

# The Effect of Work Culture and Work Discipline on Employee Performance in Regional Development Organizations

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**Abstract:** Some of the problems that often occur in the environment of regional apparatus organizations in the Kasemen District of Serang City are that there are still employees who come after working hours and leave before working hours end, there are still employees who leave the workspace without permission from their superiors, and there are still employees who do not use proper rest time.

This study aims to determine the effect of work culture and work discipline on employee performance in the regional apparatus organizations in the Kasemen District of Serang City. This study uses a quantitative method with a descriptive analysis approach, with a total population of 60 people from the State Civil Apparatus (ASN) and using a saturated sample of all members of the population of 60 ASNs. Data collection techniques using a questionnaire.

Based on the calculation of the hypothesis test, it is known that there is a moderate influence between Work Culture on the performance of employees in the area of the regional apparatus organization in The Kasemen District of Serang City. Where Work Culture (X1) contributed 24.4% to employee performance (Y). There is also a strong influence of work discipline on the performance of employees in the area of regional apparatus organizations in the Kasemen District of Serang City, meaning that if the level of work discipline increases, the work discipline significantly increases as well. Where Work Discipline (X2) contributed 40.8% to employee performance (Y). Based on the significance test, it was found that simultaneously there was an influence between Work Culture and Work Discipline on the performance of employees in the area of the regional apparatus organization in The Kasemen District of Serang City. The coefficient of determination is 0.420, meaning that Work Culture (X1) and Work Discipline (X2) contribute 42.0% to employee performance (Y), while the remaining 58.0% is influenced by other variables not discussed in this study.

Based on the conclusions above that the independent variables studied both partially and jointly have a positive and strong influence on the dependent variable. This study has strengthened several theories that employee performance as the dependent variable is influenced by a variety of independent variables namely Work Culture and Work Discipline in this connection the results of the research obtained by the consultant with the proposed theory.

**Keywords:** Work Culture, Work Discipline, Employee Performance

## I. INTRODUCTION

Labor productivity is influenced by several factors such as education, skills, work discipline, culture, work ethics, management, income level, opportunity for achievement, workload, work culture and technology. If these factors can be applied, the employee will feel more as a part of the institution, so that the employee's enthusiasm and productivity will be better.

Improving the performance of human resources is very important in efforts to improve services to the community, so it needs to be pursued continuously and continuously in the face of community demands. Human resources play a very important role in realizing the goals of the organization.

In order to achieve the goals of the agency or organization, it is necessary to have employees who meet good quality standards, meaning that the quality of the employee's results is truly reliable in accordance with the field occupied, as well as the quantity, the intention is the number of employees must be in accordance with the needs of work in one good part in the agency or organization, if everything has been fulfilled, the agency or organization can achieve the desired goal. To achieve organizational goals requires good performance from employees. One way to assess the performance of employees is to look at the performance of employees themselves. To improve employee performance, employees are needed in their duties to work effectively. It aims to save time in carrying out their duties and improve work discipline for an employee, especially about the way employees do their work so that the results achieved will be in accordance with the work performed. To achieve good performance, it is necessary for employees who are disciplined, passionate, and responsible with full dedication.

Performance is a picture of the level of success or failure of implementing the main tasks and functions of the organization in realizing the goals, objectives, vision, and mission of the organization. In determining employee performance, agencies or organizations must have several components that are used as performance measurement tools, including work quality, employee honesty, initiative, attendance, attitude, cooperation, reliability, knowledge of work, responsibilities, and utilization of work time.

So, if the agency or organization feels that the components of performance above are declining, the agency or organization must immediately look for factors causing the decline and in other words, showing the needs and desires of employees, such as what abilities they must have and learn and what motivation they want. After knowing the needs and desires of the employee, the agency or organization must try to fulfill it. Because if not, then employee performance will not increase.

Public services are the responsibility of the government and are carried out by government agencies, both at the central and regional levels. Public services are in the form of public goods and services. Today the public is increasingly open in providing criticism for public services. Therefore, the administrative substance is very instrumental in regulating and directing all activities of the service organization in achieving its objectives. One form of public service carried out by the government is the fulfillment of community administrative services. One of the efforts in administrative services is an activity organized by the district apparatus organization as the spearhead of leading services to the community.

However, until now the government's efforts to meet the needs of the community for services have not been able to meet the expectations of the community. Many community members complained and were dissatisfied with the services provided by government agencies, both in terms of inspection that were not given enough attention by officers, length of service time, staff skills, facilities or facilities, as well as waiting time to get services.

The declining performance of Serang Sub-district Kasemen employees due to the routine work faced by employees from time to time is relatively boring so that employees feel that what they are doing is not something new. Improving employee performance in government agencies can be achieved in several ways, for example by providing appropriate compensation, providing motivation, work culture, creating a conducive work environment, work stress, work conflict, work discipline, and education and training.

Concrete steps that have been taken by institutions to solve these problems are through work culture related to human resources. Where human resources play a very important role in the process of cultural transformation that occurs in institutions in an effort to achieve optimal employee performance results. Aspects of work culture are values that guide human resources to deal with external problems and efforts to adjust integrity into institutions, so that members of the organization are able to understand existing values and how they should act or behave[1]. To produce outputs both institutional products and services have formed a strategic effort in improving the performance of its employees. Therefore, it is necessary to have a change in work atmosphere in the form of a change in paradigm or perspective, mindset, and way of acting in carrying out operational activities of the institution. Thus, the cultural transformation program in an institution can run well. An

institution that has implemented this will have the characteristics of a change that is very basic, strategic, and comprehensive so that the goals set in the form of vision and mission can be implemented optimally.

Work culture is passed down by organizational culture. Work culture is a philosophy that is based on the view of life as values that become the nature, habits, and driving forces, entrenched in the life of a community group that is manifested as "work or work "[2]. According to [3]the dimensions used to measure work culture are as follows: First, integrity is acting consistently in accordance with organizational values and policies as well as professional codes of ethics in carrying out their duties and work in institutions. The indicators are consistent actions with values, and actions with professional code of ethics. Second, professionalism is the level of formal education and special training that must be owned by employees for a position. Employees can complete their work effectively and efficiently. If to occupy a position in an organization an employee is required to have a certain education and have a long training experience, then the organization is a professional organization. The indicators are effective, efficient, and disciplined. Third, satisfaction is meeting the needs by providing the best service, while still taking into account the interests of the institution, skilled, friendly and happy human resources, and superior technology. The indicators: provide good service, friendly, and superior technology. Fourth, exemplary behavior in working hard and smart, and building harmonious vertical and horizontal relationships are examples of the behavior of a person's praiseworthy nature. The indicators are: work hard, act fairly and act firmly.

Often the community meets with ASN employees in the Kasemen Sub-district organizational environment while spending time reading newspapers, watching TV, and playing chess. This becomes very important to be highlighted because it is the same as a waste of budget, and human resource management is not going well. Because existing human resources cannot be empowered effectively and efficiently to alleviate or facilitate government tasks.

The number of employees who are not in the office during working hours, this is because they complete other work outside the affairs of office work, so often the office looks quiet. This usually happens when the head of the work unit is not available, so employees also dare to leave the office.

Overlap in the completion of work, namely employees in one part to help or do the work of employees in other parts, this is of course due to work that is not well programmed and a sense of lack of responsibility on the work that is assigned to each individual employee. In addition, it is usual to delay work so that the completion of activities often accumulates at the end of the year.

Besides Work Culture factors, another variable that influences employee performance is work discipline. Work discipline is one of the factors that can affect employee performance.

Work discipline is a starting point for any success in achieving an organization's goals. The application of discipline in an organization aims to improve results as much as possible by preventing waste of time and energy, in addition, the discipline tries to prevent damage or loss of property, machinery, equipment, and work equipment caused by carelessness, joking or theft. Discipline tries to overcome errors and negligence caused by lack of attention, incompetence, and delay.

Administratively, Kasemen district is divided into 10 Sub-districts, 161 Neighborhood, 70 Neighborhood Groups, 247 Sub- Neighborhood Groups. With a population of 95,863 (ninety-five thousand eight hundred and sixty-three) people, consisting of 48,777 (forty eighty-seven hundred seventy seven seventy) male souls and 47,086 (forty seven eighty sixty six) female souls. The Kasemen District of Serang City is a development area north of Serang City. The northern development area is directed with the main function of tourism, cultural and nature reserves, ports, trade and services, housing, and various other public facilities. Some of the problems that often occur in the environment of regional apparatus organizations in the Kasemen District of Serang City are that there are still employees who come after working hours and leave before working hours end, there are still employees who leave the workspace without permission from their superiors, and there are still employees who do not use proper rest time. As well as the absenteeism dimension, which is the high level of absenteeism in regional government organizations without giving reasons.

Data from the recapitulation of absences of employees shows that from 2016 to 2019 there was an increase in the number of absences of employees without information either on the ASN, PTT, THL and Volunteer sections. The still high absence of employees without giving a reason to identify that discipline in the regional apparatus organizations in the Kasemen District of Serang City is not optimal. Therefore agencies or organizations must pay more attention to the application of good work discipline to employees because with work discipline employees can be more responsible for their duties so that performance will be better, employees who have work discipline will have better performance that can build employee productivity. . With good resources and good work discipline, good competence will be created, so that good performance will participate in the organization.

**II. RESEACRH METHOD**

This study uses a survey method with a quantitative research approach that illustrates the reality that the writer examined. In the survey method, it is possible to compare certain phenomena so that they are comparative studies, there are times when researchers hold a classification, as well as research on phenomena by setting a standard or a certain norm so that many experts call this method the normative survey name (normative survey) . This study takes the object variable Work Culture and Work Discipline as independent variables

while the dependent variable is Employee Performance. The research unit is the regional apparatus organization in The Kasemen District of Serang City. Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population is all employees of the Regional Apparatus Organization in Serang City Kasemen Subdistrict, amounting to 60 people. So the total sample in this study were all State Civil Apparatus (ASN) Kasemen District Serang District as many as 60 employees.

Table. 1Instrument Indicators

Variable Concept	Indicators
Employee Performance (Y) "Employee performance is the quality performance achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.[4]	Work quantity
	Work quality
	Cooperation
	Responsible
	Initiative
Work Culture (X1) "Work Culture is a system adopted by members that distinguishes the organization from other organizations.[5]	Innovation and courage to take risks
	Attention to detail
	Results oriented
	People oriented
	Team oriented
	Aggressiveness
Working discipline (X2) "Work discipline is the ability of one's work to be orderly, diligent, continuous, and work according to the rules in force by not violating the rules set"[6]	Stability
	Effective use of time
	Job and task responsibilities
	Attendance

**III.DISCUSSION OF RESEARCH RESULTS**

Based on the test results statistically it can be clearly seen that partially (singly) and simultaneously (together) the independent variables affect the dependent variable. The results of this study are also in accordance with the results of previous studies. The explanation of each variable effect is explained as follows:

1. Partial hypothesis testing Work Culture (X1) variable on employee performance (Y). SPSS version 21 calculation results obtained t-count value of 4.327 and t-table value of 1.672, indicating that the value of t-count > t-table (4.327 > 1.672) then Ho is rejected and Ha is accepted. Based on the significance test, it was found that there was an influence between Work Culture on the performance of employees in the environment of regional apparatus organizations in the Kasemen District of Serang City. The correlation coefficient value between Work Culture and employee performance was 0.494. Thus it can be concluded that between Work Culture (X1) on

employee performance (Y) has a moderate relationship and 0.494 is at a coefficient interval of 0.40 - 0.599 (moderate). The coefficient of determination (R<sup>2</sup>) is 0.244, meaning that Work Culture (X1) contributes 24.4% to employee performance (Y), while the remaining 75.6% is influenced by other variables not discussed in this study. This study is in line with research conducted by [7] which explains that the influence of Work Culture on employee performance has a positive influence of 54.2%. This is also in line with the results of [7] study which explains that Work Culture has a positive and significant effect on employee performance by 53.6%. [8] also emphasized that Work Culture variable partially had a significant effect on member job satisfaction by 45.9%. [2] concluded that Work Culture has a positive and significant effect on employee performance by 4.4%. Explained as in [9] that Work Culture partially had a positive and significant effect on employee performance by 71.%. From the explanation above, studies show that Work Culture has a positive and significant effect on employee performance, although the amount of influence varies. This is possible because the number of samples and research sites will affect the results of the study. From previous studies, as in [2] research results gave the smallest results among other studies, namely only 4.4%.

2. Partial hypothesis testing Work Discipline variable (X2) on employee performance (Y). The SPSS version 21 calculation results obtained t-value of 6.324 and t-table of 1.672, indicating that the value of t-count > t-table (6.324 > 1.672) then Ho is rejected, and Ha is accepted. Based on the significance test, it was found that there was an influence between Work Discipline on the performance of employees in the organization of regional apparatuses in the Kasemen City District of Serang. The correlation coefficient between Work Discipline on employee performance was 0.639. Thus it can be concluded that between Work Discipline (X2) on employee performance (Y) has a strong relationship and 0.602 is at a coefficient interval of 0.60-0.799 (strong). The coefficient of determination (R<sup>2</sup>) is 0.408, meaning that Work Discipline (X2) contributes as much as 40.8% to employee performance (Y), while the remaining 59.2% other variables are not discussed in this study. This study is in line with research conducted by [7] which explains that Work Discipline partially affects employee performance has a positive influence of 32.2%. This is also in line with the results of [8] research which explains that Work Discipline has a positive effect of 40.3%. employee performance while motivation has a negative and significant effect. [10] also emphasized that the Work

Discipline variable simultaneously had a significant effect on member job satisfaction by 40.5%. Work Discipline has a positive and significant effect on employee performance by 60.1% [2]. Reference [9] explained that Work Discipline partially had a positive and significant effect on employee performance by 20.8%. From the explanation above, it can be seen that studies show that Work Discipline has a positive and significant effect on employee performance, although the amount of influence varies. This is possible because the number of samples and research sites will affect the results of the study.

3. Simultaneous hypothesis testing variables Work Culture (X1) and Work Discipline (X2) on employee performance (Y). Based on the calculation of SPSS version 21, the calculation results obtained the value of F-count > F-table (20.674 > 3.16) then Ho is rejected, and Ha is accepted. Based on the significance test, it was found that simultaneously there was an influence between Work Culture and Work Discipline on the performance of employees in the regional apparatus organization in Kasemen City District of Serang. The correlation coefficient value between Work Culture and Work Discipline on employee performance was 0.648. Thus, it can be concluded that between Work Culture (X1) and Work Discipline (X2) on employee performance (Y) has a strong relationship and 0.648 is at a coefficient interval of 0.60 to 0.799 (strong). The coefficient of determination is 0.420, meaning that Work Culture (X1) and Work Discipline (X2) contribute 42.0% to employee performance (Y), while the remaining 58.0% is influenced by other variables not discussed in this study. This study is in line with research conducted by [7] which explains that the influence of Work Discipline, work orientation and Work Culture on employee performance has a positive effect of 54.2%. This is also in line with the research results of [8] which explains that Work Culture and Work Discipline have a positive and significant effect on employee performance while motivation has a negative and significant effect. [10] also emphasized that simultaneously Work Culture and Work Discipline variables had a significant effect on member job satisfaction. Work Culture and Work Discipline have a positive and significant effect on employee performance [2].

#### IV. CONCLUSION

Based on the results of the research the authors do, conclusions can be drawn including:

1. There is a moderate influence between Work Culture on the performance of employees in the area of regional apparatus organizations in the Kasemen

- District of Serang City. Where Work Culture (X1) contributed 24.4% to employee performance (Y).
2. There is a strong influence of work discipline on the performance of employees in the environment of regional apparatus organizations in the Kasemen District of Serang City, meaning that if the level of work discipline increases, the work discipline will also significantly increase. Where Work Discipline (X2) contributed 40.8% to employee performance (Y).
  3. Based on the significance test, it is obtained that simultaneously there is an influence between Work Culture and Work Discipline on the performance of employees in the area of the regional apparatus organization in The Kasemen District of Serang City. The correlation coefficient between Work Culture and Work Discipline on employee performance is 0.648. Thus it can be concluded that between Work Culture (X1) and Work Discipline (X2) on employee performance (Y) has a strong relationship and 0.648 is at a coefficient interval of 0.60 to 0.799 (strong). The coefficient of determination is 0.420, meaning that Work Culture (X1) and Work Discipline (X2) contribute 42.0% to employee performance (Y), while the remaining 58.0% is influenced by other variables not discussed in this study.

Based on the conclusion above that the independent variables studied both partially and jointly have a positive and strong influence on the dependent variable. This study has strengthened several theories that employee performance as the dependent variable is influenced by a variety of independent variables namely Work Culture and Work

Discipline in this connection the results of the research obtained by the company with the proposed theory.

The results of research trying to maximize employee performance need to pay attention to the three variables that influence it, namely Work Culture and Work Discipline. This suggests that to improve employee performance can be done by improving the Work Culture and Work Discipline.

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