

The Influence of Motivation, Discipline and Work Organizational Culture on the Performance of Employees of the Economic Planning Bureau at the Secretariat General of the DPR-RI.

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Abstract

The study aims to determine whether motivation, discipline and organizational culture influence the performance of planning bureau employees at the Secretariat General of the DPR-RI. This type of research is quantitative descriptive. The sample in this study were employees of the planning bureau at the Secretariat General of the DPR-RI. A total of 90 people. This study uses primary data. Simultaneous hypothesis testing results show that motivation, discipline, and organizational culture significantly influence the performance of planning bureau employees at the Secretariat General of the DPR-RI. Testing the partial hypothesis, the results obtained that partially work motivation has a significant influence on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI. Partially there is an influence of discipline on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI. Testing the partial hypothesis, the results show an effect of organizational culture on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI.

Keywords: Motivation, Discipline, Organizational Culture, Performance

1. Introduction

Human resources (HR) is an organizational asset with a very important role and function, it cannot be replaced with other resources. Therefore, the progress of an organization is also determined by the quality and capabilities of the human resources in it. With professional HR management arrangements, employees are expected to work productively. Professional human resource management must start as early as possible since the recruitment of employees, selecting, classifying, placing employees according to their abilities, expertise, skills, and career development.

Human resources occupy an important position in an effort to achieve organizational goals that have been planned to maintain their survival or growth. The defense is increasingly dependent on the management of its human resources. Every organization in carrying out programs that are directed to always be efficient to achieve organizational goals. One of them is to improve

employee performance. Performance problems certainly cannot be separated from the process results and usability, in this case the quality and quantity performance achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Performance (Kasmir, 2019: 189) the factors that influence performance are abilities and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline. Factors that affect performance are also training. Education and training are human resource development activities. Development is felt to be increasingly important because of the demands of work or position as a result of technological advances and increasingly fierce competition.

Until now, many studies on motivation and organizational performance. Researchers are interested in exploring variables about motivation, discipline and organizational culture because there are similar studies that get different results, namely research conducted by Nenny Anggraeni (2011) with research results which conclude that partially there is a significant influence between motivation and performance. Subsequent research that shows differences in results, namely research conducted by Syahalam, Nugroho and Nasution (2013) shows that motivation does not have a significant positive effect on lecturer performance.

Discipline is one of the determining factors in efforts to improve the quality of human resources in the Planning Bureau of the Secretariat General of the DPR-RI. This discipline can be seen, among others, in the presence of employees according to working hours. Monitoring and Evaluation of employee attendance based on attendance on electric machines is carried out every quarter. The results of the monitoring and evaluation are to determine the level of arrival and return hours of employees. Likewise, what happened to the planning bureau of the Secretariat General of the DPR-RI found that there were still employees who often came late to work. This condition can be seen in Table 1

Table 1. Results of Monitoring and Evaluation of Quarterly HR Planning Bureau for March, April and May 2021

Month	Number of Employees (Persons)	Arrived Late (Hours)	Left Fast (O'clock)
March	128	1.819,23	382,41
April	120	1.871,24	358,22
May	120	1.782.10	383,14
Total	120	5.427,27	1.123,6

Source: Bureau of Planning and Oversight of DPR-RI, 2021

So it can be concluded that the level of discipline of employees in the planning bureau of the DPR-RI is still low. This condition, if it continues and drags on, will certainly hinder and disrupt the performance of the employees themselves in particular and the performance of the organization in general. In principle, to achieve the main goals of the organization, namely realizing the vision and mission of the organization, it requires the participation of all parties to provide a spirit of building togetherness and at the same time strong support and acceptance by all existing organizational components to improve employee performance.

The organizational culture that occurs in employees in the planning bureau of the DPR-RI is still not well established, many things continue when their activities are carried out. The work they do does not meet the time standard, there is still a lot of work that has not been completed on time. Low attention to work results, for example inaccuracy in numbers and outgoing mail codes. The need and desire for more advanced employees is still low. Employee aggressiveness such as the attitude to be competitive and initiative has not appeared in each employee.

The problem of work motivation and discipline, as well as organizational culture on performance is also an essential problem for an organization or company. The large number of human resources, if used effectively and efficiently, will be beneficial to support the pace of sustainable national development. Based on the above background, the researcher took the title, "The Influence of Motivation, Discipline and Work Organizational Culture on the Performance of Employees of the Economic Planning Bureau at the Secretariat General of the DPR-RI.

1. Is there any influence of motivation, discipline and organizational culture on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI?
2. Is there any influence of motivation on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI
3. Is there any influence of discipline on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI?
4. Is there any influence of organizational culture on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI?

2. Literature Review

2.1. Performance

Performance is the result of work achieved by a person in carrying out his duties on skills, efforts and opportunities. Based on the explanation above, performance is a result achieved by an apparatus in carrying out tasks based on skills, experience and sincerity and time according to predetermined standards and criteria (Hasibuan, 2016: 160). Performance is about doing the job and the results achieved from that work. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributes to the economy (Wibowo, 2017: 2).

Based on several understandings of experts (Hasibuan, Wibowo, Mangkunegara, Veithzal) the researcher concludes that employee performance is the result of work both in quality and

quantity or all activities carried out by employees in realizing organizational goals that have been set by the agency.

There are five that are individual performance measurements, which can be explained as follows (Mas'ud, 2016:198): Quality: The degree to which the results of activities carried out are near perfect in the sense of adjusting some ideal way of performing the activity as well as meeting the expected goals of an activity. . Quantity: The resulting quantity is expressed in terms of a number of units, the number of completed activity cycles. Timeliness: The degree to which an activity is completed at the desired initial time from the point of view of coordinating with the outputs and maximizing the time available for the activities of others. Effectiveness: The level of use of human resources in the organization with the intention of increasing profits or reducing losses of each unit in the use of human resources. Work commitment: The degree to which employees have a commitment to work with the company and responsibility to the company.

Factors that affect employee performance according to Kasmir (2016: 189): Ability and Expertise, Knowledge, Work Design, Personality, Work Motivation, Leadership, Leadership Style, Organizational Culture, Habits or norms that apply by an organization or company. Job Satisfaction, Work Environment, Loyalty, Engagement Commitment, Work Discipline

2.2. Work motivation

According to Wibowo (2017: 379) argues that work motivation is an encouragement to attack human behavior processes in achieving work goals while the elements contained in motivation include elements of generating, directing, maintaining, showing intensity, being continuous and having goals.

From the understanding of the experts above, the writer can conclude that work motivation is an effort to encourage or direct employees to do something for the company in order to achieve a desire and goal.

Work motivation is an encouragement from within and outside a person, to do something that is seen from the internal and external dimensions. In other words, one's work motivation has two dimensions, namely internal dimensions and external dimensions. Indicators of work motivation are intended to be able to measure the extent to which employees work in accordance with the demands as employees. According to Uno (2016:73) there are two dimensions and indicators of work motivation, which include: Internal Motivation Dimensions Indicators, including; Responsibilities of employees in carrying out their duties Carry out tasks with clear targets There is feedback on the results of their work Have clear and opposing goals Have a feeling of pleasure at work Always try to outperform others Prioritize the achievements of what they do. The second dimension of External Motivation Indicators: Always trying to meet the needs of life and work needs, Happy to get praise for what he does, Work with the hope of getting incentives, Work with the hope of getting attention from friends and superiors.

2.3. Work Discipline

According to Hasibuan (2016: 193) discipline is the most important HRM operative function because the better the employee discipline, the higher the work performance that can be achieved. Without good discipline, it is difficult for organizations and agencies to achieve optimal results. Discipline is a person's awareness and willingness to obey all agency regulations

made by management which remembers members of the agency so that all employees can carry out either with their own awareness or by coercion.

Based on some of the definitions of discipline above, it can be concluded that work discipline is an awareness and willingness to obey all applicable regulations because of the duties and responsibilities of the organization.

Basically there are many indicators that affect the level of discipline of employees of an organization. According to Singodimejo in Sutrisno (2016: 94) work discipline is divided into four dimensions including: (1). Adhering to the rules of time, Includes indicators: Hours of work, hours of going home and hours of rest on time in accordance with the rules that apply in the company, organization/institution. (2). Comply with company regulations, Includes indicators: Basic rules on how to dress and behave at work. (3). Adhering to the rules of behavior at work, Includes indicators: Shown by doing jobs according to the position and duties, Responsibilities at work, and How to relate to other work units. (4). Comply with other regulations, Includes indicators: Rules about what employees can and cannot do in the company.

2.4. Organizational culture

Organizational culture is the basic philosophy of an organization that contains shared beliefs, norms, and values that are the core characteristics of how to do things in an organization. These beliefs, norms, and values become the grip of all human resources in the organization in carrying out their performance (Tintami, 2015: 3).

Based on several understandings according to experts, researchers conclude that organizational culture is a pattern or system in the form of attitudes, habits, values, behavioral norms, language, beliefs, rituals that are formed, developed and passed on to members of the organization.

According to Umi, et al (2015:03) organizational culture indicators can be measured: (1). Norms Norms are unwritten rules, which are accepted by group members. Norms tell what should and should not be done under certain circumstances or situations. Norms are motivating, committed, and improving high-performing employees. (2). Habits are the main values that exist in the organization that are accepted by members of the organization. Organizations expect employees to share the main values that describe a personality that exists in an organization. If values are considered important, then values will guide employees to behave consistently in various situations. Value is also an effective desire, awareness or desire that guides the behavior of how an employee is able to have high efficiency and high quality. (3). Rules Rules are written rules, procedures, policies that have been agreed upon and must be obeyed

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procedures, policies that have been agreed upon and must be obeyed and carried out by all employees within an organization. Have standards, how employees interact. For example in speaking, behaving, punctuality, discipline in attending and doing assignments. All in order to have good performance and good results for the organization. (4). Organizational Climate Organizational climate that organizational climate is a delivery of openness or feelings of an employee in the atmosphere of the work environment, which is useful for evaluating all problems that exist in the work environment so that organizational goals are achieved. Organizational climate is also a form of behavior or characteristics of employees to dare to express opinions for the sake of mutual comfort.

Previous studies used as consideration and reference in this study can be seen as follows:

Research conducted by Sidanti (2015) with the title The influence of the work environment, work discipline and work motivation on the performance of civil servants at the DPRD Secretariat of Madiun Regency. The results showed that: partially organizational culture variables affect employee performance. partially the competence variable affects employee performance partially the motivation variable affects employee performance. Simultaneously there is a positive and significant influence between organizational culture, competence and motivation variables on employee performance.

Research conducted by Umala (2017) with the title The influence of leadership style, organizational culture and work discipline on the performance of the employees of the Education, Youth and Sports Office of Tojo Una-Una Regency. The test results found that leadership style, organizational culture, and work discipline simultaneously affect performance. employees, positively and significantly.

Research conducted by Ismiralda (2017) with the title The effect of transformational leadership style, work motivation and organizational culture on employee performance at the Department of Transportation of Central Sulawesi Province. The results show that: transformational leadership style, work motivation and organizational culture simultaneously and have a significant influence on performance of officials at the Department of Transportation of Central Sulawesi Province.

Research conducted by Warni (2014) with the title The influence of leadership style and organizational culture on employee performance at the regional secretariat of Temanggung Regency. From the results of the study, it can be concluded that leadership style has a positive and significant effect on employee performance. Then hypothesis 1 is accepted. Performance culture has a significant effect in a positive direction on employee performance. Leadership style and organizational culture simultaneously have a positive and significant effect on employee performance at the Regional Secretariat of Temanggung Regency.

Research conducted by Sulastri, Ghalib, Taharuddin (2017) with the title the influence of organizational culture, motivation and job satisfaction on the performance of employees of PT. PLN (Persero) in South Kalimantan and Central Kalimantan in the Kuala Kapuas area. The test results prove that organizational culture has no significant effect on job satisfaction, organizational culture has a significant effect on employee work motivation, organizational culture has a significant effect on employee performance, motivation has a significant effect on job satisfaction , motivation has no significant effect on employee performance, job satisfaction has a significant effect on employee performance. Ainanur.

Research conducted by Tirtayasa (2018) with the title The influence of organizational culture, competence and motivation on employee performance in the sub-sector of the medium-scale wood processing industry in East Java. The results showed that: partially organizational culture variables affect employee performance. partially the competence variable affects employee performance partially the motivation variable affects employee performance. Simultaneously there is a positive and significant influence between organizational culture, competence and motivation variables on employee performance.

Research conducted by Josephine and Harjanti (2017) with the title The influence of the work environment on employee performance in the production section through work motivation as an intervening variable at PT. Trio Corporate Plastics (tricopla). The results of his research stated that the work environment, work discipline, motivation to work together and its impact simultaneously had a positive and significant influence on the performance of civil servants.

Research conducted by Natalia (2013) with the title The influence of the work environment on employee performance at PT. Bank Central Asia, Tbk Cinere Branch The results of statistical analysis obtained, then there is a positive relationship between the work environment and employee performance, there is a significant influence between the work environment on employee performance at PT. Bank Central Asia, Tbk Cinere Branch.

Rahmat Sabuharia, Achmad Sudirob, Dodi W. Irawantob and Mintarti Rahayuba. 2020. The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. The results show that human resource flexibility, employee competence, and job satisfaction have a significant effect on employee performance, but organizational culture adaptation has no significant effect on employee performance. Therefore, organizational culture adaptation is not able to mediate the effect of human resource flexibility on employee performance. However, job satisfaction partially mediates the effect of employee competence on employee performance.

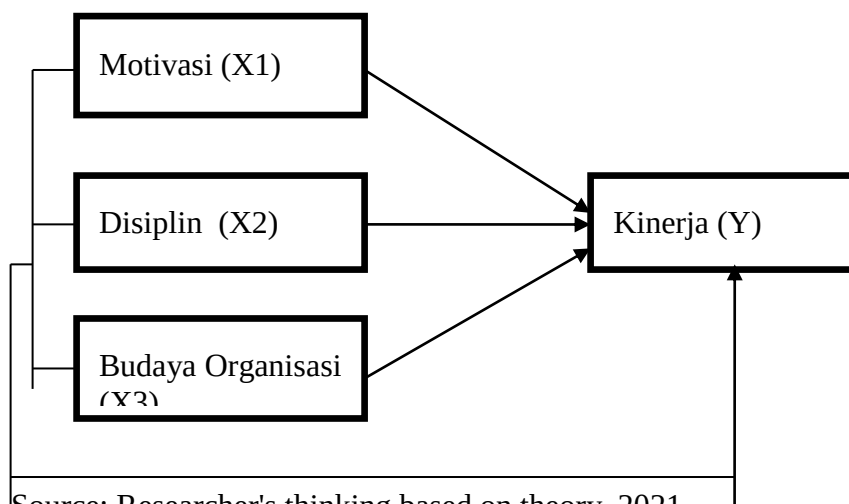
Suryana H. Ahmad. 2016. The Effect Of Competency, Motivation, and Organizational Culture on The Employee Performance at The Jayakarta Hotel, Bandung, Indonesia. The results of this study indicate that: employee competencies tend to be at a sufficient value (significant effect on performance). Employee motivation tends to have a good value (significant effect on performance). The trend of work culture tends to be of sufficient value to affect performance. In conclusion, the statistical hypothesis is accepted.

Ade F, Haris Maupa, Idrus Taba, Hardiyono. 2020. The Effect Of Work Motivation, Work Environment, a Discipline On Employees' Performance Of Samsat Office, Makassar. The results of his research indicate that work motivation, work environment, and work discipline have a positive effect on performance. All research hypotheses were accepted. This shows that increasing work motivation, work environment, and work discipline can improve employee performance.

Ikawati Lestari, Setyo Riyanto. 2020. The Effect of Performance Allowances on Training, Work Discipline that Impacts Employee Performance at the Library and Information Services Center at the National Library of the Republic of Indonesia. The results of the first research, the performance allowances obtained by employees are quite influential on employee work discipline. Second, employee discipline affects training quite significantly because with the

training program, employees Third, employee discipline has quite an effect on employee performance.

Based on the results of these thoughts, the researchers describe a theoretical framework as shown in Figure 1 below:



Source: Researcher's thinking based on theory, 2021

Picture 1. Framework.

Based on the above framework, the hypothesis of this study is to analyze the influence of motivation, discipline and work organizational culture on the performance of employees of the Economic Planning Bureau at the Secretariat General of the DPR-RI.

- (1). Is there an influence of motivation, discipline and organizational culture on the performance of Planning Bureau employees at the Secretariat General of the DPR-RI?
- (2). Is there an influence of motivation on the performance of Planning Bureau employees at the Secretariat General of the DPR-RI?
- (3). Is there any influence of discipline on the performance of Planning Bureau employees at the Secretariat General of the DPR-RI?
- (4). Is there an influence of organizational culture on the performance of Planning Bureau employees at the Secretariat General of the DPR-RI?

3. Research Methods

The research was conducted at the Economic Planning Bureau at the Secretariat General of the DPR-RI where the scope of the research includes a discussion on the Influence of Motivation, Discipline and Work Organizational Culture on the Performance of Employees of the Economic Planning Bureau at the Secretariat General of the DPR-RI.

3.1. Variable Operation

Table 2. Operational Definitions of Research Variables

Variable	Definition Variable	Indicators	Item Question
Performance employee (Y)	the results of work both in quality and quantity or all activities carried out by employees in realizing organizational goals that have been set by the agency in the Planning Bureau for Economic Affairs at the Secretariat General of the DPR-RI	1. Quality 2. Effectiveness 3. Commitment	1,2,3 4,5,6 7,8,9
Motivation (X ₁)	Efforts to encourage or direct employees at the Bureau of Economic Planning at the Secretariat General of the DPR-RI to do something for the agency in order to achieve a desire and goal.	1. Responsibilities of employees in carrying out their duties 2. Carry out tasks with clear targets	1,2,3 4,5,6
Discipline (X ₂)	An awareness and willingness of employees in the Bureau of Economic Planning at the Secretariat General of the DPR-RI to comply with all applicable regulations because of the duties and responsibilities of the Agency.	1. Presence 2. Obey agency regulations 3. Responsibility	1,2,3 4,5,6 7,8,9
Organizational culture (X ₃)	patterns or systems in the form of attitudes, habits, values, behavioral norms, language, beliefs, rituals that are formed are developed and passed on to employees at the Bureau of Economic Planning at the Secretariat General of the DPR-RI	1. Norms 2. Habits and Values 3. Rules	1,2,3 4,5,6 7,8,9

Source: Author's Thought

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and drawn conclusions. The population in this study amounted to 113 employees in the Bureau of Economic Planning at the Secretariat General of the DPR-RI. The sample of this study was 90 people.

Table 3. Population and Sample

NO	Bagian	Pegawai (ASN)	
		Populasi	Sampel
1	Social welfare	35	35/113x90 = 28
2	Law	20	20/113x90 = 16
3	Planning for Political Law	25	25/113x90 = 20
4	Industry and trade	33	33/113x90 = 26
Total Population / Sample		113	90

The sampling technique used is the purposive sampling method, which is sampling intentionally or predetermined. The data collection instrument is using a questionnaire/questionnaire. Therefore, to be analyzed quantitatively, the answers are scored based on an interval scale using the Likert method. Then the instrument test is carried out, namely the validity and reliability test

3.2. Multiple Linear Regression Analysis

Inferential statistics in this study are used with the aim that research can be concluded by testing hypotheses with generalizations. In this study, the analysis used is regression analysis. Regression analysis is a statistical method that can explain the functional relationship between variables expressed in a model or equation (Puspowarsito, 2008: 165).

The model used in this regression analysis is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Keterangan:

Y	=	Kinerja pegawai
X ₁	=	Motivasi
X ₂	=	Disiplin
X ₃	=	Budaya Organisasi
a	=	konstanta
b ₁ , b ₂ , b ₃	=	koefisien regresi untuk variabel X ₁ – X ₃
e	=	error of term

4. Results and Discussion

4.1. Instrument Trial Results

a. Validity test

The results of the validity test show that the performance variable which consists of 9 statements has a calculated r value greater than r table so that all statements can be concluded that all are validly distributed and can be used as research instruments. The results of testing the validity of the motivational variable consisting of 6 statements have a value of r greater than r table so that

all statements can be concluded that all are validly distributed and can be used as research instruments. The results of testing the validity of the work discipline variable, obtained information that the work discipline variable which consists of 9 statements has a calculated r value greater than r table so that all statements can be concluded that all are validly distributed and can be used as research instruments. The results of the validity test of the organizational culture variable can be obtained information that the organizational culture variable which consists of 9 statements has an r value greater than r table so that all statements can be concluded that all are validly distributed and can be used as research instruments.

b. Reliability Test

Reliability testing is carried out with the aim of knowing whether the data on the variables used are reliable or unreliable. The results of reliability testing can be seen in the following table.

Table 4. Reliability Test Results

Variables	Cronbach's Alpha	Alpha Standar	Information
Performance	0,986	0,600	Reliabel
Motivation	0,987		Reliabel
Dicipline	0,982		Reliabel
Organization Culture	0,812		Reliabel

The table above shows that the value of Cronbach's alpha for each variable is a performance variable of 0.986; motivation variable is 0.987; the discipline variable is 0.982; and the organizational culture variable is 0.812. These values are greater than the value of 0.600, so it can be concluded that all research variables have a reliable distribution or can be trusted.

4.2. Characteristics of Respondents

4.2.1. Characteristics of Respondents by Gender

Based on gender, this study involved 90 respondents with details of 70 percent of respondents being male and 30 percent of respondents being female. For more details can be seen in the following table.

Table 5. Characteristics of Respondents by Gender

Sex	amount	Persentase
Male	63	70
Female	27	30
Total	90	100

4.2.2. Characteristics of Respondents Based on Education Level

Based on the level of education, this study involved 90 respondents with details as many as 11 percent of respondents with the highest education diploma; as many as 60 percent of respondents have a bachelor's degree; and 20 percent of respondents have at least a master's degree. For more details can be seen in the following table.

Table 6. Characteristics of Respondents Based on Education Level

Level Education	amount	Persentase
Hihges diploma	10	11
Degree	62	60
At least masters	18	20
Total	90	100

4.2.3. Characteristics of Respondents Based on Age

Based on age, this study involved 90 respondents with details as many as 29 percent of respondents aged less than 30 years; as many as 53 percent of respondents aged between 30 years to 40 years; and 18 percent of respondents are over 40 years old. For more details can be seen in the following table.

Table 7. Characteristics of respondents by age

Age	Amount	Persentase
Lower thab 30 years	26	29
30 years to 40 years	48	53
Over 40 tahun	16	18
Total	90	100

4.3. Description of Research Variables

4.3.1. Description of Performance Variables

Analysis of the description of the performance variables of the ASN employees of the Planning Bureau in the Economic Sector at the Secretariat General of the DPR-RI can be seen in the following table.

Table 8. description of performance variables

		Performance
N	Valid	90
	Missing	0
Mean		34.9889
Median		36.0000
Mode		36.00
Std. Deviation		7.15400
Variance		51.180

Based on the table above, the data obtained that the average (mean) on the performance variable is 34.9889; the median value of 36.00; the value that appears the most on the performance variable is 36,000; standard deviation (std. deviation) of 7.154; and the variance is 51.180.

4.3.2. Description of Motivation Variables

Analysis of the description of the variables of work motivation of ASN at the Bureau of Economic Planning at the Secretariat General of the DPR-RI can be seen in the following table.

Table 9. description of motivational variables

		Motivasi
N	Valid	90
	Missing	0
Mean		24.4000
Median		24.0000
Mode		24.00
Std. Deviation		4.69233
Variance		22.018

Based on the table above, the data obtained that the average (mean) on the motivation variable is 34.9889; the median value of 36.00; the value that appears the most on the motivation variable is 36,000; standard deviation (std. deviation) of 7.154; and the variance is 51.180.

4.3.3. Discipline Variable Description

The analysis of the description of the work discipline variables of the ASN Planning Bureau in the Economic Sector at the Secretariat General of the DPR-RI can be seen in the following table.

Table 10. description of discipline variables

		Dicipline
N	Valid	90
	Missing	0
Mean		34.8556
Median		36.0000
Mode		36.00
Std. Deviation		6.42075
Variance		41.226

Based on the table above, the data obtained that the average (mean) on the work discipline variable is 34.9889; the median value of 36.00; the value that appears the most on the work discipline variable is 36,000; standard deviation (std. deviation) of 7.154; and the variance is 51.180.

4.3.4. Description of Organizational Culture Variables

Analysis of the description of the organizational culture of the ASN work organization in the Planning Bureau for the Economy at the Secretariat General of the DPR-RI can be seen in the following table.

Table 11. description of organizational culture variables

		Organization Culture
N	Valid	90
	Missing	0
Mean		35.6444
Median		36.0000
Mode		36.00
Std. Deviation		5.08205
Variance		25.827

Based on the table above, the data obtained that the average (mean) on the organizational culture variable is 34.9889; the median value of 36.00; the value that appears the most on the organizational culture variable is 36,000; standard deviation (std. deviation) of 7.154; and the variance is 51.180.

4.4. Frequency Distribution of Respondents' Answers

4.4.1. Performance Variable Frequency Distribution

In the performance variable, the data consists of 9 statement items distributed to respondents, totaling 90 employees. Based on the results of the analysis, 56 percent of data obtained agree and strongly agree that ASN employees can complete tasks on time; as much as 68 percent agree and strongly agree that employees can solve problems effectively and efficiently; as many as 67 percent agree and strongly agree that the work results are in accordance with the work planning and evaluation; as many as 66 percent agree and strongly agree with the task according to their expertise; as many as 67 percent agree and strongly agree that the work team is always supportive; as many as 68 percent agree and strongly agree that employees can complete tasks before the target; as many as 65 percent agree and strongly agree that employees always defend the workplace; as many as 67 percent agree and strongly agree that employees have good abilities in completing work; and as many as 69 percent agree and strongly agree that employees are proud to work in the agency.

The details can be seen in the following table.

Table 12. Frequency distribution of performance variables

Pernyataan	SS	S	N	TS	STS	Total
Setiap pegawai bisa menyelesaikan tugas dengan tepat waktu	17	33	18	19	3	90
	19%	37%	20%	21%	3%	100%
Setiap pegawai selalu dapan menyelesaikan masalah dengan efektif dan efisien	19	42	12	16	1	90
	21%	47%	13%	18%	1%	100%
Hasil kerja saya sesuai dengan	16	44	14	14	2	90

perencanaan dan evaluasi kerja	18%	49%	16%	16%	2%	100%
Tugas yang menjadi pekerjaan saya sesuaidengan keahlian yang saya miliki	21	39	12	15	3	90
	23%	43%	13%	17%	3%	100%
Saya selalu mendapatkan tim kerja yang selalu mendukung	18	42	16	12	2	90
	20%	47%	18%	13%	2%	100%
Setiap pegawai bisa menyelesaikan tugas sebelum target yang telah di tentukan	19	42	14	12	3	90
	21%	47%	16%	13%	3%	100%
Selalu membela instansi tempat saya bekerja	22	37	13	15	3	90
	24%	41%	14%	17%	3%	100%
Saya memiliki kemampuan yang baik dalam menyelesaikan pekerjaan yang diberikan kepada saya	19	41	17	11	2	90
	21%	46%	19%	12%	2%	100%
Selalu merasa bangga bekerja di instansi ini	19	43	14	11	3	90
	21%	48%	16%	12%	3%	100%

4.4.2. Frequency Distribution of Motivational Variables

In the motivation variable, the data consists of 6 statement items distributed to respondents, totaling 90 employees. Based on the results of the analysis, data obtained as much as 66 percent agree and strongly agree that employees have an internal drive to work; as much as 55 percent agree and strongly agree that employees can solve problems effectively and efficiently; as many as 67 percent agree and strongly agree that employees are always responsible for their work; as many as 69 percent agree and strongly agree that employees always work hard to produce achievements; as many as 67 percent agree and strongly agree that employees believe in their ability to carry out their duties well; and as many as 65 percent agree and strongly agree that employees discuss with colleagues as a way to learn well.

The details can be seen in the following table

Tabel 13. Frequency Distribution of Motivational Variables

Pernyataan	SS	S	N	TS	STS	Total
Selalu mempunyai dorongan di dalam diri untuk bekerja dengan baik	23	36	27	4	0	90
	26%	40%	30%	4%	0%	100%

	21	29	34	6	0	90
Selalu bersedia menyelesaikan tugas dengan efektif dan efisien	23%	32%	38%	7%	0%	100%
	24	36	26	4	0	90
Setiap pegawai selalu bertanggung jawab atas pekerjaannya	27%	40%	29%	4%	0%	100%
	25	37	24	4	0	90
Setiap pegawai selalu bekerja keras agar menghasilkan prestasi yang tinggi	28%	41%	27%	4%	0%	100%
	24	36	26	4	0	90
Keyakinan bekerja akan kemampuan untuk melaksanakan tugas dengan baik	27%	40%	29%	4%	0%	100%
	21	38	27	4	0	90
Berdiskusi dengan rekan kerja adalah salah satu cara belajar dengan baik	23%	42%	30%	4%	0%	100%

4.4.3. Discipline Variable Frequency Distribution

In the discipline variable, the data consists of 9 statement items distributed to respondents totaling 90 employees. Based on the results of the analysis, data obtained as much as 70 percent agree and strongly agree that ASN employees always come on time; as much as 60 percent agree and strongly agree that employees who do not work, do not exceed the time limit; as many as 71 percent agree and strongly agree that employees can take advantage of break hours as effectively and efficiently as possible; as many as 73 percent agree and strongly agree that employees have awareness in completing tasks on time; as many as 71 percent agree and strongly agree that employees have an obedient attitude to all applicable regulations; as many as 69 percent agree and strongly agree that employees are willing to comply with regulations; as many as 56 percent agree and strongly agree that employees try to carry out their duties in accordance with their positions and functions; as many as 71 percent agree and strongly agree that employees are responsible for their duties and work; and as many as 71 percent agree and strongly agree that employees are ready to be punished if they violate the rules.

The details can be seen in the following table.

Table 14. Discipline variable frequency distribution

Pernyataan	SS	S	N	TS	STS	Total
	25	38	26	1	0	90
Setiap pegawai selalu datang dengan tepat waktu	28%	42%	29%	1%	0%	100%
	22	32	33	3	0	90
Setiap pegawai yang tidak bekerja, tidak						

melebihi batas waktu	24%	36%	37%	3%	0%	100%
	27	37	25	1	0	90
Memanfaatkan jam istirahat seefektif dan seefisien	30%	41%	28%	1%	0%	100%
	27	39	23	1	0	90
Pegawai yang disiplin memiliki kesadaran dalam menyelesaikan tugas dengan tepat waktu	30%	43%	26%	1%	0%	100%
	27	37	25	1	0	90
Setiap pegawai memiliki sikap patuh terhadap semua peraturan yang berlaku	30%	41%	28%	1%	0%	100%
	23	39	27	1	0	90
Pegawai memiliki kesediaan sikap untuk taat akan peraturan	26%	43%	30%	1%	0%	100%
	22	29	33	5	1	90
Setiap pegawai berusaha untuk melaksanakan tugas sesuai dengan posisi dan fungsinya	24%	32%	37%	6%	1%	100%
	26	38	25	1	0	90
Setiap pegawai bertanggung jawab atas tugas dan pekerjaannya	29%	42%	28%	1%	0%	100%
	27	37	25	1	0	90
Setiap pegawai siap di sanksi jika melanggar peraturan	30%	41%	28%	1%	0%	100%

4.4.4. Organizational Culture Variable Frequency Distribution

On the organizational culture variable, the data consists of 9 statement items distributed to respondents totaling 90 employees. Based on the results of the analysis, data obtained as much as 73 percent agree and strongly agree that employees feel valued so that a good work environment is realized; as many as 69 percent agree and strongly agree that they are able to put forward the vision and mission of the agency; as many as 73 percent agree and strongly agree that employees feel comfortable with the conditions of the organization; as much as 74 percent agree and strongly agree that employees always share information with colleagues; as many as 71 percent agree and strongly agree that employees strive to comply with existing regulations; as much as 70 percent agree and strongly agree that employees come on time and leave on schedule; as much as 66 percent agree and strongly agree that employees have the initiative in doing work assignments; as much as 65 percent agree and strongly agree that employees work diligently in carrying out the tasks that have become their responsibilities; and as many as 73 percent agree and strongly agree that employees come on time and are disciplined so that the work is done well.

The details can be seen in the following table.

Table 15. Frequency distribution of organizational culture variables

Pernyataan	SS	S	N	TS	STS	Total
Saya merasa dihargai dan bukan sebagai alat untuk memperoleh keuntungan sehingga terwujudnya lingkungan kerja yang baik	27 30%	39 43%	22 24%	2 2%	0 0%	90 100%
Saya mampu mengedepankan visi misi instansi dari pada kepentingan pribadi	24 27%	38 42%	26 29%	2 2%	0 0%	90 100%
Saya merasa nyaman dengan kondisi organisasi yang ada saat ini	27 30%	39 43%	22 24%	2 2%	0 0%	90 100%
Saya selalu berbagi informasi pada rekan kerja dalam melaksanakan tugas	27 30%	40 44%	21 23%	2 2%	0 0%	90 100%
Dalam bekerja saya berusaha untuk mematuhi peraturan yang ada	27 30%	37 41%	25 28%	1 1%	0 0%	90 100%
Saya senantiasa datang tepat waktu dan pulang sesuai yang telah dijadwalkan	20 22%	43 48%	26 29%	1 1%	0 0%	90 100%
Saya diminta oleh pimpinan untuk memiliki inisiatif dalam mengerjakan tugas pekerjaan	24 27%	35 39%	29 32%	2 2%	0 0%	90 100%
Saya dituntut untuk bekerja giat dalam melaksanakan tugas-tugas yang sudah menjadi tanggung jawab	21 23%	38 42%	30 33%	1 1%	0 0%	90 100%
Saya senantiasa datang tepat waktu dan disiplin agar pekerjaan terselesaikan dengan baik	31 34%	35 39%	24 27%	0 0%	0 0%	90 100%

Analysis Techniques

Multiple Linear Regression Analysis

The results of multiple linear regression analysis can be seen in the following table.

Table 16. results of multiple linear regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	6.174	2.833	
1 Motivasi	.400	.131	.262
Disiplin	.299	.097	.268
Budaya Organisasi	.589	.125	.419

Based on the results of the analysis, the regression analysis model can be written as follows.

$$Y=a+b_1 X_1+b_2 X_2+b_3 X_3+\varepsilon$$

$$Y=6.174+0.400 X_1+0.299 X_2+0.589 X_3$$

The model provides an understanding that:

The constant value above is 6.174, this value gives an understanding that if the variables of motivation, discipline, and organizational culture are considered *ceteris paribus*, the performance of ASN employees will only increase by 6.174.

If the motivation variable is increased while other factors are considered *ceteris paribus*, the performance of ASN employees will increase by 0.400.

If the employee's work discipline is increased while other factors are considered *ceteris paribus*, the performance of ASN employees will increase by 0.299.

If the organizational culture variable increases while other factors are considered *ceteris paribus*, the performance of ASN employees will increase by 0.589.

Hypothesis testing

Model Fit Test

The following analysis is an analysis to determine whether employee performance variables are influenced by motivation, discipline, and organizational culture variables together. The results of the analysis can be seen in the following table.

Table 17. F . test results

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	3337.207	3	1112.402	78.558	.000 ^b
1	Residual	1217.782	86	14.160		
	Total	4554.989	89			

Based on the results of the analysis above, the data obtained that the calculated F value is 78,558 and the F table value is 2.68. In addition, the significance value is 0.000 and the alpha value (α) = 0.05. The calculated F value is greater than the table F value and the significance value is smaller than the alpha value. So it can be concluded that simultaneously the variables of motivation, discipline, and organizational culture have a significant influence on the performance of ASN employees of the Economic Planning Bureau at the Secretariat General of the DPR-RI.

Variable Coefficient Test

Next, the t test analysis. The analysis aims to determine whether employee performance variables are partially or partially influenced by motivation, discipline, and organizational culture variables. The results of the analysis can be seen in the following table.

Table 18. t test results

	Model	t	Sig.
	(Constant)	2.179	.032
1	Motivasi	3.058	.003
	Disiplin	3.068	.003
	Budaya Organisasi	4.702	.000

Based on the results of data processing on SPSS above, where the confidence interval is 5 percent ($\alpha = 0.05$), it appears that the significant variable explaining employee performance is the variable with a significance value of less than = 0.05. For more details, the following is described:

The calculated t value of the influence of motivation on employee performance is 3.058 and the significance value is 0.003. While the t table value is 1.987 and the alpha value is 0.05. The calculated t value is greater than the t table value, and the significance value is smaller than the alpha value, so it can be concluded that there is a positive and significant effect of motivation on the performance of ASN employees.

The t value of the effect of work discipline on employee performance is 3.068 and the significance value is 0.003. While the t table value is 1.987 and the alpha value is 0.05. The calculated t value is greater than the t table value, and the significance value is smaller than the alpha value, so it can be concluded that there is a positive and significant effect of work discipline on the performance of ASN employees.

The t-count value of the influence of organizational culture on employee performance is 4.072 and the significance value is 0.000. While the t table value is 1.987 and the alpha value is 0.05. The t-count value is greater than the t-table value, and the significance value is smaller than the alpha value, so it can be concluded that there is a positive and significant influence of organizational culture on the performance of ASN employees.

4.5.3. Coefficient of Determination

To see the contribution of motivation, discipline, and organizational culture variables in influencing the performance variables of ASN employees, it can be seen in the following table.

Table 19. coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 ^a	.733	.723	3.76301

From the results of the analysis above, it can be seen that the magnitude of the influence of motivation, discipline, and organizational culture variables on the performance of ASN employees is 0.733. Meanwhile, the value of R square (r^2) is 0.723, this figure is used to see the contribution of motivation, discipline, and organizational culture variables on the performance of ASN employees by calculating the coefficient using the following formula: $KD = r^2 \times 100\%$ $KD = 0.723 \times 100\%$, $KD = 72.3\%$

This figure means that the influence of motivation, discipline, and organizational culture variables on employee performance simultaneously is 72.3 percent, while the remaining 27.7 percent (100 percent - 72.3 percent) is influenced by other factors. In other words, the performance variable that can be explained by using the motivation, discipline, and organizational culture variables is 72.3 percent, while the effect caused by other variables outside this model is 27.7 percent.

4.6. Discussion

4.6.1. There is an influence of motivation, discipline and organizational culture on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI.

The results of simultaneous hypothesis testing show that simultaneously motivation, discipline, and organizational culture have a significant influence on the performance of planning bureau employees at the Secretariat General of the DPR RI. This study is in accordance with Kasimir's theory (2016: 189) which states that the factors that influence employee performance are abilities and expertise, knowledge, work design, personality, work motivation, leadership, leadership

style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

The results of this study are in line with research conducted by Sidanti (2015) which states that work discipline and work motivation have a simultaneous effect on performance. Umala (2017) states that organizational culture and work discipline have a simultaneous effect on employee performance. In addition, Ismiralda (2017) also finds that work motivation and organizational culture have a joint effect on employee performance.

The results of this analysis are in line with the distribution of respondents' answers who answered most of the statements by agreeing and strongly agreeing. Although there are some employees who have different answers by stating disagree and even strongly disagree. Some of the others did not agree or disagree by answering neutrally. This can be seen in table IV.13 which finds that 21% disagree with the statement that employees can complete tasks on time and 3% of ASN employees strongly disagree that employees can complete tasks on time. In addition, in the statement of suitability of duties with employee expertise, 17% stated that they did not agree and 3% who stated that they strongly disagreed. Meanwhile, in the statement of employee defense at the agency, 17% of employees expressed their disagreement and 3% stated that they strongly disagreed.

4.6.2. There is an influence of motivation on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI.

Based on the results of partial hypothesis testing, the results obtained that partially work motivation has a significant influence on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI. The results of the analysis are positive, this gives an understanding that if the employee's work motivation increases, the performance of ASN employees will also increase. Conversely, if the employee's work motivation decreases, the performance of ASN employees will also decrease. To increase employee motivation, agencies must increase employee awareness so that they can be responsible for carrying out their duties and with clearer targets.

This research is in line with the theory of Kasmir (2016: 189) which states that one of the factors that can affect employee performance is work motivation. Work motivation is an effort to encourage or direct employees to do something for the company in order to achieve a desire and goal. Employees who have good motivation will improve employee performance, otherwise if employees have low motivation then performance will also decrease.

The results of this study are in line with research conducted by Ade F, Haris Maupa, Idrus Taba, and Hardiyono (2020); Sulastri, Ghalib, and Taharuddin (2017); and Suryana H. Achmad (2016) found that partially work motivation has an influence on employee performance.

The results of this analysis are in line with the distribution of respondents' answers who answered most of the statements by agreeing and strongly agreeing. Although there are some employees who have different answers by stating disagree and even strongly disagree. Some of the others did not agree or disagree by answering neutrally. This can be seen in table IV.14 which finds that as many as 7% disagree with the statement that employees are always willing to complete tasks effectively and efficiently.

4.6.3. There is an influence of discipline on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI.

Based on the results of partial hypothesis testing, the results obtained that partially there is an influence of the influence of discipline on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI. The results of the analysis are positive, this gives an understanding that if the employee's work discipline increases or is good, the performance of ASN employees will also increase. Conversely, if the employee's work discipline decreases, it will reduce employee performance. To improve the performance of ASN employees, agencies must improve work discipline through strict supervision of employee attendance, ensure employees comply with applicable regulations, and instill high responsibility in employees.

This research is in line with the theory of Kasmir (2016: 189) which states that one of the factors that can affect employee performance is work discipline. Work discipline is an awareness and willingness to obey all applicable regulations because of the duties and responsibilities of the organization. Employees who have good work discipline will influence and improve employee performance, on the contrary if employees are not disciplined in their work such as poor working time arrangements and unclear targets, it will reduce employee performance.

The results of this study are in line with research conducted by Umala (2017); Ade F, Haris Maupa, Idrus Taba, and Hardiyono (2020); and Ikawati Lestari and Setyo Riyanto (2020) stated that there was a partial and significant effect of work discipline on employee performance.

The results of this analysis are in line with the distribution of respondents' answers who answered most of the statements by agreeing and strongly agreeing. Although there are some employees who have different answers by stating disagree and even strongly disagree. Some of the others did not agree or disagree by answering neutrally. This can be seen in table IV.15 which found that as many as 3% disagreed with the statement that employees who did not work did not exceed the time limit. Meanwhile, in the statement that employees try to carry out their duties in accordance with their positions and functions, 6% disagree and 1% employees strongly disagree.

4.6.4. There is an influence of organizational culture on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI.

Based on the results of partial hypothesis testing, the results show that there is an influence of organizational culture on the performance of the Planning Bureau employees at the Secretariat General of the DPR-RI. The results of the analysis are positive, this means that the better the organizational culture, the better the performance of ASN employees.

This research is in line with the theory of Kasmir (2016: 189) which states that one of the factors that can affect employee performance is organizational culture. In theory, organizational culture is a value or norm that is believed and becomes a person's habit and when it is associated with work, it is called work culture or organizational culture. The organizational culture is useful in: a) guaranteeing better quality work; b) open all communication networks, openness, togetherness, mutual cooperation, kinship, find faults and be quick to fix them; c) quickly adapt to external developments; and d) reduce reports in the form of incorrect data and information.

The results of this study are in line with research conducted by Suryana H. Achmad (2016); Rahmat Sabuharia, Achmad Sudiro, Dodi W. Irawanto, and Mintarti Rahayuba (2020) and Tirtayasa (2018) found that organizational culture has a significant influence on employee performance.

The results of this analysis are in line with the distribution of respondents' answers who answered most of the statements by agreeing and strongly agreeing. Although there are some employees who have different answers by stating disagree and even strongly disagree. Some of the others did not agree or disagree by answering neutrally. This can be seen in table IV.16 which found that as many as 2% disagreed with the statement that employees felt valued and not as a tool for profit. In the statement of employees being able to put forward the vision and mission of the agency as much as 2% of employees stated that they did not agree. In the statement of feeling comfortable with the condition of the organization as much as 2% who said they did not agree.

5. Conclusion

Based on the results of the research that has been described in the previous chapter, it can be concluded as follows. There is an influence of motivation, discipline and organizational culture on the performance of planning bureau employees at the Secretariat General of the DPR-RI. There is an influence of motivation on the performance of planning bureau employees at the Secretariat General of the DPR-RI. There is an influence of discipline on the performance of planning bureau employees at the Secretariat General of the DPR-RI. There is an influence of organizational culture on the performance of planning bureau employees at the Secretariat General of the DPR-RI.

Based on the conclusions above, it can be suggested as follows:

Motivation, work discipline, and organizational culture are significant in influencing performance, therefore it is suggested to the Bureau of Economic Planning at the Secretariat General of the DPR-RI to improve employee performance by improving organizational culture through increasing norms that apply to institutions, improving habits and values. -values that can build the company, as well as overseeing the implementation of applicable regulations. Increased work motivation can also improve employee performance, the most appropriate step is to increase employee responsibility in carrying out tasks and ensure the implementation of tasks with clear targets. Finally, increasing work discipline will also be able to improve employee performance. Therefore, the policies that can be carried out are by monitoring the level of employee attendance and ensuring the regulations that apply to the agency are implemented properly, as well as increasing the responsibility of employees in carrying out their duties.

For advanced researchers, this research has limitations on variables and research objects. Therefore, the variables can be developed again and use a wider research object.

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