

Influence of Organizational Culture, HR Quality, Discipline, and Motivation on Employee Performance at Kosgoro 1957 Business Institute

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**Influence of Organizational Culture, HR Quality, Discipline, and
Motivation on Employee Performance at Kosgoro 1957 Business Institute**

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Abstract. This study aims to analyze the factors theoretically considered to have a relationship with job satisfaction of employees at the Institute of Business and Informatics Kosgoro 1957 (IBI-K57). These factors include achievement motivation and organizational culture as independent variables, which are then analyzed for their relationship with job satisfaction of employees at the Institute of Business and Informatics Kosgoro 1957 (IBI-K57) as the dependent variable. The study was conducted over six months, from August 2022 to January 2023. This is a quantitative study employing correlation analysis and regression analysis to measure the relationship between the two independent variables and the dependent variable. The data used are primary data based on the questionnaire responses of the employees/academic community of the Institute of Business and Informatics Kosgoro 1957 (IBI-K57). The population of this study consists of 63 employees within the scope of the Institute of Business and Informatics Kosgoro 1957 (IBI-K57) in South Jakarta. The results of this study can demonstrate the relationship between Human Resource Quality, Discipline, and Motivation with job satisfaction and employee performance.

Keywords: Influence of Organizational Culture, HR Quality, Discipline, Motivation, and Employee Performance.

INTRODUCTION

The implementation of autonomy within higher education institutions should be viewed in the context of optimizing the execution of its core functions concerning the existence of human resources within the organization's foundation, particularly in improving services to prospective students or the community. An organization is considered effective if it can achieve its goals optimally, adapt to its environment, and enhance work performance as well as human resource development. Therefore, all institutions must improve their performance, including in the environment of the Private Higher Education Institute of Business and Informatics Kosgoro 1957. The performance of an organization should not be assessed only at the top manager level but must also include middle managers and staff. If only the top managers have high performance, the quality of

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service experienced by the public will remain low (Firdaus, 2019). This is because the actual implementers in the field are the staff. Therefore, efforts to improve organizational performance must encompass all levels of the organization, including top, middle, and lower levels (Ramdhan, Rusilowati, dkk., 2023). This means that the performance of the organization, in this case, the performance of the institute, is highly determined by the performance of each employee within the institution. If all employees perform well, the institution's performance will also be good. Conversely, if the employees' performance is lacking, efforts to carry out tasks will be hindered, preventing them from completing tasks on time, which will negatively impact the institution's overall performance (Nurhasanah & Hajar, 2022).

Given the importance of employee performance in supporting the institute's operational activities, every institute leader is required to enhance their employees' performance. Various efforts can be made to improve employee performance, including education and training, providing compensation, and awarding work achievements. However, employee performance is not only influenced by these factors but also theoretically affected by organizational culture, the quality of human resources, motivation, and discipline within the institute (Kusnadi dkk., 2022).

Organizational culture becomes a driving factor in shaping performance because it represents the values and norms that prevail within the organization and are accepted by all its members. A positive evaluation of organizational culture can encourage employees to work better and ultimately improve the performance of individuals within the organization. The better the quality of the factors within the organizational culture, the better the organization's performance will be. Employees who fully understand the organization's values will embody these values as part of the organization's personality. (Djokosantoso, 2013). These values and beliefs will be manifested in their daily behavior at work, thus becoming individual performance (Ramdhan, Ridwan, dkk., 2023).

The quality of Human Resources (HR) within an employee can theoretically also influence their performance. One indicator of HR quality is the skill possessed by the employee. An employee's performance is considered good if they possess high-level skills (Tampubolon, 2007). This means that employees with better quality human resources will also have better performance, indicating a positive correlation between HR quality and employee performance. Human Resources (HR) are a crucial factor in an organization, as individuals always play an active and dominant role in every organizational activity, from planning to execution and determining the achievement of organizational goals. It can be said that organizational goals will be realized if supported by high-quality HR. This is reinforced by the statement (Ramdhan, 2022) which states that the organization's reliance on high-quality human

resource management will become increasingly significant. Without diminishing the importance of managing other organizational resources, it is undeniable that primary attention must be given to human resource management.

LITERATURE REVIEW

In several literatures, the term "corporate culture" is often replaced with "organizational culture." Both terms have the same meaning. Therefore, in this research, these two terms are used interchangeably, and they carry the same meaning. Several definitions of organizational culture have been proposed by experts. (Ndraha, 2012) states that "organizational culture is generally a set of fundamental thought patterns or mental programs utilized to enhance work efficiency and human cooperation within an organization. Organizational culture can be divided into:

1. Attitudes towards work, which include a preference for working compared to other activities such as relaxing, or merely deriving satisfaction from the busyness of one's work, or feeling compelled to do something solely for survival;
2. Behavior while working, such as being diligent, dedicated, responsible, careful, thorough, precise, having a strong willingness to learn one's tasks and duties, and being helpful to fellow employees, or the opposite.

A comprehensive definition is provided by (Robbin & Judge, 2018) provides the understanding that an organization is a social unit intentionally established for a relatively long period, consisting of two or more people who cooperate and coordinate, have a specific structured work pattern, and are founded to achieve common goals or a set of predetermined objectives. The definition of organizational culture, on the other hand, is provided by (Sobirin, 2019), was the first person to formally use the term organizational culture. He defines organizational culture as a system of meaning that is openly and collectively accepted, which applies for a certain period to a specific group. Organizational culture has a uniform nature, encompassing subcultures within a particular culture. Uniformity in organizational culture predominantly reveals the core values shared by most members of the organization. Subcultures within organizations tend to develop in large organizations, reflecting common issues, situations, and experiences faced by the members. If uniformity is not predominantly visible, the influence of culture on organizational effectiveness becomes apparent, leading to less clear consistency in behavior.

Culture within an organization is perceived as a core strength that can influence the behavior of its members. When well-managed and directed, this organizational strength can be collectively felt by all components within the organization and can even be recognized by the surrounding

environment (Sobirin, 2019). Organizational culture is a system of meanings that is openly and collectively accepted, applying for a certain period to a specific group of people. Employees who fully understand the organization's values will embody these values as part of the organization's personality. These values and beliefs will manifest in their daily behavior at work, thus becoming individual performance (Amalia dkk., 2023).

Functions of Organizational Culture

(Schermenhom & Osborn, 2013) mentioned there are two functions of culture for the organization of a company, namely as an instrument of external adaptation and internal integration. In external adaptation organizational culture serves as: 1) Guidance (guide live) achievement of goals, and 2) guidelines in dealing with outsiders. In this context the culture is projected to be able to provide strength for efforts to maintain the existence of separation. Culture that is able to provide these instructions is useful for guiding employee behavior.

While internal integration means organizational culture as an instrument that can form a collective identity and as finding ways that collaborate methods of working and living together. In this section, organizational culture is able to identify three main aspects of organizational life, namely: 1) Providing limits on who is a member and not a member, 2) Determining acceptable and unacceptable member behavior in the organization, 3) Limiting the concept of partisanship, which is friend and foe. In this context, organizational culture is often related to the concepts of power allocation, status, role and authority. Based on the above opinion, it can be concluded that organizational culture is basically the values and norms that apply in the organization. As an organization consisting of many people who work to support the activities of the organization as a whole, the organizational culture is manifested in the form of work culture.

Quality of Human Resources

The quality of human resources is the quality of each individual where individuals are able to develop themselves both in terms of education, training, organizational experience, projects, and even changes in the work field, so that the expectations of each company can be fulfilled (Malthis & Jackson, 2012). According to Menurut (Siagian, 2010) the quality of human resources is the level of productivity of a person in the organization to carry out tasks while increasing the determination to achieve predetermined goals in a smooth and coordinated manner. (Hasibuan, 2013) siad explains the quality of human resources is a person's ability to regulate the relationship and role of labor so that it is effective and efficient in regulating the relationship and role of labor to realize the goals of the company, employees and society and also its functions which consist of planning, organizing, maintaining, disciplining and dismissing.

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Based on the above opinion, it is clear that there are several characteristics or characteristics of quality human resources. However, in this study, the measurement of the quality of human resources refers to the opinion of the following (Rivai dkk., 2021) that measure the improvement of HR quality, namely: 1) Increased theoretical ability, which is related to an individual's capacity to perform various tasks in a job, 2) Technical ability is a method or system of doing a job, 3) Conceptual ability is characterized by the ability to predict everything that has to do with the goals to be achieved, 4) Moral improvement is characterized by the ability to coordinate cooperation to avoid reprehensible acts and be able to develop themselves, 5) Improved technical skills in carrying out work.

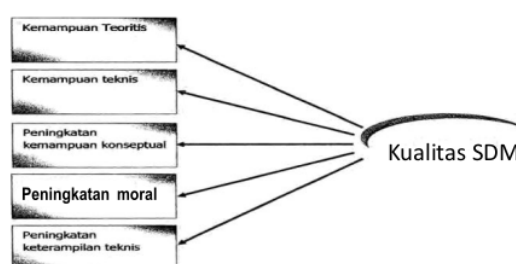


Figure 1. Human Resources Dimensional Quality

Motivation

To understand the meaning of work motivation, as an awal step that needs to be understood first is the components of motivation, as for the components of motivation according to (Ramdhan et al., 2021) are: (1) Needs, (2) Encouragement, (3) Incentives or rewards, and (4) Goal-directed behavior, based on these components, motivation is an activity that encourages an individual to do something desirable, something desirable that may be for the good of the individual or for the person giving the encouragement, or for both. So motivation questions how to direct the power and potential of subordinates, so that they want to work together productively, berhasil achieve and realize the goals that have been determined. (Firdaus, Norvadewi, dkk., 2022). The importance of motivation, because motivation is what causes, channels and supports human behavior. so that they want to work hard and enthusiastically to achieve optimal results. Furthermore (Sedarmayanti, 2017) says motivation is the willingness to expend high levels of effort towards organizational goals conditioned by the ability, the effort is to meet individual needs.

The above definition defines motivation as follows: 1) Motivation is all the conditions of hard work from within which are known as hopes, desires, drives. 2) Motivation is the combination of forces that directly initiate and sustain behavior toward goals. Adults normally

satisfy approximately 85 percent of physiological needs, 70 percent of security needs, 50 percent of the need to belong and love, 40 percent of self-esteem needs, and only 10 percent of self-actualization needs (Saefullah, Aisha, dkk., 2023). Based on the description above, the dimensions of the motivation variable in this study can be described. presented in Figure 2.3 below :

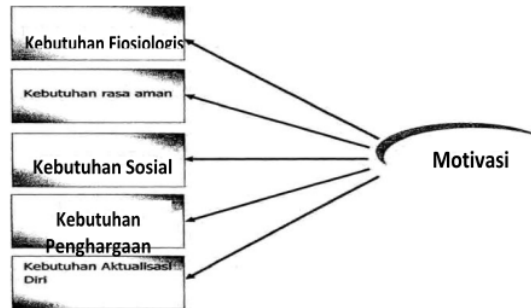


Figure 2. Dimensionalization of Motivation

Discipline

Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures (Ramdhan, 2019b). Discipline is a form of employee self-control and carries out an orderly and shows the level of seriousness of the work team in an organization (Firdaus, 2020), Discipline demands a punishment for employees who fail to meet predetermined standards. Disciplinary action that is carried out incorrectly is a dentruksi for employees and organizations, therefore disciplinary action must not be applied arbitrarily, but with wise consideration. The dimensions of work discipline are (Ramdhan, 2019a) : Quality of work discipline: includes arriving and leaving on time, utilization of time for task execution and the ability to develop one's potential based on positive motivation, Quantity of work: includes volume of output and contribution, Compensation required: includes suggestions, directions for improvement, Location of place of work or residence, Conservation: includes respect for the rules, the courage to always prevent actions that are contrary to the rules.

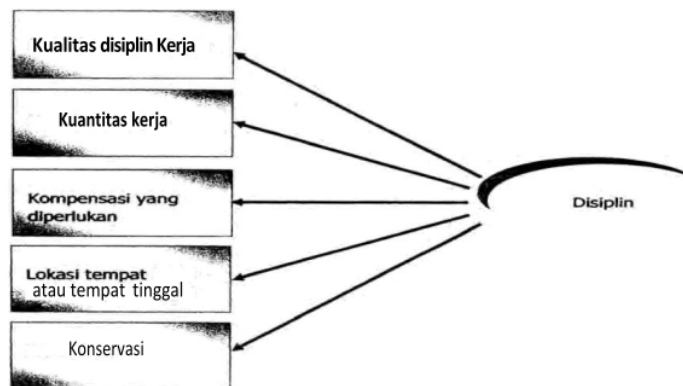


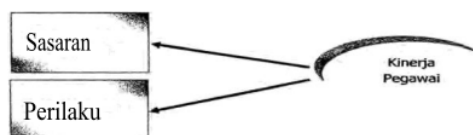
Figure 3. Dimensionalization of Discipline

Employee Performance

(Sedarmayanti, 2017) stated, performance is a translation of "performance", meaning: 1) Actions, implementation of work, work performance, efficient implementation of work. 2) Achievement / achievement of a person with regard to the tasks assigned to him. 3) The results of the work of a worker of a management process or an organization as a whole, where the work results must be able to show concrete and measurable evidence (compared to predetermined standards). 4) Performance is defined as a record of the outcomes resulting from a particular activity, during a certain period of time. 5) The results of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the objectives of the organization concerned legally, not violating the law and in accordance with morals and ethics (Saefullah, Fahri, dkk., 2023).

Kosgoro 1957 University Foundation Regulation number 211/YUK57/X of 2020 concerning employee performance appraisal within the Kosgoro 1957 Institute of Business and Informatics, defines work performance as the results achieved by each employee in an organizational unit in accordance with employee work targets and employee behavior. Meanwhile, employee performance appraisal is a systematic assessment process carried out by appraisal officials on employee work targets and employee work behavior (Devid Putra Arda dkk., 2021). Employee work performance assessment consists of elements: 1) SKP (Employee Work Target), and 2) work behavior. SKP assessment includes aspects of quantity, quality, time, and cost. Work behavior assessment includes service orientation, integrity, commitment, discipline, cooperation, and leadership (Firdaus, Hidayatullah, dkk., 2022).

Based on the description above, the dimensions of the performance variable can be described as follows :



Source: Kosgoro University 1957 Foundation Regulation Number 211/YUK57/X of 2020

Figure 4. Dimensionalization of Employee Performance

From the foundation's regulations on work performance appraisal, the author concludes that in assessing employee performance or work performance based on SKP and work behavior, using ten criteria, namely:

1. Quality is a measure of the amount or number of work results achieved;
2. Quantity is a measure of the quality of each work result achieved;
3. Time is a measure of the length of the process of each work result achieved;
4. Cost is the amount of budget used for each work result;
5. Service orientation is the attitude and work behavior of employees in providing the best service to those served, including the public, superiors, colleagues, related work units, and / or other agencies;
6. Integrity is the ability to act in accordance with the norms and ethical values in the organization;
7. Commitment is the willingness and ability to align the attitudes and actions of employees to realize organizational goals by prioritizing the interests of the institute rather than the interests of oneself, someone, and/or group;
8. Discipline is the ability of employees to obey the obligations and avoid the prohibitions specified in the institute regulations which if not obeyed or subject to disciplinary punishment;
9. Cooperation is the willingness and ability of employees to cooperate with coworkers, superiors, subordinates in their work units and other institutions in completing a specified task and responsibility, so as to achieve the greatest possible effectiveness and results;
10. Leadership is the ability and willingness of employees to motivate and influence subordinates or other people related to their field of work in order to achieve organizational goals.

Relationship between Employee Performance and Agency Performance

The success of an institute in higher education in improving its performance is largely determined by the extent to which each employee in the institute can carry out their duties properly (Saefullah dkk., 2022). The inability of employees to complete their tasks not only results in low work productivity, but also adversely affects the achievement of overall institutional goals. Therefore, improving employee performance is very important for improving institute performance. The better the performance of employees working in a particular agency, the more the goals of the organization will be achieved. Conversely, the lower the performance of employees, the lower the

performance of the institute.

In this regard, there is a close relationship between individual performance and institutional performance or company performance (Saefullah, Arza, dkk., 2023). In other words, if a person's performance is good, then the company's performance is also good". (Tampubolon, 2007) states that individual performance with institutional performance or organizational performance (corporate performance) there is a close relationship. In other words, if individual performance (individual performance) is good, then most likely organizational performance (corporate performance) is also good. An employee's performance is good if he has high expertise (skill), is willing to work because he is paid or paid according to the agreement and has a better future (expectation).

Based on the description above, it can be understood that the high and low performance of an agency is highly dependent on the high and low performance of the institute's employees (Saefullah, Ciptaningtyas, dkk., 2023). If the employees working in the agency have low performance, the overall performance of the agency will also be low. Vice versa, the better the performance of employees in an agency, the better the performance of the institute.

RESEARCH METHOD

Researchers describe the steps that must be taken to analyze a model that has been developed in the previous chapter, the systematic discussion in this chapter includes research design, population and sample, research instruments, data collection procedures, variable definitions and operations, and data analysis methods (Supriyadi, 2014). This research includes descriptive quantitative research (Saefullah, Fadli, dkk., 2023), which is research that aims to describe or describe the properties (characteristics) of a situation or research object carried out through quantitative data collection and analysis and statistical testing. While the nature of this research is to describe and explain (deslriptif explanatory) relating to the position of one variable and its relationship with other variables.

This research will be conducted at the Kosgoro 1957 Institute of Business and Informatics which is located at Jalan Moch. Kaffi II No. 33 Lenteng Agung - South Jakarta, this research began in September 2022. In this study, the sampling technique used in this study was melode census or sample withdrawal with saturated sampling method (Firdaus & Firdaus, 2019) . Researchers use all members of the population as the object of research. The total population in the study amounted to 63 people. This is in line with the statement from (Firdaus, 2020) which states that surveys are expected to include all employees so that the results can be seen as representing the entire population or most employees.

The data to be obtained in this research plan uses a survey method and in obtaining data will use questionnaire instrument techniques. According to (Arda, 2020) The questionnaire is a data collection technique that is done by giving a set of questions or written questions to respondents to answer. In line with the above opinion (Trian Zulhadi Putra, 2020) states that a questionnaire is a list of questions used by researchers to obtain data directly from the source of the communication process or by asking questions. This questionnaire is intended to obtain answers from respondents about organizational culture, quality of human resources, motivation, discipline and employee performance at the Kosgoro 1957 Institute of Business and Informatics, respondents who have been determined only need to answer questions in the questionnaire.

The research is a survey that takes a sample of one population and uses a questionnaire as a data collection tool. The questionnaire was distributed directly to the employees as respondents. This research is also a hypothesis testing research on explanatory research because it is intended to explain the influence relationship between variables through hypotheses. Measurement of variable values on question items on the research questionnaire using a scale. The int scale is designed to assess the extent to which the subject agrees or disagrees with the questions asked. The /iRrr scale is used to measure object responses into 5 points (values 1 to 5), so the type of data used is interval data type. To make it easier to analyze the data, the technique of manipulating ordinal data into internal data is used with the help of a Likert scale that provides a tiered assessment as follows: Number 5 = SS (Strongly Agree), Number 4 = S (Agree), Number 3 = S (Medium), Number 2 = TS (Disagree), STS = STS (Strongly Disagree).

Data Collection Procedure

- a. This study uses data obtained through respondents, where respondents will provide verbal responses and written responses in response to the questions given. The types of data used in this study:
- b. Primary data is data obtained or collected directly in the field by the person conducting the research or concerned who needs it. Primary data is also called original data or new data. Primary data in this study is data obtained and collected by researchers who are considered relevant to the research, such as data obtained from distributing questionnaires / surveys filled out by respondents (Syekh, 2011)
- c. Secondary data is data obtained or collected by people who conduct research from existing sources. This data is usually obtained from libraries or from previous research reports. Secondary data in this study is data obtained by researchers sourced from literature books, previous studies, journals and articles collected from internet searches relevant to research (Syekh, 2011)

Variable Definition and Operation

Dimensionalization used in measuring the construction of determining the dimensions and indicators of each variable in this section is an effort to form indicators of a variable that has been previously described Dimensional variables need to be done to help measurement techniques and provide convenience in field data collection.

Organizational Culture Variable

(Juhari dkk., 2022) states that organizational culture is an openly and collectively accepted meaning system, which applies for a certain time to a certain group of people. Organizational culture variables are factors that affect performance, namely: 1) Innovation and risk taking (innovation and risk taking), 2) Attention to detail, 3) Outcome orientation, 4) People orientation, 5) Team orientation, 6) Aggressiveness, and 7) Stability.

Human Resource Quality Variable

(Rivai dkk., 2021) Human resource quality is the level of productivity of a person in the organization to carry out tasks while increasing pressure to achieve goals to be set in a smooth and coordinated manner. The quality of human resources is measured based on theoretical, technical, conceptual abilities, moral improvement and work ability (Anderson & Eshima, 2013)

Motivation Variable

Motivation is an activity that encourages someone to encourage an individual to do something desirable, something desirable that may be for the good of the individual individual or for the person who gave the encouragement, or for both. So motivation questions how to direct the power and potential of subordinates, so that they want to work together productively, successfully achieve and realize predetermined goals. Five levels in the hierarchy of needs, a hierarchy of five needs namely physiological, security and self-actualization (Amalia Dkk., 2021)

Discipline Variable

According to (Firdaus, 2020) Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Discipline is a form of employee self-control and regular implementation and indicates the level of seriousness of the work team in an organization. The dimensions of work discipline are: 1) Quality of discipline, 2) Quantity of work, 3) Required compensation, 4) location of work or residence, and 5) Conservation.

Performance Variables

8 Performance is an organizational behavior that is directly related to the production of goods or the delivery of services. Performance is often thought of as task achievement, where the task itself comes from the thought of activities required by workers. 28 Work performance is the work achieved by each employee in an organizational unit in accordance with predetermined employee work targets and work behavior, Kosgoro University Foundation Regulation 1957 No. 040 of 2020 concerning employee performance appraisal consists of elements: 1) Employee Work Target (SKP), and 2) Work behavior. (Ramdhan, 2021).

FINDINGS AND DISCUSSION

In this research, data has the highest position, because data is a depiction of the variables under study and serves as a means of proving hypotheses. Therefore, whether the data is correct or not determines the quality of the research results. Meanwhile, whether the data is correct or not depends on whether the instrument used in data collection is good or not. 40 A good instrument must meet two important requirements, namely valid and reliable. Testing of the questionnaire instrument was carried out in the Kosgoro Institute of Business and Informatics 1957 College environment by taking a trial of 63 people, according to (Darlin dkk., 2022) We tested the questionnaire by asking 30 respondents to answer the statements. With this minimum number of 30 people, the distribution of scores (values) will be closer to the normal curve.

21 Validity Test

The validity test was carried out to see the extent to which the indicators used in the questionnaire form a concept, and can represent the variables formed in this study. 23 Data can be said to be valid if the statements on a questionnaire are able to reveal something that is measured by the questionnaire. The statement items in the questionnaire are tested against the construct, whether they are valid or invalid. If it turns out to be invalid, the invalid statement item is removed from the questionnaire or the statement in the questionnaire is corrected. According to (Ramdhan dkk., 2022) data can be said to be valid if it pays attention to and meets the following criteria:

1. Comparing r count (pearson correlation value) with r table (obtained from the r product moment table), if r count $>$ r table, then the statement item or variable is valid, and if r count $<$ r table, then the statement item is invalid.

2. If the significance is <0.05 then the item is valid, but if the significance is >0.05 then the item is invalid. 24

Based on the above, it can be concluded that whether or not a statement item on the questionnaire instrument is valid is influenced by the value of $r_{count} > r_{table}$ value, and the significance value < 0.05 . From data processing through a significance level of 0.05 (5%), in this study the value of the number of samples for testing the validity of this questionnaire is 63 ($n = 63$). For $\alpha = 0.05$ with a two-sided test (two-tailed) and $df = n - 2 = 63 - 2 = 61$, the product moment table r value is 0.248.

Recapitulation of Reliability Test Results

No.	Variabel	Jumlah item	Cronbach's Alpha	Keterangan
1	Budaya Organisasi (X ₁)	13	0,927	Reliabel
2	Kualitas Sumber Daya Manusia (X ₂)	10	0,934	Reliabel
3	Motivasi (X ₃)	9	0,938	Reliabel
4	Disiplin (X ₄)	10	0,935	Reliabel
5	Kinerja Pegawai (Y)	10	0,927	Reliabel

Source: Primary data processed, year 2023

It is known from the table above that the Cronbach's alpha value for each research variable is much greater than 0.60. Thus it can be concluded that the questionnaire used for data collection for this study has met the reliability requirements. In other words, the questionnaire used to collect data related to the variables under study is considered to have shown the accuracy, accuracy, or consistency of the tool in revealing symptoms related to the variables under study.

Description of Research Variables

Description of Organizational Culture, Human Resource Quality, Motivation, Discipline and Performance

To see the picture of organizational culture, quality of Human Resources, motivation, discipline and employee performance of Kosgoro 1957 Institute of Business and Informatics, this study adopts the calculation of Index Value for alternative answer ranges 1 - 5 with the following formula:

$$\text{Index value} = \frac{[(\%F_1 \times 1) + (\%F_2 \times 2) + (\%F_3 \times 3) + (\%F_4 \times 4) + (\%F_5 \times 5)]}{5}$$

where :

%F1 = percentage of the frequency of respondents who answered 1

%F2 = percentage of the frequency of respondents who answered 2

%F3 = percentage of the frequency of respondents who answered 3

%F4 = percentage of the frequency of respondents who answered 4

%F5 = percentage of the frequency of respondents who answered 5

Based on the formula, the lowest value is 20 $((100\% \times 1)/5)$ and the highest value is 100 $((100\% \times 5)/5)$, so the range is 80. Using the four criteria three-box method, the range of 80 is divided by three and results in a range of 26.7 which will be used as the basis for interpreting the index value:

20.0 - 46.6 = Weak/Poor/Low

46.7 - 73.3 = Medium

73.4 - 100 = Strong/Good/High

Based on the description above, regarding the description of the variables in this study, namely the description of organizational culture, quality of human resources, motivation, discipline and performance, almost all of them are in the good category, except for the motivation variable which is in the moderate category. For more details, the categories of research variables are presented as shown below:

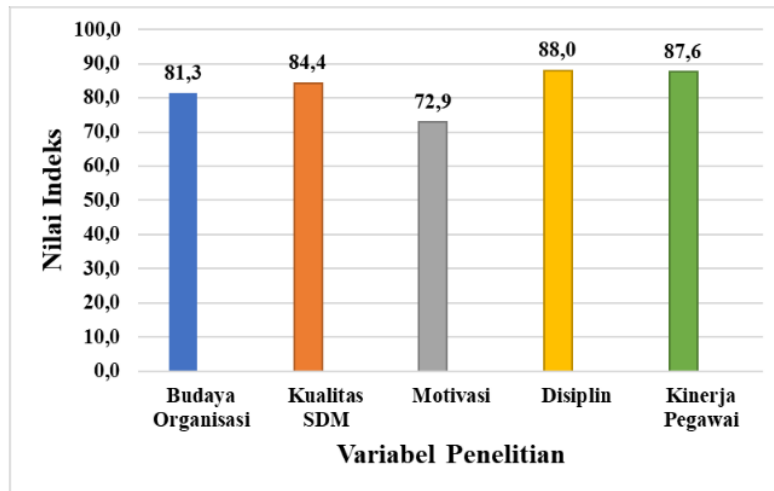


Figure 5. Research variables

CONCLUSION AND RECOMMENDATION

The conclusion obtained is : Variables Variables of organizational culture, quality of human resources, motivation, discipline and performance of performance of employees at Kosgoro 1957 Institute of Business and Informatics, all variables fall into the good scale range,

16 so it can be said that the variables in this study are good. scale, so it can be said that the variables 16
in this study are good. are good. By Partially, 32 organizational culture variables, discipline
variables, have a positive and significant influence on the performance of employees of the
3 Kosgoro 1957 Institute of Business and Informatics. While variable quality of human resources
and motivation variables do not significantly affect the Kosgoro 1957 Institute of Business and
Informatics. and Informatics Institute of Kosgoro 1957. Suggestions that can be conveyed
15 include: The Kosgoro 1957 Institute of Business and Informatics Institute Kosgoro 1957 in
improving employee performance emphasizes on the variables in this research, including
culture, motivation, and motivation. on the variables in this research including 1
organizational 7
culture, quality of human resources, motivation and discipline, considering that organizational
culture, quality of human resources, motivation and discipline, given that this variable has a
relatively high influence, namely 74.50% kualitas sumber daya manusia dan variabel motivasi
tidak mempengaruhi secara signifikan terhadap 3
Institut Bisnis dan Informatika Kosgoro 1957.
Saran yang dapat disampaikan diantaranya adalah: hendaknya 3
Institut Bisnis dan Informatika 20
Kosgoro 1957 dalam meningkatkan kinerja karyawan menitikberatkan pada variabel-variabel
dalam penelitian ini diantaranya adalah budaya organisasi, kualitas sumber daya manusia,
motivasi dan disiplin, mengingat variabel ini memiliki pengaruh yang relatif tinggi yaitu
74,50%. 5
Terdapat variabel-variabel lain yang belum diteliti pada kesempatan ini. sehingga
penelitian-penelitian lebih lanjut hendaknya menambahkan variabel yang lebih kompleks,
sehingga diketahui secara seksama variabel yang dominan berpengaruh terhadap kinerja
pegawai, dan instansi dapat menentukan skala prioritas dalam mereformasi birokrasi terhadap
variabel yang vital mempengaruhi kinerja pegawai. Untuk meningkatkan kinerja Institut Bisnis
dan Informatika Kosgoro 1957, Rektor harus The quality of human resources and motivation
variables do not significantly affect the 15
Kosgoro 1957 Institute of Business and Informatics.
Suggestions that can be conveyed include: 3
Kosgoro 1957 Institute of Business and Informatics
in improving employee performance should focus on the variables in this study including
1
organizational culture, quality of human resources, motivation and discipline, considering that
this variable has a relatively high influence of 74.50%. There are other variables that have not
been examined on this occasion. so that further studies should add more complex variables, so
that it is thoroughly known which variables 10
have a dominant effect on employee performance,
and agencies can determine the priority scale in reforming the bureaucracy on vital variables
affecting employee performance. To improve the performance 15
of the Kosgoro 1957 Institute
of Business and Informatics, the Chancellor must carefully pay attention to the variables in this
study.

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