



The Effect of Organisational Culture and Work Discipline on Employee Performance at the Office of Cooperatives, Small and Medium Enterprises and Trade of Central Lampung Regency

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Abstract

This study seeks to investigate the impact of organizational culture and work discipline on employee performance within the Department of Cooperatives, Small and Medium Enterprises, and Trade in Central Lampung Regency. The research population comprises 56 respondents, all employees of the aforementioned department. Data collection involved the administration of a questionnaire, and analysis was conducted utilizing both qualitative and quantitative methods, aided by SPSS 25.0 for Windows software. The findings reveal that both organizational culture and work discipline exert partial and simultaneous influences on employee performance in the Department of Cooperatives, Small and Medium Enterprises, and Trade in Central Lampung Regency. The positive coefficients associated with organizational culture and work discipline suggest a unidirectional relationship with employee performance, signifying that higher levels of both factors correlate with enhanced performance within the Central Lampung Regency Small and Medium Enterprises Cooperatives and Trade Service. The combined influence of organizational culture and work discipline on employee performance is 0.797, with a coefficient of determination (R^2) of 0.635, indicating that these variables account for 63.5 percent of the variance in employee performance within the Central Lampung Regency Small and Medium Enterprises Cooperative and Trade Office, leaving the remainder unexplained by the variables examined in this study.

Keywords: Organisational Culture, Work Discipline and Employee Performance.

Introduction

The performance of each employee in an agency has a significant impact on its success (Riwukore, 2021). In the hope of achieving its goals, every agency will always try to improve employee performance (Maryani *et al.*, 2021). Organizations that have competent and insightful human resources can carry out their tasks more quickly and efficiently, thus providing better results (Putra *et al.*, 2022). Human

resources assist the organization not only in achieving its goals but also in finding the best way to use existing resources (Rustiawan *et al.*, 2023). Organizational culture is very important to maximize employee performance in an agency. The more effectively an agency implements organizational culture, the more employee performance will improve because, in essence, organizational culture is a set of rules that force employees to act and behave in accordance with guidelines that have been established and agreed upon (Paais & Pattiruhu, 2020).

Apart from organizational culture, another factor that can produce optimal performance is work discipline. Employee work discipline is the attitude and readiness of a person to follow and comply with all the rules and regulations that apply in the organization or agency where he works (Riyanto *et al.*, 2021). The main purpose of discipline is to provide encouragement to employees to control themselves in completing tasks both individually and in groups (Rivaldo & Nabella, 2023). In addition, discipline also helps in teaching employees, without high employee discipline, it is difficult for organizations or agencies to achieve optimal results (Purnomo & Sujarwo, 2016).

Some of the discipline problems that are often caused by employees include arriving late, leaving early, being absent from work, and being disobedient. Discipline ought to target behavior rather than the individual employee, as its purpose is performance enhancement. Contrary to common assumptions that discipline may adversely affect behavior, it can actually be positively linked to performance. The following is a recapitulation of attendance at the Central Lampung Regency Cooperative, Small and Medium Enterprises and Trade Office.

Table 1. Recapitulation of Attendance

Keterangan	Tahun		
	2020	2021	2022
Keadiran	86%	90%	88%

Source: Data Processed, 2024

Table 1 indicates that the level of work discipline carried out by the leadership is not optimal, as seen from the attendance rate not reaching 100%. It can be concluded that there are still employees who lack discipline at the Central Lampung Regency Cooperative, Small and Medium Enterprises and Trade Office. Good

employee performance is the output of work discipline that has been embedded in employees, the extent to which the possibility will be felt by employees that the energy that has been given and the efforts made can produce performance as expected by the organization. Based on the problems that occur, more in-depth research will be conducted.

Literature review

a. Organisational Culture

Organisational culture is the norms, values, assumptions, beliefs, philosophies, and habits of the organisation that have been developed over a long period of time by founders, leaders, and members who are then taught to new members, socialised, and applied in organisational activities to influence the mindset, attitudes and behaviour of organisational members in order to achieve organisational goals (Al-Swidi *et al.*, 2021). In contrast to the opinion Liu *et al.*, (2021) that organisational culture is defined as the values that apply and are upheld by the organisation, as well as the beliefs that direct the organisation's policies towards its customers and employees. According to Triguero-Sánchez *et al.*, (2022) organisational culture refers to the values, general ideas agreed upon by members of the organisation, the philosophy that directs the organisation's policies towards customers and employees, and the way work is done in it. Based on several definitions of organisations according to experts, it can be seen that the definition of organisational culture in this study refers to the values upheld by employees and which then shape how these employees organise and behave (Filho *et al.*, 2023). Thus, it is clear that organisational culture is a set of values that are accepted, taught, practiced, and improved to become the glue, unifier, identity, image, and source of motivation for all employees and individuals in it (Said *et al.*, 2022).

In addition, organizational culture significantly affects employee morale. According to Fahrudin (2020) there are several dimensions used to distinguish organizational culture, namely innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, and aggressiveness. The level of encouragement given to employees to innovate and take risks is referred to as innovation and risk-taking. The degree of rigor, analysis, and attention to detail that is expected of employees is known as attention to detail. The degree to which

management places a higher priority on outcomes than the processes and methods employed to get there is known as results orientation. People orientation refers to the degree to which management decisions impact individuals within the organization. Team orientation reflects how the organization's operations are structured around teams rather than individuals. Aggressiveness measures the extent to which an individual displays aggressive action and competitiveness compared to a more relaxed demeanor.

b. Work Discipline

Discipline shows a condition where employees have a respectful attitude towards agency policies and procedures (Purnomo *et al.*, 2021). Therefore, if the policies or regulations contained in an agency are not obeyed, employees have poor work discipline. On the other hand, if employees obey the rules, they have good work discipline (Butarbutar & Nawangsari, 2022). Work discipline is a strategy used by leaders to try to increase the knowledge and willingness of individuals to follow all applicable social norms and company laws (Handayani, 2020). According to Elvasusanti *et al.*, (2019) work discipline is an attitude of one's readiness to comply with the rules that apply to him in his work environment. Someone who applies discipline will not feel burdened to complete the work that is their responsibility (Malik & Garg, 2020). A person's level of discipline can influence organizational culture and help the organization achieve its expected goals (Pratama & Pinasthika, 2021).

There are several indicators of work discipline, namely obeying the rules of time, obeying agency regulations, obeying the rules of behavior at work, and obeying other regulations at the agency (Risma & Arwiah, 2022). Adherence to punctuality, including arrival, departure, and break times, in accordance with established agency guidelines; Compliance with agency regulations concerning appropriate attire and conduct in the workplace; Observance of professional conduct at work, aligning tasks with assigned roles, duties, and responsibilities; Adherence to additional agency regulations governing employee conduct and prohibitions within the organization.

Employee Performance

Employee performance is a description of how well or efficiently a person performs job-related tasks (Barusman, 2019). Leaders often conduct employee performance reviews to determine how well an employee has met the goals and criteria set by the business or organization (Oktaviannur & Pratama, 2016). According to Buil *et al.*, (2019) employee performance is the result of work in quality or quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. It can be concluded that performance appraisal is an assessment carried out systematically to determine the results of employee work and organizational performance (Barusman & Virgawenda, 2019). In addition, it is also to determine appropriate job training, provide better responses in the future, and serve as a basis for determining policies in terms of promotion and the determination of rewards (Andini *et al.*, 2023). The purpose of performance appraisal is to improve or enhance the organizational performance of the organization's human resources.

Employee performance can be assessed using employee work targets, which include several aspects, namely quantity, quality, time, and cost, according to the characteristics, nature, and type of activities in each agency (Maryam *et al.*, 2020). Employee work performance is also measured by work behavior indicators. Indicators for measuring work behavior are service orientation, integrity, commitment, discipline, cooperation, and specifically for structural officials, plus one dimension, namely leadership (Zulaikah, 2020). Based on the theoretical studies that support employee performance, it can be concluded that employee performance is the ability shown by employees in carrying out their duties or work in order to achieve goals in accordance with predetermined standards, which include aspects of work quality, work quantity, discipline, and cooperation (Wahyudi & Tupti, 2019).

Research Framework

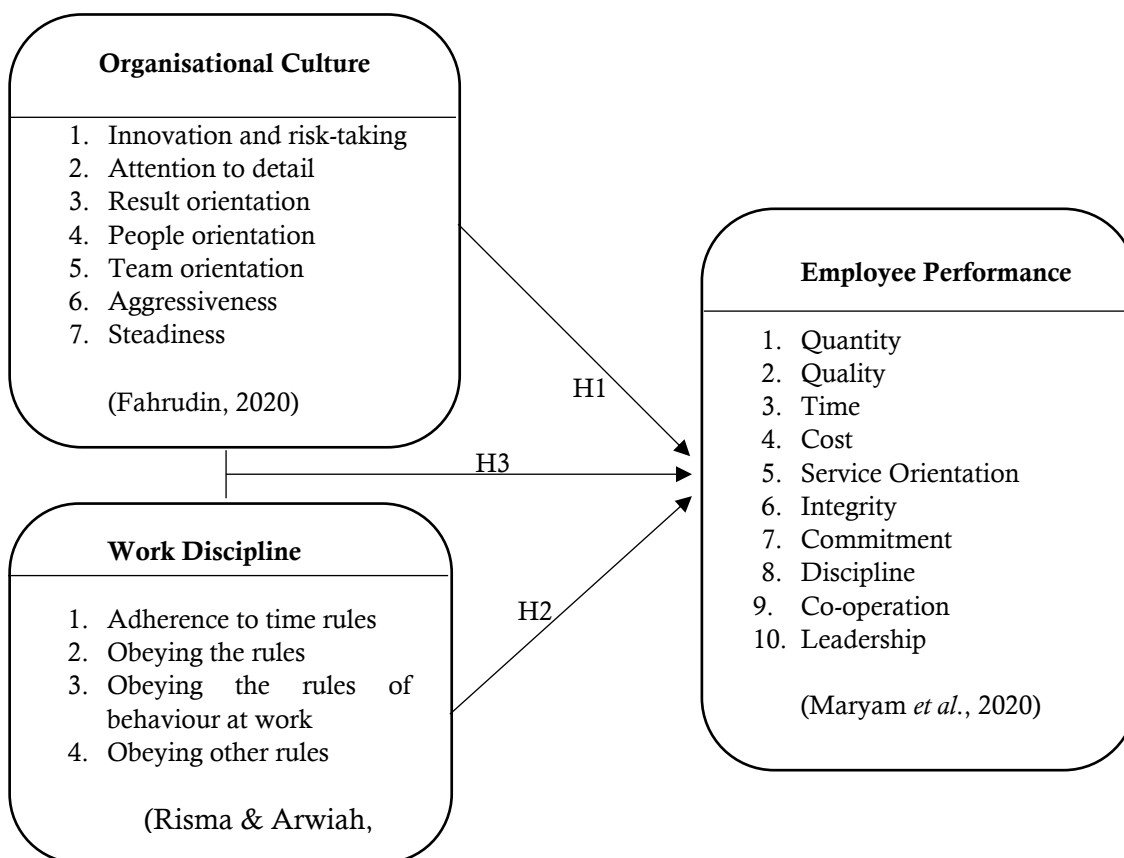


Figure 1. Conceptual Framework

Hypothesis

The hypotheses in this study are:

H1: Organizational Culture has a significant effect on Employee Performance at the Office of Cooperatives, Small and Medium Enterprises and Trade of Central Lampung Regency.

H2: Work Discipline has a significant effect on Employee Performance at the Office of Cooperatives, Small and Medium Enterprises and Trade of Central Lampung Regency.

H3: Organizational culture and work discipline together have a significant effect on employee performance at the Office of Cooperatives, Small and Medium Enterprises and Trade of Central Lampung Regency.

Methodology

The research method used in this research is the quantitative method. Quantitative method is statistical analysis because the data collected is data in the

form of numbers obtained from the results of distributing questionnaires using multiple linear regression formulas, determination coefficients, and hypothesis testing. The population in this study were all employees of the Central Lampung Regency Cooperative Small and Medium Enterprises and Trade Office, totaling 56 people. The data collection methods used in this study were questionnaires using a Likert scale, observation, and documentation. Observation is carried out in the form of direct observation and data collection on the object of research. The data that has been obtained will be processed using SPSS software programming tools. Operational variables in this study, namely organizational culture, work discipline, and employee performance, Operational variables will be described in the following table:

Table 2. Operational Variables

Variable	Indicator	Statement
Organisational Culture	1. Innovation	1
	2. Attention to detail	2
	3. Result orientation	3,4
	4. People orientation	5
	5. Team orientation	6,7
	6. Aggressiveness	8,9
	7. Steadiness	10
Work Discipline	1. Adherence to time rules	1,2,3,
	2. Obeying the rules	4,5,6
	3. Obeying the rules of behaviour at work	7,8
	4. Obeying other rules	9,10
Employee Performance	1. Quantity	1
	2. Quality	2
	3. Time	3
	4. Cost	4
	5. Service Orientation	5
	6. Integrity	6
	7. Commitment	7

8. Discipline	8
9. Co-operation	9
10. Leadership	10

Source: Data Processed, 2024

Result And Discussion

Validity Test

Prior to data collection, it is advisable to assess the validity of the measuring instrument. The validity test employs SPSS software to analyze the Cronbach's alpha scale. Subsequently, the validity test result (r-count) is compared against the critical value (r-table). If the r-count exceeds the r-table, the measuring instrument is deemed valid; conversely, if the r-count is less than the r-table, the instrument is considered invalid. The results of the validity test for the three variables are then recorded in the table accordingly.

Table 3. Organisational Culture Validity Test Results

	R-count Value	R-table Value	N	Description
Item1	.586	0,263	56	Valid
Item2	.377	0,263	56	Valid
Item3	.467	0,263	56	Valid
Item4	.482	0,263	56	Valid
Item5	.438	0,263	56	Valid
Item6	.679	0,263	56	Valid
Item7	.556	0,263	56	Valid
Item8	.632	0,263	56	Valid
Item9	.675	0,263	56	Valid
Item10	.746	0,263	56	Valid

Source: Data Processed, 2024

Based on the validity test results in table 3, if consulted with the r table with a significant level of 5% = 0.263, then the r-count is greater than the r-table, thus all statement items about organizational culture are declared valid.

Table 4. Work Discipline Test Results

	R-count Value	R-table Value	N	Description
Item1	.693	0,263	56	Valid
Item2	.568	0,263	56	Valid
Item3	.662	0,263	56	Valid
Item4	.748	0,263	56	Valid
Item5	.677	0,263	56	Valid
Item6	.744	0,263	56	Valid
Item7	.631	0,263	56	Valid
Item8	.624	0,263	56	Valid
Item9	.730	0,263	56	Valid
Item10	.657	0,263	56	Valid

Source: Data Processed, 2024

Based on the validity test results in table 4, if consulted with the r table with a significant level of 5% = 0.263, then the r-count is greater than the r-table, thus all statement items about work discipline are declared valid.

Table 5. Employee Performance Validity Results

	R-count Value	R-table Value	N	Description
Item1	.512	0,263	56	Valid
Item2	.504	0,263	56	Valid
Item3	.452	0,263	56	Valid
Item4	.707	0,263	56	Valid
Item5	.516	0,263	56	Valid
Item6	.655	0,263	56	Valid
Item7	.489	0,263	56	Valid
Item8	.418	0,263	56	Valid
Item9	.560	0,263	56	Valid
Item10	.577	0,263	56	Valid

Source: Data Processed, 2024

Based on the validity test results in table 5, if consulted with the r-table with a significant level of 5% = 0.263, the r-count is greater than the r-table, thus all statement items about employee performance are declared valid.

Reliability Test

Table 6. Organisational Culture Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Description
Organisational Culture	.753	10	Reliable
Work Discipline	.808	10	Reliable
Employee Performance	.715	10	Reliable

Source: Data Processed, 2024

According to the reliability test findings presented in table 6, the Cronbach's alpha value for organizational culture is 0.753, for work discipline is 0.808, and for employee performance is 0.715. Thus, it is evident that the questionnaire utilized in this study is deemed reliable as all Cronbach's alpha values surpass 0.60. This indicates that the measurement instrument employed in this study possesses the capability to yield consistent measurement outcomes when assessing identical indicators.

Frequency Distribution Data Analysis

Organisational Culture Frequency Distribution

Table 7. Distributional Analysis of Organisational Culture Variables

Indicator	Average	Category
Innovation and risk-taking	3,38	Neutral
Attention to detail	3,00	Neutral
Result orientation	3,48	Good
People orientation	3,30	Neutral
Team orientation	3,34	Neutral
Aggressiveness	3,50	Good
Steadiness	3,59	Good
Average	3,37	Neutral

Source: Data Processed, 2024

Based on table 7, the results of the assessment of organizational culture indicators obtained the highest dominant "steadiness" in the "good" category with a total average of 3.59, while the indicator "attention to detail" is the smallest compared to other indicators with a total average of 3.00. Attention to detail is an important indicator because, in order to increase public satisfaction, employees always correct deficiencies in completing their work. Employees who pay attention to every detail tend to be more thorough in their work.

Table 8. Distribution Analysis of Work Discipline Variables

Indicator	Average	Category
Abide by time rules	3,32	Neutral
Obey the rules	2,48	Neutral
Follow the rules of behaviour at work	3,37	Neutral
Obey other rules	3,57	Good
Average	3,27	Neutral

Source: Data Processed, 2024

Based on table 8, the results of the assessment of work discipline indicators obtained for "obeying other regulations" are the most dominant in the "good" category with a total average of 3.57, while the indicator "obeying the rules" is the smallest compared to other indicators with a total average of 2.84. Obeying the rules, this indicator shows that one of their employees at work sometimes has to leave the workplace for personal use. If employees at work often leave their workplace for personal matters, it will have an impact on the decline in organizational performance.

Table 9. Distribution Analysis of Employee Performance Variables

Indicator	Average	Category
Quantity	3,54	Good
Quality	3,34	Neutral
Time	3,46	Good

Cost	3,30	Neutral
Service orientation	3,84	Neutral
Integrity	3,36	Neutral
Commitment	3,50	Good
Discipline	3,48	Good
Cooperation	3,57	Good
Leadership	3,50	Good
Average	3,39	Neutral

Source: Data Processed, 2024

Based on table 9, the results of the assessment of employee performance indicators obtained the highest dominant "cooperation" with the "Good" category with a total average of 3.57, while the smallest "service orientation" indicator compared to other indicators had a total average of 2.84. Service orientation is where employees are able to provide good service to the community. Service orientation is one of the important indicators that good service can make people satisfied.

Multiple Linear Regression Analysis

The purpose of this analysis is to forecast the value of the dependent variable and ascertain if the independent variable's value has increased or decreased. It also seeks to ascertain whether there is a positive or negative relationship between the independent and dependent variables.

Table 10. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. error	Beta		
1 (Constant)	1.904	2.264		.478	.503

Organisation Culture	.498	.090	.383	5.533	.000
Work Discipline	.580	.086	.505	6.745	.000

Dependent Variable: Employee Performance
Source: Data Processed, 2024

Based on table 10, it can be interpreted that:

$$Y = \alpha + \beta_2 + X_2 + Et$$

$$Y = 1.907 + 0.498 X_1 + 0.580 X_2 + Et$$

With $\alpha = 1.907$, the fixed levels of work discipline and organizational culture result in employee performance at a magnitude of 1.907. The coefficient $\beta_1 = 0.498$ denotes that a one-point increase in organizational culture while work discipline remains steady leads to a 0.498-point rise in employee performance. Likewise, $\beta_2 = 0.580$ indicates that a one-point increase in work discipline while organizational culture remains constant corresponds to a 0.580-point increase in employee performance. As a result, the regression coefficient for work discipline exceeds that of organizational culture, highlighting the greater influence or dominance of work discipline in enhancing employee performance at the Cooperative, Small and Medium Enterprises, and Trade Offices of Central Lampung Regency.

T-test

Partial hypothesis testing (t test) is carried out to determine the effect of each independent variable on the dependent variable, if the sig value is < 0.05 then the proposed hypothesis is accepted, or H_0 is rejected and H_a is accepted.

Table 11. T-test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. error	Beta		
1 (Constant)	1.904	2.264		.478	.503
Organisation Culture	.498	.090	.383	5.533	.000
Work Discipline	.580	.086	.505	6.745	.000

Dependent Variable: Employee Performance

Source: Data Processed, 2024

Based on table 11, the t-count of the organizational culture variable is 5,533 with a significant level of 0.000. Because the probability or significant level is much smaller than 0.05, organizational culture has an effect on employee performance. Ho is rejected and Ha is accepted, thus the first hypothesis, "Organizational culture has a positive and significant effect on employee performance at the Office of Cooperatives, Small and Medium Enterprises, and Trade of Central Lampung Regency," is accepted. In the work discipline variable, the t-count is obtained at 6,745 with a significant level of 0.000 because the probability or significant level is much smaller than 0.05, so work discipline affects employee performance. Ho is rejected and Ha is accepted. Thus, the second hypothesis, "Work discipline has a positive and significant effect on employee performance at the Central Lampung Regency Cooperative, Small and Medium Enterprises, and Trade Office" is accepted.

F-test

This Anova test (F test) is used to test how the independent variables as a whole affect the independent variable. If the sig value is < 0.05 , then the proposed hypothesis is accepted, or Ho is rejected and Ha is accepted.

Table 12. F Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1891.599	2	945.799	69.017	.000 ^a
	Residual	726.310	53	13.704		
	Total	2617.909	55			

a. Predicators: (Constant), Work Discipline, Organisational Culture

b. Dependent Variable: Performance

Source: Data, Processed, 2024

According to Table 12, the f-count value stands at 69.017, with a significant level of 0.000. As the probability or significant level is notably smaller than 0.05, it indicates that organizational culture and work discipline jointly impact employee performance. Therefore, the third hypothesis positing that "organizational culture and work discipline together have a positive and significant effect on employee performance at the Office of Cooperatives, Small and Medium Enterprises, and Trade of Central Lampung Regency" is supported.

Conclusion and Implication

Conclusion

Research indicates that organizational culture significantly enhances employee performance at the Office of Cooperatives, Small and Medium Enterprises, and Trade of Central Lampung Regency. Improvements in organizational culture correlate with increased employee effectiveness within the department. Similarly, enhanced work discipline positively impacts employee performance at the Central Lampung Regency Cooperative and Trade Office. Strengthening both organizational culture and work discipline synergistically boosts employee performance within the department. Therefore, refining organizational culture and work discipline fosters heightened employee effectiveness at the Cooperative Office of Small and Medium Enterprises and Trade of Central Lampung Regency.

Implication

The implications that can be proposed in this study, namely based on criteria for improving employee performance, especially on service orientation indicators, are that the organizational culture, especially the attention to detail indicator, needs to be improved and improved again, such as employees always correcting deficiencies in completing their work. Employees who pay attention to every detail tend to be more thorough in their work. Improving employee performance, especially in service orientation indicators and work discipline indicators, especially indicators of compliance with regulations, must be improved, such as not leaving the workplace for their personal matters, which are not too important. Based on the assessment criteria per employee performance indicator, it is found that "service orientation" tends to be the smallest compared to other indicators. Service orientation problems where employees must be able to provide good service to the community need to be improved again. Service orientation plays an important role in the implementation of the daily tasks of employees.

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