

The Analysis of Influence of Work Discipline and Organizational Culture on the Performance of State Civil Apparatus

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Article's History:

Received 28 Februari 2023; *Received in revised form* 12 Maret 2023; *Accepted* 15 Maret 2023; *Published* 1 April 2023. All rights reserved to the Lembaga Otonom Lembaga Informasi dan Riset Indonesia (KITA INFO dan RISET).

Suggested Citation:

Purwati, S., Bilgies, A. F., Suprianto, G., Mariani., & Nasution, M. A. (2023). The Analysis of Influence of Work Discipline and Organizational Culture on the Performance of State Civil Apparatus. JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi), 9 (2), 333–338. <https://doi.org/10.35870/jemsi.v9i2.1037>

Abstract:

This study intends to identify and investigate how organizational culture and work ethics affect the effectiveness of the civil apparatus (PNS). 65 government workers participated in this study utilizing the saturated sample methodology as the sample size. The SPSS 17.0 program was used to collect data through the distribution of questionnaires and library data, which was then analyzed using multiple linear regression analysis methods. According to the analysis that has been done, the findings of this study show that organizational culture and work discipline have a significant impact on the performance of civil servants (PNS), both partially and simultaneously. In fact, 47% of employee performance can be attributed to organizational culture and work discipline.

Keywords: organizational culture, work discipline, employee performance, civil apparatus.

JEL Classification:

INTRODUCTION

In the increasingly competitive era of globalization, it requires every agency to be able to strengthen its conditions. Seriousness is needed in creating satisfying services so that later they can compete effectively both in the local,

regional, and global contexts. Each agency is required to continue to advance and develop by carrying out various strategies so that later it can achieve the goals as expected. The Indonesian Ministry of Religion has existed since Indonesia's independence in 1946. In his speech that day, the first Minister of Religion, H.M. Rasjidi, emphasized that the purpose of the Ministry of Religion was to maintain and guarantee the life of religion and its adherents. In 1946, the Regional Government issued Law Number 22, concerning Regional Government, which divided the territory of the Republic of Indonesia into three levels, namely provinces, regencies, and villages (small towns). Therefore, the office of religious affairs was formed at several levels, according to the territory of Indonesia (Girsang 2019).

Performance can be understood as the outcome of a person's effort as evidenced by their output. Targets set during a certain period are based on the norms and procedures that apply in the organization. In other words, the good or bad performance of each employee can be seen from the achievement of the targets generated by each of these employees (Tannady et al., 2020). A suitable performance appraisal is required, both in terms of quality and quantity, in accordance with set performance standards, in order to be able to see the performance of each employee. In order to achieve quality performance, a good organizational culture is needed so that it becomes a driving force in achieving agency goals. The term organizational culture refers to the values that apply in an organization's implementation of its activities. Organizational culture is a set of systems that have a shared meaning that is carried out by each member and that differentiates one organization from another. With the existence of this organizational culture, it is able to integrate and socialize the applicable social rules so that all levels of employees can follow them (Amiani & Purba, 2020).

Each organization must be able to generate circumstances that can encourage people to be disciplined at work, in addition to the corporate culture. Work discipline is a method used by managers to communicate with their staff in an effort to modify behavior voluntarily and raise awareness of all applicable norms and rules (Wales et al. 2017). Workplace discipline is crucial for every organization's growth since it fosters self-control and proper behavior when doing each task (Rahayu et al, 2018). The ability to obtain improved work performance depends on how disciplined each individual is. Without discipline, agencies will struggle to produce the best results (Andry et al., 2020).

Each organization undoubtedly has the authority to control employee behavior and impose rules at work. As a department of the Indonesian government, the Ministry of Religion undoubtedly has its own policies governing employee discipline, particularly for civil officials (PNS). What civil servants are allowed to do and are not allowed to do is governed by Government Regulation No. 53 of 2010 concerning Discipline for Civil Servants (PNS), as well as the penalties they will face if they break these restrictions. The punishments and sanctions given are divided into two categories: financial and non-financial (Cynthia & Adiputra, 2020). The financial aspect is based on deducting the benefits of each civil servant based on the Decree of the Secretary General of the Ministry of Religion concerning Procedures for Payment of Employee Performance Allowances of the Ministry of Religion, which states that in the list there are deductions for being late, or in other languages, TL 1, TL 2, TL 3, and TL 4, where each employee who is late for the first 30 minutes is deducted by 0.5% of the amount of allowance. The TL referred to is being late for 1 from 30 minutes after coming to work until it is counted as being late for 4, and if it has exceeded TL 4, then the employee is considered absent and his allowance for that day is deducted by 100%. Meanwhile, from a non-financial perspective, it is in the form of a Statement Letter (SL) of reprimand, which will later affect the position and career of the employee. Basically, every civil servant (PNS) in multiples of 10 years will get a Satya badge directly from the President at the suggestion of the agency. However, if within the multiple of 10 years there is a disciplinary penalty, the civil servant must wait the following year. This is because a disability has occurred during his career. Based on the phenomena that have been described previously, every agency or company must be able to understand and apply its organizational culture properly. To be able to apply the organizational culture, it is necessary to balance it with the discipline of every existing employee, both superiors and subordinates.

LITERATURE REVIEW

Organizational Culture

A method that members carry out and uses to differentiate one organization from another is called

organizational culture. This system of meaning is related to how employees perceive the characteristics of a culture, not to whether employees like the culture or not (Olimsar et al., 2022). A culture in an organization is based on values, beliefs, assumptions, and attitudes about how collectively it influences performance. Likewise, according to previous research, which refers to the observation system held by each member in an organization and distinguishes between his organization and other organizations, This observation system is an in-depth analysis that becomes an important characteristic or main value of an organization (Feel et al., 2018).

Work Discipline

Work discipline is defined as compliance with all rules and orders set by the organization. A manager or superior is required to continue to maintain a level of discipline in the organization he leads. In terms of sanctions and other kinds of strictness within the organization, it is considered a consequence that must be accepted when becoming an employee within that organization (Mutohar, 2018). The purpose of establishing work discipline is to ensure that employees always comply with all policies and regulations that apply within the organization, both orally and in writing, and always carry out management orders properly (Goula et al., 2021).

Performance

The word "performance" derives its etymology from "performance" or "actual achievements" (job performance) connected to tasks completed in workplace settings. Performance can be defined as the outcome of work completed by someone based on work results and targets set during a specific period in accordance with applicable organizational rules and procedures (Hadju & Adam, 2019). Performance is the outcome that someone has obtained in terms of quality and quantity when carrying out their obligations in accordance with the tasks allocated to them. Performance is the degree of success attained by an individual or group of individuals over the course of a specific period of time while carrying out their duties and responsibilities, not based on different possibilities, such as predetermined targets and work standards, but rather in compliance with organizational ethics and the law. Individual performance and organizational performance are the two subcategories of performance. Individual performance is the outcome of an employee's work in terms of quantity and quality based on predetermined work standards, whereas organizational performance is the result of a combination of work from individual performance and group performance carried out jointly in order to achieve work standards (Ichsan & Nasution, 2020).

METHODOLOGY

Sampling criteria in this study were to use saturated or census sampling. This sampling technique is used to make generalizations with very small errors. So, the sample in this study was taken from as many as 65 respondents and then randomly distributed to each civil servant (PNS) who was in the office in each existing position. The research period starts in May and ends in June 2022. In this study, the quantitative data needed are the number of employees and the results of the questionnaire. Researchers used two methods in data collection, namely, interviews and questionnaires. The questionnaire in this study uses a Likert scale, which contains five levels of preference answers. In this study, using quantitative analysis techniques, we analyze a problem quantitatively. Using SPSS software version 17.0, quantitative analysis was performed by quantifying research data in order to create the information required for the study (Statistical Product and Service Solution). In order to accomplish the research goals, the following data analysis procedures are used: descriptive statistical tests, validity and reliability tests, and hypothesis testing.

RESULTS AND DISCUSSION

Based on the results of the answers to the indicators that have the most influence and have the highest average percentage level, statement number 14, "I really know and understand the agency's vision and mission," scored 73.8%. This proves that every civil servant is required to know and understand the vision and mission that have been set by the agency. Of course, this is closely related to the implementation of organizational culture or work culture in

an office environment. Considering the outcomes of the variables that have the greatest impact and the highest average percentage level, statement number 6, "I am very thorough and calculated at work," scored 69.2%. This shows that every civil servant has good accuracy in their work and calculations. Therefore, every civil servant is required to be disciplined at work in order to produce good performance. From the results that have been described, it shows that the performance variables found to be the most influential indicators are number 2, which has the statement "I am able to complete the work according to the specified target", and number 4, which has the statement "I am given a job in accordance with the knowledge and skills I have," with a score of 70.8%. The two statements show that every civil servant is given a task according to their abilities to achieve the specified target. Of course, in order to finish every task that has been assigned, this is followed by excellent performance and a high level of discipline.

Based on the study's findings, the conclusion that H_a can be accepted and H_o is rejected can be drawn. The results obtained a significance value of 0.000, using a significance level of 5% or 0.05, which means 0.000 is smaller than 0.05. Additionally, an f-count value of 29.415 using an f-table of 3.140, which means the f-count value is greater than the f-table. The idea is that organizational culture variables (X_1) and work discipline variables (X_2) have an impact on performance variables at the same time (Y). These findings are consistent with research by Nasir et al. (2020), which discovered that the organizational culture and work discipline variables have a combined effect on employee performance variables at KSP SWM Kab. The f-count value was $19.923 > f\text{-table } 3.550$, with a significance value of $0.000 < 0.05$. South Sulawesi's Pinang. According to this study, organizational culture is a tool that may unify the company and mold each employee's attitudes and behaviors. It will become a source of strength for the company's competitiveness and competence once employees can put it into practice. Also, the resultant performance will be higher the more disciplined the employees are. If you are able to apply it correctly, all work will be finished correctly so that the business can accomplish its objectives. The previous study also discovered an f-count value of $7.585 > f\text{-table } 3.150$ with a significance level of $0.001 < 0.05$, indicating that organizational culture and work discipline may be related to or have some influence on the performance variable for employees at one Medan-based company.

According to the study's findings, the organizational culture variable (X_1) was found to be significant at 0.000, which is smaller than 0.05 as alpha ($0.000 < 0.05$), and at a t-count value of 4.212, which was higher than the t-table value of 1.998 ($4.212 > 1.998$). These results prove the hypothesis in this study rejects H_o and accepts H_a . Thus, the variable of organizational culture (X_1) partially affects the performance variable (Y). This is reinforced by the statement of Mr. Rahmat Sukmawan as the Head of Personnel at the South Tangerang Ministry of Religion Office that when all employees are able to apply each of the established work cultural values, it will determine work behavior that will impact on their performance achievements. These findings are consistent with earlier study that was done. According to Sudarmanto's research, a strong organizational culture would be able to inspire people to come up with new innovations that are in line with business objectives. Similar findings from earlier research indicate that organizational culture variables had a beneficial impact on the performance of microfinance institutions in Kenya, with t-count results of 4,185 greater than t-table, namely 2,006.

According to the previous study's findings, organizational culture at the Sekarputih Village Office in the Kec. Tegallampel Regency has a beneficial impact on employee performance ($t\text{-count} = 2,932$; $t\text{-table} = 2,074$). By a growing and well maintained company culture, Bondowoso in the sense of embracing H_a and rejecting H_o will be able to produce attitudes and behaviors that will lead to improved development. That way, it will affect the level of performance of each employee for the better too. These results are also in line with the research of previous research, which stated that organizational culture is the basic assumption for every member to understand in overcoming problems that occur both internally and externally. When each employee can understand what cultural characteristics exist at national bank in Indonesia, including how to work, how to communicate with superiors and co-workers, administrative systems, and others, so that later they can improve performance at work, the study's t count, which was 2,793 more than the t table's 1,999, indicates that organizational culture factors significantly affect employee performance.

In terms of the research findings, the t-count value of 2.842 is higher than the t-table value of 1.998 ($2.842 > 1.998$), and the work discipline variable (X_2) of 0.006 is smaller than the alpha of 0.05 ($0.006 < 0.05$). These findings indicate that the study's conclusions can accept H_a but reject H_o , which is supported by the data. As a result, the performance

variable is partially influenced by the work discipline variable (X2) (Y). As an employee in a government agency, discipline is an important factor in every activity. Likewise, the attitude of discipline from individuals will have a good impact on their work results. With a t-count of 2.973, which is higher than a t-table of 2.109, these results are consistent with prior studies. In other words, work-discipline has a favorable and substantial impact on performance. He claimed that personnel performed better at finishing work the more disciplined they were as individuals. Workplace discipline is one of the elements that can enhance the caliber of employee performance because it will be simpler for each employee to fulfill his or her tasks if they can follow and put into practice the relevant guidelines. Without sound discipline, reaching the goal in its entirety will be challenging. Similar to the previous study, which found that work discipline has a positive and significant impact on performance factors to a limited extent, the current study also obtained a t-count of 4.267 > t-table of 2.021. It is said that strong work ethics will hasten the accomplishment of organizational objectives. Instead, if work discipline deteriorates or is poor, it will only cause a delay and become a barrier to accomplishing organizational goals. So that the ensuing performance can be of high quality and capable of achieving the goals as envisaged, it can be shown how important it is to apply discipline in each employee.

According to the findings of the coefficient test, the adjusted R square's coefficient of determination in this study was 0.470, or 47%. According to these findings, 47% of the variance in organizational culture and work discipline may be attributed to performance variables, and the remaining 53% (100% - 47% = 53%) can be attributed to or influenced by other variables not included in this study.

CONCLUSION

Conclusions that may be derived from the research's findings include that organizational culture has a limited impact on the effectiveness of the civil apparatus (ASN). With a t-count of 4.212 > t-table of 1.998 and a significance level of $0.000 < 0.05$, it may be concluded that work discipline has some bearing on the effectiveness of civil equipment. The performance of the civil apparatus is influenced simultaneously by organizational culture and work discipline, as shown by the t-count of 2.842 > t-table of 1.998 and significance level of $0.006 < 0.05$. f-count 29.415 > f-table 3.140 as well as a significance level of $0.00 < 0.05$ are the results. The proportion obtained from the adjusted R-square calculation is 47%. Work discipline and organizational culture factors both have an impact on employee performance. Other factors outside the scope of this study then affect the remaining factors.

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