

The Influence of Organizational Culture, Work Motivation and Work Discipline on Widyaiswara's Performance at the Center for the Development and Empowerment of Educators and Education Personnel (PPPPTK) Business and Tourism

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ABSTRACT: This study aims to analyze the influence of organizational culture, work motivation, and work discipline on the performance of Widyaiswara at the Center for Development and Empowerment of Educators and Education Personnel (PPPPTK) for Business and Tourism. The research uses a quantitative approach with a survey method. The study population consisted of 80 people and a sample of 43 respondents was determined by purposive sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression with SPSS. The results showed that organizational culture (X1) has a positive and significant partial effect on Widyaiswara performance with $t = 2.758$ and $sig = 0.009$; work motivation (X2) has a negative and significant effect with $t = -3.546$ and $sig = 0.001$; and work discipline (X3) has a positive and significant effect with $t = 2.708$ and $sig = 0.010$. Simultaneously, the three variables significantly affect performance with $F = 9.478$ and $sig = 0.000$. The coefficient of determination (R^2) of 0.422 indicates that 42.2% of the variation in Widyaiswara performance can be explained by the three variables. These findings indicate the importance of strengthening organizational culture and work discipline as well as restructuring the work motivation system to improve Widyaiswara performance.

KEYWORDS: organizational culture, work motivation, work discipline, widyaiswara performance

INTRODUCTION

The quality of human resources is a key factor that determines the success of an organization, including government agencies engaged in education and training. The Center for the Development and Empowerment of Educators and Education Personnel (PPPPTK) for Business and Tourism is one of the technical implementation units under the Ministry of Education and Culture which has the main task of developing the competencies of educators and education personnel in the field of business and tourism. In this context, Widyaiswara's role as a functional staff of extension workers, teachers, and trainers is very strategic in realizing the improvement of the quality of national education (Robbins & Coulter, 2018).

The phenomenon that occurred in the field shows that Widyaiswara's performance in government education and training institutions is still not optimal. The results of initial observations at PPPPTK Business and Tourism indicate that there is a significant variation in performance between Widyaiswara, which is influenced by various internal and external factors of the organization. This condition is relevant to the research of Sudarmanto (2014) which states that the performance of state civil servants in educational institutions often does not reach the set standards due to weak human resource management.

There is a research gap that needs to be bridged related to the factors that affect Widyaiswara's performance specifically. Unlike ordinary employees, Widyaiswara has unique professional characteristics because he must master substantive, andragogic, and social competencies at the same time. Previous studies, such as those conducted by Mangkunegara (2015) and Hasibuan (2016), have focused more on the performance of private employees, so the context of government training institutions has not been explored much yet. Luthans' research (2011) also emphasizes that organizational behavior is greatly influenced by the culture formed within it, but empirical studies in the context of PPPPTK are still limited.

Organizational culture is one of the determinants that greatly affects employee performance. Schein (2010) defines organizational culture as a pattern of basic assumptions shared, discovered, or developed by groups to address external adaptation and internal integration problems. Research by Wirawan (2015) proves that a strong organizational culture is positively

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correlated with improved employee performance. In line with that, Tika (2014) emphasized that values and norms embedded in organizational culture shape work behavior which ultimately has an impact on productivity and performance.

Work motivation is also an important variable that determines the high and low performance of employees. Maslow's motivational theory further developed by Herzberg (in Robbins, 2018) distinguishes between hygiene factors and motivating factors. Rivai (2015) research shows that high work motivation will encourage employees to work more productively and creatively. However, the findings of Mathis & Jackson (2012) indicate that the relationship between motivation and performance is not always linear and can be influenced by contextual factors of the organization.

Work discipline is also an important factor that cannot be ignored in efforts to improve performance. According to Hasibuan (2016), work discipline is a person's awareness and willingness to obey all applicable social rules and norms. Sutrisno's research (2014) emphasizes that high work discipline will increase the effectiveness and efficiency of employees' work. Meanwhile, Siagian (2013) found that weak work discipline is one of the main factors that hinder the achievement of government organizational goals in Indonesia.

This research is important to provide an empirical picture of the dynamics of the influence of organizational culture, work motivation, and work discipline on Widyaiswara's performance in PPPPTK Business and Tourism. The results of the research are expected to be the basis for strategic policy making for the management of the institution in order to improve Widyaiswara's performance in a sustainable manner. In addition, this research is expected to contribute to the development of human resource management science, especially in the context of government education and training institutions.

METHODS

This study uses a quantitative approach with a survey method to test the proposed hypothesis. This type of research was chosen because it is in accordance with the purpose of the research that wants to measure the magnitude of the influence of independent variables on numerically bound and measurable variables (Sugiyono, 2019). The research was carried out at the Center for the Development and Empowerment of Business and Tourism Educators and Education Personnel (PPPPTK) which is located at Jalan Raya Parung Bojongsari Km 22-23, Bojongsari, Depok, West Java.

The object of research in this study is Widyaiswara who serves at PPPPTK Business and Tourism. Widyaiswara was chosen as the object of research because he is a core functional force who determines the quality of training implementation at the institution. The variables in this study consisted of three independent variables, namely organizational culture (X1), work motivation (X2), and work discipline (X3), as well as one bound variable, namely Widyaiswara's performance (Y).

The population in this study is all Widyaiswara and employees involved in training activities at PPPPTK Business and Tourism, which is as many as 80 people. The sample determination uses the purposive sampling technique by considering certain criteria, including: (1) status as a State Civil Apparatus (ASN); (2) have worked for at least one year; and (3) active in the operational activities of the institution. Based on these criteria, a sample of 43 respondents was obtained which was analyzed in this study.

Data collection was carried out through the distribution of questionnaires that have been designed based on the indicators of each variable. The research instrument used a Likert scale with a score range of 1 to 5, from strongly disagree to strongly agree. Before being used for data collection, the instrument has been tested for validity and reliability. The validity test was carried out using Pearson's Product Moment correlation technique, while the reliability test used Cronbach Alpha. All statement items are declared valid and reliable after going through the testing process.

Data analysis is carried out in stages using the help of SPSS software. The first stage is a descriptive analysis to describe the characteristics of respondents and the distribution of answers. The second stage is the classical assumption test which includes the normality test, the multicollinearity test, and the heteroscedasticity test. The third stage is multiple linear regression analysis to test the influence partially (t-test) or simultaneously (F-test). In addition, the determination coefficient (R^2) was also measured to find out how much of the variation of bound variables can be explained by the independent variables in the model.

RESULTS

Based on the multiple linear regression analysis carried out, the regression equation was obtained as follows: $Y = 29.940 + 0.163X_1 - 0.806X_2 + 0.369X_3$. The full results of the analysis are presented in Table 1 below.

Table 1. Multiple Regression Coefficient Calculation Results

Variable	B	Std. Error	Beta	t	Sig.
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(Constant)	29,940	5,967	-	5,017	0,000
Organizational Culture (X1)	0,163	0,059	0,380	2,758	0,009
Work Motivation (X2)	-0,806	0,227	-0,465	-3,546	0,001
Work Discipline (X3)	0,369	0,136	0,348	2,708	0,010

Source: SPSS Data Processing Results, 2014

Based on Table 1 above, the regression equation formed is $Y = 29.940 + 0.163X_1 - 0.806X_2 + 0.369X_3$. The constant of 29.940 shows that if all the free variables are zero, then Widyaiswara's performance is 29.940 units. The organizational culture regression coefficient (X1) of 0.163 means that every increase in one unit of organizational culture will increase performance by 0.163 units assuming other variables are fixed. The work motivation regression coefficient (X2) of -0.806 indicates a negative direction, which means that every increase in one unit of work motivation will actually decrease performance by 0.806 units. The work discipline regression coefficient (X3) of 0.369 means that every increase in one unit of work discipline will increase performance by 0.369 units.

Partial hypothesis testing (t-test) showed that the organizational culture variable (X1) had a significant effect on Widyaiswara's performance with a calculated t-value = 2.758 and a significance value = 0.009 < 0.05. The work motivation variable (X2) also had a significant effect on performance with a calculated t-value = -3.546 and significance value = 0.001 < 0.05. Likewise, the work discipline variable (X3) had a significant effect on performance with a calculated t-value = 2.708 and a significance value = 0.010 < 0.05. Thus, the H1, H2, and H3 hypotheses are accepted.

Simultaneous testing (F test) was carried out to determine the effect of all independent variables on bound variables. The results of the F test are presented in Table 2 below.

Table 2. Simultaneous Test Results (F Test)

Models	Sum of Squares	df	Mean Square	F	Sig.
Regression	433,088	3	144,363	9,478	0,000
Residual	594,029	39	15,232	-	-
Total	1027,116	42	-	-	-

Source: SPSS Data Processing Results, 2014

Based on Table 2, the F value is calculated as 9.478 with a significance of 0.000 < 0.05. This shows that simultaneously, the variables of organizational culture, work motivation, and work discipline have a significant effect on Widyaiswara's performance. Thus, the H4 hypothesis that states the existence of significant influences is jointly accepted.

The results of the correlation and determination coefficient analysis are presented in Table 3 below.

Table 3. Correlation of R and R Square Values

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,649	0,422	0,377	3,90276

Source: SPSS Data Processing Results, 2014

Based on Table 3, the R value of 0.649 shows that there is a strong relationship between organizational culture variables, work motivation, and work discipline together with Widyaiswara's performance. The R-Square (R^2) value of 0.422 indicates that 42.2% of the variation in Widyaiswara's performance can be explained by the three independent variables in the model, while the remaining 57.8% is explained by other variables outside the study model. The Adjusted R Square value of 0.377 indicates that the regression model formed has an adequate degree of match after adjusting for the number of predictors.

DISCUSSION

The results of this study reveal several important findings that need to be discussed comprehensively. First, organizational culture has been proven to have a positive and significant effect on Widyaiswara's performance ($t = 2.758$; $\text{sig} = 0.009$). This finding is in

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line with the research of Wirawan (2015) which found that a strong and conducive organizational culture is able to encourage significant improvement in employee performance. In the context of PPPPTK Business and Tourism, values embedded in organizational culture such as professionalism, innovation, and commitment to quality provide the foundation for work behavior that encourages Widyaishwara to perform optimally. Tika (2014) also emphasized that a performance-oriented organizational culture will form a work climate that is conducive to the development of employee competencies and productivity. Thus, strengthening organizational cultural values in PPPPTK Business and Tourism needs to continue to be carried out through the internalization of the vision, mission, and values of the institution to all Widyaishwara.

Second, a finding that is quite interesting and needs serious attention is the negative influence of work motivation on Widyaishwara's performance ($t = -3.546$; $\text{sig} = 0.001$). These results show that an increase in work motivation in the context of this study is actually followed by a decrease in performance. This phenomenon can be explained through the perspective of Herzberg's two-factor motivation theory, as quoted in Robbins (2018), which distinguishes between hygiene factors and motivating factors. Most likely, the motivation measured in this study is more influenced by hygiene factors such as compensation and working conditions, which when not fulfilled properly actually cause dissatisfaction and decreased performance. This result can also be explained by a phenomenon referred to by Mathis & Jackson (2012) as pseudo-motivation, in which employees who appear to be highly motivated formally but are not balanced with adequate capacity and system support, actually experience a decrease in productivity. Therefore, PPPPTK management needs to re-evaluate the motivational approach applied to be more on target and have a real impact on improving performance.

Third, work discipline was proven to have a positive and significant effect on Widyaishwara's performance ($t = 2.708$; $\text{sig} = 0.010$). This finding is consistent with the research results of Sutrisno (2014) and Siagian (2013) who stated that high work discipline is an important prerequisite for achieving optimal performance in government organizations. Widyaishwara who has high discipline will be able to complete his duties in accordance with the set time and quality standards, comply with training regulations, and build an example for training participants. Hasibuan (2016) stated that work discipline is the most important operative function of human resource management because the better the employee discipline, the higher the work performance that can be achieved. In the context of Widyaishwara, work discipline is not only related to attendance, but also includes the accuracy of material delivery, the quality of teaching materials, and commitment to sustainable self-development.

Fourth, simultaneously the three variables had a significant effect on Widyaishwara's performance ($F = 9.478$; $\text{sig} = 0.000$). An R^2 value of 0.422 indicates that a combination of organizational culture, work motivation, and work discipline is able to explain 42.2% of the variation in Widyaishwara's performance. This indicates that there are still 57.8% of other factors that affect Widyaishwara's performance outside of this research model. These factors can include substantive competence, leadership support, availability of facilities and infrastructure, work climate, as well as personality factors and Widyaishwara's own experience. Mangkunegara (2015) stated that performance is influenced by ability and motivation factors, both of which must be managed synergistically by the organization to produce optimal performance. This finding opens up opportunities for further research to identify other variables that contribute to Widyaishwara's performance.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out, this study produces several conclusions as follows. First, organizational culture has a positive and significant effect on Widyaishwara's performance in PPPPTK Business and Tourism. This means that the stronger and more conducive the organizational culture that is built, the higher Widyaishwara's performance will be. Second, work motivation has a negative and significant effect on Widyaishwara's performance. These findings suggest that the motivational approach applied needs to be evaluated and redesigned to be more targeted and not have a counterproductive impact on performance. Third, work discipline has a positive and significant effect on Widyaishwara's performance. This emphasizes that improving Widyaishwara's discipline in various aspects of his work is a strategic effort that needs to be continuously considered by the institution's management. Fourth, simultaneously organizational culture, work motivation, and work discipline have a significant effect on Widyaishwara's performance with a contribution of 42.2%. This finding implies that the integrated and synergistic management of these three factors is a strategic step that needs to be carried out by the management of PPPPTK Business and Tourism in an effort to improve Widyaishwara's performance in a sustainable manner.

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