

Improving Employee Performance: Encouraging Work Motivation, Organizational Culture, and Work Discipline among Employees of PT Siraj Badawi Cukup Rupiah (SBCR)

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ABSTRACT

This study analyzes the influence of work motivation, organizational culture, and work discipline on employee performance at PT Siraj Badawi Cukup Rupiah (SBCR). The method used was quantitative with a causal associative design and survey technique. A saturated sample was drawn from all employees using a 1-5 Likert scale questionnaire. Data were analyzed using multiple linear regression with SPSS version 22. The results showed that work motivation had no significant effect on performance (sig. > 0.05), organizational culture had a positive and significant effect (sig. < 0.05), and work discipline was the most dominant factor in improving performance (highest beta value, sig. < 0.05). It is recommended that companies strengthen organizational culture, increase motivation through incentive programs and career development.

INTRODUCTION

One important determinant of an organization's success is employee performance. The work outcomes that people attain by doing their tasks and responsibilities in accordance with predetermined criteria can be referred to as employee performance. In addition to helping the organisation reach its objectives, optimal performance makes the business more competitive in a market that is becoming more and more cutthroat. Research shows that employee performance is crucial and closely related to human resource empowerment, which is an indicator of how companies achieve high levels of productivity (Yunus et al., 2023). Additionally, employee performance is significantly influenced by organisational culture, job motivation, and work discipline (Pudjiati & Khabibah, 2020; Siregar et al., 2022).

Employee performance has been demonstrated to be directly impacted by a number of elements, including organisational culture and work motivation. For example, a positive organizational culture can increase work motivation, which in turn contributes to better employee performance (Az zuhri & Permanasari, 2019; Isnaeni et al., 2023). Additionally, studies indicate that employee performance is impacted by work discipline, where good discipline can create a productive work environment and support the achievement of optimal performance (Hendra, 2020; Pudjiati & Khabibah, 2020). Thus, to achieve optimal performance, organizations need to pay attention to and manage these factors effectively.

Good leadership is a crucial element that can influence employee performance. Effective leadership can create a supportive organizational culture, which ultimately increases employee motivation and work discipline (Fahmi et al., 2021; Muizu et al., 2019). Therefore, in order to attain optimal employee performance and promote the organization's overall success, synergy between organisational culture, work motivation, discipline, and leadership is crucial (Damayanti & Meri Dwi Anggraeni, 2024; Putra, 2015; Yulianti et al., 2023).

Employee performance-related issues are also a concern internationally. For example, Gallup (2023) report showed that only 23% of employees worldwide feel engaged in their work. This low engagement has the potential to reduce productivity and increase employee turnover, ultimately impacting overall organizational performance (Prabowo et al., 2018). This circumstance demonstrates that many businesses worldwide struggle to establish an atmosphere that inspires workers to achieve at their highest level (MuseAliGeelmaale, 2019).

According to a Gallup (2023) poll, similar difficulties are also being faced by several businesses in Indonesia across a range of industries, the level of employee engagement in Indonesia is only 25%. This indicates that many companies still need to improve work motivation, strengthen organizational culture, and ensure employee discipline to achieve optimal performance (Fajar et al., 2022; Patmawati & Realize, 2018). In addition, problems such as high absenteeism rates, low productivity, and lack of employee loyalty are issues that companies in Indonesia often face (Siddiqui & Rida, 2019).

PT Siraj Badawi Cukup Rupiah (SBCR), a company engaged in the production of chili sauce and soy sauce, also faces challenges related to employee

performance. In recent years, the company has recorded a significant decline in productivity in several production divisions. According to internal corporate statistics, some of the primary reasons of this issue include inconsistent work discipline, low work motivation, and an ineffective organisational culture (Pasululu et al., 2023). This circumstance highlights the value of doing research to examine how organisational culture, work discipline, and work motivation affect employee performance at PT Siraj Badawi Cukup Rupiah (SBCR) (Sadat et al., 2020).

In order to assist performance improvement at PT Siraj Badawi Cukup Rupiah (SBCR), this study intends to determine the link between employee performance and work motivation, organisational culture, and work discipline. Therefore, it is anticipated that the study's findings will benefit the business as well as serve as a guide for other organisations dealing with comparable issues (Ghiyats & Dr., SE., MM., CHRP, 2020).

LITERATURE REVIEW

Employee performance

Performance is the outcome of an employee's efforts to reach predetermined objectives. Sutrisno (2016) asserts that performance is a reflection of an individual's ability to successfully complete tasks and achieve outcomes, both individually and collectively, within an organisation, in line with their various roles and responsibilities. Furthermore, performance is also related to how a person plays a role and acts according to the tasks given, including aspects of quantity, quality, and time used in completing their tasks. Indicators that influence employee performance according to Sutrisno (Sutrisno, 2016) comprises initiative, discipline, authority and responsibility, efficacy, and efficiency. Meanwhile, Mankunegara (2013) states that responsibility, initiative, cooperation, quantity, and quality of work are all components of performance metrics.

Work motivation

The process of motivation defines a person's degree of zeal, focus, and perseverance in reaching their objectives. Samsudin (2010) defines motivation as the process of influencing or encouraging individuals or work groups from external factors so that they are willing to carry out assigned tasks. Sunyoto (2013) mentions seven factors that influence motivation, namely: promotion, work performance, the work itself, awards, responsibility, recognition, and success in work. Meanwhile, according to Zameer et al (2014), work motivation indicators are divided into two main dimensions, namely: first, monetary motivational, which includes salary and bonuses. Second, non-monetary motivational, which includes employee welfare guarantees and promotions.

Lestari and Purwatiningsih (2024) assert that employee performance is greatly impacted by job motivation, with more motivation translating into better performance. Lusri & Siagian (2017) corroborate this claim, stating that job motivation significantly and favourably affects employee performance in the service industry. The first idea put out in this study is based on this earlier research:

H1 : The higher the work motivation, the higher the employee performance.

Organizational culture

Organizational culture has a broad and deep scope, which plays a role as a basis in forming an ideal organizational climate. According to Fred (2011), organizational culture is a fundamental pattern of thinking that is taught to new members as a guideline in understanding, thinking, and acting correctly in everyday organizational life. According to Wibowo (2011), organisational culture is influenced by a number of elements, namely: (1) External factors, which include everything outside the organization but have a big impact on the organization and its culture, and (2) Internal factors, which are related to resources within the organization, where the organizational culture adopted by all human resources has a very important role. Robbins and Judge (2012) state that the following traits are indicative of organisational culture: aggression, stability, outcomes orientation, individual and team orientation, innovation, and attention to detail.

According to Tarwijo (2020), organizational culture significantly influences employee performance because a positive culture can create a comfortable work environment and support productivity. Muqtafin (2024), who discovered that a strong organisational culture helps motivate people to work more efficiently, hence influencing performance improvement, also supports this conclusion. The second hypothesis put out in this study is based on the earlier research and is:

H2 : The higher the organizational culture, the higher the employee performance.

Work Discipline

Managers may use work discipline as a communication technique to help staff members modify their behaviour and become more conscious of and eager to follow corporate policies and relevant social standards (Bombiak, 2020). According to Suryadilaga et al. (2016), punishment is a strategy used to encourage workers to perform at their best. The application of punishment aims to ensure that existing regulations are adhered to so that tasks and responsibilities can be carried out properly. Sutedjo & Mangkunegara (2013) also stated that punishment is a form of sanction given to teach violators a lesson, improve their performance, and maintain the continuity of established rules within the organization. Work discipline indicators according to Bejo Siswanto in Sinambela (2016) include: attendance, vigilance, compliance with work regulations, and work ethic. Workplace discipline has a big influence on employee performance because it shows accountability and dedication to duties, claim Permana, Sihombing, and Diwyarthi (2024). This assertion is corroborated by Vallennia, Atikah, and Azijah (2020), who claimed that employees perform better the more disciplined they are. H3 : The higher the work discipline, the higher the employee performance.

Based on the literature review, a research framework can be prepared which is presented below :

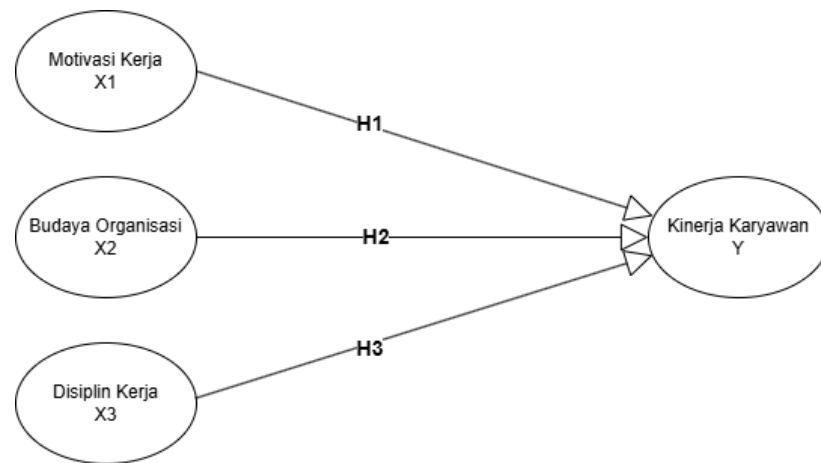


Figure 1. Conceptual Framework

METHODOLOGY

This study employed a quantitative approach with a survey method, aiming to analyze the influence of work motivation, organizational culture, and work discipline on employee performance. The primary data collection instrument was a questionnaire structured as closed-ended questions using a 1–5 Likert scale. This scale allowed respondents to rate their level of agreement or disagreement with statements related to the research variables. The population in this study included all employees of PT Siraj Badawi Cukup Rupiah (SBCR). Due to the limited population, a saturated sampling technique was used, where the entire population was used as the research sample (Sugiyono, 2016).

This study guaranteed the confidentiality of respondents' identities, and all questionnaire data was used solely for academic purposes. The collected data were analyzed statistically using SPSS version 22 software. The analysis stages included validity and reliability tests to ensure instrument adequacy, classical assumption tests (normality, multicollinearity, and heteroscedasticity) to test the feasibility of the regression model, and multiple linear regression analysis to measure the simultaneous and partial effects of the three independent variables on the dependent variable. Finally, hypothesis testing was conducted using significance values and regression coefficients to answer the research questions.

RESEARCH RESULT

Validity Test

Validity and reliability testing are often carried out in every study that includes a questionnaire as a data gathering instrument. Validity tests aim to ensure that each statement in the questionnaire actually measures what it is supposed to measure. In conditions where the significance level (α) is 5% and the number of respondents (N) is 100 people, a statement is considered valid if the calculated r value (the result of the correlation between the item and the total score) is greater than the table r value, which is 0.195.

Table 1. Validity Test Results

Statement	R Count	Description	Statement	R Count	Description
X1.1	0,664	Valid	X2.1	0,756	Valid
X1.2	0,635	Valid	X2.2	0,742	Valid
X1.3	0,718	Valid	X2.3	0,709	Valid
X1.4	0,773	Valid	X2.4	0,683	Valid
X1.5	0,627	Valid	X2.5	0,884	Valid
X1.6	0,818	Valid	X2.6	0,740	Valid
X1.7	0,797	Valid	X2.7	0,791	Valid
X1.8	0,775	Valid	X2.8	0,852	Valid
X1.9	0,824	Valid	X2.9	0,893	Valid
X1.10	0,797	Valid	X2.10	0,809	Valid
X1.11	0,844	Valid	X2.11	0,773	Valid
X1.12	0,798	Valid	X2.12	0,801	Valid
X1.13	0,782	Valid	X2.13	0,839	Valid
X1.14	0,797	Valid	X2.14	0,782	Valid
X3.1	0,807	Valid	Y.1	0,810	Valid
X3.2	0,866	Valid	Y.2	0,740	Valid
X3.3	0,779	Valid	Y.3	0,579	Valid
X3.4	0,767	Valid	Y.4	0,653	Valid
X3.5	0,692	Valid	Y.5	0,798	Valid
X3.6	0,652	Valid	Y.6	0,750	Valid
X3.7	0,702	Valid	Y.7	0,740	Valid
X3.8	0,696	Valid	Y.8	0,679	Valid

Table 1 indicates that all prepared statements are deemed genuine due to the computed r being greater than 0.195. Therefore, the validity test does not need to be repeated. So it is assumed that all valid statements are able to measure the constructs measured for the variables of Work Motivation, Organizational Culture, Work Discipline, and Employee Performance.

Reliability Test

Because the Cronbach's Alpha value is more than 0.6, the reliability test results, as presented in Table 2, demonstrate the dependability of every study variable. This means that all research questionnaires used are valid (consistent) for use as measuring tools in this study.

Table 2. Reliability Test Results

N	Cronbach's Alpha Value	Description
24	0,979	Reliabel

If explained in terms of each variable, the reliability test findings are as follows:

Based on table 2, it shows that all statements for all variables are stated to be reliable, because the Cronbach's Alpha value is > 0.7 .

Classical Assumption Test

Normality Test

The Kolmogorov-Smirnov technique was used to test for normality by comparing the 2-tailed Asymp. Sig. value to the 5% significance level (0.05). Information with a normal distribution has a value larger than 0.05, whereas

information without a normal distribution has a value less than 0.05. The normalcy test results are displayed below.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	100
Asymp. Sig. (2-tailed)	0,194 ^c

Table 3 shows the results of the normalcy test based on the information that is provided. The Asymp. Sig. (2-tailed) figure is reported as 0.194, according to the table. It is possible to conclude that the data in this study is regularly distributed because the significance level indicates $0.194 > 0.05$.

Multicollinearity Test

If there is no correlation between independent components, the best regression model is tested using multicollinearity testing. In the event that independent factors are related, either the correlation between them is 0 or the factors do not have orthogonal qualities. Multicollinearity may be detected using the tolerance value and the variation inflation factor (VIF). The regression model is regarded as having no multicollinearity if the tolerance value is more than 0.10 and the VIF is less than 10. The results of the multicollinearity test are as follows.

Table 4. Multicollinearity Test Results

Coefficients ^a		
Variable	Collinearity Statistics	
	Tolerance	VIF
Work Dicipline	0,152	6,586
Organizational Culture	0,129	7,752
Work Motivation	0,139	7,180

Table 4 indicates that the organisational culture variable has a tolerance value of 0.129 and a VIF of 7.752, the work discipline variable has a tolerance value of 0.152 and a VIF of 6.586, and the work motivation variable has a tolerance value of 0.139 and a VIF of 7.180. Because all factors have a tolerance value above 0.10 and a VIF below 10, it can be stated that this regression model does not experience multicollinearity.

Multiple Regression Analysis

Multiple linear regression analysis was used to ascertain the partial and simultaneous impacts of independent factors on the dependent variable. The purpose of this study is to determine how much each independent variable influences the dependent variable, either jointly or separately. Additionally, the statistical significance of each variable, the direction of the impact (positive or negative), and the intensity of the link are all ascertained by this study. Table 5 displays the outcomes of data processing using multiple regression.

Table 5. Multiple Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,629	1,737		2,665	
Work Dicipline	0,053	0,078	0,097	0,679	0,499
Organizational Culture	0,189	0,078	0,426	2,411	0,018
Work Motivation	0,411	0,131	0,356	3,130	0,002
Adjusted R Square = 0,721					
F Statistics = 86,302 and sig. 0,000					

With an Adjusted R Square value of 0.721, or 72.1%, the independent variables work motivation, organisational culture, and work discipline can account for 72.1% of the variation in employee performance, according to table 5 above. According to this percentage, work motivation, organisational culture, and work discipline all have a major impact on raising employee performance. In the meantime, there is a 27.9% influence from additional factors that are not part of this study model.

Given that the computed F value in table 5 is $86.302 > F$ table 2.70, or a sig. value of $0.000 < 0.05$, it can be said that the regression model does a good job of describing the differences in employee performance in this investigation. The multiple regression equation may be constructed as follows using the multiple linear regression analysis findings displayed in Table 5: $Y = 4.629 + 0.053 X_1 + 0.289 X_2 + 0.411 X_3 + e$. With an influence level of 0.053, 0.189, and 0.411, the factors of work motivation, organisational culture, and work discipline positively affect employee performance characteristics.

Hypothesis Test

The significance value, according to the first hypothesis test findings, is $0.499 > 0.05$. This suggests that employee performance (Y) at PT. Siraj Badawi Cukup Rupiah (SBCR) is not significantly impacted by the work motivation variable (X1). Thus, it may be said that the theory that says that employee performance increases with job motivation is disproved. The findings of this investigation are consistent with those of other studies. Lestari and Purwatiningsih (2024) assert that employee performance is not much impacted by job motivation, meaning that employees' high levels of motivation have little influence on their performance. This assertion is corroborated by Lusri & Siagian (2017), who claim that increasing employee performance in the service industry is not positively and significantly impacted by job motivation.

The significance value, according to the findings of the second hypothesis test, is $0.018 < 0.05$. This suggests that employee performance (Y) at PT. Siraj Badawi Cukup Rupiah (SBCR) is significantly impacted by the organisational culture variable (X2). Therefore, it can be said that the theory that says that employee performance increases with organisational culture is acknowledged. The findings of this study are consistent with studies showing that organisational culture has a major impact on employee performance, since a positive culture may

foster a productive and pleasant work environment (Tarwijo, 2020). Muqtafin (2024) also supports this, finding that a strong organisational culture helps motivate people to work more efficiently, which in turn can improve performance.

The results of the third hypothesis test show that the significance value is $0.002 < 0.05$. This indicates that the work discipline variable (X3) has a significant influence on employee performance (Y) at PT. Siraj Badawi Cukup Rupiah (SBCR). So it can be concluded that the hypothesis that states the higher the work discipline, the higher the employee performance is accepted. The results of this study are in accordance with the results of research According to Permana and Sihombing and Diwyarthi (2024) which states that work discipline has a significant influence on employee performance, because discipline reflects responsibility and commitment to tasks. This statement is also supported by Vallennia and Atikah and Azijah (2020) who state that the higher the level of discipline, the better the performance achieved by employees.

DISCUSSION

This study discusses work motivation as the first variable, but it turns out that it is unable to provide a real influence on improving employee performance (Samsudin, 2010). Although the questionnaire showed that some employees felt they had the opportunity to be promoted, receive recognition for their contributions, and were satisfied with their work achievements, this motivation was not strong enough to create positive changes in their performance. This could be due to the promotion and reward system not being felt evenly or not fully meeting employee expectations (Sunyoto, 2013). Furthermore, the sense of recognition and responsibility that should be motivating may not be optimally managed by the company. This indicates that existing motivation is still passive and needs to be improved to become a primary driving factor in employee performance.

Organizational culture in a company has been proven to have an important role in shaping and improving employee performance (Fred, 2011). A work environment that supports innovation, team collaboration, and a results-oriented approach creates a conducive and productive work environment. Employees feel encouraged to develop new ideas, work diligently, and focus on achieving targets. Furthermore, attention to individual well-being also positively impacts work morale (Wibowo, 2011). A stable and competitive organizational culture also strengthens employees' sense of responsibility and loyalty to the company, thus having a direct impact on improving work performance.

Work discipline, as the third variable, has the most significant influence on boosting employee performance. Employees who demonstrate high levels of discipline, such as consistently arriving on time, adhering to work regulations, being meticulous in carrying out their duties, and demonstrating enthusiasm and responsibility, are able to complete their work more effectively and efficiently (Suryadilaga et al., 2016). Discipline creates orderly and systematic work habits, which ultimately contribute significantly to achieving company targets. The persistence and high level of commitment of disciplined employees are essential foundations for building superior and sustainable performance.

CONCLUSION AND RECOMMENDATIONS

Work Motivation (X1) Has No Significant Effect on Employee Performance

The results of the statistical test show that work motivation does not have a significant effect on employee performance (significance value > 0.05). This indicates that motivational elements such as rewards, promotions, recognition, and job satisfaction have not been optimally managed by the company. Existing motivation does not address the comprehensive psychological and professional needs of employees, thus failing to directly drive performance improvements.

Companies need to redesign their motivational strategies with a more individualized and targeted approach, for example through performance-based reward programs, clear career paths, and two-way communication through regular feedback systems. This will help employees feel more valued and engaged, which ultimately has a positive impact on performance.

Organizational Culture (X2) Has a Significant Effect on Employee Performance

Organizational culture has been shown to have a positive and significant effect on employee performance (significance value < 0.05). Values prevailing in the work environment, such as teamwork, results-oriented, innovation, and individual attention, have created a positive work atmosphere and supported productivity. Employees are motivated to perform optimally because they feel part of an organization with clear goals and values.

Companies are advised to maintain and strengthen these organizational cultural values through internal activities such as corporate values training, inter-departmental sharing sessions, and awards for teams that consistently implement cultural values. A strong work culture will strengthen employee commitment and loyalty, and improve long-term performance.

Work Discipline (X3) Has the Most Dominant Influence on Employee Performance

Work discipline is the variable with the most dominant influence on employee performance (highest and most significant beta value). This indicates that discipline aspects such as compliance with rules, attendance, work responsibility, and punctuality directly contribute to work effectiveness and efficiency. Disciplined employees tend to demonstrate better work performance, make fewer mistakes, and complete tasks on time.

Companies need to maintain and improve work discipline through consistent supervision, establishing clear work standards, and providing fair sanctions and rewards. Instilling the value of discipline from the onboarding process is also crucial for creating a professional and productive work culture.

FURTHER RESEARCH

It is advised that future studies look at the indirect relationship between work motivation and employee performance by incorporating additional factors such as job satisfaction, organisational commitment, or work environment as mediators or moderators. Future research should also involve many companies or be undertaken in other industrial sectors to guarantee more generalisable study outcomes and enable cross-sector comparability.

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