored properly.

There are certainly many factors that can cause performance to decline, among these factors the author suspects is competence. Human resources (HR) have an important role for an agency because human resources as system managers, of course in their management must pay attention to important indicators such as competence, discipline, education and training as well as the level of comfort at work so that the employees concerned can be encouraged to provide all their abilities according to what is needed by the government agency or organization.

It should be understood that competence is basically the ability and characteristics possessed by a person in the form of knowledge, skills, mental attitudes, values, beliefs and motives and behaviors needed in carrying out their duties professionally, effectively and efficiently. Competence is needed by a person in order to carry out duties effectively and successfully, therefore, the job competence referred to in this provision is the competence needed and/or required to carry out a position.

Competency development can be done through education, training, coaching and seminars and other activities that lead to improving the quality of attitude and/or behavior (attitude), ability (skill), and knowledge (knowledge). Thus, it is important to reconsider that an agency must pay attention to the competence of its employees with the aim that the quality, quantity and timeliness of work are achieved optimally. Because the competence and ability possessed by individuals in responding to their environment will affect the performance of each employee (Abila B., 2015; Kolibáčová1, 2014).

Another factor that the author suspects is the cause of declining performance is the low level of employee discipline. Undisciplined employees will clearly hinder the achievement of the institution's goals. Undisciplined actions will have an impact on the growth of the institution. An employee should ideally be able to obey the regulations that have been set by the institution. Institutional regulations are made with the aim of being obeyed by employees, both in terms of being on time for work, obeying all rules in the institution, obedience related to behavior in carrying out their duties and obligations, obedience in upholding legal norms and other rules. Enforcing discipline is important for an institution, because discipline contains regulations that must be obeyed by employees. With discipline, it is expected to make work as efficient as possible. Work discipline can be seen as something that is very beneficial, both for the interests of the institution and for employees (Izzah & Ardiani, 2018; Rahadian, 2016; Syafrina, 2017).

For institutions, work discipline will ensure the maintenance of order and smooth implementation of tasks, so that optimal results are obtained. While for employees, a pleasant working atmosphere will be obtained so that it will increase work enthusiasm in carrying out their work. Employees must also have a high sense of responsibility to show our discipline in working, such as doing the tasks given and completing them on time. Disciplined workers not only always accept the tasks given, completing tasks perfectly is also a form of responsibility for the work (Latunreng et al., 2023; Sutrisno et al., 2016).

It is also important for institutions to socialize institutional regulations so that they can be understood by employees and supervised, and controlled properly so that there are no obstacles that can slow down the achievement of institutional goals. Thus, employees can carry out their duties with full awareness and can develop their energy and minds as much as possible in order to realize institutional goals.

The decline in performance achievement is also suspected by the author as a result of the organizational culture in the institution which is still not optimal. Organizational culture is essentially the basic values of the organization, which will act as a foundation for attitudes, behavior, and actions for all members of the organization. Culture Organizational is the way people behave in organizations and it is a set of norms consisting of shared beliefs, attitudes, core values, and behavioral patterns in the organization.

Organizational culture greatly influences the behavior of members of the organization because the values contained in the culture of an organization can be used as a reference for the behavior of members of the organization, so if the organizational culture of an organization is good, it is not surprising that the members of the organization are people of good quality (Latunreng et al., 2022; Qomariah, 2021). For example, an organization implements a strict system regarding discipline, such as dress codes, communication, and punctuality with strict sanctions if the rules are violated, it is not surprising that the behavior of the members of the organization becomes disciplined, neat in dress, ethical in communication and punctual in providing public services (Arimbawa & Dewi, 2013).

Despite extensive research on the individual effects of competency, discipline, and organizational culture on work motivation and employee performance, there is a notable lack of studies addressing their combined influence, especially in the context of public service institutions such as correctional facilities in Indonesia. This research fills this gap by simultaneously investigating these variables at the Class IIA Special Correctional Institution in Bandung. The novelty of this study lies in its integrative approach, offering comprehensive insights into how these factors interact to influence work motivation and subsequently employee performance. Addressing this gap is crucial given the observed decline in employee performance, as understanding these dynamics can help in formulating targeted human resource strategies.

The practical implications of this study are significant for institutional management. The findings can guide leaders in designing competency development programs, enforcing discipline, and cultivating a supportive organizational culture to enhance employee motivation and performance. Ultimately, this can improve the quality of public service delivery within correctional institutions, contributing to organizational effectiveness and societal benefit.

1. Formulation of the problem

- a. Is there an influence of competence on work motivation at the Class IIA Special Correctional Institution (LPKA) in Bandung?
- b. Is there an influence of discipline on work motivation at the Class IIA Special Correctional Institution (LPKA) in Bandung?
- c. Is there an influence of organizational culture on work motivation at the Class IIA Special Correctional Institution (LPKA) in Bandung?
- d. Is there a simultaneous influence of competence, discipline and organizational culture on work motivation at Class IIA Special Correctional Institutions (LPKA) in Bandung?
- e. Is there an influence of work motivation on employee performance at the Class IIA Special Correctional Institution (LPKA) in Bandung?

2. Research purposes

- a. To determine the influence of competence on work motivation at the Class IIA Special Correctional Institution (LPKA) in Bandung.
- b. To determine the influence of discipline on work motivation at the Class IIA Special Correctional Institution (LPKA) in Bandung.
- c. To determine the influence of organizational culture on work motivation at the Class IIA Special Correctional Institution (LPKA) in Bandung.
- d. To determine the influence of competence, discipline and organizational culture simultaneously on work motivation at the Class IIA Special Correctional Institution (LPKA) in Bandung.
- e. To determine the influence of work motivation on employee performance at the Class IIA Special Correctional Institution (LPKA) in Bandung.

2. LITERATURE REVIEW

1. Competence

According to Sutrisno (2019:203) states that "competence is defined as knowledge, skills, and abilities mastered by a person who has become part of himself, so that he can carry out cognitive, affective, and psychomotor behaviors as well as possible. Organization". The indicators used include: a) Knowledge, b) Ability (skill), c) Value, d) Attitude, e) Interest.

2. Discipline

According to Rivai (2020:44) argues that "work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to obey all company regulations and applicable social norms". The indicators used include: a) Frequency of attendance, b) Level of alertness, c) Compliance with work standards, d) Compliance with work regulations, e) Ethics in the workplace.

3. Organizational culture

According to Robbins (2018:63-64) states that organizational culture is a shared perception held by members of the organization, and also as a pattern of basic assumptions that are understood together in an organization, especially in solving problems faced. There are indicators used including: a) Courage to take risks (innovation and risk taking), b) Attention to detail/accuracy

(attention to detail), c) Oriented towards results (outcome orientation), d) Team orientation (team orientation), e) aggressiveness (aggressiveness).

4. Work motivation

According to Mangkunegara (2020) "motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to carry out activities with sincerity, joy, and earnestness so that the results of the activities they do get good and quality results". The indicators used include: a) Responsibility for tasks, b) Work performance, c) Opportunities to advance, d) Recognition from superiors, e) Challenging work.

5. Employee Performance

According to Mangkunegara (2020) argues that "performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". The indicators used are as follows: a) Quality of work, b) Quantity of work, c) Work knowledge, d) Implementation of tasks, e) Responsibility.

6. Research Model

According to Sugiyono (2018) "The research model is a synthesis that reflects the relationship between the variables studied and is a guide to solving research problems and formulating hypotheses in the form of flowcharts equipped with qualitative explanations". In this study, the research model created is as follows:

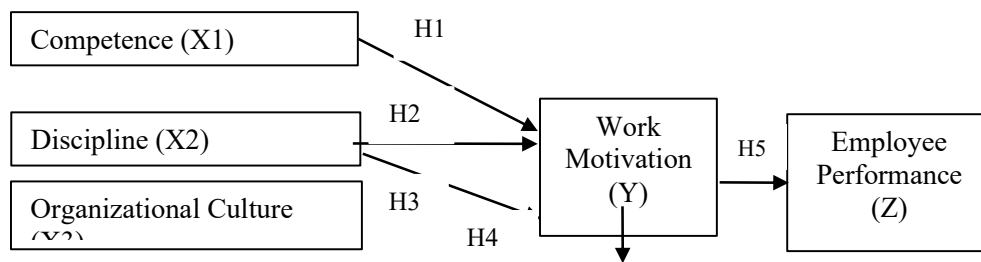


Figure 1. Research Model Paradigm

These results indicate that there is an insignificant influence. Thus, it can be said that financial experience (X3) has an insignificant effect on spending behavior (Y) through digital financial literacy (Z) so that H6 is rejected.

Research Hypothesis

According to Sugiyono (2018) "A hypothesis is a temporary answer to problems, because of its temporary nature, its truth needs to be proven through collected empirical data". The formulation of the hypothesis proposed is as follows:

- H1: There is a significant influence of competence on work motivation at the Class IIA Special Correctional Institution (LPKA) in Bandung.
- H2: There is a significant influence of discipline on work motivation at the Class IIA Special Correctional Institution (LPKA) in Bandung.
- H3: There is a significant influence of organizational culture on work motivation at Class IIA Special Correctional Institutions (LPKA) in Bandung.
- H4: There is a significant influence of competence, discipline and organizational culture simultaneously on work motivation at Class IIA Special Correctional Institutions (LPKA) in Bandung.
- H5: There is a significant influence of work motivation on employee performance at the Class IIA Special Correctional Institution (LPKA) in Bandung.

3. METHOD

1. This Population

The population in this study was 100 respondents from the Class IIA Special Correctional Institution (LPKA) in Bandung.

2. Sample

The sampling technique in this study is saturated sampling, where all members of the population are used as samples. Thus, the sample in this study amounted to 100 respondents.

3. Types of research

The type of research used is associative

4. Data Analysis Techniques

In analyzing the data, instrument tests, classical assumption tests, regression, coefficient of determination and hypothesis tests were used.

a. Instrument Test

In this test, validity tests and reliability tests were used.

1) Validity Test.

Validity test is intended to determine the accuracy of data on the suitability between what is to be measured and the measurement results. To conduct a validity test, the 2-tailed significance value is compared to 0.05 with the following provisions:

- (a) If the significance value is 2 times less than 0.05, then the instrument is valid
- (b) If the significance value of 2 is > 0.05 , then the instrument is not valid

2) Reliability Test.

Reliability test is a series of measurements or a series of measuring instruments that have consistency when the measurements carried out with the measuring instrument are carried out repeatedly. A good instrument will not be tendentious in directing respondents to choose a particular answer. The criteria used are as follows:

- (a) If Cronbach's Alpha > 0.600 , then the instrument is reliable.
- (b) If Cronbach's Alpha < 0.600 , then the instrument is not reliable.

b. Classical Assumption Test

The classical assumption test is intended to determine the accuracy of data. In this study, the classical assumption tests used include: Normality Test, Multicollinearity Test, Autocorrelation Test, and Heteroscedasticity Test. The results are as follows:

1) Normality Test

The normality test is used to test whether in a regression model, the dependent variable, the independent variable, or both have a normal distribution or not. The normality test uses the Kolmogorov-Smirnov test, with the following provisions:

- (a) If the significance value < 0.05 , then the data is not normally distributed.
- (b) If the significance value > 0.05 , then the data is normally distributed.

2) Multicollinearity Test

This multicollinearity test aims to test whether there is a correlation between independent variables in the regression model. In this study, the limits used *tolerance* and its opposite, the variance inflation factor (VIF) with the following provisions:

- (a) If the tolerance value is more < 1 and the value *Variance Inflation Factor*(VIF) $<$ from 1, then multicollinearity does not occur.
- (b) If the tolerance value is > 1 and the value *Variance Inflation Factor*(VIF) $>$ from 1, then multicollinearity occurs.

3) Autocorrelation Test

The autocorrelation test is used to determine whether or not there is a deviation from the classical assumption of autocorrelation, namely the presence of correlation between sample members. In this study, the Durbin Watson Test was used.

4) Heteroscedasticity Test

Heteroscedasticity Test aims to determine whether in the regression model there is inequality of variance from one observation residual to another observation. The way to predict the presence or absence of heteroscedasticity is by using the Glejser Test.

c. Statistical Test

1) Linear Regression

Linear regression analysis is a statistical technique used to find a regression equation that is useful for predicting the value of a dependent variable based on the values of the independent variables. Multiple linear regression is used in this study.

2) Correlation Coefficient

Testing The correlation coefficient is intended to determine the level of strength of the relationship between the independent variable and the dependent variable, both partially and simultaneously.

3) Coefficient of Determination

The analysis of the coefficient of determination is intended to determine the magnitude of the influence between the independent variables on the dependent variables, both partially and simultaneously.

4) Hypothesis Testing

Hypothesis testing is intended to determine whether a hypothesis should be accepted or rejected. In this study, the t-test (Partial) and F-test (Simultaneous) were used.

4. RESULT AND DISCUSSION

1. Instrument Test Results

- a. From the test results, all competency variable questionnaire items obtained a 2-tailed significance value of $0.000 < 0.05$, thus the instrument is valid.
- b. From the test results, all items of the discipline variable questionnaire obtained a 2-tailed significance value of $0.000 < 0.05$, thus the instrument is valid.
- c. From the test results, all items of the organizational culture variable questionnaire obtained a 2-tailed significance value of $0.000 < 0.05$, thus the instrument is valid.
- d. From the test results, all work motivation variable questionnaire items obtained a 2-tailed significance value of $0.000 < 0.05$, thus the instrument is valid.
- e. From the test results, all items of the employee performance variable questionnaire obtained a 2-tailed significance value of $0.000 < 0.05$, thus the instrument is valid.
- f. From the results of reliability testing, the following results were obtained:

Table 2. Reliability Test Results

Variables	<i>Cronbach's Alpha</i>	Alpha Critical Standard	Information
Discipline (X1)	0.619	0.600	Reliable
Discipline (X2)	0.668	0.600	Reliable
Organizational Culture (X3)	0.628	0.600	Reliable
Work Motivation (Y)	0.614	0.600	Reliable
Employee Performance (Z)	0.625	0.600	Reliable

Based on the test results above, all variables of discipline (X1), discipline (X2), organizational culture (X3), work motivation (Y) and employee performance (Z) obtained a Cronbach alpha value greater than 0.600. Thus it is declared reliable.

2. Classical Assumption Test Results

a. Normality Test

The results of the normality test using the Kolmogorov-Smirnov Test tool are as follows:

Table 3. Results of the Kolmogorov-Smirnov Normality Test

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Work Motivation (Y)	.087	100	.062	.966	100	.011

a. Lilliefors Significance Correction

Based on the test results in the table above, a significance value of 0.062 is obtained, where this value is greater than the value of $\alpha = 0.050$ or ($0.062 > 0.050$). Thus, the assumption of the distribution of the equation in this test is normal.

b. Multicollinearity Test

Multicollinearity test is conducted by looking at the Tolerance Value and Variance Inflation Factor (VIF) values. The test results are as follows:

Table 4. Results of Multicollinearity Test with Collinearity Statistic.

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics
		B	Std. Error	Beta	
1	(Constant)	2,786	3.182		
	Competence (X1)	.251	.064	.281	.842
	Discipline (X2)	.508	.079	.491	.750
					1,333

Organizational Culture (X3)	.187	.071	.197	.784	1.276
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a. Dependent Variable: Work Motivation (Y)

Based on the test results in the table above, the tolerance value of the Competence variable (X1) is 0.842, the Discipline variable (X2) is 0.750 and the Organizational Culture variable (X3) is 0.784, all of which are <1.0 and the Variance Inflation Factor (VIF) value of the Competence variable (X1) is 1.188, the Discipline variable (X2) is 1.333 and the Organizational Culture variable (X3) is 1.276, all of which are <10 . Thus, this regression model does not experience multicollinearity.

c. Autocorrelation Test

The test was conducted using the Darbin-Watson test tool (DW test). The test results are as follows:

Table 5. Autocorrelation Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.761 ^a	.578	.565	2.265	1,704

a. Predictors: (Constant), Organizational Culture (X3), Competence (X1), Discipline (X2)

b. Dependent Variable: Work Motivation (Y)

The test results in the table above obtained a Durbin-Watson value of 1,704, the value is between the interval 1,550 - 2,460. Thus, the regression model is stated to have no autocorrelation interference.

d. Heteroscedasticity Test

Testing was carried out using the Glejser Test Model. The test results are as follows:

Table 6. Results of Heteroscedasticity Test with Glejser Test Model

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,577	1,819		1.416	.160
Competence (X1)	.002	.037	.006	.058	.954
Discipline (X2)	.045	.045	.115	.992	.324
Organizational Culture (X3)	-.068	.041	-.189	-1.668	.099

a. Dependent Variable: RES2

The test results using the Glejser test obtained a Sig. value > 0.05 . Thus, the regression model has no heteroscedasticity interference.

3. Descriptive Analysis

In this test, it is used to find out the minimum and maximum scores, the highest scores, rating scores and standard deviations of each variable. The results are as follows:

Table 7. Results of Descriptive Statistics Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Competence (X1)	100	29	46	37.61	3,848
Discipline (X2)	100	31	45	38.29	3.322
Organizational Culture (X3)	100	30	46	37.98	3.626
Work Motivation (Y)	100	32	46	38.77	3.434
Employee Performance (Z)	100	31	50	38.94	3,513
Valid N (listwise)	100				

The competency obtained a minimum variance of 29 and a maximum variance of 46 with a rating score of 3.761 with a standard deviation of 3.848.

Discipline obtained a minimum variance of 31 and a maximum variance of 45 with a rating score of 3.829 with a standard deviation of 3.322.

Organizational culture obtained a minimum variance of 30 and a maximum variance of 46 with a rating score of 3.798 with a standard deviation of 3.626.

Work motivation obtained a minimum variance of 32 and a maximum variance of 46 with a rating score of 3.877 with a standard deviation of 3.434.

Employee performance obtained a minimum variance of 31 and a maximum variance of 50 with a rating score of 3.894 with a standard deviation of 3.513.

4. Quantitative Analysis.

This analysis is intended to determine the influence of independent variables on dependent variables. The test results are as follows:

a. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are as follows:

Table 8. Multiple Linear Regression Test Results

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t Sig.
1	(Constant)	2,786	3.182		.875 .384
	Competence (X1)	.251	.064	.281	3.896 .000
	Discipline (X2)	.508	.079	.491	6.416 .000

Organizational Culture (X3)	.187	.071	.197	2,638	.010
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a. Dependent Variable: Work Motivation (Y)

Based on the test results in the table above, the regression equation $Y = 2.786 + 0.251X1 + 0.508X2 + 0.187X3$ is obtained. From the equation it is explained as follows:

- 1) The constant of 2.786 means that if competence, discipline and organizational culture do not exist, then there is a work motivation value of 2.786 points.
- 2) The competency regression coefficient is 0.251, this number is positive, meaning that for every 0.251 point increase in competency, work motivation will also increase by 0.251 points.
- 3) The regression coefficient of discipline is 0.508, this figure is positive, meaning that every time there is an increase in discipline of 0.508 points, work motivation will also increase by 0.508 points.
- 4) The regression coefficient of organizational culture is 0.187, this figure is positive, meaning that every time there is an increase in organizational culture of 0.187 points, work motivation will also increase by 0.187 points.

b. Determination Coefficient Analysis

The determination coefficient analysis is intended to determine the percentage of influence of the independent variable on the dependent variable, both partially and simultaneously. The test results are as follows:

Table 9. Results of Testing the Competence Determination Coefficient on Work Motivation.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.520a	.270	.263	2,949

a. Predictors: (Constant), Competence (X1)

Based on the test results, a determination value of 0.270 was obtained, meaning that competence has a 27.0% contribution to work motivation.

Table 10. Results of Testing the Coefficient of Determination of Discipline on Work Motivation.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680a	.462	.456	2,532

a. Predictors: (Constant), Discipline (X2)

Based on the test results, a determination value of 0.462 was obtained, meaning that discipline has a contributing influence of 46.2 on work motivation.

Table 11. Results of Testing the Determination Coefficient of Organizational Culture on Work Motivation.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.498a	.248	.241	2.993

a. Predictors: (Constant), Organizational Culture (X3)

Based on the test results, a determination value of 0.248 was obtained, meaning that organizational culture has a 24.8% contribution to work motivation.

Table 12. Results of Testing the Coefficient of Determination of Competence, Discipline and Organizational Culture Simultaneously on Work Motivation.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761a	.578	.565	2.265

a. Predictors: (Constant), Organizational Culture (X3), Competence (X1), Discipline (X2)

Based on the test results, a determination value of 0.578 was obtained, meaning that competence, discipline and organizational culture simultaneously have a contribution of 57.8% on work motivation, while the remaining 42.2% is influenced by other factors.

Table 13. Results of Testing the Coefficient of Determination of Work Motivation on Employee Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574a	.330	.323	2,891

a. Predictors: (Constant), Work Motivation (Y)

Based on the test results, a determination value of 0.330 was obtained, meaning that work motivation has a 33.0% contribution to employee performance.

c. Hypothesis Testing

Partial Hypothesis Test (t-Test)

Hypothesis testing with t-test is used to find out which partial hypothesis is accepted. The test results are as follows:

Table 14. Results of Competency Hypothesis Testing on Work Motivation.

Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
(Constant)	21,321	2,912		7,322	.000
Competence (X1)	.464	.077	.520	6.023	.000

a. Dependent Variable: Work Motivation (Y)

Based on the test results in the table above, the calculated t value is $> t$ table or $(6.023 > 1.984)$, thus the proposed hypothesis that there is a significant influence between competence and work motivation is accepted.

Table 15. Results of Hypothesis Test of Discipline on Work Motivation.

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	11,867	2,944		4.031	.000
	Discipline (X2)	.703	.077	.680	9.172	.000

a. Dependent Variable: Work Motivation (Y)

Based on the test results in the table above, the calculated t value is $> t$ table or $(9.172 > 1.984)$, thus the hypothesis proposed that there is a significant influence between discipline and work motivation is accepted.

Table 16. Results of Hypothesis Testing of Organizational Culture on Work Motivation.

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	20,843	3.164		6,587	.000
	Organizational Culture (X3)	.472	.083	.498	5,691	.000

a. Dependent Variable: Work Motivation (Y)

Based on the test results in the table above, the calculated t value is $> t$ table or $(5.691 > 1.984)$, thus the hypothesis proposed that there is a significant influence between organizational culture and work motivation is accepted.

Table 17. Results of Hypothesis Testing of Work Motivation on Employee Performance.

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	16,176	3.293		4.913	.000
	Work Motivation (Y)	.587	.085	.574	6,940	.000

a. Dependent Variable: Employee Performance (Z)

Based on the test results in the table above, the calculated t value is $> t$ table or $(6.940 > 1.984)$, thus the hypothesis proposed that there is a significant influence between work motivation and employee performance is accepted.

Simultaneous Hypothesis Test (F Test)

Hypothesis testing with the F test is used to determine which simultaneous hypotheses are accepted. Fourth hypothesis: There is a significant influence between competence, discipline and organizational culture on work motivation.

Table 18. Results of Simultaneous Hypothesis Testing of Competence, Discipline and Organizational Culture on Work Motivation.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	675,374	3	225.125	43,897	.000b
	Residual	492,336	96	5.128		
	Total	1167.710	99			

a. Dependent Variable: Work Motivation (Y)

b. Predictors: (Constant), Organizational Culture (X3), Competence (X1), Discipline (X2)

Based on the test results in the table above, the calculated F value is obtained $> F$ table or $(43.897 > 2.700)$, thus the fourth hypothesis proposed that there is a significant influence between competence, discipline and organizational culture on work motivation is accepted.

5. CONCLUSION

- Competence has a significant effect on work motivation with a contribution of 27.0%. Hypothesis testing obtained a calculated t value $> t$ table or $(6.023 > 1.984)$.
- Discipline has a significant effect on work motivation with a contribution of 46.2. Hypothesis testing obtained a calculated t value $> t$ table or $(9.172 > 1.984)$.
- Organizational culture has a significant effect on work motivation with a contribution of 24.8. Hypothesis testing obtained a calculated t value $> t$ table or $(5.691 > 1.984)$.
- Competence, discipline and organizational culture have a significant effect on work motivation with a contribution of 57.8% while the remaining 42.2% is influenced by other factors. Hypothesis testing obtained a calculated F value $> F$ table or $(43.897 > 2.700)$.
- Work motivation has a significant effect on employee performance with a contribution of 33.0%. Hypothesis testing obtained a calculated t value $> t$ table or $(6.940 > 1.984)$.

Suggestion

- Regarding employee competency, the Institution should often provide training to selected employees and adjust it to employee needs so that they can improve their skills and work abilities.
- Regarding discipline, the Institution should consistently enforce regulations properly in accordance with applicable provisions to ensure that employees are treated fairly.
- Regarding organizational culture, the institution should always instill a sense of belonging and emphasize the importance of providing maximum service to the community.
- Regarding motivation, the institution should always provide appropriate encouragement and appreciation to ensure that employees have high work enthusiasm.

- e. Regarding performance, it can be improved by conducting evaluations and providing empowerment programs so that employees continue to have maximum work capabilities.

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