

The Influence Of Organizational Culture, Work Environment And Work Motivation On Employee Discipline In PT Jasa Marga (Persero) TBK, Medan Branch, North Sumatra, Indonesia.

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ABSTRACT:- Every company is required to have a high level of discipline to achieve the company's goals. A good discipline reflects the magnitude of one's responsibility for the tasks assigned to him. With a high level of discipline, each employee will be able to complete each task and responsibility, even though the work it carries is complicated and difficult to complete. The purpose of this research is to know the Influence of Organizational Culture, Work Environment and Job Motivation on Employee Discipline in PT Jasa Marga (Persero) TBK, Medan Branch, either partially or simultaneously. The population of this research is all employees who work in PT. Jasa Marga (Persero), Tbk Medan Branch. The number of samples in this research is 67 respondents. Data were collected using observation and questionnaire. The data were tested using validity and reliability tests, and the data had to meet the classical assumptions. Furthermore, data analysis was performed by using multiple regression analysis, T-test, F-test, and determination coefficient. The results of this study indicate that there is a positive and significant influence of Organizational Culture on Employees Discipline. There is a positive and significant influence of Work Environment on Employees Discipline. There is a positive and significant influence of Motivation on Employees Discipline. There is a positive and significant influence of Organizational Culture, Work Environment, Motivation on Employees Discipline in PT. Jasa Marga (Persero), Tbk Medan Branch. The contribution of Organizational Culture, Work Environment, Motivation explains Employees Discipline is 61.8% while 38.2% is explained by other variables which are beyond the current research model.

Keywords:- Organizational Culture, Work Environment, Motivation, Work-Discipline

I. INTRODUCTION

As one of the state-owned enterprises, PT Jasa Marga (Persero) Tbk, Medan Branch provides the services of the freeway to the public. The company expects its business to run well and smoothly, move forward and globally. Therefore, in an effort to achieve the company's goals and expectations, all human resources that work in the company must have a consistent concept of achieving the goals of the company. Hasibuan (2012) suggests that discipline reflects the individual's responsibility for the tasks assigned. Therefore, all employees working in PT. Jasa Marga (Persero) Tbk, Medan Branch should have a high degree of discipline, thereby completing the task and responsibility.

The authors observed the decline in employee discipline caused by several factors including Organizational Culture, Work Environment and Job Motivation. The observations are in line with the findings of Effendy and Putra (2018), Baiquni and Prihatini (2017) which they recognize that Organizational Culture and Work Environment have a significant impact on employee discipline levels. Furthermore, the study by Marhendro (2016) states that Organizational Motivation and Culture can affect the level of employee discipline.

Surely, PT. Jasa Marga (Persero) Tbk, Medan Branch has an organizational culture such as Agility, Professionalism, Integrity and Customer Focus which is a corporate value structure. Unfortunately, such a rating may not be in line with reality. The company's organizational culture has impacted on low employee discipline. Customer Focus is not as accurate and correct as there are still many consumers who are complaining to companies related to company services. Therefore, it is expected that organizational culture has become a factor that causes low employee discipline.

Another factor that may lead to low employee discipline is the work environment. The work environment itself is everything that exists around the worker who can influence himself in carrying out the tasks he carries. The work environment within an organization is very important for its management. Although the working environment does not carry out production processes in a company, the working environment has a direct influence on the employees who make the production process. Work environment problems can be defined as noise levels, workspace lighting levels, and workplace climate (Budiono et al., 2003). Tollgate employees are in desperate need of adequate lighting because work requires high accuracy for toll payment transactions like administrative activities. Good lighting is a lighting that allows a person to see his work closely, quickly, and effortlessly and help create a pleasant and pleasant working environment (Suma'mur, 2009).

The work environment is an atmosphere where employees perform their daily work activities. The conducive working environment provides a sense of security and allows employees to work optimally. If the employee enjoys the working environment in which he or she works, then the employee will be at home and work time effectively. On the contrary, inadequate work environments can reduce employee performance. In general, performance is the result of work accomplished by an employee in performing the task charged to him. Performance is the work achievement produced by employees in line with the roles and duties within the company.

Another factor that may impact discipline is employee motivation. Work motivation is the gift of mobility that creates a person's passion for them to work together, work effectively and integrated with every effort to achieve satisfaction (Hasibuan 2012). Lack of work motivation can affect the quality of a person's work and the quality of work is also reduced, then the satisfaction of the person receiving the services will also decrease. The motivation of a person's job is highly determined the specific purpose that the person will be attainable. The expectations of employees to achieve include the appropriate wage or salaries, secure work security, honour and confession, fair treatment created with pay, reward and promotion of department according to employee performance, competent leader, honest and authoritative, working atmosphere and promotions.

II. LITERATURE REVIEW

Work Discipline

Discipline is the operational function of human resources management which is important because of the better discipline of employees, the better the performance of the company will be achieved. According to Simamora (2004) discipline is a procedure that corrects or punishes workers for violating rules or procedures. Work discipline is a tool used by managers to communicate with employees in order to be willing to change behaviour and as an effort to raise awareness and willingness to comply with all corporate regulations and applicable social norms (Rivai, 2011). Based on the explanation of the definition it can be concluded that work discipline is an attitude or behaviour that demonstrates the loyalty and obedience of a person or group of rules that have been established by the institution or organization either written or unwritten.

Rivai (2011) mentions that work disciplines have several indicators such as attendance, adherence to work regulation, adherence to work standards, high level of alertness and ethical work. Meanwhile, Sinungan (2011) mentions that disciplinary indicators such as absences, attitudes and behaviours and responsibilities.

Organizational Culture

Organizational culture relates to how employees perceive the characteristics of an organization's culture, rather than whether they like the culture or not. Organization culture according to Robbin and Judge (2011), "Organizational culture is a common meaning system organized by members that distinguish one organization with another organization." This definition highlights three organizational cultural characteristics. First, organizational culture is given to new employees through the process of socialization. Secondly, organizational culture affects employee behaviour in the workplace. Finally, organizational culture applies to two different levels. Each level varies in relation to outlook and the ability to withstand changes.

Robbin and Coulter (2010) state that organizational culture is a set of values, principles, traditions and ways of working together and influencing the behaviour and actions of members of the organization. From the above definition, it can be concluded that organizational culture reveals the core values shared by the majority of members of the organization. Organizational culture can provide stability for an organization but can be a barrier to change. Robbins (2013) provides seven organizational cultural characteristics as follows: 1) Innovation and courage take the risk. 2) Attention to detail. 3) Result-oriented. 4) Human-oriented. 5) Team-oriented. 6) Aggressiveness. 7) Stability.

According to Kreitner and Kinicki (2003), there are 3 (three) types of organizational culture.1) Constructive culture is a culture where employees are encouraged to interact with others and work on their duties and projects in a way that will help them in satisfying their needs for growth and development. This type of culture supports normative beliefs relating to the achievement of self-actualization goals, human appreciation

and unity.2) Defensive Passive Culture, characterized by the belief that it allows employees to interact with other employees in a way that does not threaten the safety of their own work. This culture encourages normative beliefs relating to consent, conventional, dependency, and livelihood.3) Defensive Aggressive Culture, encouraging its employees to do their job with hard work to protect their work security and status. This type of culture is more characterized by normative beliefs that reflect opposition, power, competition, and perfectionism. Wirawan (2015) suggests Indicators from organizational culture are as follows: the implementation of norms, the implementation of values, beliefs and philosophy.

The relationship between organizational culture and work discipline

Organizational culture is very influential to employee discipline level. Organizational culture will be able to establish employee discipline. If the organizational culture is running negative then it will usually form employees who have negative behaviour as well, and on the contrary positive organizational culture will shape the behaviour of positive employees as well. Organizational culture is a hallmark inherent in an organization that has guidelines and sanctions to regulate its employees in work.

Good organizational culture is a culture that has a certain value that makes the organization superior and different from other similar companies. Positive values that are expected to be absorbed by employees in work include interaction with groups, interacting with the system and interacting with their superiors. If the organizational culture does not have guidelines and clarity of sanctions for violators of the rules, it can lead to employees acting as their own, this makes the employees not afraid to violate existing rules. The action is an indication of employees who lack discipline.

Conversely, if an organization has a strong and good organizational culture, then it will form a good custom of employees in line with the prevailing culture of the company. It is thus very clear that organizational culture will be able to establish the level of employee discipline in working to achieve organizational goals. This is in line with the results of the research conducted by Effendy and Putra (2018), Baiquni and Prihatini (2017) stating that organizational culture and work environment have a significant impact on employee discipline

Work Environment

The work environment for employees will have little effect on the way the company operates. This work environment will affect the employees of the company, so either directly or indirectly affect the performance of the company. The good and satisfying work environment of employees will certainly improve employee performance. According to Mardiana (2005), the working environment is the environment in which the employee performs his daily work. A conducive working environment provides a sense of security and allows employees to work optimally. Work environments can affect employees' emotions, where employees are happy with their working environment and they will feel comfortable working hours effectively. Meanwhile, Rivai (2011) mentions that the working environment is the entire facility and infrastructure around employees who are doing their job. Sedarmayati (2013) defines the working environment as a whole the tooling tools and materials encountered, the environment around which a person works, his method of work, and his working arrangements as an individual or as a group. Meanwhile, Saydam (2000) defines the working environment as a whole of the existing infrastructure of work around employees who are performing jobs that can affect the implementation of the work itself. Agus (2002) states that working environment indicators are as follows: lighting, air temperature, noise, colour usage, required space, work safety.

Based on the above opinions, it can be concluded that the working environment is a condition where employees work in a company that can affect the physical and psychological condition of employees either directly or indirectly.

The relationship between the work environment and work discipline

A good working environment is a work environment that gives employees the convenience to work. The work environment that can provide convenience for employees will certainly increase the workforce to be better. The good and conducive working environment creates more diligent and disciplined employees. Its size can be seen from its attendance and timeliness level. So it is apparent that a good working environment will create employees who are disciplined and adhere to all rules set by management.

On the contrary, if the uncomfortable working environment would make the employee lazy to come and linger in the company to work, this certainly indicates that the existing work environment makes the employees unskilled. It is therefore very clear that a comfortable working environment for employees will form diligent employees working with a high level of discipline and vice versa if the work environment is uncomfortable then employees will often be absent from their work. This is in line with what was stated by Noor et al (2018) stating that there was a significant influence on the working environment on working discipline

Motivation

According to Flippo in Hasibuan (2012), motivation is a skill in directing employees and organizations in order to work successfully, so that organizational and organizational goals are achieved. Hasibuan (2012) argues that motivation is the driving force that creates the excitement of one's work so they want to work together, work effectively and integrate with all the power and effort to achieve satisfaction. While according to Manullang (2013), motivation is the work of a manager in giving inspiration, enthusiasm and support to others, in this case, the employee to take actions. Promotion is aimed at encouraging employees to be energetic and able to achieve the desired results. Motivation serves as a motivator or encouragement to employees to work actively in order to achieve good corporate goals.

Herzberg (in Ranupandoyo, 2012) argues that satisfaction consists of two namely motivational (intrinsic) and maintenance or hygiene (extrinsic). 1) Motivational factors are factors that cause employee satisfaction. These factors include creative and challenging developments, achievements, rewards, responsibilities, possibilities of improvement, progress. When it is associated with the needs hierarchy theory proposed by Maslow, the motivational factor is related to the needs of the upper order sequence. 2) Factor maintenance or hygiene (extrinsic) are factors that cause dissatisfaction with employees. These factors include interpersonal relationship status with employers, subordinates and peers, supervision in corporate administration, workability, working conditions, wages, personal life.

The hierarchy of five basic human needs according to Abraham H. Maslow is as follows: 1) physiological needs; 2) security and safety needs; 3) social needs; 4) rewards needs; 5) self-actualization needs.

The relationship between motivation and work discipline

Work motivation and work discipline are two different things, but both have a relationship with the implementation of a company's activities. Work motivation is so important in order to improve and enforce employee discipline to achieve maximum work. Motivation is a factor that drives individuals to carry out certain activities, and therefore motivation is often interpreted as a motivational factor for individual behaviour. Employees who have high motivation will try their best to get the best results. One of these efforts is to comply with all existing regulations in the company. By observing the rules that exist in the company, then employees will get the maximum output. On the contrary, if the employer has low motivation then he will work according to his own will and not comply with the rules within the company. It is thus very clear that, when the motivation of an employee increases in any form, it will encourage himself to become more disciplined in the work. This is in line with the research conducted by Hadyan (2016) that motivation has a positive and significant effect on the improvement of employee discipline

Hypotheses Development

Based on previous exposure the author developed several hypotheses in this study as follows:

H1: There is a positive and significant influence of organizational culture on employee discipline in PT. Jasa Marga (Persero) Tbk, Medan Branch.

H2: There is a positive and significant influence of the work environment on employee discipline in PT. Jasa Marga (Persero) Tbk, Medan Branch.

H3: There is a positive and significant influence of the work motivation on employee discipline in PT. Jasa Marga (Persero) Tbk, Medan Branch.

H4: There is a positive and significant influence of organizational culture, work environment and work motivation on employee discipline in PT. Jasa Marga (Persero) Tbk, Medan Branch

III. RESEARCH METHOD

The present study is a quantitative study which is an empirical study to collect, analyze, and display data in statistical form rather than narrative. The research approach was conducted with a survey approach. According to Nazir (2009) the survey is a research activity that examines the status of a human group, an object, a set of conditions, a system of thought or a current class of events that aims to make a description, description or drawing systematically, factual and accurate about the factors -the factors, the properties and the relationship between the observed phenomena. The population of this research is PT. Jasa Marga (Persero) Tbk, Medan Branch is a total of 200 personnel. Considering the population of more than 200 people, the size of the research sample is calculated using the Slovin formula. Based on the result of calculation using Slovin's formula, it can be known that the number of samples is 66.66 rounded into 67 respondents. Analytical methods use descriptive analysis which is an analysis technique that describes the collected data and accumulates descriptive data without deciphering relationships, testing hypotheses, and even making conclusions. By using this analysis, it will be possible to know a tendency of research results, whether it falls into a low, medium or high category.

IV. RESULTS & DISCUSSION

Result

Multiple Linear Regression Analysis

The result of data processing that has been done, it can be seen that the relationship model from the multiple linear regression analysis is seen from the following table:

Table 1 Multiple linear regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.424	2.052		.206	.837
Organizational culture	.107	.050	.203	2.113	.039
Work environment	.355	.085	.399	4.195	.000
Work motivation	.581	.141	.370	4.122	.000
a. Dependent Variable: discipline					

Based on table 1, this research model is as follows $Y = 0,424 + 0,107X_1 + 0,355X_2 + 0,581 X_3$

Partial Hypothesis Testing

Partial testing is a test of independent variables against one another. This test will compare the t-count value with t-table value. To know the value of t-table first determine the degree of freedom of the research data. Based on the confidence level of 95% and Alpha level 5% with the two-sided method, it can be determined the free degree value in this research by using the formula $n - k - 1$, where n is the number of respondents and k is the number of independent variables this research. Based on the number of data in this study as many as 67 respondents, it can be determined the free degree of this study is $67 - 3 - 3 = 63$. With the number of free degrees of 63 then can be determined the amount of t-table value is equal to 1.998. Partial testing data can be interpreted as in the following table:

Table 2. Partial Testing

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.424	2.052		.206	.837
Organizational culture	.107	.050	.203	2.113	.039
Work environment	.355	.085	.399	4.195	.000
Work motivation	.581	.141	.370	4.122	.000
a. Dependent Variable: discipline					

Based on Table 2, this partial hypothesis test can be summarized as follows:

1) The influence of organizational culture on employee discipline.

It is known that the organizational culture variable has the t-value of 2,113, when compared to the t-table value it is obtained that $2,113 > 1,998$ with the significance level of 0.039 smaller than the alpha value of 0.05. it was concluded that there was a significant influence of organizational culture on employee discipline at PT Jasa Marga (Persero) Tbk, Medan Branch.

2) The influence of the work environment on employee discipline

It is known that the working environment variable has the t-value of 4,195, when compared to the t-table value it is obtained that $4,195 > 1,998$ with the significance level of 0.000 smaller than the alpha value of 0.05. it was concluded that there was a significant influence of the work environment on employee discipline at PT Jasa Marga (Persero) Tbk, Medan Branch.

3) The influence of the work motivation on employee discipline

It is known that the motivational variable has the t-value of 4,122 when compared to the t-table value is 4.112 > 1.998 with the significance level of 0.000 smaller than the alpha value of 0.05. it was concluded that there was a significant influence of motivation on employee discipline at PT Jasa Marga (Persero) Tbk, Medan Branch.

Simultaneously Hypothesis Testing

Table 3. Simultaneously Testing

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	347.112	3	115.704	33.917	.000 ^a
	Residual	214.918	63	3.411		
	Total	562.030	66			
a. Predictors: (Constant), work motivation, work environment, organizational culture						
b. Dependent Variable: discipline						

Testing simultaneously is a test of independent variables against the overall bound. In this test will be compared F-count value with F-table value. Based on the results in table 3 and F-table values, it can be seen that F-count > F-table value, where F-count is 33,917 bigger than F-table of 2.75 (33.917 > 2.75) with probability value in this test is 0.000. The probability value is smaller than the alpha value (0,05). it is concluded that simultaneously organizational culture, work environment, and motivation have an influence on employee discipline at PT Jasa Marga (Persero) Tbk, Medan Branch.

Coefficient of determination

Table 4. Coefficient of determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.786 ^a	.618	.599	1.84700
a. Predictors: (Constant), work motivation, work environment, organizational culture				
b. Dependent Variable: discipline				

Based on table 4, it is known that R-Square value is 0.618 or equal to 61.8%. This case means that the contribution of organizational culture, work environment and motivation to employee discipline is 61.8%, and the remaining 38.2% is explained by other variables from the current research model.

V. DISCUSSION

The influence of organizational culture on discipline

The result of the research shows that organizational culture has a significant effect on employee discipline. It is indicated by the probability value of the organizational culture to the discipline of 0.039 which is smaller than 0.05 (0.000 < 0,05). While the relationship between organizational culture and discipline is a positive relationship. It is characterized by the value of the organization's coefficient of culture over the discipline of 0.107. This means that when the organizational culture changes, the discipline of employees in PT Jasa Marga (Persero) Tbk, Medan Branch has increased by 0.107 to a certain unit of measure. It is clear that a good organizational culture will make all employees with high discipline in working. It is not easy to create a good organizational culture, creating all employees with high discipline.

Management undertake certain approaches, such as by giving employees the freedom to initiate any work with full support from the company's management, to provide specific instructions, a system of rewards in accordance with statutory and statutory tasks and the function of his position, creating good communication between the boss and the subordinates, subordinates with subordinates are things that reflect a good culture. Such things will ultimately impact the strong desire of work, so unknowingly every employee will create his own discipline. Therefore, the management of PT Jasa Marga (Persero), Tbk Medan Branch can create a good

organizational culture in the company. What can be done by management is to conduct specific programs aimed at employees to create a good organizational culture. Some things you can do is create an outbound program for all employees, family gatherings, tours, and more. At each program, it must be inserted things that will create an organizational culture for employees such as communication, initiative, and sincerity in working.

The results of this study have proven the results of research conducted by Agustina and Handoyo (2017) stating that organizational culture has a positive impact on employee discipline. It means that organizational culture is a factor that can shape employee discipline. Therefore, the demand for management is to create an organizational culture that has positive values for the formation of the discipline.

The influence of the work environment on work discipline

The result of the research shows that the work environment has a significant effect on work discipline. It is indicated by the probability of the work environment to the work discipline of 0.000 smaller than 0.05 ($0.000 < 0,05$). While the relationship between the work environment and work discipline is a positive relationship. This is indicated by the value of the work environment coefficient to work discipline of 0,355. This gives the meaning that when the work environment changes, then the work discipline at PT Jasa Marga (Persero) Tbk, Medan Branch has increased by 0.355 in certain units.

It is evident that the comfortable work environment for employees will make them more disciplined to work. The comfortable working environment conditions make the employees more comfortable and calm in working according to the rules set by the company's management, and vice versa. Good workspace description, humid, uncomplicated room temperature is a matter of concern because it will determine the level of employee's comfort in work, this convenience which will automatically form the discipline of employees.

If so, then the management of the company, PT Jasa Marga (Persero) Tbk, Medan Branch should look into the findings, that a good working environment will create discipline for employees. Management of PT Jasa Marga (Persero) Tbk, Medan Branch. Must invest the funds to create certain facilities for employees to create a good working environment. Some of the things that can be done are to give the field employees a place with the entrance toll money, a convenient place to work for employees.

The results of this study have proven the results of the study conducted by Noor et al (2018) which states that a good working environment will create better employee discipline. It further affirms that the work environment should be created by management in order to increase employee work discipline in order to achieve the goals set by the company's management.

The influence of work motivation on work discipline

The result of the research shows that motivation has a significant effect on work discipline. It is indicated by the value of Probability motivation to work discipline of 0.000 smaller than 0.05 ($0.000 < 0,05$). While the relationship between motivation and work discipline is a positive relationship. It is indicated by the value of motivation coefficient to work discipline of 0,581. This gives the meaning that when the motivation is changing, the working discipline at PT Jasa Marga (Persero) Tbk, Medan Branch has increased by 0.581 to certain units. Motivation is the variable that has the highest impact on improving employee work discipline at PT Jasa Marga (Persero) Tbk, Medan Branch.

It is clear that motivation is a very important variable for employees to have a high level of discipline. Motivation is basically born from the employee's own, which each motivation has different motives between one employee and another. But employee motivation levels can be improved by the company's management so their work discipline will increase. Corporate management can do it by building intense communication with each employee. Providing opportunities to develop the education, career and individual capabilities of each employee are things that can be done by the company's management. Certain approvals, the attention of the company's management to each company will also motivate employees to work maximally through increased work discipline.

In doing so, some of the things that management can do to increase employee motivation are to create two-way communication with employees through regular meetings, providing opportunities for employees to participate in training, improving formal and nonformal education, providing opportunities to improve their career, and so on. to create employee motivation.

The results of this study have proven the results of the study conducted by Hadyan (2016) which states that high motivation will make the employees more disciplined in working. It is known that employees' motivation in work is certainly not the same, therefore the leadership is able to create and build employee self-motivation so that their discipline in work gets better and the company's goals can be achieved.

VI. CONCLUSION & SUGGESTION

Conclusion

Based on the explanations that have been made it can be drawn a conclusion as follows There is a positive and significant influence of organizational culture on employee discipline in PT. Jasa Marga (Persero), Tbk Medan Branch. There is a positive and significant influence of the work environment on employee discipline in PT. Jasa Marga (Persero), Tbk Medan Branch. There is a positive and significant influence of work motivation on employee discipline in PT. Jasa Marga (Persero), Tbk Medan Branch. There is a positive and significant influence of organizational culture, work environment, work motivation on employee discipline in PT. Jasa Marga (Persero), Tbk Medan Branch.

Suggestion

Based on the conclusions of this study, some suggestions may be given as follows; Management of PT. Jasa Marga (Persero) Tbk, Medan Branch can do some of them is to improve the governance of corporate governance by creating a system based on inter-line coordination, creating interaction based on aspiration, love, fostering and creating and developing the concept of partnership between employees in every line of the company. It must be supported by a leadership style that is an example for every employee. At the concept of Organizational Citizenship Behavior (OCB) coordination, interaction based on aspiration, love and fostering and creating a concept of partnership for each employee will create a good behaviour both employees such as mutual respect among employees, mutually assisting other employees with volunteerism, high sociability to other coworkers and the culture to always thank everybody who has helped, all of which are done for the continuity of the company's organization.

All of these explanations can be done by outbound employees, creating family gatherings, and so on. Management of PT. Jasa Marga (Persero) Tbk, Medan Branch should be able to create a good, conducive and comfortable working environment for every employee. The concrete thing that can be done by the management of PT. Jasa Marga (Persero) Tbk, Medan Branch is the corporate leader occasionally pays all employees to eat together at a special place or company office. Good room decoration that creates the flexibility for employees to move, face-to-face with employees will create comfort for every employee, and the way to communicate to provide more elegant and friendly instructions will create every employee's high respect. Additionally, more listen-ins and employee complaints will make the work environment better, conducive and convenient. If the management of PT. Jasa Marga (Persero) Medan Branch is able to create facilities for employees to create a mini theatre since that every employee can rest by watching, or providing good internet access since that each employee can relax at rest. Management of PT. Jasa Marga (Persero) Tbk, Medan Branch must take actions that can increase employee motivation. The concrete thing can be done by the management of PT. Jasa Marga (Persero) Medan Branch is valuing and listening to employee ideas will be able to improve employee motivation, besides creating a socially good relationship with employees, helping employees to plan, improve their career by continuously encouraging to learn and grow, always giving appreciation of the work generated by employees is a simple but more powerful thing to create a high motivation for every employee. Building trust with employees and creating a pleasant work environment will motivate the employees themselves to give their best work to the company's management.

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