The Influence of Discipline, Organizational Culture and Work Motivation Against Employee Performance at Perum Bulog East Java Regional Office

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Abstract	Quality human resources are a determining factor in improving the performance of a business organization. The performance of a business organization is largely determined by the performance of its employees, and this is the main reason for this research. This study aims to determine the effect of discipline, organizational culture and work motivation on employee performance. This research approach is a descriptive research with a quantitative approach. The data used in this study are primary data obtained directly from respondents through questionnaires in the field and secondary data obtained in finished form, has been collected and processed by other parties. The number of samples taken in this study were 74 respondents. The data analysis technique used in this research is multiple linear regression. The results of the analysis show that the variables of discipline, organizational culture and work motivation have a significant effect on employee performance both simultaneously and partially. The results of this study indicate that the variables of discipline, organizational culture and work motivation are the determining variables in an effort to improve employee performance
Keywords	Discipline; Organizational culture; Work motivation; Employee performance

INTRODUCTION

In the era of globalization, competition is getting tougher, all organizational activities must be aligned with technological developments and human capabilities, the role of humans in organizations can be managed through Human Resource Management (HRM), with Human Resource Management to encourage the creation of quality human resources, resources who have the ability, attitude, willingness to contribute to the progress of the company. Aspects that support the progress of the company is employee performance. Companies can improve the performance of their employees by analyzing the factors that influence it.

The first is Work Discipline. Work Discipline is a benchmark for employees in complying with pre-determined regulations. If employees have a sense of discipline, it can have a positive impact on the company. The second is organizational culture.

Organizational culture is a guideline for companies in carrying out all activities, so that indirectly organizational culture has an influence in shaping attitudes, behavior, and employee responsibility, there are also other factors, namely motivation. Motivation is a desire that arises in employees so that it creates high enthusiasm in doing work.

The stronger a person's motivation, the stronger the employee's efforts to achieve company goals. Based on the results of observations and interviews, there are still many problems that occur in Perum BULOG, East Java Regional Office, which are related to work discipline. Many employees still arrive late, go home earlier than working hours, and employees sometimes neglect not to scan entry or return scans. The following is presented data on the attendance record of incoming & outgoing employees of Perum BULOG East Java Regional Office for the period January - August 2021

Table 1.1
Employee Attendance Recapitalization

Month	In & Out Attendance			Total number
	Come too late	Go home early	Negligent Absence	
January	155	50	140	76.7%
February	152	70	145	73.9%
March	150	55	129	76.3%
April	160	76	145	75.5%
May	165	82	122	70.7%
June	170	80	152	75.4%
July	167	85	136	75.1%
August	155	78	156	77.2%

However, according to several sources, the organizational culture there is still well maintained, for example every day before work activities are carried out, the leaders and employees of Perum BULOG always and are obliged to pray together. NATURE". However, in reality, employees think that the culture is "AKHLAK". This is a general standard of an industry so that many of its implementations are not yet embedded in employees.

This is evidenced by the number of undisciplined employees, and low employee motivation. Employees consider that the company has not provided good work facilities, such as work rooms are still combined with other divisions. Based on the problems above, researchers are interested in examining these problems with the title "The Influence of Discipline, Organizational Culture and Work Motivation on Employee Performance of Perum BULOG East Java Regional Office".

LITERATURE REVIEW
Discipline
Discipline is the attitude or behavior of employees voluntarily in complying with work regulations or procedures. According to Sinambela (2018), discipline is an attitude, behavior and action that is in accordance with company regulations, both written and unwritten.The existence of work discipline can help maintain order and smooth implementation of tasks. Meanwhile, for employees will get a pleasant working atmosphere so that enthusiasm arises to get the job done.according to Dewi & Harjoyo (2019:96) The following are some indicators of work discipline, among others:
1. Time Discipline.
   Defined as an attitude/behavior that demonstrates adherence to working hours which includes: attendance and compliance of employees during working hours, timely and correct execution of tasks.
2. Regulatory Discipline.
   Written and unwritten rules and regulations are made so that the goals of an organization can be achieved properly. For this reason, it takes a loyal attitude from employees to the commitments that have been set.
3. Responsibility Discipline.
   One form of employee responsibility is the use and maintenance of equipment as well as possible so that it can support office activities to run smoothly.

Organizational culture
Organizational Culture is a guideline or identity for companies in carrying out all activities that refer to the values and belief patterns of an organization. according toEnny (2019:52)Organizational culture is a value system that is obtained and developed by the organization into rules or guidelines for thinking and acting. Meanwhile, according toTuala (2020:03)Organizational culture is a pattern of basic assumptions regarding beliefs, values, and behaviors developed by an organization to achieve goals. according toTuala (2020:04) The characteristics of organizational culture are as follows:

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1. Innovation and Risk Taking, namely the extent to which employees are encouraged to be innovative and dare to take risks
2. Attention, namely the extent to which employees show accuracy, and attention to detail.
3. Results Orientation, namely the extent to which the leader focuses on results, not on techniques to achieve results.
4. People Orientation, namely how far management decisions affect people in the organization.
5. Team orientation, namely the extent to which work activities are organized in work teams, not individuals
6. Aggressiveness, the degree to which people are aggressive and competitive rather than casual.
7. Stability / Stability, namely the degree to which organizational decisions and actions emphasize efforts to maintain the status quo.

Work motivation

Every company wants to achieve its company goals. Therefore, this can be done by motivating employees. According to Marliani (2018) inSafitri (2018:5)said that motivation is important in work because without a strong work motivation in oneself, work is easy to be shaken. This means that work motivation is something that can lead to high enthusiasm in doing work, without motivation the work will feel in vain. according toTahir (2017:116) There are several forms of work motivation activities for employees, namely as follows:

1. Intrinsic Motivation.
   Motivation that comes from within the employee, because he feels that the work he is doing is able to meet his needs, or enable him to achieve a goal in the future.
2. Extrinsic Motivation.
   Motivation that comes from outside the worker. A condition that requires him to carry out work to the fullest. For example,

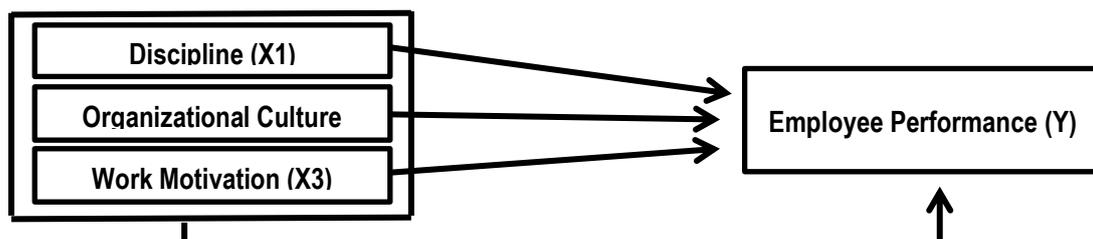high dedication in work because of high salary wages.

Employee performance

Performance comes from the word job performance which means the actual work performance achieved by someone. According to Luthans, 2005:165 inMasram & Mu'ah (2017:148)Performance is the result of work in quality and quantity achieved by employees in accordance with the responsibilities given. This means that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Performance is always related to employees, so many people always call it Employee Performance. According to Bangun (2012:233) inAsnawi (2019:14) indicators to measure employee performance are as follows:

1. Quality.
   The quality of work is measured by the employee's perception of the quality of the work produced and the perfection of the task.
2. Quantity.
   Represents the resulting amount expressed in terms such as number of units, number of completed activity cycles.
3. Punctuality.
   It is the level of activity completed at the beginning of the stated time, from the point of view of coordinating with the output results and maximizing the time available for other activities.
4. Effectiveness.
   Is the level of use of organizational resources (manpower, money, technology, raw materials) is maximized with the intention of increasing the results of each unit in the use of resources.

Hypothesis Model

Figure 1.1 Thinking Framework

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Based on the hypothetical model, the hypotheses in this study are:

H1: The discipline variable partially has a significant effect on employee performance

H2: The organizational culture variable partially has a significant effect on employee performance

H3: The variable of work motivation partially has a significant effect on employee performance

H4: Discipline, Organizational Culture and Work Motivation variables simultaneously have a

    significant effect on employee performance

RESEARCH METHODS
Research Type and Location
The approach used in this research is quantitative research. This research was conducted at Perum BULOG, East Java Regional Office. The location of this company is located on Jl. Ahmad Yani No. 146-148, Gayungan, Kec. Gayungan, Surabaya City, East Java 60235.

Sample Population
In this study, the population is all employees of Perum BULOG East Java Regional Office with a total of 74 employees. The sampling technique used is saturated sampling, namely all employees at Perum BULOG, East Java Regional Office. And all of them were sampled in this study

Data collection
The data collection in this study used a data collection instrument, namely the questionnaire method. In addition to collecting data directly to respondents, data collection with documentary techniques is also carried out to support research analysis.

Data Instrument Test
Testing the instrument using validity and reliability tests. The data is said to be valid if the value of r count > r table. While the data is said to be reliable if the Cronbach Alpha value of these variables is greater than 0.6, or the instrument used is appropriate and feasible to be forwarded to the next test.

Classic Assumption Test
There are 4 classical assumption tests, namely the normality test. Normality test is used to determine the distribution of data. Does it follow a normal distribution or not.Multicollinearity test. Multicollinearity test aims to determine the value of the variance inflation factor (VIF). If the value of VIF> 10 then there is no multicollinearity, and vice versa.Heteroscedasticity Test. This test was conducted to respond to the variable x with absolute unstandardized residual regression. If the test result is above the significant level ($r > 0.05$) it means that there is no heteroscedasticity and vice versa. And Autocorrelation Test. Testing autocorrelation in a method that aims to determine whether there is a correlation between the confounding variable in a certain period and the previous variable, with the value of Durbin Watson

Data analysis
Analysis of the data used in this study is multiple linear regression analysis. Hypothesis testing is carried out with the F test and the test to prove the proposed hypothesis

RESULTS AND DISCUSSION
Results
1. **Validity test**

   The validity test was conducted to determine whether the questionnaire was valid or not. To find out the responses of 74 respondents regarding the analysis of the influence of discipline, organizational culture and work motivation on employee performance. The validity test was used with the help of SPSS 20 software.

Table 1.1 Validity Test Results

Variable	Statement	Correlation Coefficient	r table (5%)	Conclusion
Work Discipline (X1)	D1	0.755	0.227	Valid
	D2	0.632	0.227	Valid
	D3	0.708	0.227	Valid

	D4	0.642	0.227	Valid
	D5	0.625	0.227	Valid
	D6	0.610	0.227	Valid
Organizational culture (X2)	B1	0.530	0.227	Valid
	B2	0.460	0.227	Valid
	B3	0.679	0.227	Valid
	B4	0.376	0.227	Valid
	B5	0.684	0.227	Valid
	B6	0.554	0.227	Valid
	B7	0.599	0.227	Valid
Work motivation (X3)	M1	0.687	0.227	Valid
	M2	0.657	0.227	Valid
	M3	0.700	0.227	Valid
	M4	0.561	0.227	Valid
	M5	0.529	0.227	Valid
Employee Performance (Y)	K1	0.622	0.227	Valid
	K2	0.620	0.227	Valid
	K3	0.729	0.227	Valid
	K4	0.560	0.227	Valid
	K5	0.604	0.227	Valid
	K6	0.582	0.227	Valid

Source: Primary Data After Processing

Based on the data above, it shows that the correlation value is greater than r table, so it is stated that all independent and dependent variables show valid data.

2. Reliability Test
Reliability test is used to determine whether the questions posed to the respondents will provide answers that tend to be consistent. The results of the reliability test on the variables can be seen in the following table:

Table 1.2 Reliability Test Results

Variable	Cronbach'Alpha	Alpha	Conclusion
Work Discipline (X1)	0.741	0.6	Reliable
Organizational Culture (X2)	0.626	0.6	Reliable
Work Motivation (X3)	0.618	0.6	Reliable
Employee Performance (Y)	0.677	0.6	Reliable

Source: Primary Data After Processing

From the table above, it can be seen that the variables of Discipline (X1), Organizational Culture (X2), Work Motivation (X3) and Employee Performance (Y) are reliable. Because all alpha values (rcount) are greater than 0.6. So in this study all variables were declared reliable.

3. Normality test
The normality test using the Kolmogorov-Smirnov test results can be seen from the table below:
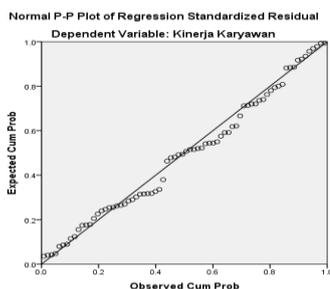
Table 1.3 Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		74
Normal Parameters, b	mean	0E-7
	Std. Deviation	1.61126713
Most Extreme Differences	Absolute	.087
	Positive	.087
	negative	-.035
Kolmogorov-Smirnov Z		.745
asymp. Sig. (2-tailed)		.636

a. Test distribution is Normal.
b. Calculated from data.

From the table it can be explained that the results of the Kolmogorov-Smirnov test are indeed proven that the residual value follows a normal distribution because of Asymp. Sig (2-tailed) = 0.636 0.05. And the following is a picture of the P-Plot Project Pilot Test Results
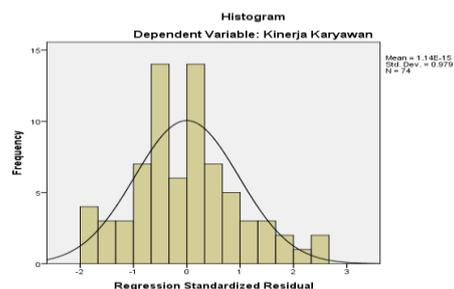
Figure 1.2
P-Plot Project Pilot Test Results

It can be seen that the distribution of data on the chart can be said to be spread around the
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diagonal line (not far from the straight line). So it can be said that the normality requirements can be met.

Figure 1.3
Histogram of Normality Test Results

Hypothesis Test Results

A. Simultaneous Effect or Test (f)

The F test is used to test the independent variables simultaneously having a significant or insignificant effect on the dependent variable

Table 1.5 Simultaneous Test Results

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	411,938	3	137,313	50,717	.000b
	Residual	189,521	70	2,707		
	Total	601.459	73			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Motivation, Organizational Culture, Discipline

Source: Primary Data After Processing

Test steps:
a) Determination of acceptance and rejection:•
   1. If P-value > a = 0.05 then H0 is accepted and H1 is

rejected. This means that the independent variables simultaneously do not have a significant effect on the dependent variable.

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2. If P-value < a = 0.05 then H0 is rejected and H1 is accepted. This means that the independent variables simultaneously have a significant effect on the dependent variable.•

b) Test result :
It is known that = the number of respondents (n) = 74, the number of variables (k) = 3. The error rate (a) = 5%.
Ftable formula
Ftable = (k ; nk)
= (3 ; 74-3)
= (3; 71)
= 2.73
then the Ftable used is t 0.05 (3 ; 71) = 2.73.

c) Based on the results of the ANOVA table data above, it can be seen that the significance value is 0.000 <0.05

d) Conclusion :Based on the output above, it is known that the significant value for the influence of discipline (X1), organizational culture (X2), and work motivation (X3) simultaneously on employee performance (Y) is 0.000. Which is 0.000 < 0.05 and fcount 50.717 > 2.73 so it can be concluded that Hi is accepted which means that there is an influence between discipline (X1), organizational culture (X2), and work motivation (X3) have a significant (simultaneous) effect on Employee Performance variable (Y).

B. Partial Effect or Test (t)

Table 1.6 Partial Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.178	1,885		.625	.534
	Discipline	.207	.057	.269	3.640	.001
	Organizational culture	.325	.062	.393	5.226	.000
	Work motivation	.437	.085	.414	5.172	.000
a. Dependent Variable: Employee Performance						

Based on the results of the table by observing the row, column t and sig, the following explanation can be given:

1. Partial test between discipline variables (X1) on employee performance (Y)
a. Ttable = t(/2 with df = nk-1)
t = (0.05/2 with df = (74-3-1)
t = (0.025 with df = 70)
= 1,997
b. Significance value 0.000 < 0.05

c. tcount > ttable = 3,640 > 1,997
d. Conclusion :Based on Table 5.5 Partial Test Results (t) shows that the significance value of the influence of discipline (X1) on employee performance (Y) is 0.000 <0.05. And the tcount value is 3,640 > the ttable value is 1,997. So Ho is rejected, Ha is accepted, meaning that there is a significant influence between the discipline variable (X1) on employee performance (Y).

2. **Partial test between organizational culture variables (X2) on employee performance (Y)**
   a. Ttable = t(/2 with df = nk-1)
      = 1,997
   b. Significance value 0.000 < 0.05
   c. tcount > ttable = 5.226 > 1.997
   d. Conclusion :Based on Table 5.5 Partial Test Results (t) shows that the significance value of the influence of organizational culture (X2) on employee performance (Y) is 0.000 <0.05. And the tcount value is 5,226 > the ttable value is 1,997. So Ho is rejected, Ha is accepted, meaning that there is a significant influence between organizational culture variables (X2) on employee performance (Y).

3. **Partial test between Work Discipline variables (X3) on employee performance (Y)**
   a. Ttable = t(α/2 with df = nk-1)

      = 1,997
   b. Significance value 0.001 < 0.05
   c. tcount > ttable = 5.172 > 1.997
   d. Conclusion :Based on Table 5.5 Partial Test Results (t) shows that the significance value of the influence of organizational culture (X2) on employee performance (Y) is 0.001 <0.05. And the tcount value is 5.172 > the ttable value is 1.997. So Ho is rejected, Ha is accepted, meaning that there is a significant influence between work discipline variables (X3) on employee performance (Y).

Discussion

A. Simultaneous effect or test (F)

1. **The Effect of Discipline, Organizational Culture, and Simultaneous Work Motivation on Employee Performance**

   Based on the results of data processing through the F test, the data obtained that the F count is 50,717 > from the F table of 2.73. This means that the variables of discipline (X1), organizational culture (X2) and work motivation (X3) have a simultaneous effect on employee performance (Y). This means that if the company has a good level of discipline, it will later be able to form a harmonious organizational culture, and it will also be able to create work motivation to grow stimulation in employees to take good work actions. So it can be concluded that if the company is successful in applying discipline, organizational culture and good work motivation, it will also have a good effect on employee performance either individually or in groups.Hypothesis testing is carried out with the F test and the test to prove the proposed hypothesis

B. Effect partially or test (t)

1) **The Effect of Discipline (X1) on Employee Performance (Y)**

   The results of the partial hypothesis test show that discipline (X1) has a significant effect on employee performance. This is known from the calculation of the t test on discipline (X1), namely where the t count is 3,640 > the t table value is 1,997. This shows that there is a significant relationship between discipline and employee performance, meaning that the better the discipline, the more it will help achieve the company's goals. The results of this analysis are in accordance with what was hypothesized by the researcher,

discipline is important because the implementation of discipline in the company will be able to help direct employees to carry out work in accordance with the rules An employee who enters on time, performs tasks according to schedule and, follows every rule and standard,These results also strengthen the results of previous research, namely Nurindah et al (2021) which states that the work discipline variable has a significant effect on employee performance.

2) The Influence of Organizational Culture (X2) on Employee Performance (Y)

The results of partial hypothesis testing show that organizational culture (X2) has a significant effect on employee performance. This can be seen from the calculation of the t-test on organizational culture (X2), which is where the t-count value is 5.226 > the t-table value is 1.997. It can be explained that the direct influence between employees' perceptions of organizational culture on employee performance provides evidence that there is a significant direct relationship between employee performance, meaning that the higher the employee's perception of organizational culture, the higher the level of employee performance. The results of this analysis are in accordance with what was hypothesized by the researcher, Organizational culture has a positive impact on the company's internal and individual employees, These results also strengthen the results of previous studies, namely:Virsa Sari Widuri et al (2020) which shows that the influence of organizational culture on work discipline is positive with a coefficient value of 0.733

3) The Effect of Work Motivation (X3) on Employee Performance (Y)

The results of partial hypothesis testing show that work motivation (X3) has a significant effect on employee performance. This can be seen from the calculation of the t-test on organizational culture (X2), which is where the t-count value is 5.172 > the t-table value is 1.997. The results of the evidence that have been carried out provide evidence that there is a significant direct relationship between work motivation and performance, meaning that the higher the work motivation, the higher the employee's performance. Work motivation is an important element because motivation can create morale, foster stimulation to be able to work optimally. If their needs are met, the employee will show joy at work as a form of satisfaction.These results also strengthen the results of previous research, namely Nurindah et al (2021) which states that the work motivation variable has a significant effect on employee performance.

4. CONCLUSION

Based on the results of the analysis and discussion described, the following conclusions can be drawn:

1. The independent variable discipline (X1) and organizational culture (X2) and work motivation (X3) simultaneously have a significant effect on the dependent variable on employee performance (Y). At the company Perum BULOG East Java Regional Office. This means that if the company succeeds in implementing good discipline, organizational culture and work motivation, it will also have a good effect on employee performance, either individually or in groups.

2. Discipline variable (X1) partially has a significant effect on employee performance (Y) Perum BULOG East Java Regional Office, it means Discipline is important because the implementation of discipline within the company will be able to help direct employees to carry out work in accordance with agreed rules so that it also has an impact on improving employee performance.

3. The organizational culture variable partially has a significant effect on the performance of the employees of Perum BULOG East Java Regional Office, it means there is a significant direct relationship between employee performance, meaning that the higher the employee's perception of organizational culture, the higher the level of employee performance.

4. The variable of work motivation partially has a significant effect on the performance of the employees of Perum BULOG East Java Regional Office, it means Work motivation is an important element because motivation can create morale, foster stimulation to be able to work optimally. There is a significant direct relationship between work motivation and performance, meaning that the higher the work motivation, the higher the employee's performance.

5. SUGGESTION

1. In order to create high employee performance, the company needs to pay attention, improve and focus on the factors that affect the performance, namely motivation, work discipline and organizational culture.

2. Companies should pay more attention to discipline issues, because discipline has the most dominant influence on employee performance. such as, timeliness, violation rate. Therefore, the company must further increase sanctions to carry out discipline

3. Companies should pay more attention to the problem of work motivation, because motivation does not only arise from within the employees themselves, but sometimes employees expect more motivation from the company and also the environmental atmosphere to support employee morale at work.

4. Companies must ensure that employees are satisfied with the work they have. That is by fulfilling the rights of employees and paying attention to the work environment to keep it comfortable and clean. So that employees will feel happy in completing their work and employee performance will increase.

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