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The Effect of Work Discipline, Motivation, and Organizational Culture on Employee Performance at Krisna Oleh-Oleh Khas Bali 5

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Abstract: This study aims to analyze the influence of work discipline, motivation, and organizational culture on employee performance at Krisna Oleh-Oleh Khas Bali 5. This research uses a quantitative approach with multiple linear regression analysis. The population in this study consists of all employees, with a total sample of 83 respondents determined using a saturated sampling technique. Data were collected through questionnaires and analyzed using SPSS software. The results show that simultaneously, work discipline, motivation, and organizational culture have a positive and significant effect on employee performance. Partially, work discipline and motivation have a positive and significant effect on employee performance, while organizational culture does not have a significant effect. Work discipline is identified as the most dominant variable influencing employee performance. These findings indicate that improving employee performance can be achieved through strengthening work discipline and enhancing motivation, as well as optimizing the implementation of organizational culture so that it can be more deeply internalized in employees' work behavior.

Keywords: work discipline, motivation, organizational culture, employee performance.

INTRODUCTION

Tourism is one of the strategic sectors relied upon by the government to generate foreign exchange and non-oil revenues. In recent years, tourism has become a key driver of economic development in many countries, particularly in developing nations such as Indonesia, which possesses vast territorial potential and diverse tourist attractions. When managed effectively, the tourism sector can serve as a valuable national asset. In Bali, the continuous increase in tourist arrivals has significantly contributed to the local economy, with many residents depending on tourism-related activities, either as service providers or workers in the hospitality industry (Ago et al., 2025). One emerging destination is North Bali, which, although less popular than South Bali, has shown a notable increase in tourist visits. Data from the Buleleng Tourism Office indicate that tourist arrivals rose from 73,699 in January 2024 to 99,966 in

January 2025, reflecting an increase of 35.30%. This trend highlights the growing potential of North Bali as a tourism destination.

However, the rapid development of tourism also intensifies competition among businesses. Organizations are therefore required to optimize their human resources to remain competitive in a global and technologically dynamic environment. Human resources (HR) represent a critical source of competitive advantage that is difficult to replicate. Effective human resource management (HRM), which includes planning, organizing, coordinating, implementing, and controlling workforce-related processes, is essential for achieving organizational goals (Mangkunegara, 2001). In addition to HR, employee performance is a crucial aspect that determines organizational success. Performance reflects the quality and quantity of work achieved within a given time frame and level of cooperation (Sutrisno, 2016). High employee performance contributes to organizational sustainability and competitiveness, particularly in uncertain environments (Kurniawan et al., 2025; Purbadharmaja et al., 2023).

Employee performance is influenced by multiple factors, including ability and motivation. According to Mangkunegara (2017), ability encompasses intellectual capacity and skills acquired through education and training, while motivation relates to attitudes that drive employees to achieve organizational goals. Other factors such as compensation, training, work environment, leadership, discipline, and organizational culture also play significant roles (Siagian, 2002). In this study, the focus is limited to work discipline, motivation, and organizational culture as key determinants of employee performance.

The souvenir industry represents one of the creative sectors supporting tourism in Bali. The growth of tourism has encouraged the expansion of souvenir businesses, which are popular among tourists seeking local products. Krisna Oleh-Oleh Khas Bali is a leading company in this sector, with multiple branches across Bali, including Krisna Oleh-Oleh Khas Bali 5 located in Buleleng. The selection of this research site is supported by the government's "3B Program" initiated by the Ministry of Tourism and Creative Economy, which aims to distribute tourist flows across Banyuwangi, West Bali, and North Bali. This initiative requires businesses such as Krisna Oleh-Oleh Khas Bali 5 to enhance their operational readiness, particularly in terms of workforce performance.

Despite these opportunities, the company faces challenges related to employee performance. Sales performance data indicate that in August 2025, the company only achieved 79% of its sales target, with a declining trend over the previous three months. Additionally, customer reviews reveal issues in service quality, including unfriendly staff behavior and inadequate complaint handling. These conditions suggest that employee performance has not yet reached optimal levels.

Work discipline is defined as employees' willingness to comply with organizational rules and social norms (Wahid, 2016). Although disciplinary measures have been implemented within the company, inconsistencies in employee behavior are still observed. Previous studies show mixed findings regarding the relationship between discipline and performance, with some indicating no effect (Suprianto, 2021; Isnowati, 2022) and others demonstrating a significant influence (Nurhayati, 2023; Hidayati, 2023).

Motivation is another important factor influencing employee performance. It represents the internal drive that directs individuals toward achieving goals (Sastrohadiwiryo, 2001). Organizations that fulfill employees' needs and expectations tend to foster higher levels of motivation and performance. Although Krisna Oleh-Oleh Khas Bali 5 has implemented motivational programs, performance issues persist. Empirical findings on motivation also vary, with some studies reporting no significant effect (Marya, 2024; Rahmad, 2021) and others confirming a positive relationship (Wardi, 2022; Suparman, 2023).

Organizational culture, defined as shared values and norms guiding employee behavior (Hardin, 2020; Wardiah, 2016), also plays a vital role in shaping performance. A supportive

culture aligned with organizational goals can enhance employee commitment and productivity. While the organizational culture at Krisna Oleh-Oleh Khas Bali 5 is perceived as conducive, performance challenges remain (Suwena et al., 2023). Prior research on this variable similarly shows inconsistent results, with some studies finding no effect (Nadhiroh, 2022; Mewahaini et al., 2022) and others identifying a significant influence (Febriani et al., 2023; Jumawan, 2024). Based on these conditions and the inconsistencies in previous research findings, this study aims to examine the effect of work discipline, motivation, and organizational culture on employee performance at Krisna Oleh-Oleh Khas Bali 5.

METHODS

This study employs a quantitative research design. Quantitative research is defined as a method based on the philosophy of positivism, used to examine specific populations or samples through data collection instruments and statistical analysis, with the aim of testing predetermined hypotheses and theoretical relationships among variables (Sugiyono, 2019). The data collected in this study are numerical in nature or qualitative data that have been quantified. Furthermore, this research adopts a survey approach, where information is gathered directly from respondents using structured questionnaires distributed to employees of Krisna Oleh-Oleh Khas Bali 5 (Sugiyono, 2017). The data analysis technique applied in this study is multiple linear regression analysis using SPSS version 26.0.

The population in this study consists of all employees of Krisna Oleh-Oleh Khas Bali 5, totaling 83 individuals. According to Sugiyono (2017), population refers to a generalization area consisting of objects or subjects with certain characteristics determined by the researcher. In this context, the population encompasses all employees who possess relevant characteristics for the study.

This research was conducted at Krisna Oleh-Oleh Khas Bali 5, located on Jalan Raya Singaraja–Seririt, Temukus Village, Banjar District, Buleleng Regency, Bali. The selection of this location is based on the implementation of the “3B Program” initiated by the Ministry of Tourism and Creative Economy, which aims to promote integrated tourism across Banyuwangi, West Bali, and North Bali. This program encourages businesses to enhance their readiness, particularly in terms of workforce performance. The research was carried out over approximately six months, covering stages from proposal preparation, data collection, analysis, to thesis examination.

This study involves four variables, consisting of one dependent variable, namely employee performance, and three independent variables: work discipline, motivation, and organizational culture. Variables are operational forms of concepts that can be measured objectively (Barlian, 2016). The dependent variable represents the outcome influenced by independent variables, while independent variables act as predictors that explain variations in the dependent variable.

Employee performance is defined as the level of achievement attained by employees in terms of quality, quantity, accuracy, initiative, commitment, and leadership in carrying out their duties (Robbins, 2006; Afandi, 2018). Work discipline refers to employees’ compliance with organizational rules, including punctuality, adherence to regulations, and responsibility in completing tasks (Mangkunegara, 2017). Motivation is described as an internal drive that influences employees’ enthusiasm, direction, and persistence in achieving organizational goals, which can be reflected through salary, supervision, work relationships, recognition, and achievement (Sedarmayanti, 2017). Organizational culture represents shared values and norms that shape employee behavior, including innovation, attention to detail, result orientation, team orientation, individual orientation, aggressiveness, and stability (Maesofhani & Lutfi, 2019).

Data collection in this study was conducted through primary data obtained directly from respondents using questionnaires. A questionnaire is a data collection technique involving a set

of written questions designed to measure research variables (Sugiyono, 2017; Sekaran & Bougie, 2016). The instrument used in this study is a closed-ended questionnaire measured using a Likert scale with five response categories, ranging from strongly disagree to strongly agree.

Prior to data analysis, the research instrument was tested for validity and reliability. Validity testing aims to measure the accuracy of each questionnaire item in representing the intended construct, typically using Pearson correlation (Sugiyono, 2017). The results indicate that most items for work discipline, motivation, and employee performance variables are valid, as their correlation values exceed the threshold ($r > 0.361$). However, several items in the organizational culture variable were found to be invalid and therefore excluded from further analysis. Reliability testing, conducted using Cronbach's Alpha, shows that all variables are reliable, with values exceeding 0.60, indicating consistency in measurement (Sugiyono, 2017).

The data analysis technique applied in this study is multiple linear regression, which is used to examine the influence of independent variables (work discipline, motivation, and organizational culture) on the dependent variable (employee performance) (Ghozali, 2018). The regression model is expressed as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Before conducting regression analysis, classical assumption tests were performed, including normality, multicollinearity, and heteroscedasticity tests. The normality test was conducted using the Kolmogorov–Smirnov test with a significance level of 0.05, where residuals are considered normally distributed if the significance value exceeds 0.05 (Ghozali, 2018). Multicollinearity was assessed using tolerance and Variance Inflation Factor (VIF) values, where VIF < 10 and tolerance > 0.10 indicate no multicollinearity. Heteroscedasticity was examined using scatterplot analysis, where a random distribution of points indicates homoscedasticity.

Furthermore, the coefficient of determination (R^2) was used to measure the extent to which independent variables explain variations in the dependent variable. A higher R^2 value indicates a stronger explanatory power of the model (Ghozali, 2018). Hypothesis testing was conducted using the F-test to assess the simultaneous effect of all independent variables on the dependent variable, and the t-test to evaluate the partial effect of each independent variable. The decision criteria are based on a significance level of 0.05, where a value below 0.05 indicates a significant effect (Ghozali, 2018).

RESULTS AND DISCUSSION

Krisna Oleh-Oleh Khas Bali is one of the largest and most comprehensive souvenir retail centers in Bali and is recognized as one of the largest in Southeast Asia. Established in 2007 in response to the increasing demand for local souvenir products, the company has experienced rapid growth and expansion, currently operating 31 outlets across various regions. Its core business in the souvenir sector includes several main outlets strategically located in Denpasar, Kuta, Tuban, and Singaraja, as well as additional mini outlets in and outside Bali. Krisna Oleh-Oleh Khas Bali 5, located in Singaraja, plays a strategic role in supporting tourism development in North Bali, serving as a key stopover destination for both domestic and international tourists. As the company continues to expand, it places strong emphasis on improving employee performance, recognizing human resources as a critical factor in delivering high-quality service.

The respondents in this study consist of 83 employees with diverse job positions, dominated by frontliner roles such as Sales Promotion Girls (SPG), indicating that the findings largely reflect customer-facing perspectives. In terms of work experience, most respondents

have relatively long tenure, suggesting a workforce with substantial experience and understanding of organizational practices, although a mix of newer employees also contributes to workplace dynamics.

Descriptive statistical analysis shows that all research variables work discipline, motivation, organizational culture, and employee performance are categorized as high. Work discipline demonstrates a strong level of compliance, particularly in punctuality and adherence to rules. Motivation is also high, reflecting strong internal and external driving factors among employees. Organizational culture is perceived positively, indicating that values such as teamwork, innovation, and result orientation are well implemented. Similarly, employee performance is rated high across all indicators, including quality, quantity, initiative, and commitment, suggesting that employees are able to perform their duties effectively and consistently.

Classical assumption tests confirm that the regression model meets the required criteria. The normality test indicates that the data are normally distributed (Asymp. Sig. = 0.200 > 0.05). The multicollinearity test shows no significant correlation among independent variables, as all tolerance values exceed 0.10 and VIF values are below 10. The heteroscedasticity test, based on scatterplot analysis, reveals no specific pattern, indicating constant variance of residuals. These results confirm that the data meet the assumptions required for regression analysis, allowing further examination of the effects of work discipline, motivation, and organizational culture on employee performance.

Table 1. Multiple Linear Regression

Variabel	B	*Std. Error*	Beta	t	Sig.
(*Constant*)	9,668	4,244	-	2,278	0,025
Work Discipline	0,723	0,104	0,621	6,927	0,000
Motivation	0,618	0,143	0,503	4,321	0,000
Organizational Culture	-0,214	0,108	-0,193	-1,982	0,051

Source: SPSS, 2026

Based on Table 1, the results of the multiple linear regression analysis can be formulated into the following regression equation:

$$Y = 9.668 + 0.723X_1 + 0.618X_2 - 0.214X_3$$

The constant value of 9.668 indicates that when work discipline, motivation, and organizational culture are held constant, employee performance remains at a baseline level of 9.668. This value reflects the influence of other factors outside the research model that also contribute to employee performance. The regression coefficient for work discipline (0.723) shows a positive and significant relationship with employee performance. This means that every one-unit increase in work discipline will lead to an increase of 0.723 units in employee performance, assuming other variables remain constant. This relatively large coefficient indicates that work discipline is the most dominant factor influencing performance, particularly in terms of punctuality, compliance with rules, and responsibility. Similarly, the regression coefficient for motivation (0.618) also indicates a positive relationship with employee performance. This implies that an increase of one unit in motivation will improve employee performance by 0.618 units. This finding suggests that both internal and external motivational factors play an important role in enhancing employees' work enthusiasm, productivity, and overall performance. In contrast, the regression coefficient for organizational culture (−0.214) indicates a negative relationship with employee performance. This means that an increase of one unit in organizational culture is associated with a decrease of 0.214 units in employee

performance, assuming other variables remain constant. This result may indicate that the existing organizational culture has not been fully aligned with employee needs and characteristics, and therefore has not optimally supported performance improvement.

Table 2. Coefficient of determination

Model	R	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*
1	0,923	0,852	0,846	3,457

Source: SPSS, 2026

Based on Table 2, the coefficient of determination (R Square) is 0.852, indicating that 85.2% of the variation in employee performance can be explained by work discipline, motivation, and organizational culture within the research model. The Adjusted R Square value of 0.846 further confirms that, after adjusting for the number of independent variables, the model still explains 84.6% of the variation in employee performance. This demonstrates that the regression model has a very strong explanatory power. In addition, the R value of 0.923 indicates a very strong relationship between the independent variables and the dependent variable, while the remaining 14.8% is influenced by other variables outside the scope of this study (Ghozali, 2018).

Hypothesis testing reveals that work discipline, motivation, and organizational culture simultaneously have a positive and significant effect on employee performance, as indicated by an F-value of 151.220 with a significance level of 0.000. This result suggests that the combined effect of these three variables plays a substantial role in explaining variations in employee performance. Therefore, the first hypothesis (H1) is accepted. Partially, work discipline shows a positive and significant effect on employee performance (t = 6.927; Sig. = 0.000), indicating that higher levels of discipline such as punctuality, compliance with rules, and responsibility lead to improved performance. This finding also highlights work discipline as the most dominant factor influencing employee performance in this study (Mangkunegara, 2017). Thus, the second hypothesis (H2) is accepted.

Motivation also demonstrates a positive and significant effect on employee performance (t = 4.321; Sig. = 0.000). This implies that employees with higher motivation, driven by both internal and external factors, tend to exhibit greater enthusiasm, productivity, and work quality. Although significant, the influence of motivation is less dominant compared to work discipline. Therefore, the third hypothesis (H3) is accepted. In contrast, organizational culture shows a negative and non-significant effect on employee performance (t = −1.982; Sig. = 0.051), indicating that the existing organizational culture has not yet contributed effectively to performance improvement. This may be due to a lack of alignment or internalization of organizational values among employees (Schein, 1992; Robbins, 2006). Consequently, the fourth hypothesis (H4) is rejected.

From a discussion perspective, the simultaneous influence of work discipline, motivation, and organizational culture on employee performance reflects the integration of structural, psychological, and cultural factors in shaping work behavior. Employee performance, which is reflected through indicators such as quality, quantity, accuracy, initiative, commitment, and leadership, is generally high. In practice, work discipline serves as the foundation for maintaining consistency and operational efficiency, particularly in ensuring punctuality, adherence to procedures, and task completion. Motivation functions as a driving force that sustains employee enthusiasm and productivity, supported by factors such as salary, supervision, work relationships, recognition, and achievement (Sedarmayanti, 2017). Meanwhile, organizational culture acts as a behavioral guideline; however, its influence appears less significant due to limited internalization among employees.

The significant effect of work discipline on performance can be explained through its role in regulating employee behavior. Employees who demonstrate high discipline tend to

utilize working time effectively, comply with organizational standards, and complete tasks responsibly, which ultimately enhances both the quality and quantity of work. This finding is consistent with previous studies that emphasize discipline as a key determinant of performance (Suhaila et al., 2021; Hidayati et al., 2023). Similarly, motivation contributes to improved performance by encouraging proactive behavior, strengthening commitment, and increasing work effectiveness. Employees who feel valued and supported are more likely to maintain high performance levels, aligning with motivation theories proposed by Maslow (1943) and Robbins (2006).

However, organizational culture does not show a significant effect on performance despite being perceived positively. This indicates a gap between the existence of cultural values and their actual implementation in daily work behavior. In operational environments such as Krisna Oleh-Oleh Khas Bali 5, where tasks are routine and target-oriented, employees tend to rely more on direct factors such as discipline and motivation rather than abstract cultural values. Additionally, differences in employee tenure may influence the degree of cultural internalization. As suggested by Schein (1992), organizational culture can only significantly impact performance when its values are deeply embedded in employees' behavior. Therefore, the findings suggest that while organizational culture is present, it has not yet become a primary driver of employee performance in this context.

CONCLUSION

Based on the results of statistical analysis and discussion, it can be concluded that employee performance is influenced by interrelated structural and psychological factors. Work discipline, motivation, and organizational culture simultaneously have a positive and significant effect on employee performance, indicating that performance is formed through a combination of work order, internal drive, and organizational values. Partially, work discipline has a positive and significant effect and is the most dominant variable, reflecting the importance of compliance with rules, responsibility, and effective time management in improving performance. Motivation also shows a positive and significant effect, where both internal and external factors such as salary, supervision, work relationships, and recognition are able to enhance employee enthusiasm and productivity. However, organizational culture does not have a significant effect on employee performance, suggesting that although it is perceived positively, its values have not been fully internalized into employees' daily work behavior.

Based on these findings, it is recommended that Krisna Oleh-Oleh Khas Bali 5 maintain and strengthen work discipline through consistent supervision and evaluation systems, while also enhancing employee motivation by providing incentives, recognition, and fostering harmonious working relationships. Furthermore, organizational culture needs to be optimized through deeper internalization efforts such as training programs, regular briefings, and leadership role modeling so that it can contribute more effectively to performance improvement. For future research, it is suggested to include additional variables such as job satisfaction, work environment, compensation, and leadership style, as well as to apply more advanced analytical methods such as Structural Equation Modeling (SEM) or Partial Least Squares (PLS). Expanding the research scope and examining mediating or moderating variables is also recommended to gain a more comprehensive understanding of employee performance.

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