

Organizational Culture and Work Discipline and Their Effect on Employee Performance

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ABSTRAK

Dewasa ini keberhasilan suatu organisasi tidak lepas dari kemampuan anggota untuk terlibat dalam pengelolaan setiap komponen organisasi. Kemampuan ini dapat berhasil bila kinerja anggota organisasi dapat tercapai. Banyak faktor yang dapat mendukung keberhasilan pertunjukan ini. Setiap organisasi memiliki budaya organisasi dan disiplin kerja yang diharapkan dapat mendukung organisasi dalam meningkatkan kinerja pegawai. Penelitian ini bertujuan untuk mengetahui pengaruh budaya perusahaan dan disiplin kerja terhadap kinerja karyawan. Penelitian ini dilakukan di Unit Pelaksana Teknis (UPT) Badan Pengelola Pajak dan Retribusi Daerah (UPT) SAMSAT Pematangsiantar yang berjumlah 43 orang pegawai. Hasil analisis ditemukan bahwa variabel budaya organisasi, disiplin kerja, dan kinerja karyawan memiliki kriteria valid dan reliabel serta memiliki hasil distribusi rata-rata. Kemudian budaya perusahaan dan disiplin kerja dapat menjelaskan variabel kinerja karyawan sebesar 54% dengan nilai koefisien korelasi yang cukup besar. Hasil hipotesis ditemukan bahwa budaya organisasi dan disiplin kerja berpengaruh secara parsial terhadap kinerja karyawan; untuk hasil pengujian secara simultan bahwa budaya perusahaan dan disiplin kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, hasil pengaruh terbesar pada variabel disiplin kerja. Hal ini menunjukkan bahwa disiplin kerja merupakan faktor terpenting dalam menunjang kinerja pegawai.

ABSTRACT

Today the success of an organization cannot be separated from the ability of members to be involved in the management of every component of the organization. This ability can be successful when the performance of members of the organization can be achieved. Many factors can support the success of this performance. Every organization has an organizational culture and work discipline that is expected to support the organization in improving employee performance. This study aimed to determine the effect of corporate culture and work discipline on employee performance. This research was conducted at the Regional Tax and Levy Management Agency Technical Implementation Unit (UPT) of SAMSAT Pematangsiantar, totaling 43 employees. The analysis results found that the variables of organizational culture, work discipline, and employee performance have valid and reliable criteria and have average distribution results. Then corporate culture and work discipline can explain employee performance variables by 54% with a substantial correlation coefficient value. The results of the hypothesis found that organizational culture and work discipline have a partial influence on employee performance; for the simultaneous test results that corporate culture and work discipline have a positive and significant impact on employee performance, the results of the greatest influence on work discipline variables. This indicates that work discipline is the most critical factor in supporting employee performance.

1. INTRODUCTION

Government employees or known as civil servants are public or community servants. Civil service public services are a new paradigm for quality services from government organizations to the community, which aims to improve service quality (Embiring et al., 2014; Zulkarnaen et al., 2020). These public services and employees are required to be able to provide full service to the public without

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exception because it is the people who enjoy and feel the results of these services the apparatus State civil servants are expected to provide suitable work by showing accountability to the community so that services to the public can be carried out properly, good action and performance are needed assessed not only from i is assessed from the quantity but also the results of his work and requires special attention from the agency in improving the criteria of an employee through strong motivation from service delivery will affect employee performance (Ma'rifatullah et al., 2021; Simatupang et al., 2021).

Performance has frequently used elements, namely quality, quantity, effectiveness, timeliness, and independence. Arrangement for government employees refers to the concept of the regulation in which there are two assessment components, namely Employee Performance Targets consisting of quantity, quality, time, and cost and Work Behavior consisting of service orientation, commitment, work initiative, cooperation, and leadership (Khotimah & Yusuf, 2021; Sari et al., 2021). Performance can become the work an employee achieves, which refers to the employee's work performance (Anitha, 2014; Sitopu et al., 2018). It also applies to the performance of the employees of the Regional Tax and Levy Management Agency. The Technical Implementation Unit (UPT) of SAMSAT Pematangsiantar is one of the Technical Implementation Units Regional Revenue Service, which carries out its duties and responsibilities in terms of managing and serving the community in terms of managing Motorized Vehicle Registration Certificates (STNKB), Motor Vehicle Taxes (PKB), Motor Vehicle Title Transfer Fees (BBN-KB) and Mandatory Contributions to Traffic Accident Funds Road (SWDKLLJ). The problem found is that employee performance is still not optimal. It can be the target of employee work (SKP). There are still many employees who have not utilized their working time optimally. Several employees working hours are not in place, so they have not been able to complete all work on time. While on the dimension of work behavior (PK), many employees show poor ethics, such as smoking, not being in a particular room for smoking, and lack of discipline in using break time. If this is not addressed, it will interfere with employee performance.

Employee performance can be influenced by organizational culture. Organizational culture is also one aspect that can improve performance. The better the organizational culture, the more employee performance will increase (Muis et al., 2018; Sapta, I. et al., 2021). Corporate culture results from shared thinking that distinguishes members of the organization from others. In others, the application of an organizational culture that is too rigid will lead to a less than optimal work culture ; corporate culture refers to certain organizational beliefs and principles that have a profound meaning impact on a group and bonds between workers and management or with other workers (De Bono et al., 2014; Fitria, 2018; Simatupang et al., 2022). Every organization has a unique culture that distinguishes it from others, so organizations must understand and adapt to the environment; observed behavioral rules can measure organizational culture, norms, dominant values, philosophies, practices, and organizational climate (Farid et al., 2019). The problem was that corporate culture was not in line with expectations because it was related to the regulations in employee compliance with agency rules where employees still often violate agency regulations, such as employees who still arrive late. Still, there is no firm sanction from the agency so that the order's implementation is enforced. In the agency, it is still not fully operational, and the environmental climate is an indicator of the physical condition of the work environment, where the employee's workspace is still narrow, which causes employees to feel uncomfortable.

Employee performance factors can also be influenced by work discipline from what has been applied, in line with previous research that work discipline has a positive effect on performance (Zulkarnaen et al., 2020). Discipline can be the key to success. Discipline can be seen through employees' responsibilities, attitudes and behavior, and actions in the form of regulation while working at the institution (Soetjipto et al., 2021). A lack of discipline in agency management can result in losses and even the agency's fall. Discipline enforcement can overcome the problem of poor performance and strengthen employees' work behavior in groups and organizations (Ma'rifatullah et al., 2021). My superiors use discipline to correct and punish subordinates for violating the rules. Guidelines for civil servant discipline are regulated in The Government Regulation of the Republic of Indonesia Number 53 concerning Civil Servant Discipline article explains that civil servant discipline is in the form of obedience to obligations. Avoiding the prohibitions specified in laws and regulations or official regulations which, if violated by employees, are not obeyed, are subject to disciplinary punishment. The fact that it was found that work discipline was not entirely good was found in carrying out obligations with indicators of complying with the provisions of working hours. It can be seen in employees violating the rules by arriving late for morning attendance and not complying with the working hours according to the regulations. If work discipline is not carried out seriously, the organization's work process will undoubtedly be disrupted.

2. METHODS

This study uses quantitative data, and the population of this study is civil servants who work for Regional Tax and Levy Management Agency Technical Implementation Unit (UPT) SAMSAT Pematangsiantar, totaling 43 employees. Table 1 show that for respondent data on 43 employees, for gender, the most women with a total of 22 employees (51.17%), the age employees who are at most 41-50 years old with a total of 20 employees (46.51%), education the most employees are for the S-1 level with a total of 24 employees (55.81%) and 11-15 years of service (34.89%).

Table 1. Respondent description table

Respondent Data	Respondent Description	Amount	Percentage
Gender	Man	21	48.83%
	Woman	22	51.17%
Employee Age	31-40 Years	10	23.26%
	41-50 Years	20	46.51%
	51-60 Years	13	30.23%
	SENIOR HIGH SCHOOL	13	30.24%
Employee Education	Diploma	1	2.33%
	S-1	24	55.81%
	S-2	5	11.62%
	6-10 Years	8	18.60%
Employee Working Period	11-15 Years	15	34.89%
	16-20 Years	1	2.33%
	21-25 Years	11	25.58%
	26-30 Years	8	18.60%

The data was obtained through a questionnaire and tested with a validity test and a reliability test with Cronbach Alpha. The data processing results found that the validity test in Table 2 shows that all correlation values of the organizational culture, work discipline, and employee performance research variables show a count value of 0.30 (Barker et al., 2016). It indicates that the variable criteria are valid, then to test the reliability of the research variables, Cronbach's alpha from the study has a value of > 0.70 (Eisingerich & Rubera, 2010). In conclusion, the criteria for research variables are reliable.

Table 2. Validity and Reliability Test

Variable	Corrected Item-Total Correlation	Results Test	Cronbach's Alpha	Level Reliability
Organizational Culture	0.721	Valid	0.970	Reliable
Work Discipline	0.568	Valid	0.903	Reliable
Employee Performance	0.683	Valid	0.947	Reliable

Analysis for further data using the normality test through the Kolmogorov-Smirnov. Test by comparing asymp. Sig. (2-tailed) 0.05, coefficient of determination, multiple linear regression, and partial or simultaneous hypothesis testing.

3. RESULTS AND DISCUSSIONS

Results

Normality test

Table 3. Normality Test

	Organizational culture	Work Discipline	Employee Performance
N	43	43	43
Kolmogorov-Smirnov Z	0.819	0.819	0.568
asymp. Sig. (2-tailed)	0.513	0.513	0.904

Table 3 shows the normality results for the asymp values. Sig. (2-tailed) Each research variable of organizational culture, work discipline, and employee performance has a value of 0.05 (Sugiono &

[Susanto, 2015](#)). This shows that the research variables of organizational culture, work discipline, and employee performance are standard.

Coefficient of Determination Analysis.

The results of the coefficient of determination or the ability of the independent variables (organizational culture and work discipline) to explain the dependent variable (employee performance), work, and so on. While the correlation value (R) is 0.736, the relationship between organizational culture and work discipline has a strong relationship with employees ([Sugiono, 2019](#)).

Multiple linear regression

Table 4. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.160	9.550		1.273	0.210
Organizational culture	0.233	0.092	0.272	2.535	0.015
Work Discipline	0.386	0.062	0.664	6.190	0.000

Table 4 shows the results of the multiple linear equation $Y = 12.160 + 0.233X_1 + 0.386X_2$, meaning that if the constant value of the organizational culture and work discipline variables is considered zero, then the employee performance result is 12.160. Furthermore, suppose the direction coefficient of corporate culture is 0.233 and work discipline is 0.386. In that case, it increases by one unit, then the value of employee performance is 0.233 for organizational culture and 0.386 for other assumptions that are fixed. Furthermore, the results of the multiple regression show a positive direction coefficient of organizational culture and work discipline on employee performance. The results of the direction coefficient that have the most significant influence are work discipline.

Partial Test (t-Test)

Testing the t-test hypothesis aims to partially determine the relationship between organizational culture and work discipline on employee performance. Based on the results of the previous table (**Table 4**) shows that in this study, the organizational culture of significance $0.015 < 0.05$ and t-count $2.535 > t$ -table (df-2) = 2.019, which means that organizational culture has a significant favorable influence on employee performance. Work discipline has a significance of $0.000 < 0.05$, and t-count $6.190 > t$ -table (df-2) = 2.019. It means that organizational discipline also positively and significantly influences employee performance. The conclusion is partial that organizational culture and work discipline have a positive and significant effect on employee performance.

Simultaneous Test (F Test)

Simultaneous Test determines the relationship between organizational culture and work discipline variables on employee performance. The calculated significance value of 0.000; this result is 0.05 and F-count $23.651 > F$ -table df = nk-1 (43 - 2 - 1) = 40: 3.23. The conclusion is that organizational culture and work discipline have a significant and positive influence simultaneously or jointly on employee performance.

Discussion

The influence of organizational culture on employee performance

The results of the hypothesis show that organizational culture has a positive and significant influence on employee performance. It is in line with previous research which stated that a solid organizational culture will support the development of employee performance and motivate employees to achieve goals together ([Hasmin, 2016](#); [Nelfianti et al., 2018](#); [Rijanto & Mukaram, 2018](#)). Organizational culture does not affect employee performance, it means that higher organizational culture is not able to improve employee performance, therefore the value of organizational culture which includes (bureaucracy), innovative and supportive) must be socialized to employees in every employee's work so that organizational culture can be instilled in every employee ([Pawirosumarto, Setyadi, et al., 2017](#)). Organizational culture cannot be separated from organizational life, and, inevitably, every successful organization cannot be separated from the implementation and function of the organizational culture. Employees or organizations must understand the form of organizational culture in their place of work.

The shared organizational culture must be fully adhered to and committed to so that employees do not come out of the norms that apply within the organization (Farid et al., 2019). The probability of having good performance in an organization may be through a strong culture, an excellent organizational culture as a driver of creating good performance; as long as it has a strong organizational culture, has a good impact and can be implemented well by members of the organization, it can facilitate organizational activities and be able to affect organizational performance and high organizational culture, to motivate workers to carry out its main tasks (Fitria, 2018; Kuswati, 2020; Sapta, I. et al., 2021; Soedjono, 2005).

The effect of work discipline on employee performance.

Every organization needs work discipline, and the results of the hypothesis obtained are in line with previous research which stated that work discipline has a positive and significant influence on the performance employees (Liyas & Primadi, 2017; Simatupang et al., 2021; Zulkarnaen et al., 2020). While the opinion of other research states that discipline has a negative and significant effect on performance (Pawirosumarto, Sarjana, et al., 2017; Simatupang et al., 2022; Sitopu et al., 2018). Work discipline is essential in ensuring the maintenance of order and the smooth running of each task (Patmarina & Erisna, 2012). When discipline is applied correctly and does not delay when problems arise, they can be resolved quickly and easily (Liden et al., 2001). This cannot be separated from the role of organizational leaders, who should supervise, enforce regulations and provide strict sanctions for employees so that employees can be more disciplined, diligent, and effective in using their work time to do their Work (Situmeang et al., 2018) in the application of work discipline at work-the organization. Discipline is needed for every employee because it is a place to train the personality of employees so that they always show good performance (Hajiali et al., 2022; Noviarita et al., 2021). Discipline can experience as well as a decrease that can arise from external and internal environmental factors from employees that have an impact on their performance in the hope that even though they often ignore working time, employees can still show their performance (Howard & Wech, 2012; Marliani, 2016).

The influence of organizational culture and work discipline on employee performance.

The results of the simultaneous Test show that organizational culture and work discipline have a positive and significant effect on employee performance, in improving employee performance it is necessary to have an excellent organizational culture and work discipline (Hasibuan & Wulandari, 2017). this is in line with previous research which stated that when organizational culture and work discipline are applied and carried out with complete sense of responsibility by employees, it will have an impact on the ability employees in improving their performance (Astutik, 2016; Wahyuni & Purba, 2021; Yogaswara et al., 2015). When the organization implements an excellent organizational culture between fellow employees or between employees and superiors and company work discipline that is carried out strictly for its employees will improve employee performance, the better organizational culture will have an impact on employee performance, namely with work aggressiveness such as carrying out duties or obligations properly and correctly to provide optimal performance (Aulia et al., 2021). As well as in the discipline of the need for a sense of self-awareness, the awareness in question is the attitude of a person who voluntarily obeys all regulations and is aware of duties and responsibilities (Darmadi et al., 2021; Hanny & Adiputra, 2020). There must be a sense of unity and oneness between employees for each task or job so that employees understand to carry out their duties or work well (Yunansyah & Arnu, 2021). In turn, an excellent organizational culture and work discipline which in turn can directly affect employees (Uloli et al., 2019).

4. CONCLUSION

The results showed that there was a positive and significant influence of organizational culture on employee performance and work discipline on employee performance partially, for the simultaneous Test that organizational culture and work discipline had a simultaneous influence with positive and significant results on employee performance. Good work discipline will be able to produce employee performance. The leadership of the organization to continuously improve the values or norms that apply in the organization always to be understood by its members, as well as the application of employee work discipline to continually be strengthened and remain a good guide in the process of improving performance.

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