

THE INFLUENCE OF MOTIVATION AND OTHER FACTORS ON THE PERFORMANCE OF PERUM X HEAD OFFICE EMPLOYEES

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Abstract: Employee performance is one very important aspect for a company or organization. Therefore, this study aims to examine the influence between employee performance with motivation, organizational culture, and work discipline on Perum X Head Office employees. This study used a questionnaire to collect data. The sample in this study were 85 employees. The sampling technique in this study used probability sampling method with simple random sampling technique through sample size using slovin formula. The data analysis method used is multiple linear regression. Data is analyzed by testing normality, classical assumptions, model tests, and hypotheses. The results of this research analysis show that motivation has no effect on employee performance while organizational culture, and work discipline affect employee performance. So that Perum X Head Office employees need to pay attention to the level of motivation, organizational culture, and work discipline as an effort to improve employee performance.

Keywords: *Motivation, organizational culture, work discipline, employee performance*

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1. Introduction

In the face of ever-changing business dynamics and increasingly fierce market competition, modern companies are increasingly realizing the importance of optimizing employee performance as the main strategy for achieving business goals and competing in a competitive global market. Employees who have high skills, discipline and high motivation in completing their tasks optimally are considered valuable assets for the company.

One of the common problems in human resources is a decrease or non-optimal employee performance. Good employee performance has a positive impact on the company's image, influences customer satisfaction levels, and helps companies compete effectively in a competitive market. Therefore, every company strives to improve the performance of its employees with the hope that these individual achievements will be in line with the company's goals.

Significant changes occur in the context of increasingly tight business competition, especially in the growing logistics sector in Indonesia. Employees operating in the logistics sector need to have a deep understanding of transportation, warehousing and distribution processes. They must also be able to overcome logistics challenges, such as efficient inventory management, increasing the efficiency of delivery routes, and handling problems that may arise

during the logistics process. In this context, food logistics is a critical element in ensuring an adequate and quality food supply for Indonesia's growing population.

Perum X as a public company in the food logistics sector, has a business scope that includes logistics / warehousing, pest surveying and eradication, provision of plastic sacks, transportation, food commodity trading, and retail business. Even though it is responsible for public duties from the government, Perum X still carries out activities such as maintaining basic purchasing prices for grain, stabilizing prices, distributing rice for social assistance, and managing food stocks.

Table 1. Performance Assessment of Perum X Head Office Employees 2020-2022

No.	Year	Average score	Category
1.	2018	2	Good
2.	2019	1	Very Good
3.	2020	1	Very Good
4.	2021	2	Good
5.	2022	2	Good

Source: Perum X Head Office

Table 1 shows the performance assessment data for Perum X Head Office employees. It can be seen that the average employee performance in the 2018-2022 performance assessment has decreased. The employee score in 2019-2020 was obtained with a score of 1 in the very good category, which indicates a performance score ranging between 91% -100%. In 2021 and 2022 it will score 2, namely good with scores ranging between 76% - 90%. So it can be concluded that the performance of Perum X Head Office in 2021 and 2022 will experience a decline in level. This requires special attention from company management because there are still performance problems or the results achieved do not match expectations with the targets planned by the company, to get a score of 1, namely very good, every year. This means that every employee is in a company to help realize the company's targets and vision and mission (Setio and Gulo, 2021).

The problems that occur at Perum Other problematic phenomena in this research can be explained from the results of previous research. There is still a comparable research gap related to research on motivation, organizational culture, and work discipline on employee performance.

Perum X must be able to survive amidst the intense competition in the logistics industry. This must be balanced with the quality of human resources and technological development so that the logistics industry can develop in global competition. The role of employees in an organization is capital, with employee performance determining the progress and decline of the organization (Sumiati and Purbasari 2019).

Performance is an important and interesting aspect because it has been proven to be critical to excellence. The quality of the performance of a company's human resources determines the company's ability to achieve its goals and ensure its survival. Employees who successfully carry out and carry out their duties are based on sufficient knowledge, skills and experience (Nursaid et al. 2022).

The aspect that supports the company's progress is employee performance. Performance is a person's way of completing something in which an action is carried out in relation to the current task (Fitriani and Ananda, 2023).

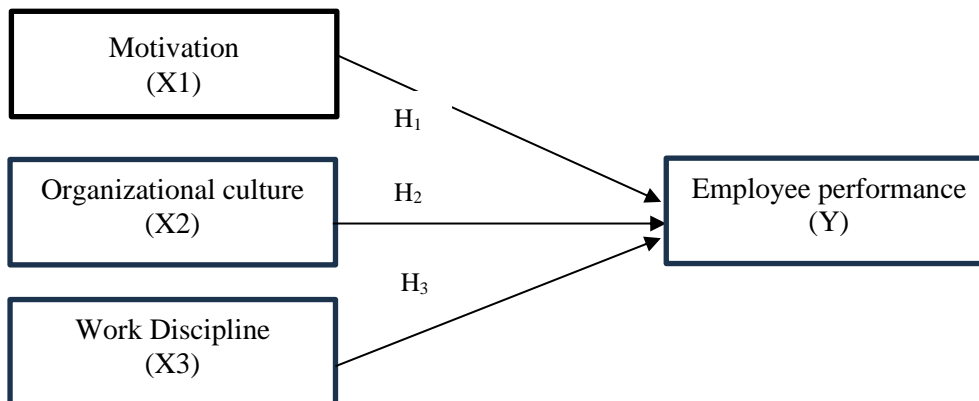


Figure 1. Theoretical Framework

Motivation

According to Robbins and Judge (2019, 217) motivation is a process that reflects the level of intensity, direction and perseverance of an individual in an effort to achieve the desired goal.

Motivation is any form of encouragement that encourages a person to choose certain behavior from various available behavioral options (Purbasari and Pranata, 2021).

Motivation is an encouragement that stimulates a person's work enthusiasm so that employees are willing to work efficiently and collaborate optimally to achieve satisfaction (Ardiyanto and Pogo, 2019).

Motivation is an impulse that arises from within a person, encouraging him to carry out a job with high enthusiasm in order to achieve certain goals in an organizational context (Dewi and Wibowo, 2020).

Work motivation is a dynamic that triggers a person's enthusiasm to work collaboratively, effectively and integratedly in every effort to achieve satisfaction (Efendi et al., 2022).

Organizational culture

Organizational culture is a set of values, beliefs and assumptions held by members of an organization that differentiates the organization from other organizations (Robbins and Judge 2019, 541).

Organizational culture is a pattern or system consisting of attitudes, habits, values, behavioral norms, language, beliefs and rituals (Idris and Sanjaya, 2022).

Organizational culture is defined as a collection of shared values, beliefs and understandings among organizational members that influence work patterns and organizational management patterns (Tarmizi et al., 2021).

Organizational culture is a system of values implemented and instilled by an organization, which reflects the core values, habits and philosophy inherited from its founder (Rahmadania and Herminingsih, 2021).

Organizational culture is a factor that has a significant influence in shaping performance, because organizational culture reflects the values and standards applied in an organization and accepted by all members of the organization (Kesuma et al., 2021).

Work Discipline

Work discipline is a person's ability to self-regulate and comply with established standards in carrying out their duties and responsibilities in the work environment. (Khairi and Syahrian, 2022).

Discipline is a manifestation of compliance with applicable rules, carried out without any encouragement or coercion from any party (Hidayat, 2021).

According to Hendry and Andi (2023) work discipline is an instrument used by managers to communicate with employees, with the aim of making them want to change behavior and increase individual awareness and willingness.

Work discipline is an absolute necessity and obligation that must be carried out by workers in an organization by paying attention to written regulations in the organization, as well as unwritten or verbal regulations (Burhannudin et al., 2019).

Work discipline is the devotion of an employee in carrying out his duties with full dedication, including compliance with things such as punctuality, such as always arriving at work on time (Junaedi and Digdowiseiso, 2023).

Employee performance

According to Hasibuan (2016, 160) in Idris and Sanjaya, (2022) Performance is the result obtained by an employee in carrying out his duties, based on skills, experience, dedication and time, in accordance with predetermined standards and criteria.

Employee performance is an evaluation of the work results that have been carried out by an employee in carrying out the duties or responsibilities given by the company (Nur Adha et al., 2019).

Performance is a method applied by someone in carrying out activities related to the tasks they have been given (Fitriani and Felli Ananda, 2023).

Employee performance is a specific work result that can be measured clearly, both in quality and quantity, in accordance with established work standards and responsibilities (Erwantiningsih, 2019).

According to Chyntia and Tjahyanti (2022) performance refers to the work results achieved by members of the organization, reflecting the level of success in carrying out the tasks that have been given to them.

2. Research Method

In the framework of this research, a quantitative approach with causal characteristics was used. The quantitative approach in this context refers to the analysis of cause-and-effect relationships between variables and the research object, taking into account independent and dependent variables (Sugiyono, 2022, 11). The main objective of this research is to determine whether there is an influence of motivation, organizational culture, and work discipline on employee performance.

According to Sugiyono (2022, 80), population refers to a generalized area which includes objects or subjects with certain quantities and characteristics determined by the researcher to be the focus of the study, and to then draw conclusions. In the context of this research, the population that is the subject of the study is the employees of Perum X Head Office with a total of 545 people.

The sample used in this research was 85 employees through probability sampling using a simple random sampling technique through a sample size using the Slovin formula. Probability sampling is a sampling method that provides an equal opportunity for each element in the population to be selected as part of the sample (Sugiyono, 2022, 83). Simple random sampling is a sampling method with probability in which each element in the population is given the same and exactly the same chance of being selected as part of the sample

Operational Definition of Variables

Motivation (X_1) is the encouragement and encouragement of individuals to carry out desired actions, which comes from the influence and direction given by the responsible party, such as superiors. Organizational culture (X_2) is a pattern of principles and values that are implemented, internalized, and followed by organization, and work discipline on employee performance. According to Sugiyono (2022, 80), population refers to a generalized area which includes objects or subjects with certain quantities and characteristics determined by the researcher to be the focus of the study, and to then draw conclusions. In the context of this research, the population that is the subject of the study is the employees of Perum X Head Office with a total of 545 people. (Sugiyono 2022, 83). According to Sugiyono (2021) in (Efendi et al., 2022) the Slovin formula is a formula used to estimate the minimum sample size from a limited population. In collecting data for this research, the method used was a questionnaire using a Likert scale. According to Sugiyono (2022, 93), the Likert scale is used to measure attitudes, opinions and perceptions of individuals or groups towards social phenomena that are the object of research. an organization, as long as these patterns have meaning and become the basis for behavioral norms within it. As a consequence, organizational culture functions as a controller and guide that shapes the attitudes and behavior of individuals within the company. Work Discipline (X_3) is obedience, self-control, regularity, and training to improve mental skills or moral traits. Apart from that, discipline also involves laws that are established to improve order and establish rules to regulate behavior. Employee Performance (Y) Performance is the result of work and work behavior that is successfully achieved in completing the tasks and responsibilities given during a certain period.

Table 2. Variables and Indicators

Variables	Indicators	Measurement scale
Motivation (X_1)	<ul style="list-style-type: none"> a. physiological needs b. the need for security c. need for social relationships d. esteem needs e. self-actualization needs 	<i>Likert</i>
Organizational culture (X_2)	<ul style="list-style-type: none"> a. Innovation and interest in taking risks b. attention to detail c. Results orientation d. People orientation e. Team orientation f. assertiveness and competitiveness g. stability 	<i>Likert</i>
Work discipline (X_3)	<ul style="list-style-type: none"> a. Goals and Competencies b. Companion Supervision 	<i>Likert</i>

	c. Criminal sanctions	
	d. Firm	
Employee performance (Y)	a. service orientation b. integrity c. commitment d. discipline e. cooperation f. leadership	<i>Likert</i>

Source: (Nursaid et al., 2022)

3. Results and Discussion

3.1. Results

In this research, the characteristics of respondents were obtained from a sample of 85 people. Respondent characteristics include demographic data such as age, length of service and highest level of education.

Table 3. Respondent characteristics

<i>Characteristics</i>	<i>Frequency</i>	<i>Percent</i>
Age		
21 – 30 years	44	51,8
31 – 40 years	22	25,9
41 – 50 years	14	16,5
Total	85	100
Working period		
1 – 5 years	48	56,5
6 – 10 years	31	36,5
> 10 years	6	7,1
Total	85	100
Education		
High School/Equivalent	6	7,1
Diploma	15	17,6
Bachelor's	44	51,8
Master's	20	23,5
Total	85	100

Source: statistical data processing

Based on table 3, it can be seen that of the 85 respondents, the age characteristics of the respondents can be described as follows: 44 respondents (51.8%) are in the age range 21-30 years, 22 respondents (25.9%) are in the age range 31-40 years, 14 respondents (16.5%) were in the age range 41-50 years, and 5 respondents (5.9%) were more than 50 years old.

From the available information, the characteristics of the respondents' work period can be described as follows: 48 respondents (56.5%) had a work period of 1-5 years, 31 respondents (36.5%) had a work period of 6-10 years, and 6 respondents (7.1%) had a working period of more than 10 years.

Based on educational characteristics, it can be identified that the number of respondents with a high school/equivalent education level reached 6 people (7.1%) from the total sample. Diploma education level was owned by 15 respondents (17.6%), while Bachelor's level

education was owned by 44 respondents (51.8%). Furthermore, 20 respondents (23.5%) had a master's level of education.

Table 4. Validity test results

Variable	Statement Items	r values	r table	Information
Motivation (X ₁)	M1	0,620	0,2133	Valid
	M2	0,576	0,2133	Valid
	M3	0,646	0,2133	Valid
	M4	0,743	0,2133	Valid
	M5	0,576	0,2133	Valid
Organizational Culture (X ₂)	OC1	0,739	0,2133	Valid
	OC2	0,822	0,2133	Valid
	OC3	0,647	0,2133	Valid
	OC4	0,759	0,2133	Valid
	OC5	0,770	0,2133	Valid
	OC6	0,617	0,2133	Valid
	OC7	0,633	0,2133	Valid
Work Discipline (X ₃)	WD1	0,745	0,2133	Valid
	WD2	0,667	0,2133	Valid
	WD3	0,810	0,2133	Valid
	WD4	0,802	0,2133	Valid
Employee Performance (Y)	EP1	0,821	0,2133	Valid
	EP2	0,867	0,2133	Valid
	EP3	0,789	0,2133	Valid
	EP4	0,818	0,2133	Valid
	EP5	0,768	0,2133	Valid
	EP6	0,828	0,2133	Valid

Source: statistical data processing

Based on the data in Table 4, it can be concluded that all independent variables, namely motivation, organizational culture and work discipline, as well as the dependent variable, namely employee performance, show positive r values and r values > r table. Therefore, all statements on the questionnaire in this study are considered valid and reliable for measuring what is supposed to be measured.

Table 5. Reliable Test Results

Variable	Number of questions	Cronbach Alpha	Margin = 0,60	Information
Motivation (X ₁)	5	0,620	0,60	Reliable
Organizational culture (X ₂)	7	0,824	0,60	Reliable
Work Discipline (X ₃)	4	0,745	0,60	Reliable
Employee performance (Y)	6	0,897	0,60	Reliable

Source: statistical data processing

Seen from Table 5, it can be concluded that all variables that are the focus of the research, such as motivation, organizational culture, and discipline, show a Cronbach Alpha value >

0.60. Therefore, it can be considered that all statements in the questionnaire are reliable and capable of producing consistent and stable answers over time.

Table 6. Goodness of Fit Model Results (Uji F)

Model	Df	F	Sig.
1 <i>Regression</i>	3	69,547	0,001
<i>Residual</i>	81		
Total	84		

Source: statistical data processing

Based on the data in Table 6 using the p-value approach, it can be observed that motivation, organizational culture and work discipline show a significance level of $0.001 < \alpha 0.05$. Because the p-value (sig.) is less than α , it can be concluded that the null hypothesis (H_0) is rejected. Therefore, the model is considered fit or suitable for use in research. In the F distribution table with degrees of freedom $df_1 = 3$ and $df_2 = 81$, the F table value is 2.717. Considering that the calculated F is $8.033 > F$ table 2.717, it can be concluded that H_0 is rejected, and this model is considered fit or suitable for use in research.

Table 7. Hypothesis test

Model	T	Sig.
1 (<i>Constant</i>)	-0,054	0,957
Motivation	1,529	0,130
Organizational culture	4,432	0,001
Work Discipline	3,419	0,001

Source: statistical data processing

Based on the calculation results in Table 7, the t test of the motivation variable shows a calculated t value of 1.529. The t table value obtained from the t distribution with degrees of freedom (df) of 81 and a significance level (α) of 0.05 is 1.9896. Because the calculated t value is $1.529 < t$ table 1.9896 and the significance value (p-value) is greater than alpha, namely $0.130 > 0.05$, it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This means that there is no significant influence of motivation on employee performance at Perum X Head Office.

Furthermore, the t test for the organizational culture variable shows a calculated t value of 4.432. With a t table value of 1.9896, because t count is $4.432 > t$ table 1.9896 and the significance value (p-value) is smaller than alpha, namely $0.001 < 0.05$, it can be concluded that H_0 is rejected and H_a is accepted. This means that there is a significant influence of organizational culture on employee performance at Perum X Head Office.

Meanwhile, the results of the t test calculation for the work discipline variable show a calculated t value of 3.419. With a t table value of 1.9896, because t count is $3.419 > t$ table 1.9896 and the significance value (p-value) is smaller than alpha, namely $0.001 < 0.05$, it can be concluded that H_0 is rejected and H_a is accepted. This means that there is a significant influence of work discipline on employee performance at Perum X Head Office.

3.2. Discussion

This research was conducted with the aim of obtaining empirical evidence regarding the influence of the independent variables, namely motivation, organizational culture, and work discipline on the dependent variable, namely employee performance at Perum

1. H01 is accepted and Ha1 is rejected, meaning that there is no influence of motivation on employee performance at Perum X Head Office. The results of this research are also in line with previous research by Setio and Gulo (2021), Purbasari and Pranata (2021), and Hidayat (2021) which stated that motivation variables have no effect on employee performance. However, these results are not in line with the findings of Nursaid et al. (2022), Efendi et al. (2022), and Idris and Sanjaya (2022) who state that there is an influence between motivation and employee performance.
2. H02 is rejected and Ha2 is accepted, meaning that there is an influence of organizational culture on employee performance at Perum X Head Office. The results of this study are in accordance with previous research by Nursaid et al. (2022), Tarmizi et al. (2021), and Antika and Dwiridotjahjono (2022) who state that organizational culture influences employee performance. However, these results are not in line with the findings of Fitriani and Ananda (2023), and Ferdian and Devita (2020) who stated that there is no influence between organizational culture on employee performance.
3. H03 is rejected and Ha3 is accepted, meaning that there is an influence of work discipline on employee performance at Perum X Head Office. The results of this study are in accordance with previous research by Nursaid et al. (2022), Kusumanegara and Baldah (2023), and Ardiyanto and Pogo (2019) which state that work discipline influences employee performance. However, these results are not in line with the findings of Chyntia and Tjahyanti (2022) which stated that there is no influence between work discipline and employee performance.

4. Conclusion

Based on these limitations, several recommendations can be proposed:

1. Perum Head Office is advised to consider adding additional relevant variables in related research to gain a more comprehensive understanding of the factors that influence employee performance.
2. For further research, it is recommended to expand the scope of the research by involving more respondents from various units or branches within Perum X, so that the research results can be more representative of the population as a whole.

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