



Employee Performance Based on Organizational Culture, Work Discipline, and Work Motivation (Case Study in Kelapa Lima District, Kupang City)

Krisman B Riwu Kore¹, Tien Yustini^{2*}, Juhaini Alie³

¹Student at Postgraduate Program of Master's Management, University of Indo Global Mandiri, Indonesia

^{1,2}Lecturer at Postgraduate Program of Master's Management, University of Indo Global Mandiri, Indonesia

E-mail: jefritson@uigm.ac.id

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ABSTRACT

The purpose of this study is to analyze and prove the influence and contribution of organizational culture, discipline, and motivation to performance. This research was conducted for 5 months from February to June 2022 in the Sub-District Office and District Office in the Kelapa Lima District, Kupang City. This research is classified as quantitative research. The research population was 102 employees, which was determined by the sample of respondents using a saturated sample (non-probability sampling) so that the entire population became research respondents. The types of data used are primary and secondary data obtained by questionnaire, observation, and documentation techniques. Data analysis used multiple linear regression analysis. The results showed that the organizational culture variable had a positive and significant effect on employee performance because it had $t\text{-count} > t\text{-table}$ ($2.174 > 1.98397$) in $\text{sig. } 0.032 < 0.05$. The discipline variable has a positive and significant effect on employee performance because the value of $t\text{-count} > t\text{-table}$ ($5.400 > 1.98397$) in $\text{sig. } 0.000 < 0.05$ and the motivation variable has a positive and significant effect on employee performance because the $t\text{-count} > t\text{-table}$ ($2.014 > 1.98397$) on $\text{sig. } 0.047 < 0.05$. Simultaneously, the variables of organizational culture, discipline, and motivation have a positive and significant effect on employee performance because of the $F\text{-count} > F\text{-table}$ ($166.220 > 2.45$) in $\text{sig. } 0.000 < 0.05$. The contribution of each variable based on the highest value to the lowest value on employee performance is disciplined intelligence (54.5%), organizational culture (21.6%), and motivation (18.6%).

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1. Introduction

The Badan Kepegawaian Nasional Republik Indonesia, based on a 2019 report, submitted data on the performance of government employees in public services classified as good criteria, only 20%, while 80% were categorized as poor^[1]. This evaluation is by what was reported by the Kementerian Pendayagunaan Aparatur Negara dan Reformansi Birokrasi Republik Indonesia in 2018, there were 1.35 million (30%) government employees who worked with very poor performance results^[2]. Evaluation of the performance of government employees who are still poor and lack achievement is also reported by several international institutions through their survey reports. The Institute of PERCH (Political and Economic Risk Consultancy) reports that the performance of government employees in Indonesia is the worst in the world because it is in the 8-10 interval as the worst value category^[3]. The International Finance Corporation (IFC) in the "Doing Business Report" reports that the performance of government employees in Indonesia is the worst in the world from the aspect of public services because it is ranked 128th in the world in 2013, worse than 2007 which was ranked 123rd in the world^[4]. The Swiss Institute for Management of Development in the World Competitiveness Book reports that the performance of government employees in Indonesia is the worst in the world in terms of productivity, being ranked 59th out of 60 countries surveyed^[5]. In addition, Riwakore et



al.^[6] reported that the performance of government employees in Indonesia is among the worst in Asia (ranked 46th out of 60 Asian countries surveyed), lagging far behind other developing countries, such as Thailand (27), Malaysia (28), India (39), and the Philippines (49). Likewise reported Riukore & Yustini^[6] that the performance of government employees in Indonesia is the lowest in the world out of 60 countries surveyed, namely based on aspects of economic performance (ranked 60th), aspects of business efficiency (ranked 59th), and aspects of government efficiency (ranked 55th).

The performance of government employees who look bad has decreased during the Covid-19 pandemic. The Kompas Research and Development survey^[2] that during the Covid-19 pandemic, the performance of government employees was increasingly unprofessional and the bureaucracy was more complicated, public services were more complicated, and the administration was getting slower. Kementerian Pendayagunaan Aparatur Negara and Reformasi Birokrasi Republik Indonesia^[6] reported that during the Covid-19 pandemic, many people complained about the performance of government employees who received services from the government. Meanwhile, The Komisi Ombudsman Nasional Republik Indonesia^[7] reported that during the Covid-19 pandemic, public satisfaction with the performance of government employees was very low, due to lazy employees, complicated bureaucracy, low morale, and lack of organizational climate support. Based on the description above, it shows that the performance of government employees in Indonesia is still very low, convoluted in public services, low work motivation, undisciplined employees, low organizational commitment and culture, and unqualified human resources. Although in carrying out government work, employees are provided with a set of rules to improve employee performance on a juridical basis, such as Law Number 5 of 2014 concerning State Civil Apparatus, Law Number 43 of 1999 concerning Employment, Law Number 23 of 2014 concerning Local governments, up to the lowest legal derivatives in the form of regional head regulations and regional regulations, the performance of government employees from year to year shows that the quality is not optimal. This is as stated by Riukore et al.^[8] that the performance of government institutions even though it has been regulated by a set of juridical foundations, still gives the appearance of employee performance that has not been satisfactory to the public.

Many experts, researchers, and practitioners state that the factors that cause the performance quality of government employees are still low due to the low organizational culture of employees, lack of discipline in carrying out their duties and work, and low employee motivation which has implications for decreasing employee morale. As a result, employee performance continues to decline from time to time.

Riukore, Alie, & Hattu^[2] state that a good organizational culture can be the main instrument of competitive advantage if the organizational culture can support organizational strategy and can respond to or overcome environmental challenges quickly and appropriately. Organizational culture can function as an adhesive system and behavioral reference to achieve organizational goals. On the other hand, a bad organizational culture will hinder the running of the organization. Riukore et al.^[9] state that employees with high discipline will respect, appreciate, obey, and obey the applicable regulations, both written and unwritten, and can carry them out and not avoid receiving sanctions if he violates the duties and authority of the money given to him. Disciplined employees will comply with working hours, obey orders and rules, comply with work standards, be honest at work and be responsible, and use and maintain office facilities.

Alie et al.^[4] stated that no matter how great the plans that have been made by the organizational leadership or management, if the application process is carried out by employees who lack or even do not have strong motivation, it will cause the plan not to be realized. implemented it. This is because motivation is the driving force for a person to carry out an activity to achieve his goals. This shows that higher work motivation will improve employee performance. In addition to the phenomenon of employee performance variables that are influenced by organizational culture variables, employee discipline, and employee work motivation, there is also a research gap from the relationship between organizational culture, employee discipline, and work motivation on employee performance, so it is very necessary to prove the influence of each -each of these variables. The gap research is: (1) Several research results show that there is a positive and significant relationship between organizational culture and organizational performance^{[10][11][12][13][14][15][16][17]}, while different from those reported by other researchers that there is a negative and insignificant relationship between organizational culture and performance^{[18][19][20]}; (2) There are conflicting research reports. Some researchers report that there is a positive and significant relationship between employee discipline and employee performance^{[21][22][23][24][25][26]}, but there are researchers who say that discipline has no effect and is not significant on employee performance^{[27][28]}; (3) Several research reports write that there is a positive and significant relationship between motivation and employee



performance^{[27][28][29][30][31][32][33]}, while there are also studies which state that motivation has no effect on employee performance^{[34][35][36]}

The matters concerning the above description are interesting to be studied in a study to analyze and prove the influence of organizational culture, discipline, and motivation on employee performance. One of the organizations that can be observed regarding the relationship between organizational culture, discipline, and motivation for performance is the Kelapa Lima District organization of the Kupang City Government. Thus, the purpose of this research is to analyze and prove the influence and contribution of organizational culture, discipline, and motivation on employee performance. The benefits obtained from this research are the development of more comprehensive knowledge, and a reference for decision-making considerations for stakeholders to improve employee performance.

2. Methods

This research was conducted for ± 5 months (February-June 2022) in the Sub-District Office and District Office in Kelapa Lima District, Kupang City Government. This research is quantitative in the discipline of human resource management. The design of this research consists of a framework of thinking that organizational culture, discipline, and motivation affect the performance of employees. The research hypothesis is the influence of organizational culture, discipline, and motivation on performance either partially or simultaneously. The research population was 102 employees, and respondents were determined by a saturated sample of 102 respondents. The types of data used are primary and secondary. Techniques for obtaining data were questionnaires (closed interviews using a Likert scale), observation, and documentation studies. To find out whether the questionnaire used can truly describe the research objectives (valid) and is consistent (reliable), it is necessary to test the reliability and validation of the instrument measurements that have been compiled. Then, the classical assumption test was carried out which consisted of a normality test, multicollinearity test, and heteroscedasticity test. Furthermore, the regression analysis test was carried out both partially (t-test) and simultaneously test (F-test) and at the same time looked for the coefficient of determination of the research variables. The analytical tools used are SPSS version 25.

3. Results

3.1 Validity Test

The instrument validity test was conducted on 120 sample member respondents, namely all respondent employees at the subdistrict office and district office in the Kelapa Lima District of Kota Kupang Government. The results of the correlation value (r_{count}) are then compared with the Pearson product moment table (r_{table}). Testing using a two-sided test at a significance level of 0.05 and the amount of data (n) = 102 or $df = 100$, then the r_{table} is 0.1638. The results of the validity test of each statement item on the variables of organizational culture, discipline, motivation and performance are presented in Table 2.

TABLE 2
RESULT OF VALIDITY TEST CULTURE ORGANIZATION

Index r_{tabel}	Variables								Results
	Organizational Culture		Discipline		Motivation		Performance		
	Item	r_{count}	Item	r_{count}	Item	r_{count}	Item	r_{count}	
0.1638	X1.1	0.712	X2.1	0.707	X3.1	0.703	Y1	0.865	Valid
0.1638	X1.2	0.585	X2.2	0.709	X3.2	0.630	Y2	0.857	Valid
0.1638	X1.3	0.787	X2.3	0.787	X3.3	0.763	Y3	0.867	Valid
0.1638	X1.4	0.419	X2.4	0.821	X3.4	0.907	Y4	0.864	Valid
0.1638	X1.5	0.785	X2.5	0.847	X3.5	0.808	Y5	0.861	Valid
0.1638	X1.6	0.634	X2.6	0.874	X3.6	0.830	Y6	0.847	Valid
0.1638	X1.7	0.586	X2.7	0.884			Y7	0.745	Valid
0.1638	X1.8	0.686	X2.8	0.635			Y8	0.534	Valid
0.1638	X1.9	0.766	X2.9	0.661			Y9	0.413	Valid
0.1638	X1.10	0.816	X2.10	0.860					Valid
0.1638	X1.11	0.536							Valid
0.1638	X1.12	0.685							Valid
0.1638	X1.13	0.697							Valid
0.1638	X1.14	0.695							Valid

0.1638	X1.15	0,628		Valid
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Source: SPSS output processed by researchers, 2022

The results of the validity test on this research variable are known to be the correlation used by product moment correlation. Furthermore, the value of r_{count} is consulted with the critical price of r_{table} with a significance level of 5% with the test criteria, namely: if the value of $r_{count} > r_{table}$ then it is declared valid and vice versa if the value of $r_{count} < r_{table}$ is declared invalid. Based on the results of the validity test that all statement items in each research variable showed valid results.

3.2 Reliability Test

According to Bahri & Zamzam^[37], certain limits can also be used as a reference to determine the level of reliability, namely: not strong reliability (<0.50), less strong reliability (0.50-0.59), moderate reliability (0.60-0.69), strong reliability (0.70-0.79), very strong reliability (0.80-0.89), and perfect reliability (0.90-0.10). The results of the questionnaire reliability test of the variables of organizational culture, discipline, motivation and performance are presented in Table 3.

TABLE 3
RESULT OF RELIABILITY TEST

Variables	Cronbach's Alpha	Criteria	Results
Organizational Culture	0,926	≥ 0.60	Perfect Reliability
Discipline	0,938	≥ 0.60	Perfect Reliability
Motivation	0,903	≥ 0.60	Perfect Reliability
Performance	0,902	≥ 0.60	Perfect Reliability

Source: SPSS output processed by researchers, 2022

Based on the results of the reliability test, it is known that the value of Cronbach's Alpha organizational culture variable (X_1) is 0.926, discipline variable (X_2) is 0.938, motivation variable is 0.903, and performance variable (Y) is 0.902. This means the results of the calculations of the five variables all obtained the Cronbach's Alpha value > 0.60 . Thus it can be concluded that the questionnaire in this research is reliable.

3.3 Normality Test

The normality test in this study uses the Kolmogorov-Smirnov test, where the decision-making criteria are if the significance value is > 0.05 then the data is considered normally distributed, and vice versa, if the significance value is < 0.05 then the distribution is not normal. The results of the normality test are presented in Table 4.

TABEL 4
UJI NORMALITAS
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		102
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.64071148
Most Extreme Differences	Absolute	.084
	Positive	.084
	Negative	-.077
Test Statistic		.084
Asymp. Sig. (2-tailed)		.074

Source: SPSS output processed by researchers, 2022

The significance value above shows a value of 0.074, so it can be concluded that the data is normally distributed because the significance value is greater than 0.05.

3.4 Multicollinearity Test

Multicollinearity can be identified in several ways, one of which is by looking at the tolerance and variance inflation factor (VIF) values generated by the independent variables. If the tolerance value is > 0.10 and $VIF < 10$, it can be interpreted that there is no multicollinearity in the research. On the other hand, if tolerance is < 0.10 and $VIF > 10$, there is a multicollinearity disorder in this study. The results of the multicollinearity test from this study are presented in Table 5.

TABLE 5
RESULTS OF MULTICOLLINEARITY TEST

Variables	Tolerance	VIF	Results
Organizational Culture	0.170	5.892	No Multicollinearity
Discipline	0.165	6.076	No Multicollinearity
Motivation	0.196	5.107	No Multicollinearity



Source: SPSS output processed by researchers, 2022

From the results of the multicollinearity test, it is known that none of the independent variables has a tolerance value less than 0.10. Likewise, the VIF value of each variable is not greater than 10. Thus, it can be concluded that there is no perfect correlation between the independent variables so this regression model does not have multicollinearity problems.

3.5 Heteroscedasticity Test

Sekaran & Bougie^[38] explained that heteroscedasticity testing aims to test whether in the regression model there is a constant inequality of variables from one observation residual to another. If the residual variable from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity.

The statistical method that can be used to test heteroscedasticity is the Glejser test. The decision-making criteria are if the value of Sig. (significance) of all explanatory variables are not statistically significant ($p > 0.05$), so it can be said that the regression equation does not experience heteroscedasticity. The results of the heteroscedasticity test in this research are shown in Table 6.

TABLE 6
HETEROSCEDASTICITY TEST

Variables	Sig.	Criteria	Results
Organizational Culture	0.521	> 0.050	No Heteroscedasticity
Discipline	0.786	> 0.050	No Heteroscedasticity
Motivation	0.451	> 0.050	No Heteroscedasticity

Source: SPSS output processed by researchers, 2022

Based on the results of the heteroscedasticity test in the table above, it is known that the value of Sig. of each variable is 0.521 for the organizational culture variable, 0.786 for the discipline variable, 0.451 for the motivation variable. Based on these results, it can be concluded that the regression equation model does not experience heteroscedasticity. This is because the value of each variable is not significant or the value of Sig. greater than 0.050. Thus, it can be ascertained that the research data does not occur heteroscedasticity in other words the distribution of the data is the same (homoscedasticity).

3.6 Hypothesis Test: Multiple Regression Analysis

The results of the multiple regression test from this study are as presented in Table 7. Based on the SPSS output in Table 7, the regression equation of this study is

$$Y = 4.062 + 0.131X_1 + 0.455X_2 + 0.255X_3$$

TABLE 7
MULTIPLE REGRESSION ANALYSIS
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.062	1.561		2.602	.011
	Organizational Culture	.131	.060	.216	2.174	.032
	Discipline	.455	.084	.545	5.400	.000
	Motivation	.255	.126	.186	2.014	.047

a. Dependent Variable: Performance

Source: SPSS output processed by researchers, 2022

Based on the regression equation in the study, it can be explained that (1) if the organizational culture, discipline, and motivation are constant (zero), then the employee performance is 4.062; (2) if the organizational culture increases by one unit, the employee's performance will increase by 0.131 units; (3) if the discipline increases by one unit, the employee's performance will increase by 0.455 units; and (4) if motivation increases by one unit, then employee performance will increase by 0.255 units.

The t-table value of the number of samples $N=102$, $df=100$ is 1.98397 at alpha (α) = 0.05. If t-count > t-table on sig. 0.05 indicates a positive and significant effect of the independent variable on the dependent variable. On the other hand, if t-count < t-table in sig. $p > \alpha - 0.05$ then the independent variable has no effect and is not significant on the dependent variable. This hypothesis test is called a partial test.

Based on the t-count value and significance in Table 7 shows that (1) the organizational culture variable has a t-count > t-table ($2.174 > 1.98397$) at sig. Prob. $0.032 < \alpha 0.05$ which indicates that partially, the organizational culture variable has a positive and significant influence on employee performance; (2) the

discipline variable has a value of $t\text{-count} > t\text{-table}$ ($5,400 > 1.98397$) at sig. Prob. $0.000 < \alpha 0.05$ which indicates that partially, the discipline variable has a positive and significant effect on employee performance; and (3) the motivation variable has a $t\text{-count} > t\text{-table}$ ($2014 > 1.98397$) at sig. Prob. $0.047 < \alpha 0.05$ which indicates that partially, the motivation variable has a positive and significant influence on employee performance.

Table 7, based on the contribution of the independent variables to the dependent variable (performance) sequentially from the highest to the lowest is discipline (54.5%), organizational culture (21.6%), and motivation (18.6%).

The simultaneous test (F-test) of this study is presented in Table 8. The F-table value of the number of samples is $N=120$, and $df=99$ is 2.70. Based on the simultaneous hypothesis testing in this study, the F-count value was 166,220 with a significant value of 0.000. Simultaneous test (F-test), if the value of $F\text{-count} > F\text{-table}$ at sig. $p < \alpha 0.05$ then the independent variable simultaneously has a positive and significant effect on performance, on the contrary, if the value of $F\text{-count} < F\text{-table}$ on sig. $p > 0.05$ indicates that the independent variables simultaneously have no influence and are not significant on employee performance.

Based on Table 8, the $F\text{-count} > F\text{-table}$ ($166.220 > 2.45$) at sig. Prob. $0.000 < \alpha 0.05$ which indicates that the independent variables consisting of organizational culture, discipline, and motivation simultaneously have a positive and significant effect on employee performance.

TABLE 8
SIMULTANEOUS HYPOTHESIS TEST RESULTS (TEST F)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3583.779	3	1194.593	166.220	.000 ^b
	Residual	704.309	98	7.187		
	Total	4288.088	101			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Motivation, Organizational Culture, Discipline

Source: SPSS output processed by researchers, 2022

3.7 Koefisien Determinasi (R^2)

The value of the regression coefficient in this study is 0.914 which indicates the attachment between the independent variable and the dependent is in a strong category. The contribution of organizational culture, discipline, and motivation variables to performance are 0.836 units or 83.1%. While 16.9% is influenced by other factors outside of the independent variables in this study. The results of the coefficient of determination in this study are presented in Table 9.

TABEL 9
KOEFSISIEN DETERMINASI
Model Summary^b

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	.914 ^a	.836	.831	2.681	.836	166.220	3	98	.000

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

b. Dependent Variable: Performance

Source: SPSS output processed by researchers, 2022

3.8 Discussion

1. Effect of Organizational Culture to Employee Performance

The relationship between the independent variable of organizational culture on the dependent variable of employee performance in this study shows a positive and significant influence on employee performance in the Kelapa Lima District, Kupang City. The results of this study are those reported by several researchers that there is a strong and significant attachment between organizational culture and performance.

The results of statistical tests on the influence of organizational culture on employee performance indicate a positive and significant relationship to employee performance. That is, if the employee's organizational culture is getting better, the employee's performance will be better and higher. There is a positive and significant influence of organizational culture variables on employee performance from this study, as reported by Sunarno & Liana^[10], Lovina et al.^[11], Susiani & Suyuthie^[12], Ariawaty^[13], Fatonah &



Helmy^[14], Mardiani & Sepdiana^[15], Agustin et al^[39], Irsyad et al.^[17] that organizational culture has a positive and significant relationship to improving employee performance. However, there are other studies that do not match the results of this study as reported by Girsang^[18], Efrina^[19], and Isni et al.^[20] that organizational culture has a negative and insignificant effect on employee performance. The results of this study indicate that the implementation of organizational culture in the Kelapa Lima District organization, Kupang City is in a good category, as evidenced by the positive value of the contribution of organizational culture of 0.216 units which indicates that the explanatory ability of the organizational culture variable is 21.6% on employee performance. The results of this study indicate that the organizational culture variable is not a dominant predictor of employee performance.

2. Effect of Discipline to Employee Performance

The relationship between the independent variable discipline and the dependent variable of employee performance in this study shows a positive and significant influence on employee performance in the Kelapa Lima District, Kupang City. The results of statistical tests on the effect of discipline on employee performance show a positive and significant relationship to employee performance. That is, if the discipline of employees is getting better, the performance of employees will be better and higher. The existence of a positive and significant relationship between discipline and performance has been reported by several previous researchers, such as Bagis et al.^[21], Burhannudin et al.^[22], Shofwani & Hariyadi^[23], Angriani & Eliyana^[25], and Yonata et al.^[26] who reported that discipline has a positive and significant effect on employee performance. If employee discipline is improved, it will have high implications for improving employee performance. Although there are other studies which state that employee discipline has a negative or insignificant effect on performance^{[27][28][24]}, it tends to be influenced by perceptions and the work environment that shapes character and attitudes. individual. Employees who are accustomed to being disciplined certainly have high performance as well.

Lestari et al.^[40] said that discipline has an influence on employee performance, where the higher the discipline, the higher the performance produced by the employee. Shofwani & Hariyadi^[23] said that work discipline must be owned by every employee and must be cultivated among employees in order to support the achievement of organizational goals because it is a manifestation of compliance with work rules and also as self-responsibility to the company. This is because discipline is an attitude of loyalty and obedience of a person or group of people to the rules, both written and unwritten, which is reflected in the form of behavior and actions. The results of this study indicate the contribution of the discipline variable of 54.5% to employee performance. Discipline variable is the dominant predictor that affects employee performance in Kelapa Lima District, Kupang City.

3. Effect of Motivation to Employee Performance

The results of this study indicate that the contribution of the motivational variable to employee performance is 18.6%, and the motivational variable is not the dominant predictor that affects employee performance. The relationship between the independent variable of motivation on the dependent variable of employee performance in this study shows a positive and significant influence on employee performance in Kelapa Lima District, Kupang City.

The results of statistical tests on the effect of motivation on employee performance indicate a positive and significant relationship to employee performance. That is, if the motivation is getting better, the employee's performance will be better and higher. The results of this study are by the results of the research reported by Kumarawati et al.^[27], Suwanto^[31], Sanjaya^[28], and Dame et al.^[32] that motivation has a positive and significant effect on performance, although there are other opinions which state that motivation has a negative and insignificant effect on performance^{[34][29][24][35][36]}. Differences in existing research results are more oriented to factors that influence a person's motivation, as stated by Sutrisno^[41] that differences in the motivation of a person are determined by factors that influence it both externally (coming from outside one's self). and internal (coming from within a person). Shofwani & Hariyadi^[23] stated that the stronger the work motivation, the higher the employee's performance. This means that every increase in work motivation will provide a very significant increase for improving employee performance in carrying out their work. Santy & Abdurrahman^[42] say that work motivation to do a good job will appear if the work he does has value or is meaningful for the employee concerned. Based on the results of this study, a motivation that is owned from within itself because of interest in an object and motivation that comes from outside is encouraging to do an activity by other people.

4. Effect of Organizational Culture, Discipline and Motivation to Employee Performance

The relationship between independent variables consisting of organizational culture, discipline and motivation simultaneously on the dependent variable of employee performance in this study shows a positive and significant influence on employee performance in Kelapa Lima District, Kupang City. The results of this study are in accordance with those reported by several researchers that the variables of organizational culture, discipline, and motivation have a strong relationship, positive and significant influence on employee performance. The results of this study also show that the contribution of organizational culture, discipline, and motivation variables is 83.6% to employee performance with a regression coefficient of 0.914 which indicates that the bond between the variables is in a strong category. Chin^[43] and Alie et al.^[4] states that the R-Square value is categorized as strong if it is more than 0.67, moderate if it is more than 0.33 but lower than 0.67, and weak if it is more than 0.19 but lower than 0.33. The results of this study indicate that personality can be an organizational strategy to improve employee performance. Sari & Hadijah^[44] say to improve performance, you must first increase the factors that cause performance improvement. Based on this, the factors to improve performance consist of organizational culture, discipline, and employee motivation.

4. Conclusion

The results showed that the variables of organizational culture, discipline, and motivation had a positive and significant influence on employee performance both partially and simultaneously. The contribution of each variable based on the highest value to the lowest value on employee performance is employee discipline (54.5%), discipline (21.6%), and motivation (18.6%). The implications of this study indicate that the implementation of organizational culture, discipline, and motivation by employees in Kelapa Lima District, Kupang City is in a good category. The relationship between these variables is in a strong category as evidenced by the regression coefficient value of 0.914 (strong category).

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