

Motivation, Organizational Culture, Human Resource Quality and Work Discipline on The Performance of Government Employees in Parangjoro Village, Grogol, Sukoharjo

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ABSTRACT

This study aims to determine the simultaneous (concurrent) and partial influence of the variables of Organizational Culture, Information Technology, Workload, and Supervision on employee performance at the Clinic.Sportin Cibubur. This study uses a quantitative descriptive approach. A Likert scale is also included to measure organizational culture, informatics techniques, workload, and supervision on the performance of sports clinic employees in Cibubur. This study took place at the sports clinic on Jl. Jambore No. 1, Cibubur, East Jakarta. This study took four months, from December 2025 to March 2026, starting from observation to data collection and research conclusions. The population of this study was all 85 employees of the Cibubur sports clinic. The sample size was 85 employees. The sampling technique used in this study was saturated sampling, meaning that all populations were sampled in the study. After data tabulation, the data were processed using multiple linear regression analysis tools with SPSS 27 software. The results showed that there was a partial and simultaneous influence of the variables Organizational Culture, Information Technology, Workload, and Supervision on employee performance at the Cibubur Sports Clinic.Sportin Cibubur

Keywords: Performance, Organizational Culture, Information Technology, Workload, Supervision

INTRODUCTION

Improving the performance of village employees is a crucial element in achieving optimal public services at the village government level. As the spearhead of public services, villages play a vital role in supporting regional development and community welfare. However, various villages in Indonesia still face challenges in improving the performance of their apparatus, including Parangjoro Village, Grogol District, Sukoharjo Regency. Based on initial observations and annual performance reports, a discrepancy was found between performance targets and their realization. To ensure employee performance aligns with organizational goals, employees are required to carry out their duties and responsibilities well, possessing the necessary willpower, talent, and attitude. For example, low employee performance is a key factor influencing the success of a business or organization in achieving its goals. Therefore, organizational leaders must pay attention to employee performance, as declining employee performance can impact overall business performance. (Nursyifa, 2023)

Work motivation is a dominant factor influencing employee enthusiasm and passion in carrying out their duties. Highly motivated employees tend to have better commitment and performance than those who are less motivated. Work motivation

also determines the level of employee performance. Motivation is also related to psychological factors, as a manifestation of the relationship between attitudes, needs, and satisfaction that occurs within humans. This is a stimulus for humans to strive to fulfill their needs, both material and non-material. Fulfillment of material needs is a work motivation that originates from outside the employee but has a significant impact on an employee's psychological satisfaction. Fulfilling employee needs, at least their basic needs, will enable employees to be more focused on their work and demonstrate performance that aligns with the demands of their job. (Irmigardis, 2024)

Besides motivation, organizational culture is also a crucial factor shaping employee work behavior. A positive organizational culture can create a conducive work environment, increase loyalty, and strengthen employee work ethic. Given the importance of organizational culture within a government agency, strong work motivation and discipline are essential, emanating from within the employees themselves. In other words, employees must be able to carry out their duties and responsibilities in accordance with their respective primary tasks and functions to achieve the desired, high-performance results. (Melati, 2022)

The quality of human resources (HR) is also a key foundation for creating superior performance. Employees with adequate competencies tend to be more capable of carrying out tasks effectively and efficiently. The success of an organization today depends on managing its human resources. This means that human resources are the most crucial aspect for any organization to survive in today's era of globalization. Even if facilities and infrastructure are highly supportive, without qualified and reliable human resources, organizational performance activities will not be able to be carried out properly and on time. This is because human resources are predominantly active in planning, implementing, and making decisions to achieve organizational goals. Every organization is required to employ qualified and professional human resources in their work. This means that every employee is required to have strong knowledge and skills in carrying out their work, along with the authority and responsibilities appropriate to their position. A company needs to encourage each employee to improve their performance so that the company's desires and goals are quickly achieved (Siregar, 2022).

Work discipline is another important indicator reflecting employee responsibility and compliance with applicable regulations. Employees with high work discipline tend to arrive on time, complete work according to targets, and maintain high quality human resources. Human resource management is based on the primary element of discipline. The importance of the workforce as a resource is crucial for contributing to organizational goals and must be utilized effectively and fairly for the benefit of individuals, the organization, and society. Human resource discipline is used in the efficiency and effectiveness process, so that all service process objectives are optimally achieved. Without employee work discipline, government implementation is considered less effective and efficient. Discipline can also shape a

good and honest mental attitude or morality, a high sense of responsibility in one's work, and high skills and abilities in carrying out work. (Nugraha, 2021)

Based on the description above, it can be concluded that there is still a research gap in studies related to the influence of motivation, organizational culture, human resource quality, and work discipline on employee performance in village government. Previous studies tend to discuss these variables partially and in different contexts, thus not providing a holistic picture of the factors that influence village employee performance simultaneously. Therefore, this study aims to comprehensively examine the influence of these four variables on employee performance in Parangjoro Village, Grogol, Sukoharjo, in order to provide academic and practical contributions to efforts to improve the quality of village government services.

RESEARCH METHODS

This study uses a quantitative descriptive approach. This type of quantitative research aims to determine the relationship between independent variables and dependent variables where the measurement between cause and effect is at the same time. A Likert scale is also included to measure work motivation, organizational culture, human resource quality and work discipline on the performance of employees of the Parangjoro Village Office, Grogol, Sukoharjo Regency. This study took place at the Parangjoro Village Office with the address of Dukuh Singkil RT. 03 RW. 10 Parangjoro, Grogol District, Sukoharjo Regency. In conducting this study, the time required was 6 months starting from observation to the preparation of data results and research conclusions. In this study, the population was all employees of the Parangjoro Village Government Office, Grogol, Sukoharjo Regency, totaling 52 employees. The sample in this study amounted to 52 employees. After tabulating the data, the data was processed using multiple linear regression analysis tools with SPSS 27 software. The formula used is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Information :

Y	= Kperformance
X1	=Work motivation
X2	=Organizational culture
X3	=Quality of human resources
X4	=Work discipline
a	= constant
b1, ... b4	= regression coefficient
e	= error/mistake

RESULTS AND DISCUSSION

From these results, the regression equation can be obtained:

$$Y = -0.681 + 0.416X_1 + 0.328X_2 + 0.096X_3 + 0.214X_4.$$

The equation can be explained as follows:

- 1). $a = -0,681$, this means that if the Motivation (X1), Organizational Culture (X2), Human Resource Quality (X3) and Work Discipline (X4) factors are considered constant, this will result in the Performance of Parangjoro Grogol Sukoharjo Village Apparatus (Y) decreasing by 0.681.
- 2) $b_1 = 0.416$, this means that if the Motivation factor (X1) increases by 1 unit and the variables Organizational Culture (X2), Human Resource Quality (X3), and Work Discipline (X4) are considered constant, it will increase the Performance of Parangjoro Grogol Sukoharjo Village Apparatus (Y) by 0.416.
- 3) $b_2 = 0.328$, this means that if the Organizational Culture factor (X2) increases by 1 unit, and the Motivation (X1), Human Resource Quality (X3) and Work Discipline (X4) variables are constant, then the Performance of Parangjoro Grogol Sukoharjo Village Apparatus (Y) increases by 0.328.
- 4) $b_3 = 0.096$, this means that if the Human Resources Quality factor (X3) increases by 1 unit, and the Motivation (X1), Organizational Culture (X2), and Work Discipline (X4) variables are constant, then the Performance of Parangjoro Grogol Sukoharjo Village Apparatus (Y) increases by 0.096.
- 5) $b_4 = 0.214$, this means that if the Work Discipline factor (X4) increases by 1 unit, and the Motivation (X1), Organizational Culture (X2), and Human Resource Quality (X3) variables are constant, then the Performance of Parangjoro Grogol Sukoharjo Village Apparatus (Y) increases by 0.214.

For further details, please see the SPSS data processing results table as follows:

Table IV.12 Summary of Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-,681	1,324		-,514	,520
Motivation	,416	,060	,520	6,965	,000
Organizational culture	,328	,088	,351	3,712	,001
Human Resources Quality	,096	,047	,134	2,021	,049
Work Discipline	,214	,067	,281	3,206	,002

Source: Data processed in 2026

b. t-test

The t-test is a hypothesis test to determine whether there is a partial effect between the independent variable and the dependent variable. The results of this analysis are as follows:

- 1) T-test relating to Motivation (X1) on the Performance of Parangjoro Grogol Sukoharjo Village Apparatus (Y).

From the results of the calculation, the result obtained was $t \text{ count} = 6.965 > t \text{ table} = 2.011$, so H_0 was rejected, meaning there was an influence between Motivation (X1) on the Performance of the Parangjoro Grogol Sukoharjo Village Apparatus (Y).

- 2) T-test related to Organizational Culture (X2) on the Performance of Parangjoro Grogol Sukoharjo Village Apparatus (Y).

From the results of the calculation, the results obtained were $t \text{ count} = 3.712 > t \text{ table} = 2.011$, so H_0 was rejected, meaning there was an influence between Organizational Culture (X2) on the Performance of the Parangjoro Grogol Sukoharjo Village Apparatus (Y).

- 3) T-test relating to Human Resource Quality (X3) on the Performance of Parangjoro Grogol Sukoharjo Village Apparatus (Y).

From the results of the calculation, the result obtained was $t \text{ count} = 2.021 > t \text{ table} = 2.011$, so H_0 was rejected, meaning there was an influence between Motivation (X1) on the Performance of the Parangjoro Grogol Sukoharjo Village Apparatus (Y).

- 4) T-test relating to Work Discipline (X4) on the Performance of Parangjoro Grogol Sukoharjo Village Apparatus (Y).

From the results of the calculation, the calculated t result for Work Discipline (X4) was obtained as $= 3.206 > t \text{ table} = 2.011$, so H_0 was rejected, meaning there was an influence between Work Discipline (X4) on the Performance of the Parangjoro Grogol Sukoharjo Village Apparatus (Y).

c. Model Feasibility Test

Table IV.13 Model Feasibility Test

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	180,217	4	45,054	47,468	,000b
Residual	44,610	47	,949		
Total	224,827	51			

Source: SPSS data processing, 2026

From the results of SPSS data processing, the F-count value was obtained at 43.884 with a significance level of 0.000. Since the significance value is $0.000 < 0.05$, then together the independent variables, namely

Motivation (X1), Organizational Culture (X2), Human Resource Quality (X3) and Work Discipline (X4) have an effect on the Performance of Parangjoro Grogol Sukoharjo Village Apparatus (Y).

d. Analysis of the Coefficient of Determination (R²)

Table IV.14 Test of the Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,895a	,802	,785	,974

Source: Processed data, 2025

By using the SPSS program, it can be obtained for R² of 0.802 or 80.2%, meaning that together there is an influence between the independent variables, namely Motivation (X1), Organizational Culture (X2), Human Resource Quality (X3) and Work Discipline (X4) on the Performance of Parangjoro Grogol Sukoharjo Village Apparatus (Y) of 80.2%, while the remaining 19.8% is influenced by other factors, which were not studied such as incentives, division of labor, rewards, leadership, work environment and others.

D. Discussion

From the results of the data analysis, it can be explained that answering the hypothesis is as follows:

1. The Influence of Motivation on the Performance of Parangjoro Village Apparatus, Grogol, Sukoharjo

The results of the data analysis showed that motivation influences the performance of the Parangjoro Grogol Sukoharjo Village apparatus. Therefore, the hypothesis is proven true. This is supported by research by Nursyifa (2023), Afrizal (2022), and Irmigardis (2024) which states that motivation influences employee performance. There is motivation among the Parangjoro Grogol Sukoharjo village apparatus.

Motivation is an internal or external drive that drives someone to work diligently to achieve a specific goal. In the context of village government, motivation is a crucial factor influencing how village officials carry out their duties and responsibilities in providing services to the community.

Highly motivated Parangjoro village officials will demonstrate greater work ethic, discipline, and responsibility in carrying out their duties. Motivation drives them to work not only out of obligation but also out of a desire to deliver the best results for the village community. For example, motivated village officials will be more active in providing administrative services to residents, attend village activities on time, and enthusiastically participate in village development programs.

Conversely, low motivation can decrease performance, characterized by a lack of initiative, frequent procrastination, and suboptimal public service delivery. Therefore, increasing motivation, whether through rewards, training, a comfortable work environment, or attention from village leaders, will significantly improve the performance of village officials.

Thus, the higher the work motivation of the Parangjoro Village apparatus, the higher the performance produced, both in terms of productivity, discipline, and quality of service to the community.

2. The Influence of Organizational Culture on the Performance of Parangjoro Village Apparatus, Grogol, Sukoharjo

The data analysis revealed an influence of organizational culture on the performance of Parangjoro Grogol Sukoharjo Village Apparatus. Therefore, the hypothesis was proven correct. Organizational culture has a significant influence on the performance of Parangjoro Grogol Sukoharjo Village Apparatus. This is supported by research by Maryati (2023), Melati (2022), and Nugraha (2021) which states that organizational culture influences employee performance. Organizational culture is a system of values, norms, and habits shared by members of an organization as a guideline for acting and behaving in the work environment. In the context of village government, organizational culture is reflected in the way village officials work, interact, and carry out public service duties to the community.

In Parangjoro Village, a positive organizational culture—such as cooperation between officials, open communication, disciplined time management, and a sense of responsibility for tasks—will significantly impact performance improvement. A positive work culture creates a harmonious work environment, strengthens a sense of ownership within the village, and encourages each official to work more productively and professionally. For example, when village officials are accustomed to helping each other with administrative tasks or community service activities, work becomes more efficient and the results are of higher quality. Conversely, a weak organizational culture, such as a lack of discipline, a low sense of responsibility, and minimal coordination between officials, can reduce performance and hinder the achievement of village goals.

Thus, the better the organizational culture established within the Parangjoro Village work environment, the higher the performance of village officials in carrying out government, development, and community service duties. A strong organizational culture creates a shared identity and increases the loyalty and work ethic of village officials.

3. The Influence of Human Resources Quality on the Performance of Parangjoro Grogol Sukoharjo Village Apparatus

The data analysis revealed that human resource quality influences the performance of Parangjoro Grogol Sukoharjo Village Officials. Therefore, the hypothesis was proven correct. Human resource quality plays a crucial role in influencing the performance of Parangjoro Grogol Sukoharjo Village Officials. This finding is supported by research by Dawinto (2024), Maju Siregar (2022), and Heri Fadli (2023), which found that human resource quality can influence employee performance.

The quality of human resources (HR) is one of the main factors determining the success of an organization, including village government. HR quality encompasses the knowledge, skills, attitudes, and work ethics possessed by individuals in carrying out their duties and responsibilities. In the context of the Parangjoro Village apparatus, Grogol District, Sukoharjo Regency, good HR quality is reflected in the village apparatus' ability to manage administration, provide services to the community, and implement village development programs effectively and efficiently.

Village officials with adequate knowledge will have a better understanding of work procedures and government regulations; those with good skills will be able to use information and communication technology in public services; while those with a positive attitude and strong work ethic will demonstrate discipline, responsibility, and a passion for serving the community wholeheartedly. Conversely, if the quality of human resources is low, for example, if they are incompetent, untrained, or lack discipline, the performance of village officials will decline. This can be seen in slow service delivery, numerous administrative errors, and a lack of innovation in carrying out tasks. Therefore, the higher the quality of human resources, the higher the resulting performance. Improving the quality of human resources can be done through training, education, discipline development, and motivation so that each village official is able to work professionally and results-oriented.

4. The Influence of Work Discipline on the Performance of Parangjoro Village Apparatus, Grogol, Sukoharjo.

The data analysis revealed an influence of work discipline on the performance of Parangjoro Village Officials in Grogol, Sukoharjo. Therefore, the hypothesis was proven correct. This is supported by research by Hasanudin (2023), Husna (2024), and Sutaguna (2022) that found that work discipline influences employee performance. Work discipline is a person's attitude and behavior that demonstrates compliance with rules, regulations, and responsibility in carrying out tasks. Discipline is a crucial factor determining a person's performance in the workplace, including that of village officials.

In the context of the Parangjoro Village apparatus, Grogol District, Sukoharjo Regency, work discipline includes punctuality in attendance and completion of work, compliance with village and local government regulations, and sincerity in providing services to the community. Village apparatus with high discipline will work consistently, punctually, and responsibly in carrying out their duties. They tend to perform better because they are able to maintain productivity and maintain public trust. Discipline also creates an orderly and professional work environment, allowing village government activities to run smoothly.

Conversely, a lack of work discipline can degrade the performance of village officials. For example, frequently arriving late to work, delaying work, or failing to comply with regulations will impact public service delivery delays and diminish the village government's image in the eyes of the community. Therefore, the higher the level of work discipline among village officials, the higher their performance. Good discipline reflects responsibility, commitment, and sincerity in carrying out government duties and serving the community in Parangjoro Village.

CONCLUSION AND SUGGESTIONS

The following suggestions can be made: the Parangjoro Village Government needs to increase the motivation of village officials through the implementation of a reward system, providing incentives, and appreciating work achievements. Furthermore, work discipline must be enforced consistently by establishing clear rules and imposing strict sanctions for any violations. The village government is also expected to be able to build a positive organizational culture through good cooperation, open communication, and exemplary leadership. Furthermore, improving the quality of human resources needs to be done through training, technical guidance, and providing opportunities for further education so that village officials have competencies that are in line with current developments and community needs. For future researchers, it is recommended to add other variables that can influence the performance of village officials, such as leadership, work environment, and job satisfaction. It is also hoped that future research can expand the research object to several other villages, especially in the Grogol District or Sukoharjo Regency, so that the results are more general and can be compared across regions. Furthermore, the use of mixed research methods (quantitative and qualitative) is also recommended so that the research results are more comprehensive and able to describe real conditions in the field in more depth.

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