

## THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK DISCIPLINE AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. NARAYA TELEMATIKA MALANG CITY EAST JAVA



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### **ABSTRACT**

*The telecommunications industry faces fierce competition, requiring optimal performance. PT. Naraya Telematika struggles with declining installation processes and delayed coverage expansion due to licensing issues. Research suggests that organizational culture, work discipline, and employee motivation are crucial for performance improvement. However, findings vary, indicating a research gap in their combined influence. This study examines the effects of these factors on employee performance at PT. Naraya Telematika uses a quantitative survey method with a non-probability sampling of 48 employees. Data was analyzed with multiple linear regression using SPSS version 29. Results show that while organizational culture doesn't significantly impact performance, work discipline and motivation positively and significantly do. Collectively, these factors significantly influence employee performance, highlighting the need for a comprehensive human resource management approach to enhance installation efficiency and expedite coverage expansion.*

**Keywords:** *Organizational Culture; Work Discipline; Motivation; Employee Performance*

**Received :** 23-07-2024

**Revised :** 15-02-2025

**Approved :** 26-02-2025

**Published :** 01-03-2025



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## INTRODUCTION

Human resources play an important role in the sustainability and success of a company. According to Capinera (2021), Human Resource Management (HRM) generally refers to a strategic approach to managing the human aspects of an organization. Meanwhile, performance according to Nurkhotimah (2022) is the result of work during a certain period or period which is compared with colorful possibilities, similar as norms, targets pretensions or criteria that have been mutually agreed upon. Hand performance in carrying out their duties and liabilities clearly has a big influence on achieving company targets, especially the achievement of increased targets. Achieving the felicity of individual pretensions and company pretensions will clearly realize good performance.

The Indonesian Internet Service Providers Association (APJII) notes that internet druggies in Indonesia will reach further than 210 million (2022) showing great eventuality for ISPs and MSMEs in expanding request reach. Internet ServiceProvider (ISP) is a company or association that provides internet access to guests through colorful connection styles similar as broadband, wireless, and telephone-up. There are several ISPs in Malang City which are under the aegis of APJII, one of which has a large network is PT. Naraya Telematika. PT. Naraya Telematika is a legal reality that acts as a telecommunications service and network provider. The company attained a license as an Internet access service provider (Internet Service Provider) grounded on the Decree of the Director General of Post and Informatics Number 876 of 2014.

Grounded on the results of pre-research compliances in the report for 3 months (January- March 2024), PT. Naraya Telematika in IKR (Installation to Home) data, it can be seen that the results of organizational performance have dropped and have not been suitable to achieve the targets set by the company. The results of interviews with the managing director and several workers said that the drop in the number of new installations and the number of DCP (client disposition or guests who unsubscribe) increased due to the large number of areas that have n't been covered when registering given the large area of Malang and the still developing wifi content area of Kaptan Naratel. It's important to choose factors similar as organizational culture, work discipline, and provocation in assaying their influence on hand performance because these factors are applicable to the challenges faced by the company.

The objectives of this study are to determine the partial effect of organizational culture, work discipline, and provocation on hand performance at PT. Naraya Telematika and to determine the effect of organizational culture, work discipline and provocation contemporaneously on hand performance at PT. Naraya Telematika.

## LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESIS

This literature review contains the description of organizational culture, the description of work discipline, the description of work provocation, the description of hand performance and is thick from the sub-sub and pointers of each variable. The conception of performance is principally a change or paradigm shift from the conception of productivity. According to Silaen et al.(2021), performance is defined as the work results achieved by an individual in fulfilling their liabilities. In practice, it isn't always that the performance of an hand is like the performance anticipated by the hand or by an association. numerous obstacles may do and affect the performance of an association. It's important to examine the factors that affect performance. According to Cumhur et al. (2019), several factors impact hand performance, including leadership style, organizational culture, impulses, provocation, and work discipline.

## **Organizational Culture**

According to Marlina and Febrian (2023) organizational culture is the morals and values that direct the behavior of organizational members. Each member will bear in agreement with the prevailing culture in order to be accepted by his terrain. Likewise, Siagian (2018) defines organizational culture as repeated habits that come values and a way of life for a group of individualities within an association or as agreed-upon morals that determine individual behavior in the organization.

## **Work Discipline**

According to Rumagit et al., (2019) revealed that discipline is a tool used by directors to communicate with workers so that they're willing to change a behavior and as an trouble to increase a person's mindfulness and amenability to observe all company regulations and applicable social morals.

According to Marlina & Febrian (2023) it's suggested that principally there are numerous pointers that affect the position of hand discipline of an association. Discipline is an station of esteeming, appreciating, adhering, and clinging to applicable regulations, both written and verbal, as well as being willing to carry them out and accept warrants if one violates the duties and authority assigned to them.

## **Motivation**

According to Siagian (2018), motivation is a series of attitudes and values that influence individuals or groups to achieve pretensions. Both natural and foreign motivations that can affect work results and work performance achieved. Relating several indicators of work motivation according to Marlina & Febrian (2023) including:

1. Interest,
2. Inner satisfaction,
3. Integrated regulation (harmony / compatibility)
4. Identified regulation (awareness of the value of the activity),
5. Introjected regulation (ego involvement, focus on approval of self and others),
6. External regulation (concerned with reward and punishment).

The relationship between motivation and employee performance remains applicable in the telecommunications assiduity, as the factors impacting performance may vary depending on assiduity-specific challenges. In the environment of PT. Naraya Telematika (Naratel), where 24/7 customer service is a crucial competitive advantage, the right motivation can enhance the responsiveness of technicians and customer service representatives, directly impacting customer satisfaction and competitive strength. This study is essential to identify the most effective types of motivation—both natural and foreign—to help Naratel develop better hand operation strategies in an decreasingly competitive request.

## **Employee Performance**

According to Sanbowo et al., (2021) employee performance is how much contribution is made to the organization which includes output quantity, output quality, output period, attendance at work and comparative attitude. Indicators of employee performance according to Marlina & Febrian (2023) include:

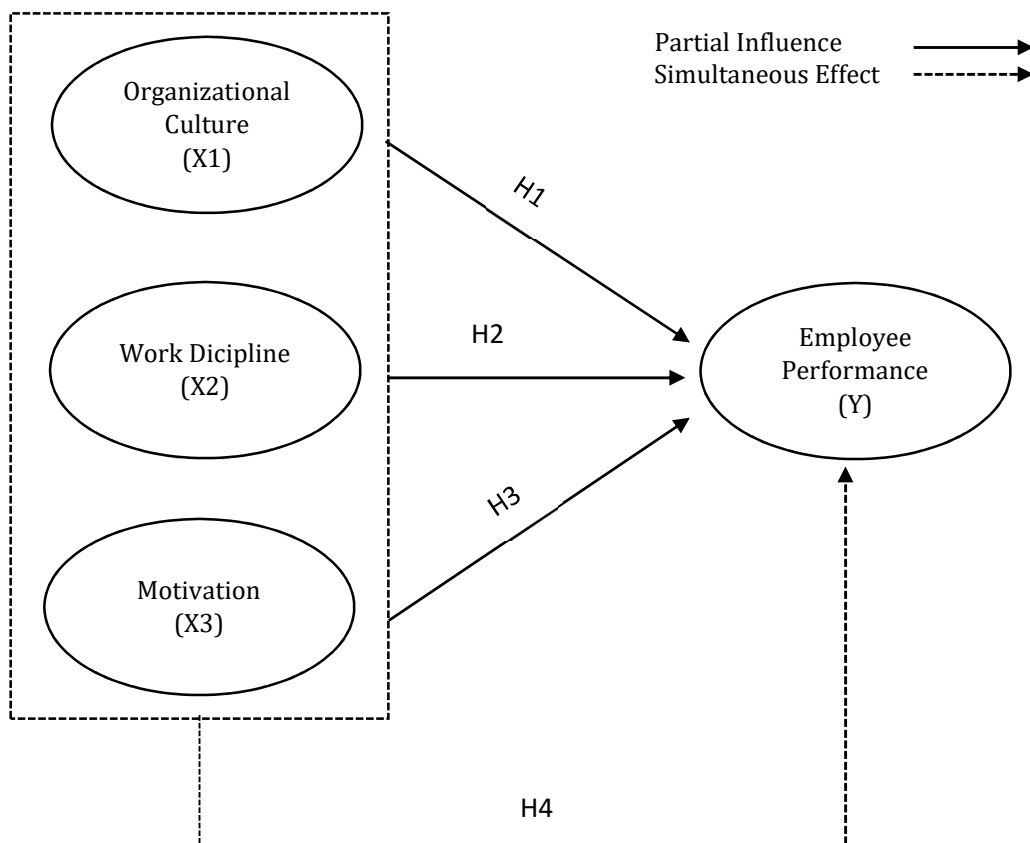
- 1) Accuracy of work
- 2) Work enthusiasm

- 3) Cooperation between employees
- 4) Initiative at work
- 5) Attitude towards fellow employees
- 6) Skills

Former exploration indicated that only work discipline told employee performance, while organizational culture and motivation weren't significant. In discrepancy, the rearmost study set up that, in addition to work discipline, motivation also had a positive and significant impact on employee performance, whereas organizational culture remained non-influential.

### Research Framework

Based on the literature review sourced from previous research and theoretical studies, it can be described in the form of a research conceptual framework. The research conceptual framework is presented as follows:



Source: Processed by the Author, 2024

**Figure 1**  
**Research Framework**

### Hypothesis

Based on the research conceptual framework above, the research hypotheses are as follows:

*H1 = It is hypothesized that the organizational culture variable (X1) has a significant influence on employee performance (Y).*

*H2 = It is hypothesized that the work discipline variable (X2) has a significant influence on employee performance (Y).*

*H3 = It is hypothesized that the motivation variable (X3) has a significant influence on It is hypothesized that organizational culture (X1), work discipline (X2), and motivation (X3) simultaneously have a significant influence on employee performance (Y).*

## METHOD

This research was conducted using a quantitative approach, as stated by Rumagit, et al., (2019), that is, a research method based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative/ statistical, with the aim of testing predetermined hypotheses.

In order for this research to be more accurate, data that is current, representative, and easy to understand is needed. Thus, this study includes four variables, including organizational culture (X1), work discipline (X2), and motivation (X3) and employee performance (Y). The data source in this study were all workers at PT Naraya Telematika with a aggregate of 48 people who were also respondents in the study. Data collection ways are carried out from two factors, videlicet primary data and secondary data. Primary data is data directly from respondents while secondary data is data that is reused and has been processed by the company.

The method used to reused and dissect further data is the multiple direct retrogression system and the classical supposition test( normalcy, multicollinearity, and heteroscedasticity hypotheticals) using the backing of the SPSS( Statistical Package for the Social lores) interpretation 29 program.

The data quality test shows the results that all instruments in this study are declared valid and dependable so that they can be used for further research, with a reference value of validity > 0.196 and reliability > 0.7, which can be seen in table 1 and 2.

**Table 1**  
**Validity Test**

Item	Person Correlation	Sig	Statement
<b>The Organizational Culture Variable (X1)</b>			
X1.1	0,611	0,001	Valid
X1.2	0,498	0,001	Valid
X1.3	0,631	0,001	Valid
X1.4	0,519	0,001	Valid
X1.5	0,620	0,001	Valid
X1.6	0,290	0,046	Valid
X1.7	0,465	0,001	Valid
X1.8	0,746	0,001	Valid
X1.9	0,531	0,001	Valid
X1.10	0,402	0,005	Valid
X1.11	0,678	0,001	Valid
X1.12	0,751	0,001	Valid
X1.13	0,525	0,001	Valid
X1.14	0,499	0,001	Valid
X1.15	0,707	0,001	Valid
X1.16	0,668	0,001	Valid
<b>The Work Discipline Variable (X2)</b>			
X2.1	0,617	0,001	Valid
X2.2	0,671	0,001	Valid

Item	Person Correlation	Sig	Statement
<b>The Organizational Culture Variable (X1)</b>			
X2.3	0,680	0,001	Valid
X2.4	0,769	0,001	Valid
X2.5	0,770	0,001	Valid
X2.6	0,610	0,001	Valid
X2.7	0,709	0,001	Valid
X2.8	0,768	0,001	Valid
X2.9	0,726	0,001	Valid
<b>The Motivation Variable (X3)</b>			
X3.1	0,729	0,001	Valid
X3.2	0,585	0,001	Valid
X3.3	0,674	0,001	Valid
X3.4	0,751	0,001	Valid
X3.5	0,621	0,001	Valid
X3.6	0,754	0,001	Valid
X3.7	0,570	0,001	Valid
<b>Performance Variable (Y)</b>			
Y1	0,729	0,001	Valid
Y2	0,585	0,001	Valid
Y3	0,674	0,001	Valid
Y4	0,751	0,001	Valid
Y5	0,621	0,001	Valid
Y6	0,754	0,001	Valid
Y7	0,570	0,001	Valid

Source : Output SPSS 29, 2024

## RESULTS AND DISCUSSION

Statistical measurement of this variable needs to be done to see a general description of the data such as average (mean), highest (max), lowest (min), and standard deviation of each variable Organizational Culture (X1), Motivation (X2), Work Discipline (X3), and Performance (Y), regarding the test results Descriptive statistical analysis can be seen in table as follows:

**Table 2**  
**Descriptive Statistical Test**

Item	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Culture	48	34.00	62.00	51.6024	5.42155
Motivation	48	22.00	36.00	29.3958	3.80224
Work Dicipline	48	16.00	28.00	22.0208	2.88422
Performance	48	12.00	12.00	19.8125	2.66303
Valid N	48				

Source : Output SPSS 29, 2024

Based on the descriptive statistical test results, the distribution can be described and obtained by researchers:

a) Organizational Culture Variable (X1)

From the data it can be described that the minimum value is 34, the maximum value is 62, the average value is 51.6042 and the standard deviation (data variation) is 5.42155 from the average.

b) Motivation Variable (X2)

From the data it can be described that the minimum value is 22, the maximum value is 36, the average value is 29.3958 and the standard deviation (data variation) is 3.80224 from the average.

c) Work Discipline Variable (X3)

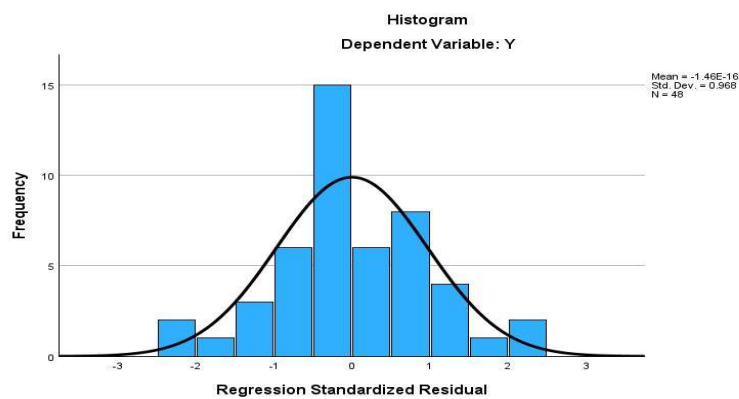
From the data it can be described that the minimum value is 16, the maximum value is 28, the average value is 22.0208 and the standard deviation (data variation) is 2.88422 from the average.

d) Performance Variable (Y)

From the data it can be described that the minimum value is 12, the maximum value is 24, the average value is 19.8125 and the standard deviation (data variation) is 2.66303 from the average.

### Normality Test

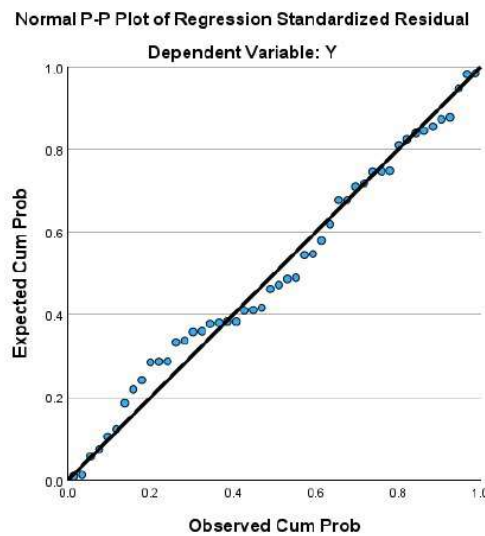
Data normality test is important because some statistical methods, similar as t-test and Anova test, assume that the data comes from a normal distribution. By performing a normality test, we can insure that the introductory hypotheticals of the statistical method to be used are correct.



Source : Output SPSS 29, 2024

**Figure 2**  
**Histogram Normality Test Results**

The results of the histogram normality test produce a mountainous curve shape, it can be interpreted that the pattern is normally distributed.



Source : Output SPSS 29, 2024

**Figure 3**  
**Plot Normality Test Results**

The results of the P-plot normality test produce a diagonal line, so it can be said that the pattern is normally distributed.

### Multicollinearity Test

According to Indartini (2023), the multicollinearity test is conducted to determine whether the regression model finds a correlation between the independent variables. According to Kyriazos and Poga (2023), analysis of the correlation matrix of independent variables makes it possible to identify the presence or absence of multicollinearity. In addition, the affectation variation factor (VIF) value and forbearance value can also be seen;  $VIF = 1 / \text{forbearance}$  and indicates high collinearity.

**Table 3**  
**Table of Multicollinearity Test Results**

Model	Collinearity Statistics	
	Tolerance	VIF
X1	,469	2,131
X2	,448	2,230
X3	,493	2,029

Dependent Variable: Performance

Source: Primary data processed, 2024

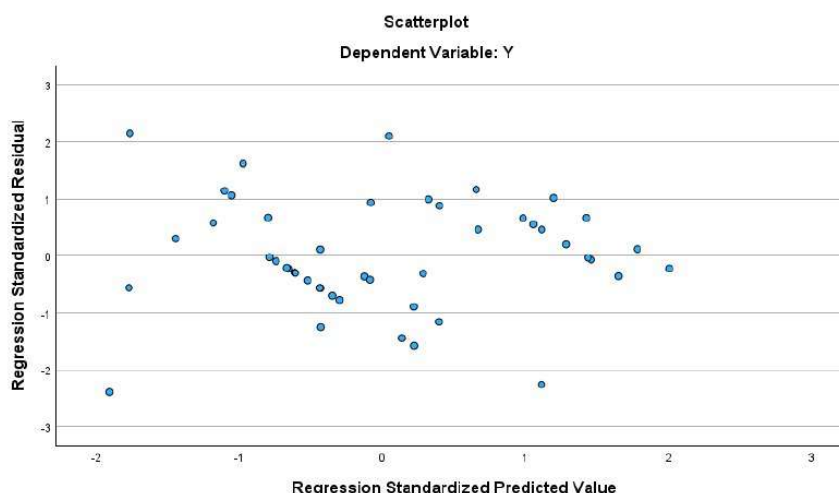
The table 3 shows that all three variables have VIF values lower than 10. This indicates that there is no correlation or non-multicollinearity supposition between the independent variables.

### Heteroscedasticity Test

According to Wijayanti (2021), in the regression model, the heteroscedasticity test is used to determine whether there is inequality in the residual variables from one



observation to another. However, it's called Heteroscedasticity, if the residual variable from one observation to another is constant.



Source : Output SPSS 29, 2024

**Figure 4**  
**Heteroscedasticity Test**

As shown in the figure 4, each observation point spreads and does not form a pattern. It can be concluded that there is no heteroscedasticity in the residuals.

### Multiple Linear Regression

According to Erwin et al.,( 2023). The Multiple Linear Retrogression system is used to dissect the direct relationship between two or further independent variables.

**Table 4**  
**Multiple Linear Regression Test**

Model	<i>Coefficients<sup>a</sup></i>					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
1 (Constant)	-.735	2.103		-.349	.728		
X1	.100	.058	.204	1.741	.099	.469	2.131
X2	.294	.084	.420	3.499	.001	.448	2.230
X3	.395	.106	.330	2.883	.006	.493	2.029

a. Dependent Variable : Y

Source: Primary data processed, 2024

The results of multiple linear regression tests in table, obtained a constant value of -0.735 is a constant or a state when the employee performance variable has not been influenced by other variables, namely the organizational culture variable (X1), work discipline (X2), and motivation (X3). If the independent variable does not exist, the employee performance variable does not change.

- B1 (X1 regression coefficient value) of 0.100, indicates that the organizational culture variable has a positive influence on employee performance (Y), which means that every one unit or 1% increase in the organizational culture variable

will increase employee performance by 0.100, assuming other variables are constant.

- B2 (X2 regression coefficient value) of 0.294, indicates that the work discipline culture variable has a positive effect on employee performance (Y), which means that each increase of one unit or 1% of the work discipline variable will increase employee performance by 0.294, assuming other variables are constant.
- B3 (X3 regression coefficient value) of 0.305, indicates that the motivation variable has a positive influence on employee performance (Y), which means that each increase of one unit or 1% of the motivation variable will increase employee performance by 0.305, assuming other variables are constant.

Details can be explained in the following equation.

$$Y = a \text{ (constant)} + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = -0.735 + 0.100 X_1 + 0.294 X_2 + 0.305 X_3 + e$$

Based on the regression analysis results, all independent variables (organizational culture, work discipline, and motivation) have positive coefficients, which means that each has a positive effect on performance. The Beta value shows that work discipline has the largest relative contribution to performance compared to organizational culture and motivation. The small standard error values on the B coefficients for organizational culture, work discipline, and motivation indicate that the coefficient estimates are quite stable. Overall, work discipline has the most influence on performance, followed by motivation, and organizational culture. If all independent variables were set to zero, performance would be -0.735, although this value is not statistically significant due to the large standard error. By paying attention to the significance and influence of the independent variables, companies or researchers can focus efforts on improving the variables that have the greatest impact on performance.

### Simultaneous Significance Test (F Statistical Test)

According to Ginting (2023), the F test is used to examine the contemporaneous effect of independent variables on the dependent variable.

**Table 5**  
**F Test Results**

*ANOVA<sup>a</sup>*

Model	Some of Squares	Df	Mean Square	F	Sig.
1 Regression	238.469	3	79.490	36.877	<.001 <sup>b</sup>
Residual	94.843	44	2.156		
Total	333.312	47			

a. Dependent Variable : Y

b. Predictors : (Constant), X3,X1, X2

Source: Primary data processed, 2024

Based on table 5, it can be seen that the F value is 36.877 with an F table of 2.95 so that the calculated F value is greater than the F table which means it is significant so that the hypothesis is accepted. This shows that organizational culture, work discipline and motivation together (simultaneously) affect the performance of employees of PT. Naraya Telematika.

### Individual Parameter Significance Test (t Statistical Test)

According to Ghozali (2018), the t-test is an individual parameter significance test. This test indicates the extent to which an independent variable partially influences the dependent variable.

**Table 6**  
**t Test Results**

Model	Coefficients <sup>a</sup>						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1 (Constant)	-.735	2.103			-.349	.728		
X1	.100	.058	.204		1.741	.099	.469	2.131
X2	.294	.084	.420		3.499	.001	.448	2.230
X3	.395	.106	.330		2.883	.006	.493	2.029

a. Dependent Variable : Y

Source: Primary data processed, 2024

Based on the table 6, it can be seen that the t test results (Partial) show that the significance value of the effect of organizational culture (X1) on employee performance (Y) is  $0.089 > 0.05$  and the calculated T value is  $1.741 < T$  table value  $2.015$ , so there is no significant effect of organizational culture on employee performance.

The significance value of the effect of work discipline (X2) on employee performance (Y) is  $0.001 < 0.05$  and the T value counts  $3.499 > T$  table value  $2.015$ , then there is a significant effect of work discipline on employee performance. The significance value of the effect of motivation (X3) on employee performance (Y) is  $0.006 < 0.05$  and the T value of  $2.883 > T$  table value  $2.015$ , then there is a significant effect of motivation on employee performance.

### Coefficient of Determination (R)

The coefficient of determination ( $R^2$ ) aims to measure how well a linear regression model explains the variation of the dependent variable. The  $R^2$  value ranges from 0 to 1, where 0 indicates no relationship and 1 indicates a perfect relationship. A higher  $R^2$  value signifies a greater explanatory power of the PLS structural model and better prediction of the endogenous construct. As a guideline,  $R^2$  values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak, respectively (Mangkunegara, 2017).

**Table 7**  
**Coefficient of Determination (R)**

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.846 <sup>a</sup>	.715	.696	146.817

a. Predictors : (Constant), X3, X1, X2

Source: Primary data processed, 2024

The regression coefficient value (R-square) is 0.715 so that it can be stated that about 71.5% of the total independent variables affect the dependent variable (performance) while the remaining 28.5% is influenced by other independent variables, in addition to organizational culture, work discipline and motivation.

### **The Influence of Organizational Culture on Employee Performance**

The results of data recycling show that there's no significant effect of organizational culture on hand performance. At PT. Naraya Telematika, which is shown in the significance value of the effect of organizational culture( X1) on hand performance( Y) is  $0.089 > 0.05$  and the calculated T value is  $1.741 < T$  table value 2.015. Grounded on the results of data processing, it's known that organizational culture does n't have a incompletely significant effect on hand performance. therefore, although there's a correlation between organizational culture and hand performance, the effect can not be considered statistically significant grounded on the results of data analysis. Other factors outside of organizational culture may be more dominant in impacting hand performance at PT. Naraya Telematika. Also, Dewi et al. (2020) set up no significant impact of organizational culture on hand provocation and performance at PT. Rama Emerald Multi Sukses.

The crucial difference is that their study included fresh variables —work spirit and work discipline— showing that these factors significantly impact provocation but not directly performance. motivation, in turn, has a significant effect on performance. Both studies conclude that organizational culture alone is not a dominant factor in employee performance, emphasizing the importance of other variables like motivation, work spirit, and discipline.

### **The Effect of Work Discipline on Employee Performance**

The results of data processing show that work discipline shows a significant positive effect on employee performance at PT. Naraya Telematika which is indicated by the significance value of the effect of work discipline (X2) on employee performance (Y) is  $0.001 < 0.05$  and the calculated T value is  $3.499 > T$  table value 2.015. Based on the results of data processing, it is known that there is a significant influence of work discipline on employee performance. Thus at PT Naraya Telematika, a high level of discipline among employees is closely related to better performance. Implemented work discipline ensures employees carry out their duties on time, efficiently, and with a sense of responsibility.

This discipline includes adherence to work rules and schedules, which helps achieve organizational goals. For example, employees who are disciplined in meeting work time and project deadlines are likely to produce consistent and high-quality output, which ultimately supports the operational success of the company. Improving discipline through training, better supervision, and the introduction of appropriate reward and sanction systems, has proven effective in improving employee productivity and work quality.

These results are harmonious with the findings of Mindari (2015) as well as Marliana and Febrian (2023), which also indicate that work discipline contributes to perfecting hand performance. therefore, a high position of work discipline plays a pivotal part in supporting hand productivity and work quality. thus, companies need to strengthen a culture of discipline through training, supervision, and an applicable system of prices and warrants to optimize hand performance.

### **The Effect of Motivation on Employee Performance**

The results of data processing with the significance value of the effect of motivation (X3) on employee performance (Y) is  $0.006 < 0.05$  and the calculated T value is  $2.883 > T$  table value 2.015, so there is a significant effect of motivation on employee performance.

Motivation has a significant positive influence on employee performance. The test results show that the higher the level of employee motivation, the higher their performance.

Strong motivation encourages employees to work harder and achieve their goals. Intrinsic motivation factors such as job satisfaction and extrinsic factors such as financial incentives play an important role in increasing motivation. At PT Naraya Telematika, employee motivation is enhanced through the provision of recognition, incentives, career development opportunities, and the creation of a supportive work environment. For example, employees who are motivated by career development opportunities will probably work harder to improve their skills, ultimately improving their individual performance and contribution to the company.

Still, this result differs from Sinambela's (2015) study at KSP Lohjinawe, which set up that motivation did not significantly affect employee performance. This difference may be due to variations in organizational environment, employee characteristics, or research methods. Thus, although motivation is generally considered important, its effectiveness may vary depending on the work terrain and organizational program.

### **Simultaneous Effect of Organizational Culture, Work Discipline, Motivation on Employee Performance**

Based on the results of data processing which shows an F value of 36.877 with an F table of 2.95 so that the calculated F value is greater than the F table which means it is significant so that the hypothesis is accepted. This shows that organizational culture, work discipline and motivation together (simultaneously) affect the performance of employees of PT Naraya Telematika. Based on the research results, the combination of organizational culture, work discipline, and motivation has a significant effect on overall employee performance (simultaneously). These three factors work together to influence employee performance at PT Naraya Telematika.

Work discipline and motivation are proven to have a significant positive influence, while organizational culture, although not partially significant, plays a role in supporting and creating an optimal work environment. When strict work discipline is maintained and employee motivation is nurtured through incentives and career development, and supported by a good organizational culture, the company is able to create conditions conducive to optimal performance. Efforts to improve discipline through training and supervision, along with strategies to motivate employees, all reinforced by organizational culture, result in improved employee performance seen in operational effectiveness and rapid response to customer demand.

### **CONCLUSION AND SUGGESTIONS**

Based on the results of research and analysis that has been carried out regarding the influence of organizational culture, work discipline and motivation on employee performance at PT. Naraya Telematika, it can be concluded that organizational culture does not have a positive and significant effect on employee performance, indicating that changes or conditions of organizational culture do not directly affect the improvement of employee performance at PT. Naraya Telematika, so that performance improvement depends more on other factors such as work discipline and motivation.

Work Discipline has a positive and significant effect on employee performance. This means that a high level of discipline among employees has a significant impact on improving their performance, indicating that more disciplined employees tend to have better performance. Motivation has a positive and significant effect on employee performance. The results indicate that the higher the level of motivation, both intrinsic

and extrinsic, the better the employee performance. Strong motivation encourages employees to achieve their goals and contribute more effectively in the work environment. Organizational culture, work discipline, and motivation together (simultaneously) have a significant influence on employee performance at PT Naraya Telematika, indicating that the combination of these three factors is important to encourage optimal performance.

The suggestions that are anticipated is the companies need to improve training programs, internalize company values, encourage invention, and apply motivational strategies and consistent discipline programs to improve employee performance and loyalty. The company is advised to improve understanding and communication regarding policies and procedures related to work discipline and attendance, especially to reduce the perception of disagreement and strongly disagree from respondents regarding obligations regarding punctuality and attendance management.

Companies are advised to further emphasize the integration of employees' personal values with organizational goals and values, as well as strengthen recognition of individual achievements that can increase motivation, especially for respondents who disagree or strongly disagree with the linkage. It is advised to strengthen initiatives to improve individual skills to support effectiveness in completing tasks, as well as to improve team collaboration and active participation in company initiatives, especially for respondents who disagree or strongly disagree with this aspect.

Future research can add variables that may affect employee performance, such as leadership style within the company when associated with extrinsic motivation. For future research to compare the information obtained between the level of importance of indicators based on the theory used with the indicators perceived by respondents.

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