



Influence of organizational culture, work discipline and work motivation on the performance of East Nusa Tenggara province youth and sports officer employees

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ABSTRACT

This study is based on the indications of employees' low performance at the Office of Youth and Sports, East Nusa Tenggara Province and aims to know the significant effect of Organizational Culture, Work Discipline and Motivation on the Employees' Performance, both and partially, on the employees' performance. The data that were taken among 56 employees as respondents by distributing a questionnaire, were then analyzed using descriptive and inferential statistics – multiple linear regression, applying SPSS version 27. The results of descriptive statistics analysis indicated that organizational culture (90.44 %), work discipline (89.80 %), motivation (90.83 %) and employees' performance (91.47 %) are categorized as very good. The results of inferential statistics (t-test) show that organizational culture ($0.001 < 0.05$), work discipline ($0.002 < 0.05$) and motivation ($0.002 < 0.05$) partially have a positive and significant effect on the employees' performance. The results of F-test show that the three independent variables (105.365, sig. $0.000 < 0.05$) simultaneously have a positive and significant effect on the employees' performance. The results of determination coefficient (R^2) indicate that the three independent variables contribute 85.9 % on the employees' performance, while the rest of 14.10% are distributed by other variables excluded in this research.

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1. INTRODUCTION

In the context of modern organizational dynamics, achieving predetermined goals and targets is a top priority for every organizational entity. In order for these goals to be realized, organizations need human resources (HR) who have the ability and competence to carry out their duties and responsibilities as well as possible. In this case, employees as individual components who actively participate in the organizational structure have a central role in determining the extent to which organizational goals can be achieved

(Sutrisno, 2019). The success of an organization in achieving organizational goals is determined by employee performance (Kristianti et al., 2021). Employee performance is seen from their ability to carry out basic tasks, functions, authority and responsibilities according to their position in the organizational structure (Rambe & Tarigan, 2015). If an organization is able to achieve its organizational goals, then it can be said that the organization's performance is good (Kadarisman, 2012).

An employee's performance is very necessary to achieve the best performance for the employee himself and the organization (Utomo, 2011). To obtain satisfactory performance as expected by the organization, of course, supporting factors are needed so that maximum employee performance can be achieved. Cashmere (2016:189) found that employee performance is influenced by several factors, including: competence, leadership, leadership style, knowledge, work design, personality, job satisfaction, organizational culture, work motivation, work environment, loyalty, commitment and work discipline. Whereas Siagian (2002:12) states that employee performance is influenced by factors such as competence, work environment, organizational culture, leadership, work motivation, work discipline, job satisfaction, communication, and other factors.

The East Nusa Tenggara (NTT) Provincial Youth and Sports Service is an agency that organizes sports coaching and training for sportsmen; organizing sports achievement development for athletes; application of the methodology for coaching student athletes; coaching youth in achievement and entrepreneurship, implementation of administrative activities, management and reporting for the NTT Province region, as a public organizational unit (Damara et al., 2018). The performance of the Youth and Sports Department is very dependent on the synergy of individual performance and the work teams included in it.

The East Nusa Tenggara Province Youth and Sports Service has carried out an independent assessment of the implementation of bureaucratic reform to obtain information on the implementation and achievement of organizational performance. Bureaucratic reform is an effort to carry out fundamental reforms and changes regarding institutional (organizational) aspects, management and as a step to develop employees to be more efficient and successful in carrying out their duties (Maharanti, 2020). Organizational culture is needed to guide employee behavior and improve employee performance (Rahmawati et al., 2021). An agency that has a good work culture can be seen from outside and within the agency (Widodo, 2020). This happens at the NTT Provincial Youth and Sports Service with a low work culture which can be seen from the level of appreciation for employee performance which is not optimal, communication and interaction between employees is not good and employees often procrastinate work, do other work during working hours and go home earlier than the stipulated rules.

In carrying out their duties, employees of the East Nusa Tenggara Province Youth and Sports Service have not provided maximum performance, often employees are not careful in analyzing work details, this is as a result of the lack of supervision and evaluation of individual work results in supporting the implementation of programs and activities in the work unit. Each (Darim, 2020). Apart from that, there is a lack of initiative and innovation to speed up the completion of work quickly and precisely because of employees (Juffri, 2013) The Youth and Sports Department of East Nusa Tenggara Province tends to work in a routine, individualistic manner and the workload seems overlapping (Aditama, 2023). The organizational culture created will influence employee performance in meeting the performance achievements of regional officials (Nur Kurniawan & Prastiwi, 2011).

Research result (Syahputra et al., 2020) with the title *The Influence of Leadership, Discipline and Motivation on the Performance of Tarukim Labura Service Employees*, that work discipline partially has a positive and significant effect on employee performance. Likewise, work motivation has a positive and significant effect on employee performance. This is supported by research conducted by (Sudarso, 2020) regarding the *Influence of Motivation and Work Discipline on Employee Performance at the Pamulang District Office*,

South Tangerang City, which concludes that there is a simultaneous positive and significant influence between motivation and work discipline on employee performance at the Pamulang District Office, South Tangerang City. In research conducted by (Girsang, 2019) with the title *The Influence of Organizational Culture and Commitment on Employee Performance at Putri Hijau Hospital No. 17 Medan* showed different results that organizational culture did not have a significant effect on employee performance at Putri Hijau Hospital. Next is research (Sanjaya, 2020) *Regarding the Influence of Motivation, Work Discipline and Compensation on PT Employee Performance. BRI KC Surabaya Jemursari* concluded that work discipline had a negative and insignificant effect on employee performance. Likewise research (Dwi Cahya et al., 2021) *regarding the Influence of the Work Environment, Work Stress and Work Motivation on Employee Performance (Case Study of UMKM Buah Baru Online (BBO) in Gamping Yogyakarta)* concluded that providing work motivation has no effect on employee performance at Buah Baru Online, which means that motivation is not the dominant factor in improving Employee performance.

2. RESEARCH METHOD

This research is a type of quantitative research (Ferdinand, 2014) states that quantitative research is research that develops a hypothesis based on a framework of thought and is then tested quantitatively until finally arriving at the final finding in the form of a tested hypothesis. The location of the research was at the East Nusa Tenggara Province Youth and Sports Service office. The research time is April 2023 – September 2023.

3. RESULTS AND DISCUSSIONS

To be able to use research instruments, validity and reliability tests need to be carried out. A research instrument is said to be valid if it is able to measure what it wants to measure and can reveal data from the variables studied (Makbul, 2021). The results of the reliability test are used to find out whether the research instrument used can be used many times at different times (Octaviani & Sutriani, 2019). Validity and reliability tests were carried out on answers from test respondents, namely 30 employees at the East Nusa Tenggara Province Youth and Sports Service.

3.1 Validity test

In this research, each variable consists of 9 statements. The results of the validity test using the SPSS program, obtained the results shown in Table 1 below:

Table 1. Validity Test Results

No	Correlation coefficient				Note
	Performance	Organizational culture	Work Discipline	Work motivation	
1	0.549	0.520	0.573	0.595	Valid
2	0.468	0.717	0.427	0.539	Valid
3	0.421	0.573	0.444	0.511	Valid
4	0.742	0.458	0.477	0.420	Valid
5	0.493	0.542	0.683	0.541	Valid
6	0.631	0.544	0.560	0.499	Valid
7	0.621	0.664	0.665	0.659	Valid
8	0.476	0.487	0.508	0.704	Valid
9	0.464	0.488	0.516	0.578	Valid

Source: Results of Primary Data Analysis, Appendix 2

In Table 1 above, it can be seen that the results of the validity test show that all statement items for employee performance, organizational culture, work discipline and

work motivation variables have a correlation coefficient value greater than 0.3 so they are declared valid. Thus, the statements proposed in this research questionnaire can be used to measure research variables.

3.2 Reliability Test

Reliability test results using the SPSS program obtained the results shown in Table 2 below:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Number of Items	Note
Employee Performance	0.767	9	Reliable
Organizational Culture	0.711	9	Reliable
Work motivation	0.750	9	Reliable
Work Discipline	0.712	9	Reliable

Source: Results of Primary Data Analysis, Appendix 3

The results of the reliability test show that all statement items have a Cronbach Alpha coefficient value greater than 0.6 as required, so that all statement items are declared reliable and can be used to measure research variables. The following are the results of descriptive statistical analysis for each variable.

3.3 Employee Performance Variables

In this research, employee performance is the achievement of carrying out tasks or work by a person or work team in an effort to achieve predetermined organizational targets, which can be seen from the quantity of work, quality of work and timeliness with 9 statement items. The following are the results of respondents' responses to employee performance variables which are summarized in the following table:

Table 3. Description of Employee Performance Variables

No	Indicator	Statement Items	□	XP _s - p	(XP _s - p)/5	Ps - p	Indicator Score	Category
1	Working quantity	1	257	4.59	0.92	91.79	91.67	Very good
		2	259	4.63	0.93	92.50		
		3	254	4.54	0.91	90.71		
2	Work quality	4	260	4.64	0.93	92.86	91.67	Very good
		5	251	4.48	0.90	89.64		
		6	259	4.63	0.93	92.50		
		7	262	4.68	0.94	93.57		
3	Punctuality	8	251	4.48	0.90	89.64	91.07	Very good
		9	252	4.50	0.90	90.00		
Average							91.47	Very good

Source: Results of Primary Data Analysis, Appendix 4

Based on Table 3, it is known that the indicator achievement of the employee performance variable has an average indicator achievement of 91.47. The lowest value is the punctuality indicator, namely 91.07 and the highest value is the work quantity and work quality indicator which gets the same value, namely 91.67. With this achievement score, it can be stated that all indicators in the performance variable are within the very good decision standard. This result also rejects the first hypothesis which states that the performance of the East Nusa Tenggara Province Youth and Sports Service employees is quite good.

3.4 Organizational Culture Variables

In this research, organizational culture is the basic guidelines of an organization which contains shared beliefs, norms and values which are the core characteristics of how to do things in the organization. These beliefs, norms and values become the guidance of all

human resources in the organization in carrying out their performance. Organizational culture is described in 3 indicators with 9 statements. Respondents' responses to organizational culture variables are as follows:

Table 4. Description of Organizational Culture Variables

No	Indicator	Statement Items	□	XP _s - p	(XP _s - p)/5	Ps - p	Indicator Score	Category
1	Innovation and risk taking	1	250	4.46	0.89	89.29	89.52	Very good
		2	253	4.52	0.90	90.36		
		3	249	4.45	0.89	88.93		
		4	254	4.54	0.91	90.71		
2	Attention to detail	5	250	4.46	0.89	89.29	90.48	Very good
		6	256	4.57	0.91	91.43		
		7	251	4.48	0.90	89.64		
3	Results orientation	8	257	4.59	0.92	91.79	91.31	Very good
		9	259	4.63	0.93	92.50		
Average							90.44	Very good

Source: Results of Primary Data Analysis, Appendix 4

Based on Table 4 it is known that the indicator achievements of the organizational culture variable obtained an average indicator achievement of 90.44. The lowest value is the innovation and risk taking indicator, namely 89.52 and the highest value is the results orientation indicator, namely 91.31. With this achievement score, it can be stated that all indicators on the organizational culture variable are within the very good decision standard. These results also reject the first hypothesis which states that the organizational culture at the East Nusa Tenggara Province Youth and Sports Service is quite good.

3.5 Work Discipline Variables

In this research, work discipline is an attitude of respecting and obeying the regulations that apply in the organization, both written and unwritten and being able to carry them out and will accept sanctions if they violate the duties and authority given to them. Work discipline is described in 3 indicators with 9 statements. Respondents' responses to the work discipline variable are as follows:

Table 5. Description of Work Discipline Variables

No	Indicator	Statement Items	□	XP _s - p	(XP _s - p)/5	Ps - p	Indicator Score	Category
1	Adhere to working hours	1	232	4.14	0.83	82.86	87.98	Very good
		2	252	4.50	0.90	90.00		
		3	255	4.55	0.91	91.07		
		4	257	4.59	0.92	91.79		
2	Adhere to work procedures	5	258	4.61	0.92	92.14	91.07	Very good
		6	250	4.46	0.89	89.29		
		7	255	4.55	0.91	91.07		
3	Obey superiors' orders	8	249	4.45	0.89	88.93	90.36	Very good
		9	255	4.55	0.91	91.07		
Average							89.80	Very good

Source: Results of Primary Data Analysis, Appendix 4

Based on Table 5, it is known that the indicator achievements of the work discipline variable have an average indicator achievement of 89.90. The lowest value is the indicator of compliance with working hours, namely 87.98 and the highest value is the indicator of compliance with work procedures, namely 91.07. With this achievement score, it can be

stated that all indicators in the work discipline variable are within the very good decision standard. This result also rejects the first hypothesis which states that work discipline at the East Nusa Tenggara Province Youth and Sports Service is quite good.

3.6 Work Motivation Variables

In this research, the work motivation variable is an impulse that causes a person to carry out an action to achieve a certain goal. Work motivation is described in 3 indicators with 9 statements. Respondents' responses to the work discipline variable are as follows:

Table 6. Description of Work Motivation Variables

No	Indicator	Statement Items	□	XP _s - p	(XP _s - p)/5	Ps - p	Indicator Score	Category
1	Desire to achieve	1	256	4.57	0.91	91.43	91.07	Very good
		2	254	4.54	0.91	90.71		
		3	255	4.55	0.91	91.07		
2	Desire to make changes	4	256	4.57	0.91	91.43	91.43	Very good
		5	257	4.59	0.92	91.79		
		6	255	4.55	0.91	91.07		
3	The desire to continually improve work abilities	7	251	4.48	0.90	89.64	90.00	Very good
		8	252	4.50	0.90	90.00		
		9	253	4.52	0.90	90.36		
Average							90.83	Very good

Source: Results of Primary Data Analysis, Appendix 4

Based on Table 6, it is known that the indicator achievements of the work motivation variable obtained an average indicator achievement of 90.83. The lowest value is the indicator of the desire to continually improve work abilities, namely 90.00 and the highest value is the indicator of the desire to make changes, namely 91.43. With this achievement score, it can be stated that all indicators in the work motivation variable are within the very good decision standard. These results also reject the first hypothesis which states that work motivation at the East Nusa Tenggara Province Youth and Sports Service is quite good.

3.7 Multiple Linear Regression Analysis

The results of the Multiple Linear Regression analysis using the SPSS program showed the results shown in the following table:

Table 7. Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	3,170	2,170	
Organizational culture	,305	,085	,327
Work Discipline	,310	,093	,343
Work motivation	,319	,098	,325

Source: Data Analysis Results, Appendix 5

From the results of data analysis in Table 7 above, a multiple linear regression equation model can be created as follows:

$$Y = 0.327X_1 + 0.343 X_2 + 0.325 X_3$$

Based on the regression equation above, it can be described as follows:

1. Regression Coefficient X1 (β_1): 0.327

The regression coefficient value for the Organizational Culture variable (X1) is lower than the regression coefficient value for the Work Discipline variable (X2) but higher

than the regression coefficient value for the Work Motivation variable (X3) or it can be said that the organizational culture variable has quite an influence on employee performance at the Youth Service and Sports of East Nusa Tenggara (NTT) Province. Organizational culture has a positive effect on employee performance at the East Nusa Tenggara (NTT) Provincial Youth and Sports Service, so that the better the organizational culture, the better the performance of employees at the East Nusa Tenggara (NTT) Provincial Youth and Sports Service.

2. Regression Coefficient X2 (β_2): 0.343

The regression coefficient value of the work discipline variable (X2) is the highest compared to the regression coefficient value of the organizational culture variables (X1) and work motivation (X2) or it can be said that the work discipline variable has the greatest influence on employee performance at the Nusa Tenggara Province Youth and Sports Service East (NTT). Thus, work discipline has a positive effect on the performance of employees at the East Nusa Tenggara (NTT) Provincial Youth and Sports Service, so that the better the work discipline, the better the performance of employees at the East Nusa Tenggara (NTT) Provincial Youth and Sports Service.

c. Regression Coefficient X3 (β_3): 0.325

The regression coefficient value of the Work Motivation variable (X3) is lower than the regression coefficient value of the organizational culture variable (X1) and work discipline (X2) or it can be said that the work motivation variable has the smallest influence on employee performance at the Nusa Tenggara Province Youth and Sports Service East (NTT). However, work motivation still has a positive influence on employee performance at the East Nusa Tenggara (NTT) Provincial Youth and Sports Service, so that the better the work motivation, the better the performance of employees at the East Nusa Tenggara (NTT) Provincial Youth and Sports Service.

3.8 Partial Hypothesis Test (t Test)

The results of the t-test hypothesis test analysis using the SPSS program, obtained the results shown in the following table:

Table 8. Partial Hypothesis Test (t Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,170	2,170		1,461	,150
Organizational culture	,305	,085	,327	3,608	,001
Work Discipline	,310	,093	,343	3,323	,002
Work motivation	,319	,098	,325	3,265	,002

Source: Data Analysis Results, Appendix 5

Based on the data in Table 8 are:

1. Organizational Culture Variable (X1)

The statistical test results show that the t value is 3.608 with a significance value of 0.001. This significance value is smaller than the alpha level used of 5% (0.05), so the decision is to accept the alternative hypothesis (H_a), that partially the organizational culture variable has a positive and significant effect on employee performance variables. This means that by improving organizational culture, employee performance can be improved. These results accept the second hypothesis proposed, which states that organizational culture has a significant effect on the performance of employees of the East Nusa Tenggara Province Youth and Sports Service.

2. Work Discipline Variable (X2):

The statistical test results show that the t value is 3,323 with a significance value of 0.002. This significance value is smaller than the alpha level used of 5% (0.05), so the decision is to accept the alternative hypothesis (H_a), that partially the work discipline

variable has a positive and significant effect on the Employee Performance variable. This means that with better work discipline, employee performance can improve. These results accept the second hypothesis proposed, that work discipline has a significant effect on the performance of employees of the East Nusa Tenggara Province Youth and Sports Service.

3. Work Motivation Variable (X3):

The statistical test results show that the t value is 3.265 with a significance value of 0.002. This significance value is smaller than the alpha level used of 5% (0.05), so the decision is to accept the alternative hypothesis (Ha), that partially the work motivation variable has a positive and significant effect on employee performance variables. This means that by increasing work motivation, employee performance can be improved. These results accept the second hypothesis proposed, which states that work motivation has a significant effect on the performance of employees of the East Nusa Tenggara Province Youth and Sports Service.

3.9 Simultaneous Hypothesis Testing (F Test)

The results of the F test hypothesis test analysis using the SPSS program, obtained the results shown in the following table:

Table 9. Simultaneous Hypothesis Test (F Test)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	300,173	3	100,058	105.365	,000b
Residual	49,381	52	,950		
Total	349,554	55			

a. Dependent Variable: Employee Performance

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

Source: Data Analysis Results, Appendix 5

The results of statistical tests based on Anova calculations show an F value of 105.365 with a significance value of 0.000. This significance value is smaller than the alpha level used, namely 5% or 0.05, so the 3 independent variables simultaneously in this study have a positive and significant influence on Employee Performance (Y). This means that the rise and fall of employee performance scores is largely determined by the rise and fall of the 3 independent variables in this research, namely: organizational culture, work motivation and work discipline.

3.10 Coefficient of Determination (R²)

The results of the analysis using the SPSS program, obtained R² results which are shown in the following table:

Table 10. Coefficient of Determination (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927a	.859	.851	.974

Source: Data Analysis Results, Appendix 5

Based on the results of data analysis in Table 4.12 above, it can be seen that the Coefficient of Determination (R²) value is 0.851. This is interpreted as a variable contribution organizational culture, work discipline and work motivation. The variation in the performance of employees of the Youth and Sports Department of East Nusa Tenggara Province was 85.9%, while the remaining 14.1% was explained by other variables not included in this research, such as competence/skills, knowledge, work design, personality, leadership, job satisfaction, work environment, loyalty and commitment.

3.11 Classic assumption test

Classical assumption testing aims to provide certainty that the regression equation obtained is accurate in estimation, unbiased and consistent. The following are the results of the classical assumption test.

1. Normality test

The results of the normality test analysis to see whether the data is normal or not using the SPSS program. Based on the Kolmogorov-Smirnov test, the results shown in

Table 11. Normality Test Results

No	Variable	Asymp. Sig. (2-tailed)	Information
1	Organizational culture	0.200	Normally Distributed Data
2	Work Discipline	0.200	Normally Distributed Data
3	Work motivation	0.200	Normally Distributed Data

Source: Data Analysis Results, Appendix 6

From the results of data processing in Table 11, it is known that the significant values for all variables are greater than 0.05, so it can be concluded that the data tested is normally distributed.

2. Heteroscedasticity Test

This test aims to determine that the data used in the regression analysis does not have heteroscedasticity. The results of the heteroscedasticity test analysis using the SPSS program, obtained the results shown in Figure 1:

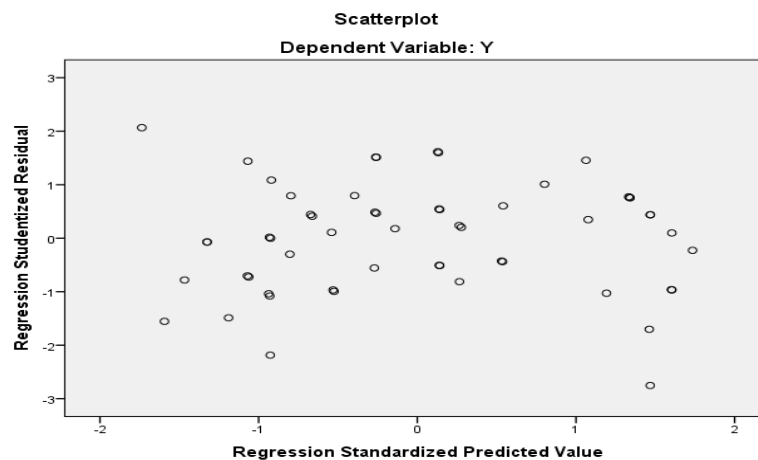


Figure 1. Heteroscedasticity Test

Source: Data Analysis Results, Appendix 6

In the Scatterplot Figure 1 above, it is shown that the data is spread evenly both above and below the zero point. In this way, it can be ensured that the research data does not have heteroscedasticity or, in other words, the distribution of the data is the same (homoscedasticity).

3. Linearity Test

The results of the linearity test analysis using the SPSS program, obtained the results shown in table 12:

Table 12. Linearity Test Results

No	Variable	Sig.Linearity	Sig.Deviation from Linearity	Note
1	Organizational culture	0,000	0.894	Linear
2	Work Discipline	0,000	0.456	Linear
3	Work motivation	0,000	0.661	Linear

Source: Data Analysis Results, Appendix 6

In Table 12. above, it can be concluded that the data used can be explained by linear regression quite well because the Sig. the linearity of the data is smaller than 0.05. Next, assess *Sig.Deviation from Linearity* of each variable is greater than 0.05. Thus, the variable data for organizational culture, work discipline and mmotivationwork has fulfilled the linearity requirements.

4. Multicollinearity Test

Multicollinearity test aims to ensure whether there is a close, strong relationship between the independent variable and the dependent variable or not. The results of the multicollinearity test analysis using the SPSS program, obtained the results shown in Table 13:

Table 13. Multicollinearity Test Results

No	Variable	Tolerance	VIF	Information
1	Organizational culture	0.330	3,026	Multicollinearity does not occur
2	Work Discipline	0.255	3,928	Multicollinearity does not occur
3	Work motivation	0.274	3,656	Multicollinearity does not occur

Source: Data Analysis Results, Appendix 6

By looking at the multicollinearity test results in Table 4.15, it is known that the independent variables have a tolerance value greater than 0.1 and 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 that in this regression model there is no multicollinearity.

The results of the descriptive analysis show that the indicator achievements of the organizational culture variable obtained an average indicator achievement of 90.44. The lowest value is the innovation and risktaking indicator, namely 89.52 and the highest value is the results orientation indicator, namely 91.31. With this achievement score, it can be stated that all indicators on the organizational culture variable are within the very good decision standard. These results also reject the first hypothesis which states that the organizational culture at the East Nusa Tenggara Province Youth and Sports Service is quite good

The statistical test results show that the t value is 3.608 with a significance value of 0.001. This significance value is smaller than the alpha level used of 5% (0.05), so the decision is to accept the alternative hypothesis (H_a), that partially the organizational culture variable has a positive and significant effect on employee performance variables. This means that by improving organizational culture, employee performance can be improved. These results accept the second hypothesis proposed, which states that organizational culture has a significant effect on the performance of employees of the East Nusa Tenggara Province Youth and Sports Service.

Work discipline is described in 3 indicators with 9 statements. The results of the descriptive analysis show that the indicator achievements of the work discipline variable obtained an average indicator achievement of 89.90. The lowest value is the indicator of compliance with working hours, namely 87.98 and the highest value is the indicator of compliance with work procedures, namely 91.07. With this achievement score, it can be stated that all indicators in the work discipline variable are within the very good decision standard. This result also rejects the first hypothesis which states that work discipline at the East Nusa Tenggara Province Youth and Sports Service is quite good.

The statistical test results show that the t value is 3,323 with a significance value of 0.002. This significance value is smaller than the alpha level used of 5% (0.05), so the decision is to accept the alternative hypothesis (H_a), that partially the work discipline variable has a positive and significant effect on the Employee Performance variable. This means that with better work discipline, employee performance can improve (Sekartini, 2016). These results accept the second hypothesis proposed, that work discipline has a

significant effect on the performance of employees of the East Nusa Tenggara Province Youth and Sports Service.

In this research, the work motivation variable is an impulse that causes a person to carry out an action to achieve a certain goal. Work motivation is described in 3 indicators with 9 statements. The results of the descriptive analysis show that the indicator achievements of the work motivation variable obtained an average indicator achievement of 90.83. The lowest value is the indicator of the desire to continually improve work abilities, namely 90.00 and the highest value is the indicator of the desire to make changes, namely 91.43. With this achievement score, it can be stated that all indicators in the work motivation variable are within the very good decision standard. These results also reject the first hypothesis which states that work motivation at the East Nusa Tenggara Province Youth and Sports Service is quite good.

The statistical test results show that the t value is 3.265 with a significance value of 0.002. This significance value is smaller than the alpha level used of 5% (0.05), so the decision is to accept the alternative hypothesis (H_a), that partially the work motivation variable has a positive and significant effect on employee performance variables. This means that by increasing work motivation, employee performance can be improved (Prakoso et al., 2014). These results accept the second hypothesis proposed, which states that work motivation has a significant effect on the performance of employees of the East Nusa Tenggara Province Youth and Sports Service.

4. CONCLUSION

Based on the results of the analysis that has been discussed, several conclusions can be drawn from the results of this research as follows:

1. The results of inferential statistical analysis (t test) show that partially:
 - a. Organizational culture has a positive effect on the performance of employees of the Youth and Sports Department of East Nusa Tenggara Province, with significance value of 0.001. It means improving organizational culture can improve the performance of employees of the East Nusa Tenggara Province Youth and Sports Service
 - b. Work discipline has an effect significant to performance of employees of the East Nusa Tenggara Province Youth and Sports Service, with significance value of 0.002. This means that increasing work discipline can improve the performance of employees of the East Nusa Tenggara Province Youth and Sports Service.
 - c. Work motivation has a positive effect on the performance of employees of the Youth and Sports Department of East Nusa Tenggara Province, with significance value of 0.002. It means increasing work motivation can improve the performance of employees of the East Nusa Tenggara Province Youth and Sports Service.
2. The results of inferential statistical analysis (F test) show that there is a significant influence of the three independent variables, namely organizational culture, work discipline and work motivation simultaneously on the performance of employees of the Youth and Sports Department of East Nusa Tenggara Province, with an F value of 105.365 and a significance value of 0,000. Thus, if independent variables support each other and if no single variable is ignored, employee performance will increase.

Contribution of organizational culture, work discipline and work motivation variables to employee performance East Nusa Tenggara Province Youth and Sports Department, amounting to 85.9%, while the remaining 14.1% is explained by other variables not included in this research.

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