

## **THE INFLUENCE OF ORGANIZATIONAL CULTURE, DISCIPLINE AND MOTIVATION ON EMPLOYEE PERFORMANCE AT THE SERVICE OF POPULATION AND CIVIL REGISTRATION IN JENEPONTO DISTRICT**

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### *Abstract*

*This research was conducted at the Department of Population and Civil Registration Jeneponto district. Determination of the sample using the saturation technique by taking the entire existing population, as many as 40 employees at the Jeneponto Regency Population and Civil Registration Service. Data collection methods used are questionnaires and document studies. The analytical method used is descriptive statistical analysis and multiple linear regression analysis. The results of the study concluded that: Organizational culture is not significant to employee performance. Partially, Discipline and Motivation have a positive and significant effect on the performance of the Jeneponto Regency Population and Civil Registration Office. Simultaneously, Organizational Culture, Discipline and Motivation have a positive and significant effect on the performance of the Jeneponto Regency Population and Civil Registration Office. Discipline variables have a dominant effect on employee performance at the Jeneponto Regency Population and Civil Registration Service.*

*Keywords: Organizational Culture, Discipline, Motivation and performance*

### **INTRODUCTION**

Human resources have a major role for organizational existence, with the focus point being people or employees. Every organization or organization always has demands to do work with high effectiveness and efficiency in dealing with challenges to the role of human resources itself. In this modern era, an organization must continue to exist and must be able to keep up with the times with all the changes and challenges that will be faced. In order to survive in this competitive era, an organization must have the full support of competitive individual potential. Through managing its management for individual potential in a professional and maximum manner. Optimizing employee work is a fundamental problem in achieving organizational goals, therefore an issue that must be considered by an organization in achieving its goals is the performance of its employees.

To achieve quality employee performance, a good organizational culture or organizational culture is needed *power employees* in achieving organizational goals. Organizational culture is an opportunity for organizations to develop employee capabilities through aspects of changing attitudes and character, with the hope of being able to adapt to challenges or competition in the future. Organizational culture is something that can unite employees at work, this is because organizational culture triggers the interaction of habits that affect employees so as to create work harmony that encourages optimal performance from employees. Isnada (2016) explains that organizational culture is a system of values that is believed by members of the organization and is learned and applied and developed on an ongoing basis, functions as an adhesive system, and can be used as a reference for behavior in organizations to achieve set goals.

Work discipline is one thing that needs to be considered in doing work. Work discipline is the awareness and willingness of employees to follow and comply with all applicable regulations. Employee work discipline affects the employee's performance. Sutrisno (2017) suggests that discipline shows the attitude of a condition or attitude of respect that exists in employees towards organizational rules and regulations. Motivation is a strength or encouragement that exists in employees to act (behave) in certain ways. This strength is in the form of an individual's willingness to do something or according to each individual's abilities. According to Rivai (2013) motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Another opinion, Winardi (2013), suggests that motivation is the result of a number of internal and external processes for an individual that causes enthusiasm and persistence in carrying out certain activities. Based on the description in the background above, the problems to be posed in this study are:

1. Does Organizational Culture, discipline and motivation partially influence employee performance at the Jeneponto Regency Population and Civil Registry Office?
2. Does Organizational Culture, discipline and motivation influence the performance of employees at the Department of Population and Civil Registration of Jeneponto Regency simultaneously?
3. Which variable has the most dominant influence on employee performance at the Jeneponto Regency Population and Civil Registration Service?

The variables examined in this study are organizational culture style (X1), discipline (X2) and motivation (X3), as independent variables, while the dependent variable is Employee Performance which is given the symbol Y.

By looking at the conceptual framework above, the authors propose the following hypothesis:

1. Organizational culture, discipline and motivation partially have a positive and significant effect on employee performance at the Department of Population and Civil Registration of Jeneponto Regency.
2. Organizational culture, discipline and motivation partially have a positive and significant effect on employee performance at the Department of Population and Civil Registration of Jeneponto Regency.
3. Organizational culture has the most dominant influence on employee performance at the Department of Population and Civil Registration of Jeneponto Regency.

## RESEARCH METHODS

The design of this study used survey research that took samples from one population and used a questionnaire as the main data collection tool (Singarimbun, 2009). The research time was one month, from January to February 2021. The population in this study were all employees at the Jeneponto Regency Population and Civil Registration Office, totaling 40 people. Determination of the sample in this study using a saturated sample, namely the entire population as a sample of 40 employees.

Quantitative data analysis technique obtained from the results of the questionnaire using multiple linear regression analysis (*multiple regression analysis*). Multiple linear analysis was carried out to see the effect of the independent variable (X) indicated by organizational culture, discipline and motivation on the dependent variable performance

(Y). Before carrying out multiple linear regression testing the regression test conditions that must be met are: The general form of the model to be used is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \text{and}$$

Where:

AND = performance

a = permanent

$X_1$  = Organizational culture

$X_2$  = Discipline

$X_3$  = Motivation

$b_1, b_2, b_3$  = coefficient of influence

It is = Prediction Error

Furthermore, to determine the effect of the independent variables, namely: organizational culture style ( $X_1$ ), discipline ( $X_2$ ) and motivation ( $X_3$ ) on the related variables, namely performance, (Y) together, the F test is carried out.

Then to find out the effect of: ( $X_1$ ), organizational culture style ( $X_1$ ), discipline ( $X_2$ ) and motivation ( $X_3$ ) on the related variables namely performance, (Y), simultaneously a t test is performed. and the B test to determine whether the dominant variable has an effect on the dependent variable

## RESULTS AND DISCUSSION

### Results

#### Multiple Regression Analysis

Hypothesis testing is done using regression techniques. The results of data processing can be seen in the following table:

Table 1 of Multiple Regression Results

Model	B	T	P (say)
Constant	-0,452	-0,187	0,853
Organizational culture ( $X_1$ ),	0,013	0,066	0,948
Discipline ( $X_2$ )	0,593	2,938	0,006
Motivasi ( $X_3$ )	0,437	3,646	0,001

Source: Data processed, 2022

From the table above, the regression equation is obtained

$$\hat{y} = -0,452 + 0,013X_1 + 0,593X_2 + 0,437X_3$$

The above equation shows that:

1. A constant of -0.452 states that if there is no change in the organizational culture, discipline and motivation factors, then the level of employee performance at the Jeneponto district population and civil registration service is -0.452 units.
2. Organizational culture variable regression coefficient ( $X_1$ ), the coefficient is positive by 0.013, meaning that each addition of one unit of organizational culture factor will affect changes in performance by 0.013 units. and conversely, if there is a decrease in the organizational culture factor by one unit, it will affect the performance increase by 0.013 units of the Jeneponto district Population and Civil Registration Office, assuming  $X_2$ , and  $X_3$ , still.

3. Discipline variable regression coefficient ( $X_2$ ), the coefficient is 0.593. This means that each addition of one unit of disciplinary factor will affect the increase in performance by 0.593 units. And conversely, if there is a decrease in the disciplinary factor by one unit, it will affect a decrease in performance by 0.593 units assuming  $X_1$ , and  $X_3$ , still.
4. Motivation variable regression coefficient ( $X_3$ ), the coefficient has a positive value of 0.437, meaning that each addition of one unit of the motivation variable will affect the increase in performance by 0.437 units. And conversely, if there is a decrease in the Motivation variable by one unit, it will affect a decrease in Performance by 0.437 units assuming  $X_1$ , and  $X_2$ , still.

#### **t test (partial test)**

This test aims to examine the effect of independent variables between organizational culture, discipline and motivation on employee performance at the Department of Population and Civil Registration of Jeneponto Regency. The following are the results of testing the t-test hypothesis:

Table 2 Uji T

Variable	T <sub>count</sub>	Significance
Organizational culture ( $X_1$ )	0,066	0,948
Dsiplin ( $X_2$ )	2,938	0,006
Motivation ( $X_3$ )	3,646	0,001

Source: Primary data processed, 2022

Based on the table above it can be concluded as follows:

- 1) Organizational Culture Influence on employee performance at the Department of Population and Civil Registration of Jeneponto Regency based on the table above obtained a significance value of  $0.948 > 0.05$ , it is concluded that  $H_1$  is rejected, meaning organizational culture no significant effect on employee performance at the Department of Population and Civil Registration of Jeneponto Regency.
- 2) Based on the table above, the effect of discipline on employee performance at the Jeneponto Regency Population and Civil Registration Service obtained a significance value of  $0.006 < 0.05$ , so it was concluded that  $H_2$  was accepted, meaning that discipline had a positive and significant effect on employee performance at the Jeneponto Regency Population and Civil Registration Service.
- 3) Motivational influence on the performance of employees at the Department of Population and Civil Registration of Jeneponto Regency based on the table above a significance value of  $0.001 < 0.05$  is obtained, it is concluded that  $H_1$  is accepted, meaning motivation has a positive and significant effect on employee performance at the Department of Population and Civil Registration of Jeneponto Regency

#### **Test F (Simultaneous Test)**

Simultaneous testing (F test) is intended to find out whether organizational culture, discipline and motivation have an effect on employee performance at the Department of Population and Civil Registration of Jeneponto Regency jointly have an influence on performance.

Table 3 Uji F

Model		<i>Sum of Square</i>	Df	<i>Mean Square</i>	F	Say.
1	Regression	116,882	3	38,961	12,226	,000 <sup>b</sup>
	Residual	114,718	36	3,187		
	Total	231,600	39			

Based on the table above, an F statistic value of 12.226 is obtained with a significance value of 0.000 which is less than 0.05. It can be seen that simultaneously there is a significant influence between organizational culture, discipline and motivation on employee performance at the Department of Population and Civil Registration of Jeneponto Regency.

### Coefficient of Determination

The coefficient of determination is used to determine how much influence the independent variables have on the dependent variable. The value of the coefficient of determination is determined by value *R square*.

Table 4 The results of the calculation of the coefficient of determination ( $R^2$ )

Model Summary<sup>b</sup>

Model				
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710	.505	.463	1.785

Based on the SPSS output in the table above it appears that from the calculation results the coefficient of determination ( $R^2$ ) at 0.505, this means the coefficient of determination of the influence of organizational culture ( $X_1$ ), discipline ( $X_2$ ) and motivation ( $X_3$ ) on employee performance (Y) of 0.505 or 50.5% variance of employee performance (Y) is influenced by organizational culture ( $X_1$ ), discipline ( $X_2$ ) and motivation ( $X_3$ ). While the remaining 49.5% is influenced by other factors outside this model.

### Discussion

#### *The influence of organizational culture on performance*

Based on the comparison of values, it is stated that the organizational culture variable has a tcount (0.948) > ttable (2.034) with a significant value of 0.948 > 0.05. This means that partially organizational culture has an insignificant effect on employee performance at the Department of Population and Civil Registration of Jeneponto Regency.

Organizational culture is a variable that has a positive influence on performance, this can be seen from the coefficient value of 0.505. This means that if the organizational culture values are good, the employee's performance will increase.

The results of this study are in line with Ahmad's research (2012) concerning the influence of organizational culture and work motivation on employee performance which shows that organizational culture has no effect on employee performance, while

motivation has an influence on employee performance. This study shows that organizational culture has not been able to deliver employees to Optimal employee performance.

### ***The Effect of Discipline on Performance***

Based on the comparison of values, it is stated that in the disciplinary variable, the value is  $t_{count} (2.938) > t_{table} (2.034)$  with a significant value of  $0.006 < 0.05$ . This means that partially discipline has a significant influence on employee performance at the Department of Population and Civil Registration of Jenepono Regency.

This research is in accordance with Mardi Astutik. 2016. *The Influence of Work Discipline and Organizational Culture on Employee Performance at the Secretariat of the Regional People's Representative Council of Jombang Regency*. The purpose of this study was to examine the influence of work discipline and organizational culture on the performance of employees of the Secretariat of the Regional People's Representative Council of Jombang Regency. This study uses quantitative research. The measurement used is a Likert scale. The population used is all civil servants (PNS), totaling 37 respondents. Data collection techniques using observation, questionnaires, interviews, and documentation. The variables studied were work discipline and organizational culture on employee performance. The data analysis technique uses multiple regression analysis with the classical assumption test. The results of the study show that work discipline (X1) and organizational culture (X2) have a positive and significant effect on employee performance (Y), both partially and collectively.

#### **1. *Effect of Motivation on Performance***

Based on the comparison of values, it is stated that the organizational culture variable has a  $t_{count} (3.646) > t_{table} (2.034)$  with a significant value of  $0.001 < 0.05$ . This means that partially organizational culture has a significant influence on employee performance at the Department of Population and Civil Registration of Jenepono Regency. Motivation is the strength or encouragement that exists in employees to act (behave) in certain ways. This strength is in the form of an individual's willingness to do something or according to each individual's abilities. Motivation is defined as the willingness to carry out high efforts to achieve organizational goals, which is conditioned by the ability of efforts to meet certain individual needs.

#### **2. *The Influence of Organizational Culture, Discipline and Motivation on Employee Performance at the Department of Population and Civil Registration of Jenepono Regency.***

Based on the research results, the regression model performance constant value is -0.452, meaning that if the value of the independent variables (Organizational Culture, discipline and motivation) is 0, then the dependent variable (employee performance) has a value of -0.452. From the results of the F test or simultaneous testing it shows that  $F_{count} \text{ is } 12.226 > F_{table} 2.80$ . The results of the analysis show that the independent variables namely Organizational Culture, discipline and motivation simultaneously have a significant effect on employee performance at the Department of Population and Civil Registration of Jenepono Regency.

#### **5. Testing the Dominantly Influential Variables (Beta Test)**

The results of calculating the dominant influence can be seen in the following table:

Table 5 Beta Test Results

Variable	Beta	Significance
Organizational culture (X <sub>1</sub> )	0,011	0,948
Discipline (X <sub>2</sub> )	0,494	0,006
Motivation (X <sub>3</sub> )	0,443	0,001

Source: Processed Data, 2022

Based on the results of standardized beta values, it is known that the variables which include organizational culture, discipline and motivation simultaneously influence performance. While the variable that has the most dominant influence based on the highest beta value is the discipline variable of 0.494, then motivation of 0.443, and the lowest is the organizational culture variable of 0.011.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the results of the research and discussion that have been stated above, several conclusions can be drawn as follows:

1. Partially shows that the variables of discipline and motivation have a positive and significant effect on employee performance at the Jeneponto district population and civil registration service. Meanwhile, organizational culture has no significant effect on employee performance at the Department of Population and Civil Registration of Jeneponto district.
2. Simultaneously it shows that the variables organizational culture, discipline and motivation have a positive and significant effect on employee performance, which means that increasing organizational culture, discipline and motivation will simultaneously affect increasing employee performance at the Jeneponto district population and civil registration service.
3. Partially, it shows that the disciplinary variable has the most dominant effect on employee performance, this shows that the better the discipline, the better the employee performance at the Jeneponto district population and civil registration service.

### Suggestion

1. It is necessary to maintain and further improve discipline so that it makes a more positive and significant contribution to improving the performance of the Jeneponto district Population and Civil Registration Service
2. It is necessary to pay more attention to organizational culture so that it makes a positive and significant contribution to improving employee performance at the Jeneponto district population and civil registration service.
3. Need to increase motivation, in order to make a greater contribution to improving the performance of employees of the Jeneponto district Population and Civil Registration Office

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