



The Impact of Organizational Culture and Work Discipline on Employee Performance at Slangit Village Office, Klangeran Subdistrict, Cirebon Regency

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ABSTRACT

The purpose of this study was to analyze the influence of organizational culture and work discipline on employee performance at the Slangit Village Office, Klangeran District, Cirebon Regency. The research method used a quantitative approach with a saturated sampling technique, involving 32 respondents. The results showed that organizational culture had a significant effect on employee performance with a regression equation of $Y = 8.480 + 0.798X_1$, a correlation coefficient of 0.740 (strong relationship), and a contribution of 54.8%. Work discipline also had a significant effect with a regression equation of $Y = 11.723 + 0.708X_2$, a correlation coefficient of 0.592 (moderate relationship), and a contribution of 35.0%. Simultaneously, organizational culture and work discipline had a significant effect on employee performance with a regression equation of $Y = -2.094 + 0.641X_1 + 0.430X_2$, a correlation coefficient of 0.799 (strong relationship), and a contribution of 65.8%.

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

Government agencies are a forum for the community that essentially needs a service. Government agencies are organizations consisting of a group of people selected based on certain procedures to carry out state duties, in order to realize optimal public services. Human resources are one of the important elements and are assets in efforts to achieve or realize a quality and competent government apparatus.

The role of human resources in government organizations is very necessary in planning, implementing, and supervising the implementation of strategies that play a role in determining results. The role of human resources that are utilized effectively and efficiently will certainly be useful to support the pace of sustainable national development.

Maximum service in every government bureaucracy has quality human resources and has high capabilities to continue to be able to experience renewal and to drive organizational performance.

The village office is an organization that organizes general government affairs based on the mandate of the sub-district head, organizes community empowerment activities, fosters and supervises village or sub-district administrators and so on.

In the era of globalization and over time, the Slangit Village Office, Klangeran District, Cirebon Regency always strives to improve the welfare and performance of its employees through efficient and effective management processes in order to drive the organization towards better and more responsive development. This is certainly expected to encourage passion and work spirit, and the realization of organizational, employee and community goals. In order to find out the extent of the role and

contribution in achieving organizational success, it is certainly necessary to measure performance and pay more attention to factors related to human resources with various levels and various needs.

Many factors influence employee performance. According to (Jatilaksono 2016, 589) factors that can affect performance are work discipline and organizational culture. Organizational culture is a way of thinking, feeling, and behaving adopted by members of an organization, which is then developed to overcome problems of internal integration and external adaptation. Organizational culture affects the attitudes and behavior of members of the organization which then determine the performance of members. In every organization, work culture is always expected to be good because a good work culture will be related to the success or failure of achieving organizational goals. The existence of a good organizational culture can usually affect the performance of its employees.

The second factor that affects employee performance is work discipline. Discipline is obedience to a rule or norm that applies in a company or organization that is done consciously without any encouragement or coercion from other parties. Work discipline is basically always expected to be a characteristic of every human resource in an organization, because with discipline the organization will run well and can achieve its goals well too. Work discipline has a positive influence on employee performance. Employees who are disciplined in working from leaving, while working and when returning from work and in accordance with the rules at work, usually will have good performance.

There are still some employees who do not complete the tasks given on time and the results of employee work are less than optimal and often delay their work or assigned tasks. This is detrimental to the agency, because employees do not play their role and function as they should.

Based on the results of an interview with one of the employees of the Slangit Village Office, Klangeran District, Cirebon Regency, Mrs. Anggi Kusumawati on December 20, 2023, because there has been no implementation of sanctions for violations, it makes employees tend to work mediocrely. Because the workplace is close to their homes, employees often do not come to the office. They feel they can do their jobs or serve the community from home. This is one of the causes of the declining performance of employees at the Slangit Village Office, Klangeran District.

The following is the measurement of Employee Performance at the Slangit Village Office, Klangeran District, Cirebon Regency in 2023:

Table 1
Employee Performance Data of Slangit Village Office, Klangeran District,
Cirebon Regency
2021-2023

No	Assessment Components	Target (%)	Percentage (%)		
			2021	2022	2023
1	The abilities and work skills of employees at the Slangit Village	100	90	87	80

	Office, Klangeran District, Cirebon Regency.				
2	Responsibility for the workload given by superiors.	100	93	90	89
3	Punctuality in completing work.	100	85	77	75
4	Able to take the initiative to solve problems effectively from work.	100	80	75	75
5	Complete the work well and according to established procedures.	100	85	82	80
Average		100	87	82	80

Source: Personnel Section, Slangit Village Office

Based on table 1, it shows that the achievement of employee performance at the Slangit Village Office, Klangeran District, Cirebon Regency is not optimal. Where in 2021 the employee performance level was 87% where in that year the employee initiative to solve problems effectively was still very low, then decreased in 2022 which was 82%, the lack of employee initiative in completing work and the punctuality of completing it was lower than the previous year. This is because employees do not really understand their duties and lack awareness of the responsibilities of the work given. In 2023 by 80%, all assessment components decreased, as can be seen from the performance measurement data where the data has not reached the target. This could be because in 2023 the election of a new village head was held, which had an impact on changes in a number of employees. Of course this affects performance because with the change of village head, employees and their ranks also change so that the previous work tasks and obligations are transferred to the new village administrators.

Based on the results of observations conducted at the Slangit Village Office, Klangeran District, Cirebon Regency, employee performance is still not optimal. For example, many employees are not in the office during working hours. Meanwhile, from the results of an interview with one of the employees, it was stated that the organizational culture in Slangit Village is team orientation, which means prioritizing work activities in the organization based on the team, not on individuals. So that this is what causes the organizational culture to not run optimally and the lack of employee discipline will affect employee productivity or performance.

One of the factors that causes low employee performance is the organizational culture factor. The culture in an organization will affect the way employees behave and cause workers to have the same perspective in carrying out work activities. So it can be seen that culture is very important as a strategy to motivate employees to achieve more optimal work targets.

The following are the organizational cultural values at the Slangit Village Office, Klangeran District, Cirebon Regency:

Table 2
Cultural Values of the Organization of Employees of the Slangit Village Office,
Klangeran District, Cirebon Regency
Year 2023

N o	Statement	Yes		No		Amount	
1.	Always try to develop yourself and your abilities.	26	81%	6	19%	32	100%
2.	Full of initiative and not always dependent on leadership instructions.	16	50%	16	50%	32	100%
3.	Group members help each other.	13	41%	19	59%	32	100%
4.	Always try to work effectively and efficiently.	22	69%	10	31%	32	100%
5.	Whenever there is a problem in the work team, it is always resolved well.	23	72%	9	28%	32	100%
Average		20	63%	12	37%	32	100%

Source: Pre-survey results by researchers

Based on table 2 above, the results of the pre-survey conducted on employees of the Slangit Village Office, Klangeran District, Cirebon Regency, as many as 32 people stated that the level of organizational culture is still not optimal, as indicated by an average percentage of disagree answers of 37%. The percentage of the most "Yes" answers is always trying to develop themselves and their abilities, in this case employees are considered capable of developing their abilities. For the component "group members help each other" has a greater "no" answer, this means that low teamwork causes employees' self-confidence to be low in completing a task or facing a problem in the organization. If this continues to happen and causes employees to feel stressed, it will lead to decreased employee performance.

By looking at the organizational cultural background above, it can be seen from employee discipline through attendance records, because work discipline itself is part of the organizational culture.

The following is data on the attendance rate of employees at the Slangit Village Office, Klangeran District, Cirebon Regency.

Table 3
Summary of Absences of Employees at the Slangit Village Office, Klangeran District, Cirebon Regency 2021-2023

Year	Number of employees	Number of Working Days	Absence				
			Sick	Permission	Alpha	Amount	Percentage
2021	32	240	4	45	6	55	23%

2022	32	240	6	50	8	64	27 %
2023	32	240	6	30	7	43	18%
Average			5	42	7	54	22.67%

Source: Personnel department of Slangit village office

Based on table 3, the results show that there are several disciplinary problems, such as many employees who take leave that exceeds the established standard. In 2021, there were a total of 55 cases with a percentage of 23% in the number of working days in one year, where employees often do not come in with permission. Because there are no appropriate and strict sanctions, employees tend to be arbitrary not to come to work. In 2022, there were a total of 64 cases with a percentage of 27% where this year the level of absence was higher than in other years, still like the previous year the highest level of absence was permission. In 2023 there was a decrease in cases of 43 with a percentage of 18%, better than the previous year. It can be seen that within a period of 3 years for the percentage point of cases of illness, permission, and alpha, the average was 22.67%, which means that the level of employee discipline is still relatively low. This high level of absence will affect the assessment of employee performance. In addition, many employees of the Slangit Village Office are not in the office during working hours or go home early. An organizational culture that is not running optimally and a lack of employee discipline will affect employee productivity or performance.

Various problems that must be resolved and supervised by the company's management in realizing the company's main vision and increasing employee productivity are work discipline, implementation of Standard Operating Procedures in every work activity, honesty and working together in completing work. In this regard, so that employees are always consistent with their performance, the Slangit Village Office always pays attention to the environment in which employees carry out their duties, such as co-workers, work atmosphere, leaders and other things that can affect an employee's ability to carry out their duties. For this reason, the agency seeks to implement policies, innovations, and stability in order to face the demands of changes in organizational culture and lack of work discipline. The high and low levels of organizational culture and work discipline at the Slangit Village Office, Klangean District, Cirebon Regency in improving its performance can affect the agency's ability to increase its productivity.

METHOD

This study uses a quantitative approach with a survey method to analyze the influence of organizational culture and work discipline on employee performance at the Slangit Village Office, Klangean District, Cirebon Regency. The research sample was taken saturated with a total of 32 respondents. Data collection was carried out through observation, questionnaires, and literature studies, with analysis using multiple linear regression, correlation, determination, and partial (t-test) and simultaneous (F-test) hypothesis tests. The results of the study indicate that organizational culture and work discipline partially and simultaneously have a significant effect on employee performance. Data analysis was carried out using SPSS version 26, with instrument tests including validity and reliability tests. In addition, a classical assumption test was carried out to ensure that the regression model meets the requirements for

normality, does not occur multicollinearity, and is free from heteroscedasticity. The conclusion of this study confirms the importance of organizational culture and work discipline in improving employee performance optimally.

RESEARCH RESULT

1. Linear Regression Analysis

This regression test is intended to determine how much influence the variables X1 and X2 have on the variable Y. In this study, organizational culture (X1) and work discipline (X2) have on employee performance (Y) both partially and simultaneously. The following are the results of the regression processing as follows:

Table 4

Simple Linear Regression Test Results of Organizational Culture Variable (X1) on Employee Performance (Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	8.480	4.864		.091
	Budaya Organisasi	.789	.131	.740	.000

a. Dependent Variable: Kinerja Karyawan

Source: Processed data, 2024

Considering the results of table 4, the regression conditions can be obtained as $Y = 8.480 + 0.798 X1$.

Table 5

Simple Linear Regression Test Results of Work Discipline Variable (X2) on Employee Performance (Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	11.273	6.585		.097
	Disiplin Kerja	.708	.176	.592	.000

a. Dependent Variable: Kinerja Karyawan

Source: Processed data, 2024

Considering the results of table 5, the regression equation $Y = 11.723 + 0.708 X2$ can be obtained.

Table 6

Results of Multiple Regression Test of Organizational Culture Variables (X1) and Work Discipline (X2) on Employee Performance (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.094	5.517		-.380	.707
	Budaya Organisasi	.641	.125	.601	5.111	.000
	Disiplin Kerja	.430	.141	.360	3.060	.005

a. Dependent Variable: Kinerja Karyawan

Source: Processed data, 2023

Considering the results of table 6, the regression equation $Y = -2.094 + 0.641 X_1 + 0.430 X_2$ can be obtained.

2. Correlation Coefficient Analysis (r).

The correlation coefficient analysis is expected to be able to determine the level of strength of the relationship between the independent variables and the dependent variable. In providing an interpretation of the results of the correlation coefficient, the attached table can be used:

Table 7
Correlation Coefficient Interpretation Guidelines

Correlation Coefficient Value Interval	Relationship Level
0.000 to 0.199	Very Low
0.200 to 0.399	Low
0.400 to 0.599	Currently
0.600 to 0.799	Strong
0.800 to 1.000	Very strong

Source: Sugiyono (2019:184)

The following are the results of processing the data in table 7 as follows:

Table 8
Results of Partial Correlation Coefficient Test of Organizational Culture (X1) on Employee Performance (Y)

Correlations

		Budaya Organisasi	Kinerja Karyawan
Budaya Organisasi	Pearson Correlation	1	.740**
	Sig. (2-tailed)		.000
	N	32	32
Kinerja Karyawan	Pearson Correlation	.740**	1
	Sig. (2-tailed)	.000	
	N	32	32

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data, 2024

Based on the test seen in table 8, a correlation relationship of 0.740 was obtained, where the value is in the range of 0.600-0.799, meaning that the two variables have a strong level of relationship.

Table 9
Partial Correlation Coefficient Test Results of Work Discipline (X2) on Employee Performance (Y)

		Correlations	
		Disiplin Kerja	Kinerja Karyawan
Disiplin Kerja	Pearson Correlation	1	.592**
	Sig. (2-tailed)		.000
	N	32	32
Kinerja Karyawan	Pearson Correlation	.592**	1
	Sig. (2-tailed)	.000	
	N	32	32

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data, 2023

Based on the test seen in table 9, a correlation coefficient value of 0.592 was obtained, where this value is in the interval 0.400-0.599, meaning that the two variables have a moderate level of relationship.

Table 10
Results of Simultaneous Correlation Coefficient Test of Organizational Culture (X1) and Work Stress (X2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.658	.635	2.464

a. Predictors: (Constant), Disiplin Kerja, Budaya Organisasi

Source: Processed data, 2023

Based on the test seen in table 10, a correlation coefficient value of 0.658 was obtained, where the value is in the interval 0.600-0.799, meaning that the variables of organizational culture and work discipline have a strong relationship with employee performance.

3. Analysis of Determination Coefficient.

Testing the determination coefficient analysis is intended to determine the percentage of the strength of the influence between the independent variables on the dependent variable, both partially and simultaneously), in this study are the variables of organizational culture (X1) and work discipline (X2) on employee performance (Y). The following are the results of the calculation of the determination coefficient processed by the SPSS Version 26 program, as follows:

Table 11
Results of Partial Determination Coefficient Test of Organizational Culture (X1)

on Employee Performance (Y)**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 ^a	.548	.533	2,786

a. Predictors: (Constant), Organizational Culture

Source: Processed data, 2024

Based on the test seen in table 11, the coefficient of determination value obtained is 0.548, so it can be concluded that the organizational culture variable influences the employee performance variable by 54.8%, while the remaining $(100 - 54.8\%) = 45.2\%$ is influenced by other factors that were not researched.

Table 12**Partial Determination Coefficient Test Results of Work Discipline (X2) on Employee Performance (Y)****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592 ^a	.350	.329	3.340

a. Predictors: (Constant), Work Discipline

Source: Processed data, 2024

Based on the test seen in table 12, the coefficient of determination value obtained is 0.350, so it can be concluded that the work discipline variable has an effect on the employee performance variable of 35.0%, while the remainder of $(100 - 35.0\%) = 65.0\%$ is influenced by other factors that were not researched.

Table 13**Results of Simultaneous Test of Determination Coefficient of Organizational Culture (X1) and Work Discipline (X2) on Employee Performance (Y)****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.658	.635	2,464

a. Predictors: (Constant), Work Discipline, Organizational Culture

Source: Processed data, 2023

Based on the test seen in table 13, the coefficient of determination value obtained was 0.658, so it can be concluded that the variables of organizational culture and work discipline have an effect on employee performance variables of 65.8%, while the remainder of $(100 - 65.8\%) = 34.2\%$ is influenced by other factors that were not researched.

4. Hypothesis Testing.**a. Partial Hypothesis Testing (t-Test).****1) The Influence of Organizational Culture (X1) on Employee Performance (Y).**

Determining the definition of the hypothesis formulation is:

$H_0 : \rho_1 = 0$ There is no significant influence organizational culture on

employee performance
 $H_1 : \rho_1 \neq 0$ There is a significant influence organizational culture on employee performance
 The results of data processing using the SPSS Version 26 program, with the following results:

Table 14
Results of Hypothesis Testing (t-Test) of Organizational Culture Variable (X1) on Employee Performance (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.480	4.864		1.744	.091
	Budaya Organisasi	.789	.131	.740	6.030	.000

a. Dependent Variable: Kinerja Karyawan

Source: Processed data, 2024

Based on the test presented in table 14, the calculated t value is obtained $> t$ table or $(6.030 > 2.042)$. This is also reinforced by a significance value of < 0.050 or $(0.000 < 0.050)$. Thus, H_0 is rejected and H_1 is accepted, this shows that there is a significant influence between organizational culture and employee performance.

(b) The Influence of Work Discipline (X2) on Employee Performance (Y).

Table 15
Results of Hypothesis Test (t-Test) of Work Discipline Variable (X2) on Employee Performance (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.273	6.585		1.712	.097
	Disiplin Kerja	.708	.176	.592	4.023	.000

a. Dependent Variable: Kinerja Karyawan

Source: Processed data, 2024

Based on the test seen in table 15, the calculated t value is obtained $> t$ table or $(4.023 > 2.042)$. This is also reinforced by a significance value of < 0.050 or $(0.001 < 0.050)$. Thus, H_0 is rejected and H_2 is accepted, this shows that there is a significant influence between work discipline and employee performance.

b. Simultaneous Hypothesis Testing (F Test).

Table 16
Results of Simultaneous Hypothesis Testing (F Test) of Organizational Culture (X1) and Work Discipline (X2) on Employee Performance (Y)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	339.149	2	169.575	27.930	.000 ^b
	Residual	176.069	29	6.071		
	Total	515.219	31			

a. Dependent Variable: Kinerja Karyawan
b. Predictors: (Constant), Disiplin Kerja, Budaya Organisasi

Source: Processed data, 2024

Based on the test presented in table 16, the calculated F value is obtained $> F$ table or $(27.930 > 2.930)$, this is also strengthened by the significance < 0.050 or $(0.000 < 0.050)$. Thus, H_0 is rejected and H_3 is accepted, this shows that there is a significant simultaneous influence between organizational culture and work discipline on employee performance.

DISCUSSION

1. The Influence of Organizational Culture (X1) on Employee Performance (Y)

Based on the research results, the regression equation value $Y = 8.480 + 0.798 X_1$ was obtained, the correlation coefficient value obtained was 0.740, meaning that the two variables have a strong level of relationship. The results of determination or contribution the influence is 0.548 or 54.8% while the remaining 45.2% is influenced by other factors. Test hypothesis obtained t-value $> t$ -table or $(6,030 > 2,042)$. D Thus, H_0 is rejected and H_1 is accepted, meaning that there is a significant influence of organizational culture on employee performance. The results of the research conducted by the author support the results of research conducted by Yudiarto & Nurmansyah entitled The Influence of Organizational Culture on Employee Performance at the Pekanbaru City Transportation Agency, the results of the study prove that organizational culture has a significant effect on employee performance at the Pekanbaru City Transportation Agency. This is evidenced by the results of partial testing showing that the organizational culture variable (X) has a greater t-count value compared to the t table (t count 2.104 $> t$ table 2.015) with a significance value of $0.041 < 0.05$.

2. The Influence of Work Discipline (X2) on Employee Performance (Y)

Based on the research results, the regression equation value $Y = 11.723 + 0.708 X_2$ was obtained, the correlation coefficient value was 0.592, meaning that the two variables had a moderate level of relationship. The determination or contribution value the effect is 0.350 or 35.0% while the remaining 65.0% is influenced by other factors. Test left side hypothesis obtained t count value $> t$ table or $(4.023 > 2.042)$ this is reinforced by obtaining a significance of $0.000 < 0.05$, d Thus, H_0 is rejected and H_2 is accepted, meaning that there is a significant influence of work discipline on employee performance. The results of this study are also in accordance with the research conducted by Muhamad Riziq Shihab, 2022 with the title The Influence of Work Discipline on Employee Performance at PT So Good Food Manufacturing, Tangerang Regency, the results of the study show that work discipline has a positive and significant influence on employee performance, the results of the multiple regression coefficient of Work Discipline on Employee Performance are

0.166, meaning that if work discipline is increased 1 time from the previous condition, then the employee performance value will increase 0.166 times from the previous condition.

3. The Influence of Organizational Culture (X1) and Work Discipline (X2) on Employee Performance (Y)

Based on the research results, it shows that Organizational Culture(X1) and work discipline (X2) have a significant influence on employee performance with the regression equation obtained $Y = -2.094 + 0.641 X1 + 0.430 X2$. The correlation coefficient value or level of relationship between the independent variable and the dependent variable was obtained at 0.799, meaning there is a strong relationship. The value of the coefficient of determination or The contribution of its influence simultaneously is 65.8% while the remaining 34.2% is influenced by other factors. The test hypothesis obtained F count value $> F_{table}$ or $(27.930 > 2.930)$. Thus H_0 is rejected and H_3 is accepted. This means that there is a significant influence simultaneously between organizational culture and work discipline on employee performance. The results of this study are also in accordance with the study conducted by Riana Aprilianti entitled The Influence of Organizational Culture and Work Discipline on Employee Performance at the Bandung City Health Office. The results of the study showed that the F count value was 57.037 while the significance level was 0.000. Thus, F count $> F_{table}$ $(57.037 > 3.252)$ and the level of significance $0.000 < 0.05$. This proves that organizational culture and work discipline together have a significant influence on employee performance at the Bandung City Health Office.

CONCLUSION

Based on the results of the analysis, this study found that organizational culture and work discipline have a significant influence on employee performance at the Slangit Village Office, both partially and simultaneously. Organizational culture shows a strong relationship with employee performance with a contribution of 54.8%, while work discipline has a moderate relationship with a contribution of 35.0%. Simultaneously, both variables contribute 65.8% to employee performance, indicating that organizational culture and work discipline factors are very important in improving work performance. However, this study has limitations, such as the limited scope of variables and the relatively small number of samples. Therefore, further research is recommended to consider other factors and use broader methods, such as in-depth interviews. In addition, improving organizational culture, work discipline, and employee skills needs to be done through the development of positive habits, increasing accuracy, and better understanding of company expectations.

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