

The Role of Work Culture, Discipline and Work Motivation in Improving Employee Performance



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ABSTRACT: This research aims to determine and analyze the impact of work culture, work discipline and work motivation on employee performance at the Situbondo Regency Population and Civil Registration Service. All 80 employees were used as the population and sample in the research (saturated sample). To find out the description of the respondents, descriptive analysis was used. To test the research questionnaire, validity and reliability testing was used. The data was processed using the Structural Equation Model (SEM) analysis technique using the WarpPLS 7.0 application. The results of data analysis show that work culture variables have a significant effect on employee performance. The work discipline variable has a significant effect on employee performance. Meanwhile, work motivation has a significant effect on employee performance. Thus, all hypothesized variables have a significant influence on employee performance at the Situbondo Regency Population and Civil Registration Service.

KEYWORDS: work culture; work discipline; work motivation; employee performance.

INTRODUCTION

Every human resource management activity requires thought and understanding of what will work well and vice versa. An environment where work challenges continue to change requires the quality of human resources to also change and continue to develop. Human resource management involves all management decisions and practices that directly affect human resources (Azhad, Anwar, and Qomariah 2015). Human resource management is needed to increase the effectiveness of human resources in the organization in order to improve organizational performance. If an organization's performance is good, it means that the performance of employees in the organization is also good.

According to (Robbins and Coulter 2010), performance is the implementation of a job and the completion of that job in accordance with an employee's responsibilities. According to (Mathis, Jackson, and Valentine 2015), performance can be said to be a measure of actual behavior in the workplace which is multidimensional, where performance indicators include work quality, work quantity, work time and cooperation with colleagues. Meanwhile, according to (Qomariah 2020), performance is the result of an employee's work within a certain period which is usually accumulated up to one year. Performance improvement needs to be carried out by every employee in order to face increasing business competition. Several factors are thought to be able to improve employee performance, including: work culture in an organization, work discipline possessed by employees and also the work motivation of each employee in an organization.

The first factor that can provide an increase in performance is work culture. According to (S. Robbins 2011), work culture is an assumption, value and norm that is carried out many times every day in an organization by employees, which can then be seen in behavior, attitudes and also become beliefs, as well as ideals, which are can improve work efficiency. Work culture is a set of belief system assumptions, values and norms practiced by an organization which are then used as a reference in resolving internal and external problems (Mangkunegara 2017). Meanwhile, according to Schein (2012), work culture is the basic patterns of assumptions, values, norms and beliefs that are built by a group of people who work together over a long period of time so that the culture becomes an effective and generally accepted way of working. to solve problems. Work culture that is well practiced in a company will be able to have an impact on employee performance in an organization.

Research linking work culture with performance has been carried out by (Adha, Qomariah, and Hafidzi 2019), (Saban et al 2020), (Layaman and Jumalia 2018), (Yuliani and Saputra 2020), (Rizqina, Adam, and Chan 2020), (Siregar, Marbun, and Syaputri 2020), (Moron and Rangga 2023), (Sembiring and Winarto 2020), (Fatimah and Frinaldi 2020), (Qomariah, Janah, and Cahyono 2023) which states that work culture can improve employee performance in an organization.

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Improving the performance of employees in an agency also continues to pay attention to the element of discipline, where if all activities are carried out with high discipline, performance will also be high, and vice versa. Discipline is one of the keys to realizing the goals of the organization, employees and society, where with good work discipline, employee awareness will grow to carry out all their duties well. Several indicators of discipline can also encourage work motivation, including punctual arrival at work, punctual return home time, compliance with applicable regulations, use of prescribed work uniforms, responsibility in carrying out tasks and carrying out work assignments to completion (Mangkunegara 2017). According to (Handoko 2010), work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and to increase awareness and a person's willingness to obey all regulations and social norms that apply in a company. In line with (Rivai and Mulyadi 2012), work discipline is a management action to encourage awareness and willingness of its members to obey all regulations determined by the organization or company and social norms that apply voluntarily (Indraputra & Sutrisna, 2013). Discipline must be emphasized in a company organization, without the support of good employee discipline, it is difficult for the company to realize its goals. So, discipline is the key to a company's success in achieving its goals. According to (Yuniarsih and Suwatno 2014) the better the discipline carried out by employees in a company, the greater the work performance that can be produced. On the other hand, without good discipline, it is difficult for companies to achieve optimal results.

Previous research that has been carried out contains inconsistencies in the results obtained. In research (Wiryawan, Risqon, and Noncik 2020), (Azis 2021), (Safitri 2013), (Sanjaya 2021), (Titisari, Susanto, and Permatasari 2021), (Syahputra 2021), (Rosalina and Wati 2020), (Darmadi 2020), (Wiryawan, Risqon, and Noncik 2020), (Saputri, Qomariah, and Herlambang 2020), (Mu'ah et al. 2023), (Ekasari et al. 2022), (Ingsih, Yanuardan, and Suhana 2021), revealed that work discipline has a positive and significant effect on performance, while research (Agung and Arianto 2013) says the opposite, namely that work discipline does not have a positive and significant effect on performance.

The role of work culture and discipline certainly needs to be considered. However, a factor that is no less important is the level of employee work motivation. Basically, someone works because they want to fulfill their life needs. The desires that exist in one person and another person are different so that human behavior tends to be different in carrying out their work. According to (Hasibuan 2016) defines motivation as a process that determines the intensity, direction and perseverance of an individual in an effort to achieve targets. Meanwhile, according to (Rivai and Mulyadi 2012), motivation is a series of attitudes and values that influence individuals to achieve more specific things in accordance with individual goals. These attitudes and values are something invisible that provide the power to encourage individuals to behave in achieving goals.

Many similar studies highlight motivational factors as performance measures which have an important role or have a significant influence in improving performance: (Mayangsari et al. 2020), (Atikah and Qomariah 2020), (Samah et al. 2019), (Permana et al. al. 2019), (Utomo, Qomariah, and Nursaid 2019), (Wijianto, Cahyono, and Qomariah 2020), (R. A. Kurniawan, Qomariah, and Winahyu 2019), (Istanti et al. 2020), (Hendrawijaya, Imsiyah, and Indrianti 2019), (Hardianto et al. 2020), (Sari, Qomariah, and Setyowati 2020), (Soebyakto, Hanafi, and Rakasiwih 2019), (Ulantini et al. 2022), (Qomariah, Estiningsih, and Martini 2022), (Triasmawan, Qomariah, and Hermawan 2023), (A. Kurniawan, Sanosra, and Qomariah 2023), (Basyah, Indrayani, and Qomariah 2022), (Qomariah et al. 2021), (Y. Setiawan and Qomariah 2022), (Priyono, Qomariah, and Winahyu 2018), (Qomariah, Warsi, and Sanosra 2020), (Nursaid et al. 2020), (Qomariah et al. 2022), (Mu'ah et al. 2023), (A. Setiawan, Satoto, and Qomariah 2022), (Nursaid, Qomariah, and Sidik 2023), (Utomo, Qomariah, and Nursaid 2019), (Sari, Qomariah, and Setyowati 2020), (Rizky, Sunaryo, and Priyono 2020), (Rina and Perdana 2017), (Rantesalu, Mus, and Arifin 2017), (Achmad 2016), (Riantoko, Sudibya, and Sintaasih 2017), (Alhudhori et al. 2019), (Ivan and Rizal 2022), (Yogaswara, Musadieq, and Ruhana 2014). In contrast to research (Praditya 2020) which states that motivation does not have a significant influence on performance.

Based on the research background that has been built, the researcher is interested in developing research on the research object of the Population and Civil Registration Service of Situbondo Regency, which is one of the government agencies engaged in the field of public services. Of course, as one of the agencies that continuously provides services to the public, it is not immune from criticism from the public who experience population services, so that the public's view of long and complicated population administration services has not changed. One of the influencing factors is the performance of the Population and Civil Registration Service employees themselves. Based on the results of observations made by the author at the Population and Civil Registration Service of Situbondo Regency, the author saw that employee performance was not in accordance with the regulations set by superiors. This can be seen from the inaccurate timing of both ASN and non-ASN employees, this shows that several Population and Civil Registration Service employees cannot comply with the rules set by the agency. Based on the description of what happened, the researchers found problems regarding the performance of the Situbondo Regency Population and Civil Registration Service employees, namely: the lack of optimal employee performance in carrying out their main duties and functions as indicated by the achievement of Employee Performance Targets (SKP). So the aim of the research is to determine the impact of work culture, discipline and motivation on employee performance at the Population and Civil Registration Service of Situbondo Regency. The

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conceptual framework for the influence of work culture, work discipline and work motivation variables on employee performance is presented in Figure 1.

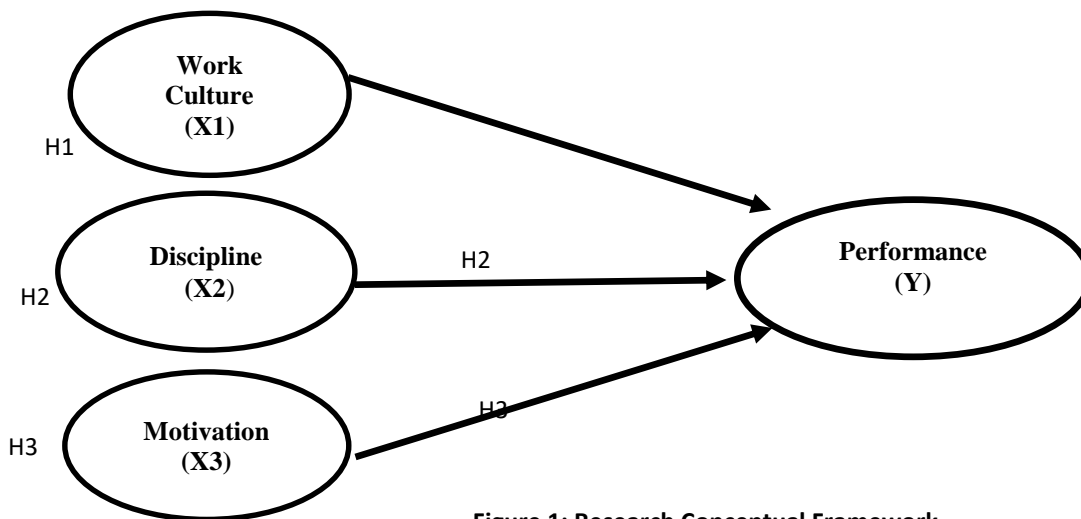


Figure 1: Research Conceptual Framework

Research Hypothesis

- H1: Work culture has an influence on employee performance.
- H2: Work discipline can provide an increase in employee performance.
- H3: Work motivation has an impact on employee performance.

RESEARCH METHODS

In this research, descriptive methods were used (to collect, analyze and conclude data based on facts during the research) and verification methods (to test the truth of the hypothesis). The population in this study were 80 employees of the Population and Civil Registration Service of Situbondo Regency who were also used as research samples. Validity tests and reliability tests remain the reference as research questionnaire testing tools. The SEM analysis tool with WarpPLS was used to test the research hypothesis.

RESULTS AND DISCUSSION

Validity Test Results

The results of the research validity test are presented in Table 2, below.

Table 2. Research Validity Test Results

Indicator	Work Culture	Work Discipline	Motivation	Performance	SE	p-value
X1.1	0.755	-0.124	0.609	-0.329	0.089	<0.001
X1.2	0.838	-0.113	0.020	0.317	0.087	
X1.3	0.825	0.223	-0.329	-0.150	0.087	
X1.4	0.851	0.006	-0.241	0.125	0.086	
X2.1	-0.575	0.730	0.157	0.531	0.090	
X2.2	0.256	0.861	0.028	-0.216	0.086	
X2.3	-0.097	0.860	-0.150	0.207	0.086	
X2.4	-0.045	0.827	0.023	0.010	0.087	
X2.5	0.445	0.718	-0.039	-0.540	0.090	
X3.1	0.285	0.124	0.816	-0.381	0.087	
X3.2	0.401	-0.013	0.757	-0.400	0.089	
X3.3	0.168	0.056	0.808	-0.239	0.087	
X3.4	-0.146	-0.165	0.829	0.312	0.087	
X3.5	-0.745	0.000	0.739	0.742	0.089	
Y1	-0.083	0.213	-0.077	0.888	0.085	
Y2	-0.215	-0.335	-0.149	0.862	0.086	

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Y3	0.056	-0.131	0.245	0.871	0.086
Y4	-0.260	0.068	-0.085	0.915	0.085
Y5	0.574	0.194	0.078	0.782	0.088

The WarpPLS 7.0 calculation results in Table 2 show that each value of the cross-loadings factor has reached a value above 0.7 with a p value below 0.05. Thus the convergent validity test criteria have been fulfilled.

Research Reliability Test Results

Reliability testing is carried out with the aim of ensuring that the research instruments used can present concept measurements consistently without any bias. The results of WarpPLS 7.0 data processing are presented in Table 3. The results of the reliability test, which are presented in Table 3, show that the questionnaire instrument in this research has met the requirements for the reliability test.

Table 3: Reliability Test

Information	CA Value	Limit Value	Results
Work Culture (X1)	0,834	0,7	Reliable
Discipline (X2)	0,859		
Motivation (X3)	0,849		
Performance (Y)	0,915		

Calculation of Path Coefficients for Hypothesis Testing

Each path tested shows the direct influence of work culture (X1), work discipline (X2), work motivation (X3) on employee performance (Y). The path coefficient values can be seen in Table 4 below.

Table 4. Hypothesis Testing

No	Research Hypothesis	Path coefficients Value	P-values	Results
1.	Work Culture → Performance	0,253	0,008	H1 Accepted
2.	Discipline → Performance	0,492	0,001	H2 Accepted
3.	Motivation → Performance	0,205	0,027	H3 Accepted

DISCUSSION

The Influence of Work Culture on Employee Performance

Based on the results of testing the work culture variable (X1) on employee performance (Y), a path coefficient value of 0.253 was obtained with a p-value of 0.001. This means that work culture has a significant influence on the performance of employees of the Situbondo Regency Population and Civil Registration Service and is proven to be true or H1 is accepted. According to Robbins (2013), work culture is a habit that is carried out repeatedly by employees in an organization. Violations of this habit do not have strict sanctions, but organizational actors have morally agreed that this habit is a habit that must be obeyed in order to carry out work to achieving goals. This is supported by research conducted (Adha et al., 2019), (Praditya, 2020) concluding that work culture has a positive and significant effect on performance.

The Influence of Work Discipline on Employee Performance

Based on the results of testing the work discipline variable (X2) on employee performance (Y), a path coefficient value of 0.492 was obtained with a p-value of 0.001. This means that work discipline has a significant effect on the performance of Situbondo Regency Population and Civil Registration Service employees, this has been proven to be true or H2 is accepted.

According to (Qomariah 2020), good discipline reflects a person's great sense of responsibility for the tasks given to him. Apart from that (Sutrisno 2014) states that discipline shows an attitude of respect in employees towards agency rules and regulations that have been mutually agreed upon. This research has significant similarities in results with previous research conducted (Lopes 2016), (Bentar, Purbangkoro, and Prihartini 2017), (Feel, Herlambang, and Rozzaid 2018), (Sumowo 2017), (Sya'rani, Herlambang, and Cahyono 2018), (Lumentut and Dotulong 2015), (Suwondo and Sutanto 2015), (Nuriyah, Qomariah,

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and Setyowati 2022), (Putra, Suwendra, and Bagia 2016) stated that there is a positive and significant influence of work discipline on performance.

The Influence of Work Motivation on Employee Performance

Based on the results of testing the work motivation variable (X3) on employee performance (Y), a Path coefficient value of 0.205 was obtained with a p -value of 0.016. This means that work motivation has a significant effect on the performance of employees of the Population and Civil Registration Service of Situbondo Regency, which is proven to be true or H3 is accepted. This is caused by the work motivation aspect which is able to improve the performance of Situbondo Regency Population and Civil Registration Service employees. (Wibowo 2012) states that work motivation is a general attitude towards a person's work that shows the difference between the amount of reward workers receive and the amount they believe they should receive. In this research, there are significant similarities in results with previous research conducted by (Radyasasmita and Suryaningsih 2022), (Paais and Pattiruhu 2020), (Rina and Perdana 2017), (Rantesalu, Mus, and Arifin 2017), (Achmad 2016), (Atikah and Qomariah 2020), (Wiryawan, Risqon, and Noncik 2020), (Azis 2021), (Kusuma, Susilo, and Nurtjahjono 2015), (Utarindasari and Silitonga 2021), (Ivan and Rizal 2022) stated in their research that Work motivation influences employee performance.

CONCLUSION

The conclusions in this research are based on the research results previously described, thus the conclusions are: 1) work culture has a positive and significant effect on the performance of employees of the Situbondo Regency Population and Civil Registration Service; 2) work discipline has a positive and significant effect on the performance of Situbondo Regency Population and Civil Registration Service employees; 3) work motivation has a positive and significant effect on the performance of Situbondo Regency Population and Civil Registration Service employees.

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