The Influence of Work Culture and Discipline on Employee Performance: The Intervening Role of Motivation at the Ministry of Tourism and Creative Economy

Atika Ayu Fitriayati[1]*,Suyanto [2],Sri Lestari Prasilowati[3]
[1]Master of Management, IPWIJA University, Indonesia
[2]Lecturer, IPWIJA University, Indonesia
[3]Lecturer, IPWIJA University, Indonesia
Email: atikaayuf@gmail.com

| Article Info	Abstract
Performance, Simpeg, Work Culture, Discipline, Motivation.	Employee performance is vital for achieving organizational goals. At the Ministry of Tourism and Creative Economy, efforts to enhance performance include the use of the Personnel Management Information System (SIMPEG), fostering a positive work culture, and enforcing work discipline. Motivation plays a crucial mediating role in strengthening the relationship between these variables and employee performance. Despite ongoing initiatives, challenges persist, such as suboptimal SIMPEG utilization, inconsistent internalization of work culture, and uneven levels of discipline across the organization. This study adopts a quantitative approach using a survey method, with data collected via questionnaires distributed to randomly selected employees to ensure representativeness. Regression and path analysis were used to examine the direct and indirect effects of SIMPEG, work culture, and discipline on performance, with motivation as an intervening variable. The findings reveal that SIMPEG, work culture, and discipline significantly affect employee performance both directly and through motivation. SIMPEG enhances performance by improving transparency and access to information, which boosts motivation. A strong work culture and high discipline levels also positively influence both motivation and performance. Motivation emerges as a key mediating factor. Therefore, strengthening organizational culture, improving discipline, and optimizing SIMPEG usage are recommended to foster a productive and efficient work environment.

1. Introduction

In the digital era, information technology plays a vital role in enhancing organizational efficiency. The Personnel Management Information System (SIMPEG) is a key tool in managing human resources. At the Ministry of Tourism and Creative Economy, SIMPEG streamlines employee data management covering personal information, work history, performance, and competencies while reducing administrative workload, expediting decision-making, and promoting transparency and accountability in HR practices.

Simpeg Application
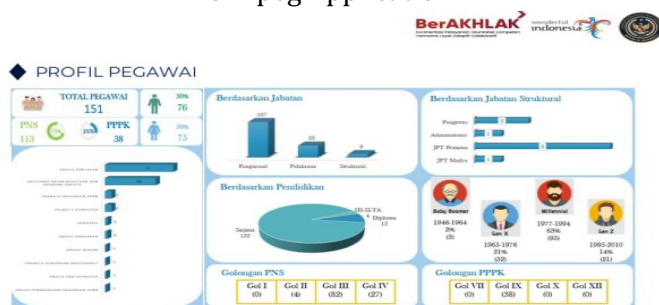
Simpeg Data Source 2024

However, even though it has been implemented, there are still various challenges facing the use of SIMPEG, such as obstacles from employees, lack of training and understanding of the system, and other technical obstacles. Therefore, this study aims to analyze the effectiveness of the use of SIMPEG in the Deputy for Industry and Investment of the Ministry of Tourism and Creative Economy, identify the obstacles faced, and provide recommendations to improve the performance of this system.

The State Civil Apparatus (ASN) plays an important role in the implementation of government and public services in Indonesia. As the spearhead of the bureaucracy, the performance of the State Civil Apparatus directly affects the effectiveness, efficiency, and quality of services provided to the community.

However, in recent years, ASN performance has become the main focus in the context of bureaucratic transformation and the quality of public services. Although various efforts have been made to reform the bureaucracy and develop human resources, there are still significant challenges in improving ASN performance. Some of the problems that are the focus of attention include that ASN performance has not been able to meet expectations the wider community, there are still many ASN who are less skilled and competent, lack motivation, lack of personal and work balance and a less supportive work environment and there is a very significant decline in performance based on the existing SKP .
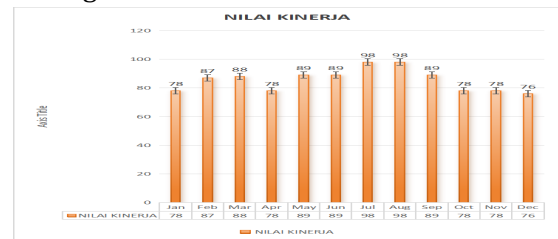
Figure 1.2
Quarterly Percentage
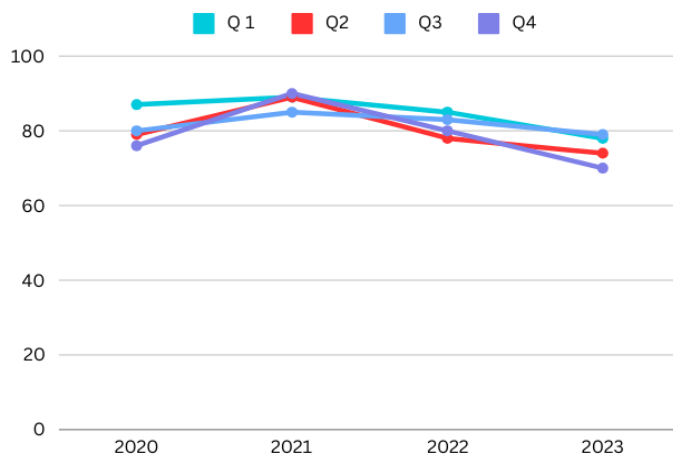
Source. Source. Tourism and Creative Economy Bureau

Effective and efficient human resource (HR) management is one of the key factors in improving the performance of an organization. In today's digital era, the application of information technology in HR management has become an urgent need. One of the efforts made by government agencies to support HR management is through the development and implementation of the Personnel Management Information System (Simpeg). The Ministry of Tourism and Creative Economy , as one of the government agencies that has a strategic role in developing the tourism sector in Indonesia, also needs to manage HR optimally. The need for accurate, fast, and integrated personnel data management has encouraged the Ministry of Tourism and Creative Economy to adopt the Simpeg application.

This application is expected to support better decision making, simplify the administration process, and increase efficiency and transparency in personnel management. Performance Value 2023

Source. Tourism and Creative Economy Bureau

The development and implementation of the Simpeg application in the Ministry of Tourism and Creative Economy is inseparable from various challenges, ranging from resistance to change, technological readiness, to the need for training for employees. Therefore, this study aims to analyze the extent to which the Simpeg application has been implemented in the Ministry of Tourism and Creative Economy , the benefits obtained, and the obstacles faced in its implementation.

Diagram Figure 1.4
Employee Simpeg Usage

	Kesesuaian Map	Dengan keteranagn	Tanpa Keternagan
Series1	80%	8%	12%
Series2	78%	15%	7%
Series3	85%	5%	10%

Series1   Series2   Series3

Source. Source. Tourism and Creative Economy Bureau

This study will also examine how the Simpeg application can be further optimized to support HR management in the Ministry of Tourism and Creative Economy , as well as provide strategic recommendations to improve the effectiveness and efficiency of personnel management through information technology. Thus, the results of this study are expected to provide a significant contribution to the development of

personnel information systems in the government environment, especially in the tourism sector. Implementing Good Governance in Indonesia can have a positive impact not only for the government system but also for other non-government business entities. Good governance is currently a reference in finding ways to improve bureaucracy in accordance with the demands of reform. Good governance as part of the reform agenda is basically an ideal condition that is expected to be realized in every aspect of government that interacts with the community.

The Ministry of Tourism and Creative Economy as a government that interacts directly with the community is required to provide excellent service to the community. Good performance of the State Civil Apparatus will certainly support the Ministry of Tourism and Creative Economy in providing excellent service to the community. Therefore, of course, always make improvements in managing existing HR in order to realize Good Governance. In order to improve the performance of the State Civil Apparatus at the Ministry of Tourism and Creative Economy , Simpeg is implemented , creating a comfortable working environment and implementing discipline for the State Civil Apparatus, so that excellent service to the community can be realized.

Simpeg is an electronic application that contains the stages of ASN employee performance management according to the Circular of the Head of the State Civil Service Agency Number 11 of 2023. The implementation of the Simpeg E-Performance application includes Performance reports (Daily reports, long leave, sick leave, CLTN), work behavior (assessed by subordinates and subordinates), Discipline components (lateness, Morning roll call, going home early, leaving official duties, not coming in without reason). With the implementation of this E-Performance, superiors can maintain the performance of their subordinates. In addition, subordinates can also provide a 360 review of the superior's performance.

In a scientific article, previous research or relevant research is very important. The theory of the relationship or influence between factors that is strengthened by previous research or relevant research. This article reviews the influence of career paths, namely: Work motivation, Work environment

and Work culture of a Performance Management Literature Review. This article was written with the aim of developing hypotheses regarding the variables that influence each other for use in further research. The results of the study indicate that rewards have a negative effect on employee performance while motivation and punishment have a positive effect on employee performance.

According to (Eko Septian 2020) Motivation has a significant effect on Employee Performance at PT. Sandabi Indah Lestari Bengkulu Utara. According to Vallery GE Nompo and Merinda H.Ch Pandowo (2020) Punishment partially affects Employee Performance at PT. Pegadaian (Persero) Kanwil V Manado. And it was said by Winda Sri Astuti1, Herman Sjahruddin, and Susenohadi Purnomo (2018) showed that punishment has a significant positive effect on employee performance. Hakim (2006) defines Motivation as the drive of effort and desire within a person that activates, empowers and directs their behavior to carry out tasks and responsibilities within the scope of their work.

The most famous motivation theory is the hierarchy of needs expressed by Abraham Maslow. His hypothesis states that within all humans reside five increasing needs (Maslow, in Robbins, 2006) there are 5 indicators for the influence of motivation, namely: his ambition which includes growth, potential, and achieving needs Mangkunegara (2013) provides a different definition where employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying it out according to the responsibilities given.

Meanwhile, according to Jufrizen (2018) employee performance is the result of employee work that is good in terms of quality or quantity in completing tasks assigned to the employee by his superiors or leaders based on the desires within the

GOODWILL Journal of Economics, Management, and Accounting
e-ISSN : 3063-8194 *p-ISSN* : 3063-9840
Volume 5 Number 2 October 2025

company. A caring leader, adequate work facilities, a comfortable work environment and pleasant coworkers and others (Hasibuan & Silvya, 2019). According to Jufrizen (2017) motivation is one of the things that influences human behavior. Motivation is also known as a driver of desires, supporters or needs that can make someone excited and motivated to reduce and fulfill their own drives, so that they can act and act in certain ways that will lead to the Analysis of Implementation of Personnel Information Systems in Improving Employee Performance "(2021) This journal highlights the importance of implementing a personnel information system in improving employee performance.

Case studies in government agencies show that implementing SIMPEG can improve administrative efficiency and provide accurate data for decision making. Challenges and Success Factors for Implementing HR Information Systems in Government Agencies" (2022) This study identifies factors that influence the success of HRIS (Human Resource Information Systems) implementation in government institutions. The main findings indicate that management support, adequate training, and good technology infrastructure are key factors for success. Evaluation of Personnel Information Systems in Government Environment: Case Study of the Ministry of Education and Culture" (2020) This journal intends to implement SIMPEG in the Ministry of Education and Culture.

The results of the study indicate that although this system has helped reduce the administrative workload, there are still technical obstacles and resistance from employees that need to be overcome. The Impact of the Use of Personnel Information Systems on the Performance of State Civil Apparatus" (2023) This study examines the impact of the use of SIMPEG on the performance of State Civil Apparatus (ASN). The results show a significant increase in ASN performance after using SIMPEG, especially in terms of data accuracy and speed of service.

This study aims to fill the gap in the literature on the impact of the implementation of the Human Resources Management Information System (SIMPEG) on employee performance. Although a number of studies have examined the impact of work culture and discipline on performance, as well as the role of motivation as an intervening variable, there have been few studies that comprehensively explore the interaction between these four factors in an organizational context.

How does the implementation of SIMPEG affect employee performance in organizations? Previous studies have shown mixed results regarding the effectiveness of SIMPEG in improving performance, but have not covered specific aspects that influence these results. To what extent do work culture and work discipline play a role in improving employee performance? Existing research focuses more on the direct relationship between work culture or discipline and performance, but has not considered the moderating role of motivation.

How does motivation act as an intervening variable between work culture, work discipline, and performance? Previous studies have more often viewed motivation as an independent or moderating factor, rather than as an intervening variable that can explain how work culture and discipline affect performance through motivation. This study examines the impact of using SIMPEG on the performance of the State Civil Apparatus (ASN). The results show a significant increase in ASN performance after using SIMPEG, especially in terms of data accuracy and speed of administrative services.

"HRIS Adoption in the Public Sector: A Comparative Study" (2021) This paper uses the implementation of HRIS in the public sector between several countries. The findings show that countries with strong policy support and investment in

HR training are more successful in adopting and optimizing the use of HRIS. The results of previous research related to the implementation of SIMPEG on the performance of researchers Nur Fatika Sari [1] , Rauly Sijabat [2] , Hawik Ervina Indiworo [3] (2022) stated that the implementation of E-performance had a significant effect on ASN performance.

Employee Attendance Performance

PERFORMANCE

| Kriteria	Sangat baik	Baik	Cukup
	93% 90% 89%	5% 7% 7%	2% 3% 5%
Series1	93%	5%	2%
Series2	90%	7%	3%
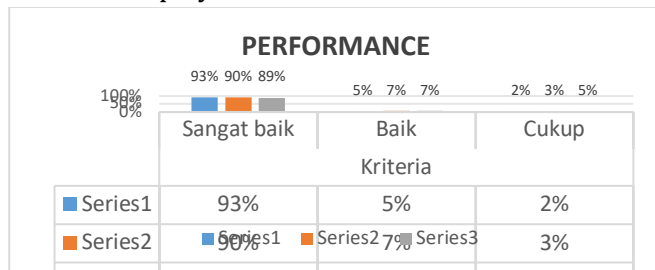
Source . Author 2024

The author is interested in raising this topic because employee performance in this case ASN performance in the Ministry of Tourism and Creative Economy can affect the services provided to the community. The existence of differences in previous research results indicates a GAP that needs to be re-examined. Motivation can be a bridge or mechanism that connects e-performance, work environment, and employee performance. A supportive environment will motivate employee performance to work better and the application of technology SIMPEG , Work Culture and Discipline at the Deputy for Investment, Ministry of Tourism and Creative Economy .

Method

This research is a research that wants to analyze SIMPEG (X1), Work Culture (X2), Discipline (X3) , Performance (Y) with Motivation (I) as Intervening Variables using a quantitative descriptive approach. According to Parmita (2015), the quantitative descriptive approach is an independent variable marked with X1, X2 , X3, while the dependent variable Y and the intervening variable are marked with I. Design study This is test varies free varies SIMPEG (X1), Work Culture (X2), Discipline (X3) , Performance (Y) and as Intervening Variables in the form ofMotivation (I). There are five research variables, namely three exogenous variables, one endogenous variable and one intervening variable.

Framework of influence variables -varies are as follows:
Figure 3.1 Design Study
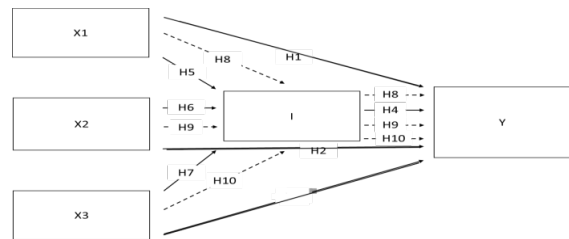
source. Author 2024

Study consists of three exogenous variables, namely SIMPEG , Work Culture, Discipline and two endogenous variables consisting of one intervening variable, namely Motivation and one dependent variable, namely Performance. The variables in this study consist of independent variables and dependent variables as well as intervening variables. For each variable and indicator in this study is explained as follows.

Variables independent (Variable (free)

Independent variables are variables that influence other variables. Independent variables are variables that influence or cause the emergence of varies depends (bound). Variables free (X) in study This is Simpeg (X1), Work Culture (X2), Discipline (X3)

Variables Intervention

This variable reflects the relationship between the independent and dependent variables, but cannot be measured and quantified. This variable is intervening/intervening variable Which located between varies independent and dependent, so that the independent variable does not directly affect the change in the dependent variable (Sugiyono, 2013:61). In this study, the intervening variable is Motivation (I)

Dependent variable (variable (bound)

Variables that influence or are the result of independent variables (Sugiyono,

GOODWILL Journal of Economics, Management, and Accounting
e-ISSN : 3063-8194 *p-ISSN* : 3063-9840
Volume 5 Number 2 October 2025

2013:59). In this study, the dependent variable is Performance (Y).

Results and Discussion

After the model specification, the next stage is to carry out an evaluation. measurement model based on convergent validity , discriminant validity , and composite reliability . Convergent validity will be measured using the outer values load And ROAD, whereas discriminatory validity will measured use markcross loading and Fornell-Larcker criteria.

Furthermore, the consistency reliability internal will be measured using values combination reliability . Before evaluation model measurement Have been done, Algorithm PLS SEM run it first. Results from the PLS-SEM algorithm that has been run can be seen in the image below. Next, the estimated values areWhich will used For to ponder model measurement reflective from this research.

SPECIFICATION MODEL
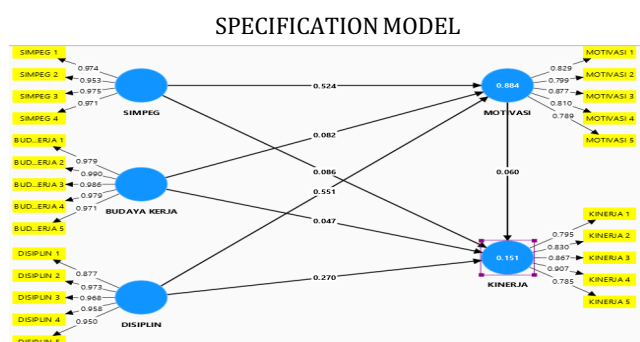
Source: Data processed by the author, Year 2024

Convergent Validity Convergent validity is a measure of the correlation between indicators of a varies latent Which aiming For test validity from a indicator And varies its latent. Convergent validity This can determined based on mark factorload and AVE value. In general, the convergent validity of an indicator acceptable if the AVE value is more than 0.5 or the external load is more from 0.6.

Results Run Outside Load
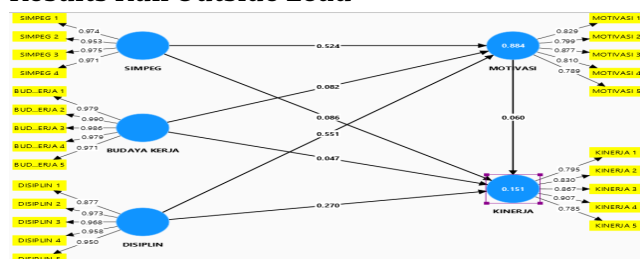
Source: Data processed by the author, Year 2024

SUMMARY OF OUTER LOADING RESULTS

	BUDAYA KERJA	DISIPLIN	KINERJA	MOTIVASI	SIMPEG
BUDAYA KERJA	0,979				
BUDAYA KERJA	0,990				
BUDAYA KERJA	0,986				
BUDAYA KERJA	0,979				
BUDAYA KERJA	0,971				
DISIPLIN 1		0,877			
DISIPLIN 2		0,973			
DISIPLIN 3		0,968			
DISIPLIN 4		0,958			
DISIPLIN 5		0,950			
KINERJA 1			0,795		
KINERJA 2			0,830		
KINERJA 3			0,867		
KINERJA 4			0,907		
KINERJA 5			0,785		
MOTIVASI 1				0,829	
MOTIVASI 2				0,799	
MOTIVASI 3				0,877	
MOTIVASI 4				0,810	
MOTIVASI 5				0,789	
SIMPEG 1					0,974
SIMPEG 2					0,953
SIMPEG 3					0,975
SIMPEG 4					0,971

Source: Data processed by the author, Year 2024

Based on the processed results in table 4.8, the image above, the external load value for each indicator Already > 0.7 so that can Advanced that overall indicator can measure each of its latent variables well.

SUMMARY OF AVE (AVERAGE VARIANCE EXTRACTED) VALUES

	Cronbach's alpha	Keandalan komposit (rho_a)	Keandalan komposit (rho_c)	Rata-rata varians diekstraksi (AVE)
BUDAYA KERJA	0,990	0,991	0,992	0,963
DISIPLIN	0,970	0,979	0,977	0,895
KINERJA	0,894	0,914	0,922	0,702
MOTIVASI	0,879	0,879	0,912	0,675
SIMPEG	0,978	0,979	0,984	0,937

Source: Data processed by the author, Year 2024

From Table 4.9 above, the overall AVE values that are above 0.5 are also shows that each latent variable in this study is able to explainmore from 50% Variants For each the indicators. So, can Advanced that validity convergent For every indicator And varies latent on study This is fulfilled.Discriminant Validity of Discriminant validity or validity discrimination measure how much different a varies latent with varies latent other. validity If the discriminant of a latent variable is met, then the latent variable has uniqueness and existence not represented by other latent variables.

Validity discrimination This can measured with inspect mark cross loading from indicator a varies latent And inspect criteria Fornell Larcker. When mark correlation a indicator with varies latent more from the indicator with other latent variables (cross loading) then The latent

GOODWILL Journal of Economics, Management, and Accounting
e-ISSN : 3063-8194 *p-ISSN* : 3063-9840
Volume 5 Number 2 October 2025

variables have good discriminant validity. Furthermore, criteria Fornell Larcker, an engineer Alone Done withcompare mark root rectangle TRACK a varies latent with correlation between the latent variable and other latent variables. If the square root value of AVE the worth more from correlation varies latent the And varies latentother so validity discriminative of a variable latent filled.

CROSS LOADING SUMMARY

	BUDAYA KERJA	DISIPLIN	KINERJA	MOTIVASI	SIMPEG
BUDAYA KERJA 1	0,979	0,219	0,198	0,465	0,489
BUDAYA KERJA 2	0,990	0,226	0,187	0,471	0,491
BUDAYA KERJA 3	0,986	0,213	0,140	0,448	0,499
BUDAYA KERJA 4	0,979	0,193	0,164	0,438	0,515
BUDAYA KERJA 5	0,971	0,240	0,182	0,469	0,472
DISIPLIN 1	0,176	0,877	0,201	0,628	0,355
DISIPLIN 2	0,172	0,973	0,331	0,736	0,397
DISIPLIN 3	0,182	0,968	0,378	0,738	0,383
DISIPLIN 4	0,253	0,958	0,388	0,835	0,445
DISIPLIN 5	0,260	0,950	0,387	0,743	0,343
KINERJA 1	0,133	0,248	0,795	0,247	0,119
KINERJA 2	0,018	0,299	0,830	0,266	0,262
KINERJA 3	0,325	0,375	0,867	0,372	0,264
KINERJA 4	0,180	0,271	0,907	0,299	0,185
KINERJA 5	0,032	0,294	0,785	0,301	0,259
MOTIVASI 1	0,301	0,767	0,300	0,829	0,437
MOTIVASI 2	0,273	0,815	0,365	0,799	0,429
MOTIVASI 3	0,321	0,847	0,265	0,877	0,481
MOTIVASI 4	0,518	0,402	0,289	0,810	0,916
MOTIVASI 5	0,494	0,401	0,268	0,789	0,952
SIMPEG 1	0,527	0,397	0,249	0,767	0,974
SIMPEG 2	0,454	0,372	0,233	0,738	0,953
SIMPEG 3	0,467	0,410	0,269	0,790	0,975
SIMPEG 4	0,495	0,400	0,283	0,762	0,971

Source: Data processed by the author, Year 2024

	BUDAYA KERJA	DISIPLIN	KINERJA	MOTIVASI	SIMPEG
BUDAYA KERJA	0,981				
DISIPLIN	0,223	0,946			
KINERJA	0,178	0,363	0,838		
MOTIVASI	0,468	0,783	0,362	0,821	
SIMPEG	0,502	0,408	0,268	0,790	0,968

Source: Data processed by the author, 2024

Based on table 4.10, outside load all over varies latent worth morefrom all over cross load it. So Also based on table 4.11, criteria Fornell Larcker, an engineer For all over varies latent Fulfilled because mark varies latent on line And column Which according to value fence big compared to with mark the latent variable on other latent variables.

From these two results it can be concluded that each latent variable Which There is on study This is unique And different One The same other. Besides That, Each latent variable represents its own information, which information is the No convey by varies latent other. With difference and uniqueness from each of the existing latent variables, each latent variable in the studyit has higher variance with each of its indicators from on with latent variables and other indicators.

1. Reliability Test

Reliability refers to the term consistency which means that if at any time something happens research said then it is reliable results the research will be the same in condition whatever. In study This, measurement reliability Done use mark combination reliability Because combination reliability calculate external loading different for each latent variable. Reliability itself can be assessed as good if the composite reliability has a value of more than or equal to 0.6 (Hair, Hult, et al., 2014). In addition, This reliability measurement can be done by analyzing the Cronbach's value. alpha, if the Cronbach's Alpha value > 0.6 then the questions in the questionnaire stated reliable or consistent. I

COMPOSITE RELIABILITY VALUE

	Cronbach's alpha	Keandalan komposit (rho_a)	Keandalan komposit (rho_c)
BUDAYA KERJA	0,990	0,991	0,992
DISIPLIN	0,970	0,979	0,977
KINERJA	0,894	0,914	0,922
MOTIVASI	0,879	0,879	0,912
SIMPEG	0,978	0,979	0,984

Source: Data processed by the author, Year 2024

Based on table 4.12, all Composite Reliability and Cronbach's values Alpha from varies latent study This has is at in on 0.6. Matter the means that all latent variables have good internal consistency reliability. With thus, When Meeting data Done return with use overall varies latent And indicator Which The same with study This so results study Which Obtained will The same. So, can The conclusion is that the research results obtained using latent variables and the indicators of this study have good consistency.

Structural Model Evaluation (Structural Model/Inner Model) Based on results evaluation model measurement Which has Done Previously, all variables in this study had validity and reliability Which Good. By Because That, stage analysis furthermore Which willwhat is done is the evaluation of the structural model. The evaluation of the structural model itself started with inspect significance of the relationship model structural using the t-value, p-value , and confidence interval . Then checking the coefficient determination from the structural model, determine Effect size

Significance Check of Structural Model Relationship Check significance connection This Done For inspect hypothesis Which has formulated previously on part framework theoretically study This. path coefficients will be generated after the PLS-SEM algorithm is run.

This path coefficient represents how the relationship between latent variables which has been formulated in the research hypothesis. However mark coefficient track approach +1 so between varies latent own connection positive Which strong, on the contrary When coefficient track approaching -1 then there is a strong negative relationship between the latent variables. Then The significance of the estimated path coefficients is generated from the process bootstrapping where the significance is determined based on the t-value and p-value mark . Furthermore coefficient track And results process bootstrap Which represent connection inter-construction And significance from hypothesis This research can be seen in table.

Summary of Path Coefficients and Results of Structural Model Significance Tests

	Sampel asli (O)	T statistik (|O/STDEV|)	Nilai P (P values)	Hubungan dan Tingkat Signifikansi
BUDAYA KERJA -> KINERJA	0,047	3,263	0,001	Positif dan Signifikan
BUDAYA KERJA -> MOTIVASI	0,082	2,470	0,007	Positif dan Signifikan
DISIPLIN -> KINERJA	0,270	5,293	0,001	Positif dan Signifikan
DISIPLIN -> MOTIVASI	0,551	4,097	0,000	Positif dan Signifikan
MOTIVASI -> KINERJA	0,060	2,179	0,003	Positif dan Signifikan
SIMPEG -> KINERJA	0,086	4,382	0,002	Positif dan Signifikan
SIMPEG -> MOTIVASI	0,524	7,160	0,000	Positif dan Signifikan

Based on table connection varies latent Which formulated on hypothesis study proven own type connection Which negative And positive as well as significant dependence on its path coefficient. Based on table 6 it can also be It can be seen that all the values used to see the level of significance of connection between varies latent own results And meaning Which consistent. An explanation of the results of testing the research hypothesis can be seen in part.

H1: There is an influence of SIMPEG on Employee Performance. Coefficient (O) = 0.086, T-Statistic = 4.382, P-Value = 0.002. The Personnel Management Information System (SIMPEG) has a positive and significant influence on performance Implementation of information technology in human resource management such as SIMPEG increases work efficiency. According to the theory of organizational technology (Davies, 1989), the use of technology-based systems increases work productivity. Fitriani et al. (2021) showed that optimal use of SIMPEG increases transparency and work effectiveness in government organizations.

H2: There is an influence of work culture on performance Employee Coefficient (O) = 0.047, T-Statistic = 3.263, P-Value = 0.001 Work culture has a positive and significant influence on performance. A good work culture encourages employee involvement in achieving organizational goals. According to Robbins and Judge (2018), a positive work culture can create a work environment that supports improved performance. Rahman and Putri (2022) showed that an organizational culture that supports innovation and teamwork significantly increases employee productivity in the public sector.

H3: There is an influence of Discipline on Employee Performance Coefficient (O) = 0.270, T-Statistic = 5.293, P-Value = 0.001 Discipline has a positive and significant influence on performance. Work discipline creates order that drives productivity and efficiency. According to Siagian (2018), employees with high levels of discipline are more likely to meet organizational targets. Santoso et al. (2023) found that high work discipline in government organizations contributed to a significant increase in time performance.

H4: There is an Influence of Motivation on Performance Employee Coefficient (O) = 0.060, T-Statistic = 2.179, P-Value = 0.003 Motivation has a positive and significant influence on performance. Work motivation serves as the main drive for individuals to achieve optimal work results. Maslow (1943) stated that motivated individuals will be more focused and productive in their work. Rahman and Putri (2022) revealed that employee intrinsic motivation makes a significant contribution to achieving the performance targets of public sector organizations.

H5: There is a Simpeg Want on Motivation Coefficient (O) = 0.524, T-Statistic = 7.160, P-Value = 0.000 The Personnel Management Information System (SIMPEG) has a positive and significant influence on motivation. SIMPEG provides easy access and transparency in personnel management, which increases employee work motivation. Davies' theory (1989) supports that the application of technology can increase employee comfort and motivation. Research by Santoso et al. (2023) states that SIMPEG plays an important role in encouraging employee motivation through efficient data management processes.

H6 : There is an Influence of Work Culture on Employee Motivation Coefficient (O) = 0.082, T-Statistic = 2.470, P-Value = 0.007 Work culture has a positive and significant influence on motivation. A conducive work culture creates a sense of comfort and intrinsic motivation in employees. Herzberg's theory (1968) asserts that cultural factors such as recognition and appreciation are drivers of work motivation. According to Fitriani et al. (2021), a work culture that supports work-life balance directly increases employee motivation.

H7 : There is an influence of discipline on motivation Employee Coefficient (O) = 0.551, T-Statistic = 4.097, P-Value = 0.000 Discipline has a positive and significant influence on motivation. Discipline creates structured work habits, thus increasing intrinsic motivation. Herzberg (1968) stated that order and responsibility are factors that drive work motivation. Based on research by Fitriani et al. (2021), strong discipline in an organization creates a sense of responsibility and increases individual motivation. The results of hypothesis testing show that all relationships between variables in this study have a significant effect. Work culture has a positive effect on performance (p = 0.001) and motivation (p = 0.007), discipline has a significant effect on performance (p = 0.001) and motivation (p = 0.000), while motivation also has a positive effect on performance (p = 0.003). In addition, the implementation of the Personnel Management Information System (SIMPEG) has been shown to have a significant effect on performance (p = 0.002) and motivation (p = 0.000). These results indicate that work culture, discipline, motivation, and the use of SIMPEG technology are important factors that are interrelated in improving employee performance.

Indirect Research Model (through mediation)

	Sampel asli (O)	T statistik (|O/STDEV|)	Nilai P (P values)	Hubungan dan Tingkat Signifikansi
SIMPEG -> MOTIVASI -> KINERJA	0,032	2,181	0,005	Positif dan Signifikan
BUDAYA KERJA -> MOTIVASI -> KINERJA	0,005	4,141	0,002	Positif dan Signifikan
DISIPLIN -> MOTIVASI -> KINERJA	0,033	3,174	0,003	Positif dan Signifikan

Source: Data processed by the author, Year 2024

H8 : The mediating effect of Simpeg motivation on the performance of employees of the Ministry of Tourism and Creative Economy . Coefficient (O) = 0.032, T-Statistic = 2.181, P-Value = 0.005 SIMPEG has a positive and significant effect on performance through motivation. The implementation of the Personnel Management Information System (SIMPEG) makes it easier to access information, increases transparency, employees feel appreciated, which ultimately increases their motivation and performance. According to the theory of organizational technology (Davies, 1989), well-implemented technology increases employee efficiency and motivation. Fitriani et al. (2021) contributes to employee motivation through efficient data management, which in turn improves organizational performance.

H9: Motivation mediates the influence of Work Culture on Employee Performance Coefficient (O) = 0.005, T-Statistic = 4.141, P-Value = 0.002 Work culture has a positive and significant effect on performance through motivation . A conducive work culture creates a work environment that supports intrinsic motivation, which then drives increased performance. According to Herzberg (1968), a good work culture is one of the drivers of employee motivation. Rahman and Putri (2022) revealed that an inclusive and supportive work culture has a

significant impact on employee motivation and performance.

H10 : Motivation mediates the influence of Discipline on the Performance of Ministry Employees Tourism and Creative Economy. Coefficient (O) = 0.033, T-Statistic = 3.174, P-Value = 0.003 Discipline has a positive and significant influence on performance through motivation. Good discipline creates order and consistency, which contributes to individual work motivation. Herzberg (1968) stated that discipline is an important factor in creating intrinsic motivation. Santoso et al. (2023) found that high work discipline in government organizations significantly increases team motivation and performance.

The results of the analysis show that SIMPEG has a positive and significant influence on performance through motivation (O = 0.032; T-Statistic = 2.181; P-Value = 0.005), which is the importance of the application of personnel management technology in improving work efficiency and motivation. In addition, work culture also has a positive and significant influence on performance through motivation (O = 0.005; T-Statistic = 4.141; P-Value = 0.002), which shows that an inclusive and supportive work environment can encourage optimal motivation and performance. Furthermore, discipline is proven to have a positive and significant influence on performance through motivation (O = 0.033; T-Statistic = 3.174; P-Value = 0.003), indicating that regularity and consistency in employee work behavior can increase motivation and productivity.

These results emphasize the importance of a combination of work culture, discipline, and technological support such as SIMPEG to maximize employee motivation and performance in the organization. Determining the coefficient of determination ($R2$) After connection model structural checked its significance, model structural will evaluated use coefficient determination. Coefficient determination represents the amount of variance in the endogenous latent variable that can be explained by all latent variables. According to (Hair, Hult, et al., 2014), if each R2 [has] a value of 0.75, 0.5, or 0.25 then the influence variable exogenous latent variables against endogenous latent variables can be categorized as strong, moderate, or weak. The

results of the structural model evaluation using the coefficient of determination For this research .

Determination Coefficient Value

	R-square	Adjusted R-square
KINERJA	0,514	0,503
MOTIVASI	0,884	0,879

Source: Data processed by the author, Year 2024

Based on the table above, the R-square value for the Performance variable is 0.514 , which means that 51.4% of the performance variation can be explained by the independent variables (Work Culture, Discipline, Motivation, and SIMPEG). Meanwhile, the Adjusted R-square value of 0.503 indicates that after adjusting for the number of predictors in the model, around 50.3% of the performance variation remains explained by the model. For the Motivation variable , the R-square value has not been seen in this data, but the relevance of motivation as a mediator has been strengthened from the previous analysis.

According to the Goal-Setting theory (Locke & Latham, 1990), employee performance can be improved through strong motivation, discipline, a conducive work culture, and technology support. These variables work synergistically in creating an optimal environment for performance. Herzberg (1968) stated that intrinsic motivation, such as recognition of work achievements and order in the organizational system, plays an important role in increasing individual productivity. Fitriani et al. (2021) stated that effective use of SIMPEG increases employee motivation because it facilitates access to performance data and personnel management.

This supports the contribution of technology to improving motivation and performance. Rahman and Putri (2022) found that a supportive work culture has a significant impact on performance through employee motivation, especially in public

sector organizations. Santoso et al. (2023) emphasized the importance of discipline as a major influence on motivation and performance in organizations, especially through integrated human resource management.

Mediation Effect

Overall it can be concluded that there is a direct relationship between varies The results of the study indicate that work culture, discipline, motivation, and personnel management technology (SIMPEG) together provide a significant contribution to employee performance, with an explanation level of 51.4%. This emphasizes the importance of synergy between internal factors and technology in creating a productive and effective work environment. Managerial Implications

Based on the research results, the Human Resources Management Information System (SIMPEG) has been proven to have a significant influence on employee motivation and performance. Therefore, organizations need to ensure that the SIMPEG used is designed to be user-friendly, relevant, and in accordance with employee job needs. In addition, regular training on the use of SIMPEG must be held to improve employee capabilities in utilizing the system optimally. Responsive technical support and regular system updates are also key so that SIMPEG can continue to contribute to employee productivity, both individually and collectively.

Furthermore, a positive work culture is an important factor in increasing employee motivation and performance. Organizations need to prioritize work values such as cooperation, effective communication, and appreciation for individual and team achievements. To create a conducive work culture, management can organize activities such as team building, best employee awards, or group discussions involving all levels of the organization. Company leaders must be examples in implementing a supportive work culture, so that these values can be internalized by all employees.

Work discipline also has a strategic role in driving employee motivation and performance. Organizations need to establish clear disciplinary policies, such as work time rules, work targets, and transparent performance evaluation mechanisms. Giving awards to employees who are consistent in

carrying them out according to established standards can encourage overall discipline. In addition, management needs to apply a balanced approach between strict rules and a humanistic approach, such as providing constructive feedback and guidance to employees who need it, so that a fair and supportive work environment is created. Employee motivation is a key element that connects work culture, discipline, and SIMPEG with organizational performance. Therefore, management must continue to find ways to increase motivation through intrinsic and extrinsic approaches. The intrinsic approach can be done by giving employees autonomy to make decisions related to their work, while the extrinsic approach can be realized through financial and non-financial rewards. The combination of these two approaches can create a strong work motivation, which has a positive impact on productivity and quality of work results. Overall, organizations need to prioritize human resource management with an integrated strategy, which includes implementing technology such as SIMPEG, strengthening work culture, increasing discipline, and managing employee motivation. These efforts must be carried out continuously to ensure the creation of positive synergy between employees and the organization. Thus, performance targets can be achieved effectively, while building a healthy and productive work environment.

Conclusion

Based on the results of the analysis in this study regarding this study, work culture, discipline, motivation, and the use of SIMPEG technology have a significant influence on employee performance. SIMPEG contributes to improving performance directly and through motivation. Good discipline and work culture also directly affect employee motivation and performance. Motivation has been shown to be an important

mediating factor in the relationship between work culture, discipline, and SIMPEG on employee performance. Therefore, organizations are advised to strengthen work culture, improve discipline, and optimize the use of SIMPEG in order to create a work environment that supports improving employee motivation and performance.

H1 : SIMPEG has a positive and significant effect on employee performance, indicating that information technology facilitates human resource management.

H2 : A good work culture has a significant influence on performance, encouraging collaboration and productivity.

H3 : Work discipline is proven to significantly improve performance through regularity and efficiency.

H4 : Motivation positively influences performance by encouraging individuals to achieve optimal work results.

H5 : SIMPEG contributes to increasing employee motivation through transparency and ease of access to information.

H6 : A conducive work culture increases employee motivation, creates a sense of comfort and appreciation.

H7 : Work discipline has a significant impact on motivation through structured work habits.

H8 : Motivation mediates the relationship between SIMPEG and performance, strengthening the positive effect of technology on work outcomes.

H9 : Work culture affects performance through motivation, creating an environment that supports engagement.

H10 : Discipline improves performance through motivation, emphasizing the importance of consistency in the work environment.

Suggestion

Improving the Utilization of SIMPEG : Organizations need to ensure regular training on the use of the Human Resources Management Information System (SIMPEG) so that employees are more proficient in its use. Additional features can be developed in SIMPEG to increase transparency and efficiency, such as task reminder systems and automatic performance analysis. **Strengthening Work Culture**: Organizational leaders must promote positive work culture values such as collaboration, innovation, and appreciation for individual

contributions. Internal activities, such as work culture development training or award events, can be carried out to strengthen solidarity among employees . **Improving Discipline**: Implementing a performance-based reward and sanction system can encourage employee discipline. Organizations can provide time management and responsibility training to increase awareness of the importance of discipline in work. **Managing Employee Motivation**: Leaders need to provide more frequent constructive feedback to employees to increase intrinsic motivation. Performance-based incentive programs are not necessary to encourage higher motivation among employees. **Integration of Performance Factors** : Organizations need to integrate SIMPEG factors, work culture, discipline, and motivation into management strategies to maximize performance.

Suggestions for Further Research

Further research can explore the influence of external variables such as transformational leadership and job satisfaction on employee performance. Studies with a wider population or different sectors can provide better generalization of the research results. The use of longitudinal research methods to provide long-term impacts of the variables studied. Explaining research models that include current technological factors, such as artificial intelligence or automation, in improving organizational efficiency and performance.

BIBLIOGRAPHY
Book
Ananto, N., Walean, RH, & Lumingkewas, CF (2022). Concept and Application SEM PLS analysis with Smartpls3.0 (D.fadhila, Ed.; 1st ed., Vol.1). Partners Media Scholar.

Ardan, M., & Jaelani, A. (2021). Human Resource Management: Turnover Intention Can Influence the Quality

of Company Performance (Print) First). Pen The land.

Hutahaean, Ans. S. (2018) Base Management (N. Pangesti, Ed.; Mold First).

Ahlimedia Book.

Jaya, IMLM (2020). Quantitative and Qualitative Research Methods: Theory, Implementation, and Research Real (F. Hussein, (Ed.). Great Children of Indonesia.

Paramarta, English: V., Dear, & Sunarsi, D. (2021). Management Source Power Man Theory & Practice (1st edition). Cipta Indonesian Media.

Sinambela, English: L. P. (2016) page 11. Management Source Power Man: Build Team Work Which Congested For Increase Performance (First). Earth Script.

Sugiyono. (2013). Quantitative, Qualitative, and R&D Research Methods . Alphabet. Mr. English: E. (2019). Management Resource Man (ninth). Golden.

Terry, G. R., & Regret, English: L. Ans. (2019). The Basics Management (edition revise) (B. S. Fatmawati, Ed.; Print First). Earth Script.

Dear, R. (2021). Management Career (Theory, Draft And Practice) (Basuki, (Ed.).

Media Science Indonesia.

JOURNAL

Akhmal, A., Laia, F., & Sari, RA (2019). The Influence of Career Development on Satisfaction Work Employee. Journal Business Administration (CAN) LP3I Medan , 8 (1),1–6.

Ariwibowo, J., Madris, M., & Patiro, SPS (2022). The Influence of Career Opportunities and Competence on Employee Performance Through Motivation and Job Satisfaction As a Mediating Variable at the Regional Office of the Ministry of Law and Human Rights Sulawesi West. ECOBISMIC (Journal Economy, Business And Management) , 9 (2), 126–Phone number 134. https://doi.org/10.36987/ecobi.v9i2.2433

Ariyanti, NPS, & Suartina, IW (2021). The Effect of Compensation on Turnover Meaning Through Work Satisfaction On PT. Super English Horeca Commerce Denpasar. Widya Amrita: Journal Management, Entrepreneurship And Tourist , 1 (4), 1119–1129.

Danang Setia Budi, & Adi Susilo John. (2023). That Influence from Compensation And Leadership Style on Turnover Intention with Work Motivation as an Intervention Variables in PNM Mekaar Regional Mojokerto. Formosa Journal of Sustainable Research , 2 (8), 1843–1864. https://doi.org/10.55927/fjsr.v2i8.5425

Dewi, RS, & Nurhayati, M. (2021). The Influence of Career Development on Turnover Intention with Job Satisfaction and Organizational Commitment as Mediators, Study at PT Control Systems Arena Para Nusa. European Journal of Business and ManagementManagement Research , 6 (4), 11–18. https://doi.org/10.24018/ejbmr.2021.6.4.918

Mr. Handoko, D. S., & Rambe, M. F. (2018) Influence Development Career And Compensation to Commitment Organization Through Satisfaction Work. Management: Journal ScientificMaster Management , 1 (1) 31–45. https://doi.org/10.30596/maneggio.v1i1.2238

Hasibuan, MHM (2018). Analysis of the Influence of Mutation, Job Promotion and Job Satisfaction Work on the Performance of Leadership Employees Office of the Board of Directors PT. Plantation Archipelago Vol. University of Northern Sumatra.

Irfan, M., & Putra, AR (2021). The Impact of Leadership and Job Rotation on Substitution Meaning. Economy, Finance, Investment And Sharia (EQUITY) , 3 (2), 302–306. https://doi.org/10.47065/ekuitas.v3i2.1150

Jaya, I. M. English: L. M. (2020). Method Study Quantitative And Qualitative: Theory, Implementation, And Real

Research (F. Hussein, (Ed.). Child Great Indonesia.

Juliet, S., Prasetyo, I., & Utari, Ans. (2022). Influence Environment Work And Compensation On Employee Performance Through Job Satisfaction at the DPRD Secretariat Office Meranti Islands Regency. BBM (Business & Management Bulletin) , 8 (2), 100. https://doi.org/10.47686/bbm.v8i2.405

ra. Journal Education Tambusai , 6 (2), 11261–11280.

Kuswahyudi, IJ, Setiadi, PB, & Rahayu, S. (2022). The Influence of Compensation, Motivation And Burden Work to Substitution Meaning Employee on PT. Blessing AreaManyar Prosperous