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THE INFLUENCE OF WORK DISCIPLINE, MOTIVATION, AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF SALES PROMOTION GIRLS (SPGS) AT PT. DUTA INTIDAYA TBK - MEDAN

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Abstract

This study aims to analyze the influence of work discipline, motivation, and organizational culture on the performance of Sales Promotion Girls (SPGs) at PT Duta Intidaya Tbk, Medan. A quantitative approach was employed using a saturated sampling technique involving 30 respondents. Data were collected via 1–5 Likert scale questionnaires and analyzed using multiple linear regression, preceded by tests for validity, reliability, normality, multicollinearity, and heteroscedasticity. The results indicate that work discipline has a positive and significant effect on employee performance ($\beta = 0.479$; $t = 7.891$; $p < 0.001$), as do motivation ($\beta = 0.402$; $t = 6.754$; $p < 0.001$) and organizational culture ($\beta = 0.598$; $t = 10.001$; $p < 0.001$). Organizational culture emerged as the strongest predictor. Simultaneously, the three variables significantly influenced performance ($F = 90.619$; $p < 0.001$), with $R^2 = 0.913$ and Adjusted $R^2 = 0.903$. This study reinforces the evidence that SPG performance is determined not only by adherence to work rules and the drive for achievement but also by organizational values, norms, and habits that shape work behavior. The research gap lies in the existence of inconsistent empirical findings regarding the effects of discipline and motivation, as well as the limited number of studies examining these three constructs simultaneously within the context of retail SPGs in Medan.

Keywords: Work Discipline, Motivation, Organizational Culture, Employee Performance, Sales Promotion Girls (SPG)

INTRODUCTION

Employee performance is a crucial indicator of organizational success, as it is directly linked to target achievement, productivity, service quality, and business sustainability. In the retail industry, the role of a Sales Promotion Girl (SPG) entails specific job characteristics requiring punctuality, adherence to work standards, customer interaction skills, the attainment of sales targets, and the ability to uphold the company's image. Consequently, managing SPG performance requires attention to both individual behavioral factors and organizational factors. PT Duta Intidaya Tbk Medan faces performance dynamics reflected in sales revenue fluctuations over the past three years. Company data used in this study indicates annual revenues of 840 in 2023, rising to 900 in 2024, and then settling at 875 in 2025. These fluctuations highlight the importance of understanding internal factors related to sales force performance. In addition to performance indicators, attendance data from the last three months reveals variations in average attendance figures: approximately 759 in January, 771 in February, and 761 in March. This situation serves as an early indication that disciplinary aspects—specifically attendance and punctuality—require attention in the management of SPGs.

A pre-survey conducted by the researcher also showed that Work Discipline scored 25.09%, Motivation 26.11%, Organizational Culture 25.16%, and Performance 24.64%; all of these fall into the "poor" category. These preliminary findings suggest interconnected issues involving work behavior, work motivation, the organizational value environment, and work outcomes. Conceptually, Work Discipline encompasses adherence to rules, punctuality, responsibility, and consistency in task execution. From a human resource management perspective,

discipline helps organizations ensure that work behavior aligns with established standards. In the context of SPGs, discipline is vital because tardiness, absenteeism, or non-compliance with procedures can directly impact service quality and the achievement of targets. Motivation is the force that directs an individual's intensity, direction, and persistence in achieving goals. Ryan and Deci (2000) explain that the quality of motivation is linked to psychological needs and goal internalization, while a meta-analysis by Cerasoli et al. (2014) demonstrates that both intrinsic motivation and extrinsic incentives are associated with performance. More recent longitudinal evidence from Wang et al. (2024) also indicates that work motivation predicts performance more strongly than the reverse relationship.
Organizational culture is a system of values, norms, and assumptions that guide how organizational members think and act. Denison and Mishra (1995) showed that cultural characteristics such as involvement, consistency, adaptability, and mission are related to organizational effectiveness. A meta-analysis by Hartnell et al. (2011) also found that specific types of organizational culture are positively associated with organizational effectiveness.

Previous research in Indonesia also offers support, though findings are not entirely consistent. Surya and Zahirah (2022) found that discipline, organizational culture, and motivation have a positive and significant impact on performance. Shidiq et al. (2024) also observed a positive influence from these three variables. However, Bora et al. (2023) found that while organizational culture had a strong impact, motivation and discipline did not have a significant effect when analyzed individually. Kusumawati et al. similarly reported that organizational culture was significant, whereas motivation and discipline were not significant in isolation. These divergent findings suggest a need to re-examine the model within different organizational contexts and job characteristics. The research gap addressed in this study is based on three aspects. First, there are inconsistencies in empirical results regarding the impact of work discipline and motivation on employee performance. Second, some studies have examined only two variables or incorporated mediating/moderating variables; consequently, evidence regarding a direct model involving three predictors needs to be expanded, specifically within the context of sales promotion personnel (SPG) roles. Third, the context of retail sales promoters entails specific performance demands—attendance, punctuality, customer service, target achievement, and brand representation—meaning that findings from the public, manufacturing, banking, or service sectors cannot be automatically generalized to this setting.

Addressing this gap, this study simultaneously and partially examines the influence of work discipline, motivation, and organizational culture on the performance of sales promoters at PT Duta Intidaya Tbk in Medan. The study makes an empirical and contextual contribution by providing evidence regarding the specific unit of analysis—retail sales promoters in Medan—while also identifying the variable that is relatively the strongest in explaining performance. The objectives of this study are:

1. To analyze the effect of work discipline on the performance of SPG employees.
2. To analyze the effect of motivation on the performance of SPG employees.
3. To analyze the effect of organizational culture on the performance of SPG employees.
4. To analyze the simultaneous effect of work discipline, motivation, and organizational culture on the performance of SPG employees.

LITERATURE REVIEW

Work Discipline

Work discipline refers to an employee's awareness and willingness to adhere to organizational rules and consistently fulfill job responsibilities (Rivaldo & Nabella, 2023; Perkasa et al, 2023). In this study, the indicators of work discipline include attendance, punctuality, adherence to regulations, and job responsibility. These indicators are particularly relevant to the role of a sales promotion girl (SPG), as sales activities are heavily dependent on the salesperson's presence at designated times and locations.

Work Motivation

Work motivation is understood as the drive that directs an individual's energy toward achieving work-related goals (Hajiali et al, 2022; Camelie et al, 2023). This study employs indicators derived from Herzberg's approach: achievement, recognition, the work itself, and development or advancement. Strong motivation is expected to enhance the persistence of sales promoters when facing sales targets, customer demands, and performance evaluations.

Organizational Culture

Organizational culture is a system of shared values and norms that guides the behavior of organizational members (Boufounou & Argyrou, 2022; Arghode et al, 2022). In this study, cultural indicators encompass

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organizational values, work norms, work attitudes and behaviors, and the work environment. A consistent culture can clarify behavioral expectations and strengthen coordination, cooperation, and target orientation.

Employee Performance

Employee performance refers to the work results achieved in carrying out duties and responsibilities. This study employs indicators such as work quality, work quantity, timeliness, responsibility, and teamwork. These measures align with the characteristics of sales promotion staff (SPG), whose performance is evaluated not only based on sales volume but also on service quality and adherence to work standards.

A synthesis of prior research reveals a general pattern indicating that work discipline, motivation, and organizational culture are constructs relevant to performance, though their strength and significance depend on the context. International evidence provides a robust theoretical foundation: culture is linked to organizational effectiveness (Denison & Mishra, 1995; Hartnell et al., 2011) and motivation to performance (Cerasoli et al., 2014; Wang et al., 2024), while engagement and work attitudes also demonstrate a relationship with performance (Christian et al., 2011; Judge et al., 2001). At the national level, some studies find that all three variables exert a positive and significant influence—both simultaneously and individually—yet other studies report differing results for specific variables. This discrepancy constitutes an empirical inconsistency that serves as the basis for a contextual replication study at PT Duta Intidaya Tbk Medan.

This research does not claim that a three-variable model has never been studied; rather, its novelty lies in re-examining an integrated model within the context of retail sales promoters—characterized by sales targets and customer service requirements—and determining which variable exerts the strongest relative influence within the model. Thus, the research gaps addressed in this study are: (1) a results gap, specifically the inconsistent influence of discipline and motivation; (2) a contextual gap, namely the limited evidence regarding retail sales promoters in Medan; and (3) an integration gap, specifically the need for the simultaneous testing of three work-behavior determinants using primary data from a single organizational unit with specific performance indicators.

Referring to the background of the problem, research formulation, and objectives, the researcher can state the following hypotheses:

H1: Work discipline has a significant influence on the employee performance SPG in PT. Duta Inti Daya Tbk Medan.
H2: Work motivation has a significant influence on the employee performance SPG in PT. Duta Inti Daya Tbk Medan.
H3: Organizational culture has a significant influence on the employee performance SPG in PT. Duta Inti Daya Tbk Medan.
H4: Work discipline, work motivation, and organizational culture simultaneously have a significant influence on the employee performance SPG in PT. Duta Inti Daya Tbk Medan.

METHOD

This study employs a quantitative approach with an associative design to examine the causal relationships between variables. The research was conducted at PT Duta Intidaya Tbk in Medan, with data collection taking place from April 5 to August 30, 2026. The study population consists of employees—specifically sales promoters (SPG)—serving as the units of analysis at the research site. Given an accessible population of 30 individuals, a saturated sampling method was used, meaning all 30 members of the population served as respondents. The independent variables comprise Work Discipline (X1), Motivation (X2), and Organizational Culture (X3), while the dependent variable is Employee Performance (Y). The research instrument utilizes a 1–5 Likert scale, ranging from "strongly disagree" to "strongly agree." Instrument testing covered validity and reliability. Classical assumption testing included normality, multicollinearity, and heteroscedasticity. Hypothesis testing was conducted using multiple linear regression, the t-test, the F-test, and the coefficient of determination (R^2).

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Table 1. Operationalization of Variables

Variable	Definition of Variables	Indicator
Work Discipline (X1)	Employee compliance with work rules and procedures.	Attendance; punctuality; adherence to rules; work responsibility.
Work Motivation (X2)	Internal and external drives that direct work motivation.	Achievement; recognition; the work itself; development/advancement.
Organizational Culture (X3)	Values, norms, and customs that serve as guidelines for behavior.	Organizational values; work norms; work attitudes/behaviors; work environment.
Employee Performance (Y)	Work results achieved in carrying out duties and responsibilities.	Quality; quantity; timeliness; responsibility; teamwork.

RESULTS AND DISCUSSION

Results

Descriptive Statistics

Table 2. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Work Discipline (X1)	30	26,00	52,00	35,0000	6,40043
Work Motivation (X2)	30	24,00	50,00	35,0333	6,43527
Organizational Culture (X3)	30	24,00	49,00	35,1000	6,59859
Employee Performance (Y)	30	27,00	42,00	34,3667	3,73689
Valid N (listwise)	30				

Source: SPSS version 25 (2026)

Based on descriptive statistics, the mean values were 35.00 for Work Discipline, 35.03 for Motivation, 35.10 for Organizational Culture, and 34.37 for Employee Performance. The mean values of the three independent variables were relatively close to one another, whereas Employee Performance showed a lower level of dispersion.

Multicollinearity Test Results (Tolerance and VIF)

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Work Discipline (X1)	0,909	1,100	Multicollinearity is not present.
Work Motivation (X2)	0,949	1,054	Multicollinearity is not present.
Organizational Culture (X3)	0,940	1,063	Multicollinearity is not present.

Source: SPSS version 25 (2026)

Referring to Table 3, it is known that the results of the multicollinearity test for the variables work discipline, work motivation and organizational culture have a tolerance value > 0.10 and VIF < 10, so this study is declared free from multicollinearity problems.

Heteroscedasticity Test Results (Glejser)

Table 4. Glejser Heteroscedasticity Test Results

Variabel	Sig. Glejser	Criterion	Description
Work Discipline (X1)	0,158	> 0,05	Heteroskedasticity is not present.
Work Motivation (X2)	0,335	> 0,05	Heteroskedasticity is not present.
Organizational Culture (X3)	0,415	> 0,05	Heteroskedasticity is not present.

Source: SPSS version 25 (2026)

Referring to Table 4. above, the results of the Glejser test above, the significance value of the three independent variables is > 0.05, so it can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Test Results

Table 6. Multiple Linear Regression Test Results

Variable	B	Std. Error	Beta	t	Sig.
Constanta	4,518	1,861		2,428	0,022
Work Discipline (X1)	0,280	0,035	0,479	7,891	<0,001
Work Motivation (X2)	0,233	0,035	0,402	6,754	<0,001
Organizational Culture (X3)	0,338	0,034	0,598	10,001	<0,001

Source: SPSS version 25 (2026)

Referring to Table 6, the regression equation for the above values is:

$$Y = 4.518 + 0.280X1 + 0.233X2 + 0.338X3$$

The equation shows that all three regression coefficients are positive. The Work Discipline coefficient of 0.280 indicates that a one-unit increase in Work Discipline is estimated to increase Employee Performance by 0.280 units, assuming other variables remain constant. The coefficients for Motivation (0.233) and Organizational Culture (0.338) indicate a similar direction of influence.

Hypothesis Testing

Partial Test Results (t-Test) and Simultaneous Test Results (F-Test)

Table 7. Partial Test Results (t-Test) and Simultaneous Test Results (F-Test)

Hypothesis	t / F	Sig.	Description
H1 Work Discipline → Employee Performace	7,891	0,001	Accepted
H2 Work Motivation → Employee Performace	6,754	0,001	Accepted
H3 Organizational Culture → Employee Performace	10,001	0,001	Accepted
H4 Work Discipline, Work Motivation, Organizational Culture → Employee Performace	90,619	0,001	Accepted

Source: SPSS version 25 (2026)

Referring to Table 7, it is known that the independent variables influence each other on the dependent variable.

1. Work discipline has a significant effect on employee performance, with a significance value of < 0.05.
2. Work motivation has a significant effect on employee performance, with a significance value of < 0.05.
3. Organizational culture has a significant effect on employee performance, with a significance value of < 0.05.
4. Work discipline, work motivation and organizational culture has a significant effect on employee performance, with a significance value of < 0.05.

Determination Test Results

Table 8. Determination Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955[a]	.913	.903	1.16602

a. Predictors: (Constant), work discipline, work motivation, organizational culture

Source: SPSS version 25 (2026)

Referring to Table 9, the Adjusted R Square value is 0.903, meaning 90.3% of the variables influencing the employee performance can be explained by work discipline, work motivation, organizational culture. The remaining 9.7% can be explained by other variables not examined in this study.

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Discussion

The Influence of Work Discipline on the Employee Performance

P Work discipline has a positive and significant effect on employee performance ($\beta = 0.479$; $t = 7.891$; $p < 0.001$). These results indicate that the more consistently sales promoters (SPGs) maintain attendance, punctuality, adherence to regulations, and a sense of responsibility, the better their performance. These findings align with Harisha and Prasetio (2023), Rahmawati and Nurhadian (2023), and various national studies that have identified a positive relationship between discipline and performance. The findings are also consistent with Kulal (2025), who identified punctuality as a crucial aspect of performance studies, albeit within a more complex research model. Discrepancies with studies finding no significant impact of discipline—such as Bora et al. (2023)—suggest that the influence of discipline may depend on the specific work context, supervision systems, and organizational characteristics. In the context of sales promoters, attendance and punctuality have direct consequences for sales coverage and customer service, making the impact of discipline more pronounced.

The Influence of Work Motivation on the Employee Performance

Motivation has a positive and significant effect on employee performance ($\beta = 0.402$; $t = 6.754$; $p < 0.001$). This implies that the stronger the drive for achievement, recognition, interest in the work, and opportunities for growth, the higher the performance of sales promoters (SPGs). These findings support Cerasoli et al. (2014), who found through a meta-analysis that intrinsic motivation and extrinsic incentives are linked to performance, as well as Wang et al. (2024), who provided longitudinal evidence that motivation is more likely to be a predictor of performance than the reverse. These findings also align with domestic studies such as Maisyuroh and Ubaidillah (2023) and Surya and Zahirah (2022). However, the results differ from those of Bora et al. (2023) and other studies that found the effect of motivation to be statistically insignificant when analyzed individually. Such discrepancies highlight a research gap and underscore the importance of examining the specific characteristics of the sales promoter role, which is closely tied to targets, rewards, and customer interactions.

The Influence of Organizational Culture on Employee Performance

Organizational culture emerged as the variable with the strongest relative influence in the model ($\beta = 0.598$; $t = 10.001$; $p < 0.001$). This result indicates that values, norms, work behaviors, and the organizational environment make the greatest contribution—compared to the other two predictors—to explaining the performance of sales promoters (SPGs). These findings are consistent with Denison and Mishra (1995) and Hartnell et al. (2011), which demonstrate that cultural characteristics are linked to organizational effectiveness. In the context of sales promoters, a culture emphasizing customer orientation, targets, cooperation, responsibility, communication, and consistent work standards can serve as a social mechanism that guides individual behavior. These results also align with Wiharti et al. (2024) and Sari and Suwaji (2024), highlighting the importance of organizational culture in shaping employee outcomes.

The Simultaneous Influence of Work Discipline, Work Motivation and Organizational Culture on the Employee Performance

Work discipline, motivation, and organizational culture simultaneously exert a significant influence on employee performance ($F = 90.619$; $p < 0.001$). These results indicate that the performance of sales promoters is a multidimensional outcome. Discipline ensures behavioral regularity, and motivation provides the energy and direction for effort, while culture establishes the context of values and norms guiding how work is performed. The R^2 value of 0.913 demonstrates the model's very high explanatory power within the study sample. However, this figure should not be interpreted as evidence that 91.3% of sales promoter performance across all retail organizations is necessarily determined by these three variables. Generalization is limited by the sample size of only 30 respondents and the context of a single organization. Therefore, the results should be understood as empirical evidence specific to the context of this study.

CONCLUSION

Based on the research results, it can be concluded that:

1. Work discipline has a positive and significant effect on the performance of sales promotion staff (SPG) at PT Duta Intidaya Tbk Medan.
2. Work motivation has a positive and significant effect on the performance of sales promotion staff (SPG) at PT Duta Intidaya Tbk Medan.

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3. Organizational culture has a positive and significant effect on the performance of sales promotion staff (SPG) at PT Duta Intidaya Tbk Medan and is the relatively strongest predictor.
4. Work discipline,work motivation, and organizational culture simultaneously have a significant effect on employee performance.
5. The model explains 91.3% of the variation in employee performance based on R^2, while 8.7% is explained by factors outside the model.

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