

## **The Influence of Work Discipline, Organizational Culture, and Work Environmental On Employee Performance**

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**Abstract.** *This study aims to know and analyze: (1) The influence of work discipline, the organizational culture, and work environment against the performance of employees (2) The influence of organizational culture against the performance of employees (3) The influence of work discipline against the performance of employees (4) The influence of the work environment against the performance of employees. This research uses quantitative approach and explanatory is aimed at knowing factors / influence arrangement of a dimensions. The object of this research is the Kelurahan employees of Katobu district district Muna with the population number 80 employees. As for the procedur of sampling using census method is the number of the population used as a sample. The analysis technique used standardize regression analysis, with the calculation process assisted by the SPSS 20 program.*

*The result of this study show: (1) The work discipline has positive and significant influence on Performance (2) Organizational Culture has Posotive and significant influence on employees performance. (3) The work environment has positive and significant influence on employee's performance.*

**Keywords -** *Work Discipline, Organizational Culture, Work Environment, Employees Performance*

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### **I. Introduction**

Human resources in an organization, both business organizations and public organizations is an inseparable unity. The organization can run in accordance with predetermined expectations, if in it there are people with the same goal, which is willing to make the organization where he worked and earn a living increased profits and developments from year to year. Humans are the main driving factor of all organizational activity, because that role then the workforce should get more serious attention if the organization moves Hasibuan (2009: 112).

One of the most common problems found in various government and private agencies about employees is a matter of discipline. As seen in reality the most prominent problem is the problem of discipline. From the phenomenon that occurs, there are many employees who violate the discipline, whether it does not come to work for no apparent reason, do not follow the morning apple and leave the office during working hours. Then the habit that has been entrusted among employees who often add vacation time for example during Lebaran with various reasons. Work discipline can be seen as something of great benefit, both for the benefit of the organization and for members of the organization. For the organization of the discipline of work will ensure the maintenance of order and smooth implementation of the task, so that obtained optimal results and targets will be achieved. Civil Servants including important organs that have a large role and function in the success of a government agency, because he is an extension of the government in all aspects of the implementation of government activities, especially development in both urban and rural areas. This is in accordance with the Vision and Mission of Civil Servants themselves, namely to provide services to the community, loyal and serious work Hasibuan, (2009: 200).

In addition to the discipline of work, then the other important thing that should be per perhian is organizational culture. Organization is a system that affects each other, if one of the sub-system is damaged, it will affect the other sub-sub system. The system may work properly if the Individuals within it are obligated to organize it, which means that as long as the member or individual still likes and carries out the responsibilities properly, the organization will run well. Each individual always has a different nature from each other. Such traits can be characteristic of a person so that we can know how they are. Like humans, organizations also have certain characteristics. That character we are familiar with organizational culture or *organization culture*. Culture owned by every organization has a system of values and norms in managing each member, so that it can be said that an organization also has a culture that regulates how its members to act.

According to Schodt in West and Turner (2008: 317) who say that organizational culture includes the climate or emotional and psychological atmosphere. This allows the organizational culture to include employee morale, attitudes and employee productivity levels. While Glaser *et al.* (1987) in Koesmono (2010: 39), defines organizational culture as patterns of beliefs, symbols, rituals, and myths that serve as glue in uniting organizations and always evolving over time. Indicators of organizational culture as will be indicator in this research are first innovation and courage, second attention, third result orientation, fourth person orientation, five team orientation, six keagresifan and seventh stability. Several previous studies that examined the organizational culture on performance were research conducted by Giri (2017), Rowena et al (2013), and Ali Reza (2017) stated that organizational culture had an effect on employee performance.

According Sedarmayanti, (2009: 21) work environment is one of the important things that can affect employee performance. Work environment is the whole tool or material faced, the surrounding environment in which a person works, the method of work, and the arrangement of his work either as an individual or as a group. A conducive working environment provides a sense of security and allows employees to work optimally. If the employee recalls the working environment in which he works, then the employee will feel at his place of work, doing his activities so that the working time is used effectively. Conversely, inadequate work environment will be able to decrease employee performance.

Based on these definitions, the researcher concludes that the performance of employees is the result of a person or group based on the task and function in order to achieve the goals of an organization. Employee performance is closely related to the responsibilities of employees on the duties that become the duty of the employees. Further according to Government Regulation No. 10 of 1979 mentioned that Responsibility is the ability of a Civil Servant to complete the work submitted to him as well as possible and timely as well dare to take risks on decisions taken or actions taken. Indicator used in this research is first Orientation of service. Second integrity, third Commitment, fourth and fifth cooperation, Leadership

Object in this research, which is at Sub- District Office of Katobu Sub-district of Muna Regency. From the phenomenon that occurs, there are many employees who violate the discipline, whether it does not come to work for no apparent reason, do not follow the morning apple and leave the office during working hours. Then the habit that has been entrusted among employees who often add vacation time for example during Lebaran with various reasons. Work discipline can be seen as something of great benefit, both for the benefit of the organization and for members of the organization. In addition, the growing culture of culture owned by every organization has a system of values and norms in managing each member, so that it can be said that an organization also has a culture that governs how its members to act.

During the preliminary survey, the authors took into account the existing organizational culture is less than optimal and run poorly as employees do not really start their work, such as when office hours have entered should employees have started work but instead they go to relax to enjoy breakfast or just talk with employees other. Cultures like this seem to have been common, so less attention to work culture, such as order, norms and the behavior of employees, then the organization run not be as expected. Similarly, the work environment that there is an atmosphere of less good room, less lighting, and lack of air fertilasi make employees less enthusiasm in doing the job. Work environment has not provided comfort for employees, it is seen from the work space is too narrow, the absence of air conditioning as air conditioning, facilities that are inadequate all these things, will greatly affect the performance of employees in achieving organizational goals.

Jonathan (2017), entitled Internal governance and performance: Evidence from when the external discipline is weak. The impact of internal governance on performance is potentially significant economically but may be difficult to identify due to the presence of astonishing external disciplinary mechanisms and endogenous internal governance options. This study addresses these difficulties by using nonprofit hospitals as an economic environment with non-directional and instructional disciplinary mechanisms for internal governance using the gap of government from public geographic companies. Using survival of a patient's heart attack as a measure of performance, a standard deviation enhancing internal governance strength reduces the probability of death by 0.89 percentage points after controlling for patient characteristics.

Chris Baumann , (2 016) entitled School discipline , school uniforms and academic performance. The purpose of this study was to examine the role of school discipline in achieving academic achievement. This study aims to clarify the role of authoritative visif à visif teaching style with a thorough hypothesis that better discipline leads to better academic performance. The author also investigates whether uniformed students have better discipline. The authors analyzed the Economic Cooperation and Development Program data for the International Student Assessment data on the dimensions of school discipline: students listened well, noise level, teacher waiting time, students worked well, start time of class. Analysis of variance (ANOVA) with post hoc analysis on five geographic groups established by Baumann and Winzar (2016) was applied to test geographical differences (Europe, America, Far East Asia, Asian Remnants, Angl o-Saxon clusters) in school disciplines . ANOVA is further used to test school discipline and academic performance. Thirdly, the t test on the five dimensions of discipline was run to test the differences between students wearing uniforms and those

who did not. The results show differences in school disciplines in five geographic clusters, with East Asia leading the way. The authors show significant differences in discipline for low, middle and high achieving students. High-achieving students have the highest level of discipline. Students who wore the uniforms listened better with waiting time for lower teachers.

Sarita Cargas, (2017) with the title; *An Approach to Teaching Critical Thinking Across Disciplines Using Performance Tasks with a Common Rubric*. In this exploratory study, faculty in three different areas, Education Teachers, Social Sciences, and Sciences, design performance tasks in problem-based learning environments that fit their discipline and are aligned with critical thinking skills. Although the tasks are different for each cohort, they are structured in the same way and explicitly taught using common rubrics with feedback corrections, fostering the development and assessment of critical thinking. Students complete pre-post assessment on a critical assessment test. Some cohorts demonstrated measurable improvements in critical thinking skills with less obvious improvement among other cohorts. Qualitative results tend to confirm the value of student participation in rigorous and challenging performance tasks. We conclude that using performance tasks with corrective feedback on general sections may be useful in many areas. We further recommend that routine use of performance-based performance tasks in a learning environment can contribute to the ability to think in terms of transferability and disposition.

Giri Jogaratnam, (2017), entitled *How organizational culture influences market rationalization and business performance in the restaurant industry*. This study contributes to the hospitality literature by examining the direct and indirect effects of organizational culture types on market orientation (MO) and performance in the context of the restaurant industry. Structured questionnaires are used to survey independent restaurant owners / managers in the US. The direct influence of a supportive and innovative culture on firm performance has been confirmed. In addition, MO partially mediates the direct positive effects of an innovative organizational culture on company performance. Our results also ensure that innovative and supportive organizational culture types are an important predictor of MO and that they are better performance predictors than MO. The findings should improve the organization's design and marketing options available to the restaurant business and offer guidance to managers who are trying to shape and shape the organizational culture and behaviors associated with MO implementation to improve performance.

Rowena Jacobs, (2013) entitled *The relationship between organizational culture and performance in acute hospitals*. This study discusses the relationship between senior management team culture and organizational performance in acute UK hospital (NHS Trust) for three periods between 2001/2002 and 2007/2008. We use validated cultural assessment instruments, the Competing Value Framework, to measure the culture of senior management teams. Organizational performance is assessed using a variety of indicators that are collected on a regular basis. We examined the relationship between organizational culture and performance using a model of sequential and multinomial logit sequenced. We find that organizational culture varies across hospitals and over time, and these variations are at least partially consistently and predictably related to various organizational characteristics and routine performance measures. In addition, hospitals are moving toward a more competitive cultural archetype that reflects the current policy context, albeit with a stronger cultural blend. This study provides evidence of a link between culture and performance in the hospital setting.

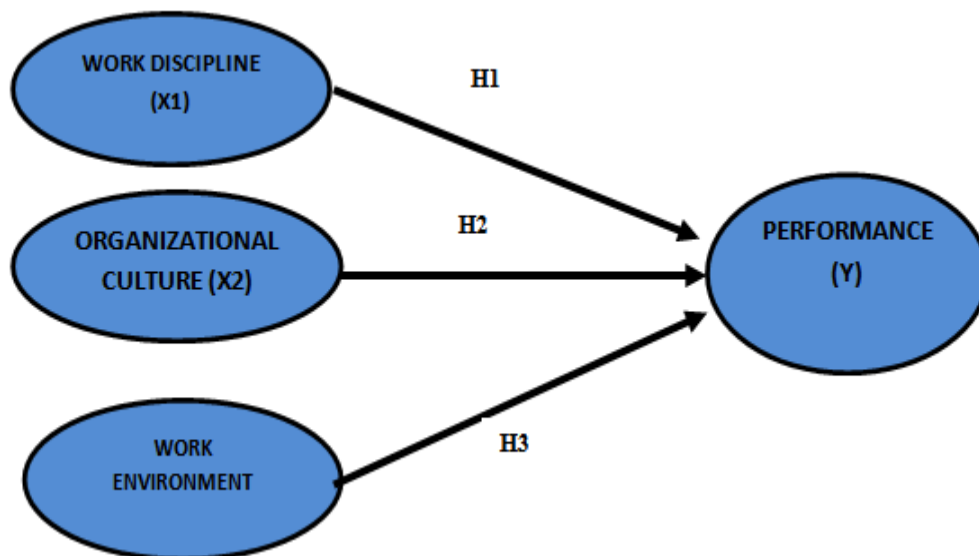
Alireza Nazarian (2017) entitled *Influence of national culture and balanced organizational culture on the hotel industry's performance*. This study examines the role of a balanced national culture and organizational culture in organizational performance. Hotel management requires customer flexibility and responsiveness to face increasingly demanding customers and market competitiveness. The study of cultural influences on hotel management performance has not shown the specific impact of a national culture and a balanced organizational culture on organizational performance. We use a balanced organizational culture concept so that polarizing organizations are more responsive to market changes and more innovative. Data were collected from 96 hotels in London, England, and analyzed using structural equation modeling. Our findings suggest that the national culture of hotel employees affects balanced organizational culture which, in turn, affects performance. This study contributes to an understanding of the factors that affect performance, leads to further research, helps practitioners by demonstrating the importance of considering national culture and demonstrating the importance of achieving a balanced organizational culture.

Subhash C. Kundu, (2017) entitled *Effects of supportive work environment on employee retention: mediating role of organizational engagement*. The purpose of this study was to investigate the mediation effects of organizational involvement in the relationship between supporting environmental work (SWE) and employee retention. Primary data from 211 respondents from 67 organizations were analyzed. Confirmatory factor analysis is used to assess the dimensions and validity of research variables. Furthermore, the hypothetical model was tested with the help of multiple regression analysis. Findings show that SWE plays an important role in predict employee retention. organizational engagement partially mediates the relationship between SWE and employee retention.

Miikka Palvalin (2016), entitled *Methods for identifying and measuring performance impacts of work environment changes*. The purpose of this paper is to introduce and evaluate methods for analyzing the impact of changes in the work environment. New job practices and work environments present the potential to increase the productivity and welfare of knowledge workers, and more broadly, the performance of organizations and the wider community. The flexibility offered by information and communication technologies has influenced the changing physical environment in which activity-based offices are standardized. The study offers some evidence about the impact of changes in the work environment, but studies that examine methods that can be useful in capturing the overall impact and how to measure it less. This study concludes the last five years of research and includes data from several organizations. This paper presents and empirically demonstrates the application of three complementary ways to analyze the impact of the redesign of knowledge work. Methods include: an interview framework for modeling the potential of a new way of questionnaires to measure subjective work performance of knowledge in the NWoW context; and multidimensional performance measurements to measure performance impacts at the organizational level. This paper presents a framework for identifying productivity potentials and measuring the impact of changing work environments. This paper introduces empirical examples of three different methods for analyzing impacts and discussing the uses and challenges of methods. The results also support the idea of the measurement process and ensure that it fits within the NWoW context.

Richard Smith, (2013), entitled *The Influence of Thermal Conditions on Teachers' Work and Student Performance*. Using the School Board initiative to develop the Teaching Charter as an example, suggest that orthodox analysis of the relationship between teacher performance and student performance is incomplete. For this purpose, research on climate conditions that affect human physical, emotional and cognitive performance is reviewed. Arguing that Australian education research and policy has ignored the potential direct and indirect effects of the thermal conditions to negatively affect school outcomes. Conclude that there are cases for research and education policy to take account of climatic factors, especially the interaction between social variables, psychological, cultural and thermal variables in the formulation of teacher performance standards and students.

## II. Conceptual Framework



**Figure 3 Conceptual framework**

Based on the problems and conceptual framework that have been mentioned above, can be formulated hypothesis as follows:

H1 : Work discipline has a positive effect on employee performance

H2 : Organizational culture has a positive effect on employee performance

H3: Work environment has a positive effect on employee performance

H4: Work discipline, organizational culture, and work environment have a positive effect on employee performance

### III. Methodology

#### Population and sample

According to Burhan, (2000: 40) Population is the whole (*universum*) of the object of research so that these objects can be the source of research data. In this study population is the number of employees of Kelurahan Se-District Katobu Muna District . all employees who served in the Village District Katobu District Muna currently there are 80 employees . If the subject of research is less than 100 people then taken all, but if the number is above 100 people then the sample can be taken between 8 -15% Kunto in Erza, 2012 ). Therefore, with the total population of 80 employees, in this study the number of samples used is 80 employees.

#### Method of collecting data

The data collection techniques used by researchers using primary data, ie interviews with one of the parties concerned and provide a questionnaire to obtain primary data. Questions in the questionnaire were made based on the Likert Scale. Likert scale is the subject of research faced with statements, and respondents are asked to answer every question in the questionnaire. ( Umar in Ezra, 2012 ). The alternative answers that researchers submit as follows:

- SS = Strongly Agree with value 5
- S = Agree with value 4
- RR = Doubt with value 3
- TS = Disagree with value 2
- STS = Strongly Disagree with value 1

#### Data analysis technique

The analysis used in this research is to use the analysis of validity and reliability for questionnaire test. Regression analysis technique used to see how big correlation between each independent variable with dependent variable. This technique of analysis is classified into collective model categories so that the correlation coefficient between independent variables and dependent variables, significant level coefficient, regression line equation, correlation between sub-variables predictor and effective contribution ( Hadi in Almigo, 2004 ). Data analysis used is Statistical equipment (SPSS / *Statistics for Products and Services Solution Release 20.0*) on Windows 10. The model of quantitative analyst that will be used is Multiple Linear Regression Model with the following equation:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + e$$

In where:

- Y = Dependent variable
- a = Constants
- $X_1, \dots, X_n$  = Independent variable
- $\beta_1, \dots, \beta_n$  = Regression coefficient of each variable  $X_i$  ( $i = 1, 2, 3, \dots, n$ )
- e = Error

The application of multiple linear regression model in this study can be expressed as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

In where :

- Y = Employee Performance Variables
- $X_1$  = Variable Work Discipline
- $X_2$  = Organization Cultural Variables
- $X_3$  = Work Environment Variable
- a = Constants
- e = Error

### IV. Result and Discussion

#### Identity of Respondents

Of the total number of 80 employees in the sub-district of Katobu sub-district of Muna district , Table 1 summarizes the demographic characteristics of the research sample employee.

As many as 50 employees or 62.24% are male, then the majority of the samples in this study are those in the range of 20 - 30 years as many as 28 respondents. In this research, the majority of respondents have a working period of 1-10 years, and with the level of education that dominates the respondents of this research is at level S 1, amounting to 43 respondents .

**Table 1.** Demographic characteristics of the employees

Characteristics of Respondent's Demographic Characteristics	amount	Percentage
<b>Gender</b>		
Man	50	63
Woman	30	37
<b>Age</b>		
20 - 30 years	28	35
31 - 40 years	19	24
41 - 50 years	10	13
Up to 50 years old	23	28
<b>Last education</b>		
SMA	34	42
S1	43	54
S2	3	4
<b>Years of service</b>		
1-10 years	43	54
11-20 years	28	35
21-30 years old	6	7
31 years and over	3	4

Source: Primary Data in 2018

**Description of Multiple Linear Regression Analysis**

After recapitulation of respondent's answer, and to facilitate reading of result and interpretation of regression analysis hence used equation. Equation or model contains the constants and regression coefficients obtained from the data processing that has been done previously. Regression equation that has been formulated then with the help of SPSS for windows program done data processing so that got the final equation berdasarkan research hypothesis that is as follows :

**Table. 5.10 Recapitulation of Multiple Regression Analysis Result**

Variable is free	Standardized The regression coefficient (β)	Sig .Parsial (α)	Decision on the hypothesis
Work Discipline (X <sub>1</sub> )	0.421	0.001	Accepted
Organizational Culture(X <sub>2</sub> )	0.375	0.004	Accepted
Work Environment(X <sub>3</sub> )	0.352	0.001	Accepted
R	= 0.738		
R Square (R <sup>2</sup> )	= 0.544		
F Count	= 11.966		
F Sign	= 0.001		

Source: Primary data processed, 2018

**Analysis of coefficient of determination (R<sup>2</sup>)**

The coefficient of determination can be explained if the dependent variable (R<sup>2</sup>) > 50%. In this study the coefficient of determination (R<sup>2</sup>) of 0.544 or (54.4%). So it can be said that the performance of employees at the District Office Se Katobu villages Muna or variable (Y) is able to be explained by labor discipline (X<sub>1</sub>), organizational culture (X<sub>2</sub>), and the work environment (X<sub>3</sub>) by 54.4% while the rest of 45.6% is explained by other causes that are not made as a variable in this study. The results of the coefficient of determination analysis can be seen in the following table 5.18

**Table 5.11 The result of coefficient of determination analysis**

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.738 <sup>a</sup>	.544	.035	2.82907	.072	11.966	3	76	.001	1.032

Source: Processed data 2018

**Testing the first hypothesis with the F test (Simultaneous Test)**

The first hypothesis test is to find the influence of independent variable simultaneously to the dependent variable is analyzed by using F test, that is by paying attention to the significance of F value at the

output with the 5% alpha level. If the significance value of the F test is smaller than the 5% alpha level then there is a simultaneous influence between all independent variables on the dependent variable. The results of testing F test in this study are:

**Table 5.12 F Test Result (Simultaneous)**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.212	3	15737	11.966	.001 <sup>a</sup>
	Residual	608,276	76	8.004		
	Total	655488	79			

Source: Data diolah 2018

## V. Conclusion

Conclusions generated in this research is work discipline, organizational culture and work environment simultaneously affect the performance of employees at the Village office of Katobu sub-district of Muna Regency. This means that if the work discipline, organizational culture and work environment have increased together, it will improve the performance of employees at the office of Kelurahan sub-district Katobu Muna Regency.

Work discipline positively and significantly affect the performance of employees at the Village office of Katobu sub-district of Muna Regency. This means that if the discipline of work increases, it will improve the performance of employees at the Village office of Katobu sub-district of Muna Regency.

Organizational culture has a positive and significant effect on the performance of employees in the sub-district office of Katobu sub-district of Muna Regency. This means that if, organizational culture has increased, it will improve the performance of employees at the Village office in District Katobu Muna District.

The work environment has a positive and significant effect on the performance of employees in the sub-district office of Katobu sub-district of Muna Regency. This means that if the work environment increases, it will improve the performance of employees at the Village office of Katobu sub-district of Muna Regency.

## VI. Suggestion

Suggestions that can be presented in this research is On the work discipline variable, the negligence indicator in completing the work should be noticed by the Kelurahan staff of the sub-district of Katobu, so that the work can be done well so that the performance will be better.

In the variable of organizational culture, the aggressiveness of employees need to be improved in order to create a good working atmosphere that affects the performance of employees become better. Good working atmosphere, it will make employees comfortable and peaceful in work so that affect its performance.

A good working atmosphere will affect the behavior and workings of employees. Creating a good working atmosphere, it will improve the performance of employees so that will achieve the desired ideals together.

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