

The Effect of Work Discipline and Organizational Culture on Employee Performance (Study at a Government Agency in Bandung Regency)

Ernita Rahmawati¹, Adie Fasha Nurhadian²
Sekolah Tinggi Ilmu Ekonomi Pasundan^{1,2}
Email: ernitarahmawati@gmail.com¹, adhie@stiepas.ac.id²

ABSTRACT

This study aims to comprehensively examine and evaluate the work discipline, organizational culture, and performance of employees at a government agency located in Bandung Regency. Additionally, the research aims to determine the degree of influence that work discipline and organizational culture has on employee performance within the government above agency.

The author employed a research methodology that falls under descriptive and verificative research. This approach was utilized to determine the significant relationship between the variables under investigation, ultimately leading to conclusions that accurately describe the research object.

The participants in this study consisted of 32 employees who were selected as respondents from a government agency located in Bandung Regency. The findings of this research demonstrate that (1) Work Discipline exhibits a positive and statistically significant impact on Employee Performance, and (2) Organizational Culture also displays a positive and statistically significant influence on Employee Performance. The relationship between work discipline and organizational culture has been found to have a positive and statistically significant impact on employee performance.

Keywords: Work Discipline, Organizational Culture, Employee Performance

INTRODUCTION

The Civil State Apparatus refers to a professional domain encompassing civil servants and government employees bound by a formal employment agreement and serving within governmental institutions. These individuals are selected by personnel development authorities and assigned responsibilities within government positions or other state-related duties, with their compensation determined by legislative regulations. Indonesian citizens who fulfill specific criteria are designated as permanent Civil State Apparatus employees by personnel development officials to assume governmental roles. The primary objective of managing the Civil State Apparatus is to cultivate a cadre of proficient employees who embody crucial values, uphold professional ethics, remain unaffected by political interference, and maintain high integrity by avoiding corruption, collusion, and nepotism.

The regulation of the management of the Civil State Apparatus falls under the purview of the Civil State Apparatus management. It encompasses various aspects, such as the Personnel Management System, which encompasses planning systems, career development, payroll, and retirement age limits. These regulations are anticipated to enhance the management of government agencies with a focus on public service as they shift the role of Civil Servants from serving their superiors to serving the community. This regulation

establishes the role of Civil Servants as a profession independent from political interference. It aims to establish an open career system emphasizing professionalism, competence, qualifications, performance, transparency, objectivity, and freedom from political interference and corruption in human resource management. The regulation focuses on implementing a merit-based system to achieve a professional government bureaucracy.

Performance refers to the outcome of an individual's efforts in executing their assigned responsibilities, which is influenced by their level of competence, exerted effort, and available opportunities. The performance of employees plays a vital role in the functioning and success of an agency or organization.

Based on the preliminary survey findings, it can be observed that the level of employee performance at a government agency in Bandung Regency has yet to attain its maximum potential, as specific tasks have failed to meet the minimum targets set by the leadership. Based on the findings of the performance report, it is evident that various factors contribute to suboptimal employee performance, including work discipline and organizational culture. (Prasetiyo et al., 2021; Sari et al., 2020)

Regardless of an employee's high level of performance within an organization, the existence of an unfavourable organizational culture and a deficiency in discipline will have a detrimental

impact on employees, potentially leading to a decline in their performance or a sense of discomfort about their job or the organization they are affiliated with. (Caissar et al., 2022; Hersona & Sidharta, 2017) When employees experience job dissatisfaction, they are more likely to exhibit work behaviors characterized by autonomy or minimal effort, resulting in reduced attendance levels and potential delays in task completion.

The author posits that there exists a potential correlation between the work discipline and organizational culture within a government agency located in Bandung Regency, which may impact the performance of its employees. Work discipline refers to an individual's consciousness and readiness to comply with the established regulations and relevant societal standards within an organization or institution. Establishing work discipline imposes certain constraints on individuals to effectively manage and structure tasks.

The prevailing method of employee attendance management in a government agency in Bandung Regency involves utilizing a FingerPrint attendance system. Before commencing their work at the designated time, employees must authenticate their identity by placing their fingerprints on the provided FingerPrint machine. According to the provided table, the proportion of employees who arrive late to work represents the highest limitation on attendance percentage. Based on the available

data, the work discipline at a government agency in Bandung Regency exhibits satisfactory attendance rates. However, it needs to be more optimal due to a significant proportion of employees consistently arriving late.

Based on the preliminary survey data obtained from a government agency in Bandung Regency, it is evident that the assessment of work discipline needs to be revised, despite the overall positive evaluation. Various factors exert influence on work discipline, including instances where certain employees demonstrate non-compliance with established regulations, exhibit tardiness, and display a lack of accountability towards task execution and adherence to established protocols.

One of the determinants impacting employee performance is organizational culture, in conjunction with work discipline. The organizational culture encompasses a wide range of elements and is inherited from previous generations. (Machmud, 2018; Purnomosidi & Priadana, 2020)

The development of organizational culture is becoming more pronounced in tandem with the heightened dynamism of the internal climate within the organization. The concept of organizational culture has been developed in multiple iterations, drawing from anthropology and sociology. This condition is because the term "culture" carries connotations of nationality. Within the context of the adaptation process, it is

widely contended that the fundamental essence of culture lies in a shared value system that is collectively upheld.

Based on the preliminary survey data conducted at an agency in Bandung Regency, it is evident that the assessment of the respondents' organizational culture implementation is generally positive, albeit it still needs to be fully optimized. This condition suggests that multiple factors influence the organizational culture, including non-compliant employees, a lack of accountability, and individual dedication to shared objectives.

Based on the information above, it is imperative to ascertain how work discipline and organizational culture influence performance within a government agency in Bandung Regency. The Regional Agency/Office can effectively employ the preliminary findings in Bandung Regency to enhance its performance by identifying and rectifying the variable that exerts the most significant influence. This condition will ensure a continuous improvement in employee performance. (Bao et al., 2020; Manik & Sidharta, 2017)

Strong work discipline and a positive organizational culture can foster a workforce characterized by high morale and a favorable attitude, including loyalty, happiness, collaboration, a sense of pride in the organization or institution, and adherence to responsibilities. When work discipline and organizational culture

are optimized, it leads to optimal employee performance. (Chauhan, 2022; Dey et al., 2022) Typically, organizations prioritize the endeavor to enhance the efficiency of their human resources. Hence, in this particular scenario, the role of HR emerges as a pivotal element for organizations or institutions to attain optimal performance. (Manik, 2020)

Based on the problem above context and substantiated by empirical evidence, this study aims to ascertain the extent of the impact exerted by work discipline and organizational culture within a government agency situated in Bandung Regency.

METHOD

This study utilizes descriptive and confirmatory research methodologies to ascertain the significant relationships between the investigated variables. This study aims to generate findings that accurately reflect the research subject.

Descriptive research is a methodology employed to comprehend the significance of one or more variables (independent) without engaging in any form of comparison or correlation with other variables. This study is exclusively concerned with the intrinsic state of the variable, disregarding any external influences or associations with other variables, as observed in experimental or correlational research.

Descriptive research aims to examine pre-established conditions or other relevant factors, with the resulting findings being presented in the format of a research report.

The term "population" encompasses all the generalized elements within the designated study area. Population elements refer to the individuals or units selected for measurement and analysis, representing the subjects under investigation. The study's population comprises all employees working at a government agency in Bandung Regency, with a total workforce of 32 individuals. Hence, in the present study, the entire population is utilized as respondents by implementing a census or saturated sample technique.

The present study examines two independent variables: work discipline and organizational culture. Work discipline refers to an individual's consciousness and preparedness to comply with the regulations of an organization or institution, as well as the established societal norms. The dimensions encompassing work discipline include attitude, norms, and responsibility.

Organizational culture pertains to a framework of collectively held interpretations and values embraced by all individuals within an organization or representing commonly shared understandings, which dictate their actions and conduct. The dimensions encompassed by organizational culture consist of innovation and risk-taking, meticulousness, a focus on achieving

results, a focus on individuals, a focus on teamwork, assertiveness, and stability.

The dependent variable (Y) in this study pertains to the performance of the employees. Performance refers to the measurable results attained by an individual in the execution of their assigned duties, which are influenced by their level of skill, exertion, and the circumstances provided. The dimensions encompassing employee performance encompass the quality and quantity of work, task execution, and the responsibility level demonstrated in job duties.

Methods for Testing Data In data analysis, various methods are employed to test the quality and reliability of data. The data obtained from the initial examination of results and information will be subjected to testing in order to assess its level of validity and reliability. The validity test was conducted to assess the reliability and validity of the research questionnaire. In contrast, the reliability test was employed to evaluate the consistency and reliability of the research questionnaire.

The validity test was conducted on a sample of 32 participants employed by a government agency in Bandung. Next, a formula exists for the computation of r, which is as follows:

$$r \text{ value} = \frac{n \sum XY - (\sum X \cdot \sum Y)}{\sqrt{(n \sum X^2 - (\sum X^2)) (n \sum Y^2 - (\sum Y^2))}}$$

Information:

r value = Correlation coefficient

n = Number of samples

$\sum XY$ = The number of times the variables x and y

ΣX = Total value of variable x

ΣY = Total value of variable y

ΣX^2 = Sum to the power of the value of the variable x

ΣY^2 = Sum to the power of the value of the variable y

The purpose of this study is to conduct a reliability test in order to assess the consistency and stability of the measurements or observations obtained from

A reliability test assesses the degree to which the utilization of a consistent object in measurements produces consistent and comparable data. Evaluating reliability entails comprehensively assessing all statement items or points within a research questionnaire.

The present study employs path analysis as a method for conducting verificative analysis. Path analysis is a statistical technique that expands upon multiple linear analysis, also known as regression analysis, to assess the strength and direction of relationships between variables that have been predetermined based on theoretical considerations.

In path analysis, exogenous variables are designated independent variables, whereas endogenous variables are denoted as dependent variables. Path coefficients refer to standardized regression coefficients computed using standardized data or Z-scores. These Z-scores are based on a mean of 0 and a standard deviation.

RESULT and DISCUSSION

Table 1. Employee Composition at One Government Agency in Bandung Regency by Group

No	Description	a	b	c	d	Jumlah
1	Group I	-	-	-	1	1
2	Group II	4	3	5	-	14
3	Group III	2	1	2	2	7
4	Group IV	8	2	-	-	10
	TOTAL					32

According to the provided table, group IVa exhibits the highest number of employees, totaling eight individuals. Conversely, groups Id and Ib are characterized by a significantly lower employee count, with only one individual each. Group II generally exhibits the largest employee count, while Group I represents a minority in workforce size.

In the sample population of employees at a government agency in Bandung Regency, it is observed that the male respondents outnumber the female respondents. Specifically, there are 22 male employees and ten female employees.

Regarding the educational attainment criteria, the workforce consists of 1 employee holding a postgraduate degree, ten employees possessing a bachelor's degree, two employees with an associate's degree, 15 employees with a high school diploma, and four employees with a junior high school diploma.

Table 2. Validity Test and Reliability Test

Work Discipline		Organizational Culture		Employee Performance	
Item	Korelasi	Item	Korelasi	Item	Korelasi
1	0,538	1	0,502	1	0,608
2	0,398	2	0,401	2	0,504
3	0,445	3	0,418	3	0,508
4	0,404	4	0,388	4	0,522
5	0,370	5	0,383	5	0,370
6	0,409	6	0,456	6	0,464
7	0,369	7	0,415	7	0,512
8	0,425	8	0,392	8	0,376
9	0,357	9	0,475	9	0,567
10	0,426	10	0,378	10	0,460
11	0,424	11	0,521	11	0,615
12	0,386	12	0,517	12	0,484
13	0,372	13	0,410	13	0,507
14	0,398	14	0,488	14	0,671
15	0,359	15	0,373	15	0,458
Cronbach Alpha					
Work Discipline	0,925				
Organizational Culture	0,948				
Employee Performance	0,910				

Based on the information presented in the table, it can be inferred that each statement item has been declared valid. This observation is because the rCount value for each variable exceeds the critical rTable value, indicating statistical significance at a 5% confidence level. The Cronbach's alpha coefficient for the variables is more significant than 0.700. Hence, each statement above items is deemed appropriate for inclusion in the study.

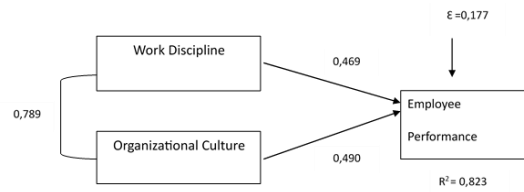


Figure 1. Path Analysis

Based on the depicted image, it can be observed that there exists a correlation coefficient of 0.789, indicating a strong positive relationship of 78.9% between work discipline and organizational culture. The impact of work discipline on employee performance is found to be 0.469 or 46.9% and 21.9%. The relationship between organizational culture and employee performance is quantified as 0.490, indicating a 49% influence. The R Square value, representing the total effects, is 0.823 or 82.3%. Conversely, the epsilon value, which pertains to factors not considered in this study, is 0.177 or 17.7%.

The combined influence of work discipline (X1) and organizational culture (X2) on employee performance (Y) is 82.3%. A significant proportion of 17.7% can be attributed to additional variables not accounted for in this study.

This finding suggests that the combined influence of both independent variables statistically impacts the dependent variable Y. The organizational culture variable (X2) makes a more substantial contribution compared to the variable of work discipline (X1).

According to Hasibuan (2017:193), work discipline refers to an individual's consciousness and readiness to comply with the regulations of an

organization or institution, as well as the relevant social norms. Work discipline is a set of rules and regulations that individuals must adhere to to promote efficiency, minimize redundancy, and maintain a structured work environment.

In addition to work discipline, organizational culture is a significant determinant of employee performance. The organizational culture encompasses a broad spectrum of values, beliefs, and practices but is constrained in its extent and is passed down from previous generations. (Saleem et al., 2021; Setyawati et al., 2023; Sidharta & Affandi, 2016)

Cultivating employees who exhibit high morale and positive attitudes is actively facilitated by effective work discipline and a robust institutional culture. The above attitudes encompass loyalty, contentment, collaboration, organizational pride, and adherence to their responsibilities.

A satisfactory evaluation of an employee's performance is contingent upon the presence of specific attributes, namely a strong sense of responsibility, a willingness to take calculated risks, the establishment of realistic objectives, the development of comprehensive work plans, a proactive drive to achieve these goals, the utilization of specific feedback in all work-related activities, and a proactive search for opportunities to implement planned initiatives.

CONCLUSION

The level of work discipline exhibited within a government agency in Bandung Regency has a noteworthy influence on overall performance outcomes. The impact of organizational culture on employee performance within the government above agency is substantial. Simultaneously, the work discipline and organizational culture within this government agency substantially influence the performance of its employees. (Hadian, 2022; Syaifuddin & Sidharta, 2017)

In order to enhance work discipline, leaders must allocate greater focus toward their employees, discerning the underlying factors that contribute to a deficiency in discipline among them. Additionally, leaders should augment their supervision efforts and adopt a stringent approach toward implementing sanctions.

In order to cultivate a robust organizational culture, it is recommended that leaders consistently offer motivation to their employees, thereby igniting a sense of enthusiasm that fosters a constructive atmosphere. Moreover, facilitating employee interaction is advantageous in fostering trust among team members.

While the overall employee performance is satisfactory, the agency must make efforts to sustain this performance level. In order to maintain employee performance levels, leaders must refrain from complacency and the tendency to prioritize immediate gratification while

concurrently engaging in consistent supervision to ensure sustained performance.

REFERENCE

- Bao, M. X., Cheng, X., & Smith, D. (2020). A path analysis investigation of the relationships between CEO pay ratios and firm performance mediated by employee satisfaction. *Advances in Accounting*, 48, 100457.
<https://doi.org/10.1016/j.adiac.2020.100457>
- Caissar, C., Hardiyana, A., Nurhadian, A. F., & Kadir, K. (2022). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Acman: Accounting and Management Journal*, 2(1), 11–19.
<https://doi.org/10.55208/aj.v2i1.27>
- Chauhan, R. (2022). Impact of social media usage on job performance and employee retention: Role of knowledge sharing and organizational commitment. *Global Business and Organizational Excellence*.
<https://doi.org/10.1002/joe.22185>
- Dey, M., Bhattacharjee, S., Mahmood, M., Uddin, M. A., & Biswas, S. R. (2022). Ethical leadership for better sustainable performance: Role of employee values, behavior and ethical climate. *Journal of Cleaner Production*, 337, 130527.
<https://doi.org/10.1016/j.jclepro.2022.130527>
- Hadian, D. (2022). Effect of Employee Engagement and Continuance Commitment On Employee Performance. *JURNAL COMPUTECH & BISNIS*, 16(1), 35.
<https://doi.org/10.56447/jcb.v16i1.269>
- Hersona, S., & Sidharta, I. (2017). INFLUENCE OF LEADERSHIP FUNCTION, MOTIVATION AND WORK DISCIPLINE ON EMPLOYEES' PERFORMANCE. *Jurnal Aplikasi Manajemen*, 15(3), 528–537.
<https://doi.org/10.21776/ub.jam.2017.015.03.18>
- Machmud, S. (2018). The Influence of Self-Efficacy on Satisfaction and Work-Related Performance. *INTERNATIONAL JOURNAL OF MANAGEMENT SCIENCE AND BUSINESS ADMINISTRATION*, 4(4), 43–47. <https://doi.org/10.18775/ijmsba.1849-5664-5419.2014.44.1005>
- Manik, E. (2020). Role of Trust On Organizational Citizenship Behavior (OCB): Perspective from The Employee On the Retail Sector in Bandung, Indonesia. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 14(2), 44–55.
<https://doi.org/10.55208/jebe.v14i2.204>
- Manik, E., & Sidharta, I. (2017). The Impact of Motivation, Ability, Role Perception on Employee Performance and Situational Factor as Moderating Variable of Public Agency in Bandung, Indonesia. *INTERNATIONAL JOURNAL OF MANAGEMENT SCIENCE AND*

- BUSINESS ADMINISTRATION*, 3(4), 65–73. <https://doi.org/10.18775/ijmsba.1849-5664-5419.2014.34.1008>
- Prasetyo, E., Riadi, F., Rinawati, N., & Resawati, R. (2021). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Acman: Accounting and Management Journal*, 1(2), 61–66. <https://doi.org/10.55208/aj.v1i2.20>
- Purnomosidi, A., & Priadana, M. S. (2020). THE EFFECT OF DIRECT COMPENSATION AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE: Study at a government office in Bandung Regency. *Jurnal Ekonomi, Bisnis & Entrepreneurship (e-Journal)*, 14(1), 30–35.
- Saleem, F., Malik, M. I., & Qureshi, S. S. (2021). Work Stress Hampering Employee Performance During COVID-19: Is Safety Culture Needed? *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.655839>
- Sari, D. P., Megawati, I., & Heriyanto, I. (2020). PENGARUH LINGKUNGAN KERJA DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN PT. INFOMEDIA NUSANTARA BAGIAN CALL CENTER TELE ACCOUNT MANAGEMENT (TAM) TELKOM BANDUNG. *Majalah Bisnis & IPTEK*, 13(1), 31–44. <https://doi.org/10.55208/bistek.v13i1.144>
- Setyawati, H. A., Wiwoho, G., Adi, B. W., Hidayat, A., & Hilabi, O. F. (2023). Linking Transformational Leadership, Compensation, and Employee Performance: The Mediating Role of Work Engagement. *Journal of International Conference Proceedings*, 6(1), 182–191. <https://doi.org/10.32535/jicp.v6i1.2246>
- Sidharta, I., & Affandi, A. (2016). The empirical study on intellectual capital approach toward financial performance on rural banking sectors in Indonesia. *International Journal of Economics and Financial Issues*, 6(3).
- Syaifuddin, & Sidharta, I. (2017). Desire and climate on employee performance - A study on Plantation State-Owned Enterprise in Indonesia. *Problems and Perspectives in Management*, 15(4). [https://doi.org/10.21511/ppm.15\(4-1\).2017.06](https://doi.org/10.21511/ppm.15(4-1).2017.06)



© 2023 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC Attribution-NonCommercial-ShareAlike 4.0) license (<https://creativecommons.org/licenses/by-nc-sa/4.0/>).