

# WORK CULTURE AND WORK DISCIPLINE SUPPORT EMPLOYEE PERFORMANCE IMPROVEMENT AT THE MINISTRY OF SOCIAL WEST JAVA REGION

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## Abstract

The purpose of this study was to determine and analyze: (1) work culture (2) work discipline; (3) performance; (4) The magnitude of the influence of work culture and work discipline, either simultaneously or partially on the performance of employees in the West Java Regional Office of the Indonesian Ministry of Social Affairs. The research method used in this research is a descriptive survey and an explanatory survey, the unit of analysis in this study is the employees at the West Java Regional Office of the Ministry of Social Affairs, with a population of 30 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the results of research and discussion, it is obtained that the work culture is well formed, this discipline is considered quite high, the performance of employees is considered quite high. Work culture and discipline simultaneously affect employee performance, but partially work culture has a more dominant influence than discipline.

**Keywords:** Work culture, work discipline, performance.

## INTRODUCTION

Human resources are the capital that determines competitive advantage and success in achieving a company's goals. To achieve this goal, it is necessary to have the willingness, ability and attitude of employees both in carrying out their duties and responsibilities, so that the results of the work carried out by employees are in accordance with company goals. In managing human resources, various problems will often arise, such as less than optimal employee performance. Companies and institutions in Indonesia need human resources who have productive, innovative, and disciplined work qualities.

Employee performance is a real behavior that is displayed by each employee as a work performance that is produced in accordance with his role in the company. For

everyone who works or in a work group, performance is always expected to be of good quality and quantity. To get the results itself must be supported by setting goals and starting with a rational work plan. The purpose of setting performance goals is to set goals that are useful not only as a guide to achieving the 2 goals, but can also be a means of evaluating performance at the end of the period and for managing post-employment conditions during the period.

Each institution in carrying out its various activities requires various resources. Human resources are one of the most important assets in an institution as well as a partner of the institution in carrying out the activities of the institution because they are the ones who produce and carry out the work. Seeing the large role of human resources as the main actor and also an input for productivity in the

institution. To be able to realize the functions mentioned above, of course, human resources need to be directed, nurtured and guided so that they can carry out their functions in accordance with the goals of the institution. In line with that, in the development of human resources, in this case civil servants as state apparatus are directed to improve the quality of having more attitudes and behaviors: devotion, honesty, responsibility, discipline and authority so that the implementation of a clean, authoritative, professional, and clean state administration is carried out. efficient and effective.

Considering that the tasks delegated to the West Java Regional Office of the Ministry of Social Affairs of the Republic of Indonesia are quite heavy and very sensitive in their management, optimal performance is required from the employees of the Ministry of Social Affairs of the Republic of Indonesia, in the sense that the assigned employees must be professional, have trustworthy and responsible behavior. So that it can provide satisfactory service to all parties and be carried out effectively and efficiently. Increased employee performance will also affect the increase in organizational performance so that the organizational goals that have been determined can be achieved.

One of the phenomena in the field based on survey results shows that relatively many employees feel less enthusiastic in doing their duties, responsibilities, changes in employee behavior, especially aspects of cooperation that are less conducive and less supportive initiatives after changes in organizational structure, this can be seen from Employees are often late to enter the office, and provide services that are not in line with expectations, but on the other hand, employee performance is still relatively below the targets and expectations of the organization, where employees tend to experience a decline in performance. The obstacle for the West Java Regional Office of the Ministry of Social Affairs of the Republic of Indonesia is that until now it does not have a formal formulation of work culture and discipline that can be used as a guide for every employee so that they can work optimally in line with the mission and

goals of the organization, this occurs due to changes in structure and the leadership of the organization, of course, brings various consequences of situations and conditions felt by employees, both work culture and work culture that has been running before the formation of a new organization.

On another issue, Luthans (2002:563) states that work culture has several characteristics, namely (1) behavioral regulations that must be obeyed. Members of the organization interact with each other using the same procedures, terms, and language that reflect a good attitude and mutual respect. (2) Norms. A standard of behavior that is displayed includes guidelines on what to do, which is not too much but not too little. (3) Values and dominance. The existence of the most important values in the organization that is expected to be embraced by its members. Examples are high product quality, low absenteeism, or high efficiency. (4) Philosophy. There are policies or regulations that direct the organization on how to treat employees and/or customers. (5) Rules. There are guidelines that must be adhered to when joining an organization. New members must learn it to be accepted into the organization. (6) Organizational climate. Feelings about the organization as a whole as reflected by the physical layout, the way members interact, and the way they relate to customers or the environment outside the organization. All of these characteristics are closely related to employee performance. Therefore, the organization is also suspected of influencing employee performance. Based on the statement above, the low performance of employees in the West Java Regional Office of the Indonesian Ministry of Social Affairs is allegedly due to low discipline. This low discipline is thought to be due to personnel misplacement, as a result, individual performance is very low and as a team does not create a good team work. Winardi (2002:28) explains that the performance of human resources produced by the process of coaching, developing and directing the workforce in an organization is influenced by the work discipline of human resources itself.

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Rivai, 2004).

The application of this work discipline is useful in educating employees to comply with regulations, procedures, and policies in the company. Thus, work discipline is very important to be enforced within the company so that employees work in accordance with existing regulations in the company. That way, the company's life will be safe, orderly, smooth and the company's goals are achieved. The work discipline of an employee is not only seen from attendance, but can also be assessed from the employee's attitude at work. Employees who have good work discipline will continue to work well even without being supervised by their superiors. In addition, during working hours employees will not steal work time to do other things that have nothing to do with work. In addition, employees also always obey the existing regulations in the work environment with high awareness without any sense of coercion. Meanwhile, employees who have low work discipline are the opposite of employees who have good work discipline.

Based on the description above, with all the interactions between all the elements that arise as a result of problems from the work discipline factor, it is suspected to be the cause of the emergence of bigger problems in the West Java Regional Office of the Indonesian Ministry of Social Affairs, such as complaints about the quality of service to the community, low response to evaluation results, and feedback, lack of initiative and innovation and other problems.

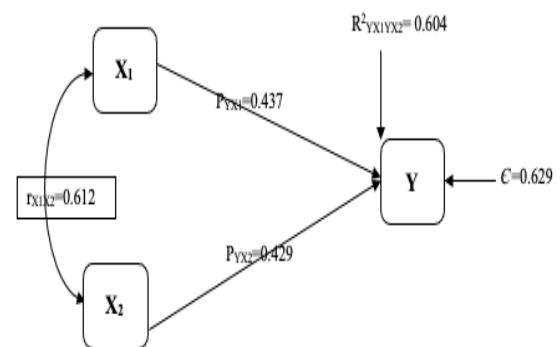
## RESEARCH METHOD

The method used in this research is the description survey and explanatory survey methods which are carried out through data collection in the field. The survey method. In the opinion of Nazir (2000), is "an investigation

conducted to obtain facts from existing phenomena and seek factual information, whether about social, economic or political institutions of a group or an area". The type of investigation in this study is causality, because it will examine the causal relationship of these variables. The sample in this study were 30 employees of THE Ministry of Social in West Java Region who filled out questionnaires and processed using a path analysis approach.

## FINDINGS AND DISCUSSION

The results of the study indicate that work culture and work discipline at work on work performance can be seen from the diagram below:



Picture 1. Path Analysis Calculation Results

Based on the results of the above calculations, it can be seen that

1. For the first hypothesis,  $t_{count}$  is greater than  $t_{table}$  ( $2.858 > 1.68$ ). which means that, work culture affects employee work performance
2. For the second hypothesis,  $t_{count}$  is greater than  $t_{table}$  ( $2.802 > 1.68$ ). which means that work discipline affects employee work performance

Then for the simultaneous effect, it can be seen work culture and work discipline at work on work performance together are 60.4% where 30.57% is dominated by the effect of work culture on employee performance and 29.87% is the influence of work discipline on employee work performance.

## Discussion

The results of the above study indicate that

1) From the table above, it can be seen that the contribution of work culture to employee performance is directly 19.10%, and indirectly through work discipline variables is 11.47%. While the contribution of work culture to employee performance as a whole reached 30.57%, meaning that the more precise the work culture, the better their performance, because work culture has a very significant effect on employee performance, so the contribution of work culture is very meaningful. Work culture requires employees to behave and give them instructions on what to follow and learn. How employees behave and what they should do has a lot to do with their work culture, this is in accordance with the opinion of Mondy (1995: 46) by interpreting work culture as a system of shared values, beliefs and habits in organizations that interact with formal structures to produce norms. behavior in improving performance, it means that the work culture that is formed has a contribution and has an effect on employee performance. Therefore, in an effort to improve performance, it is necessary to improve and increase work culture factors, because work culture is closely related to improving employee performance.

2) From the table above, it can be seen that the direct contribution of discipline to employee performance is 18.40%, and indirectly through the work culture variable of 11.47%. Meanwhile, the contribution of discipline to employee performance as a whole reached 29.87%, with a positive direction, where the better the work discipline carried out, the higher the performance of employees at the West Java Regional Office of the Ministry of Social Affairs of the Republic of Indonesia. This is in line with the theory put forward by Mondy (1995: 46) by interpreting work culture as a system of shared values, beliefs and habits in organizations that interact with formal structures to produce behavioral norms in improving performance, meaning that the work culture that is formed has a contribution and influence on employee performance", that the

success of a company is largely determined by its success in creating a distinctive work culture as part of their strategic plan, because a good work culture will have an impact on financial performance, employee loyalty levels, and success in working together as a team. An effective work culture includes good wages and rewards, open communication, emphasis on quality, employee involvement in decision making, profit sharing for employees, fairness or equality of status for employees, job security, employee training and development, freedom of opinion, emphasis on innovation, good industrial relations, and simple administrative structure.

## CONCLUSION

Based on the results of research and observations that have been carried out at the West Java Regional Office of the Indonesian Ministry of Social Affairs, the authors would like to propose some suggestions that might be considered in carrying out organizational activities and developing human resources in the future. These suggestions include:

a) In improving a conducive work culture, where employees of the West Java Regional Office of the Indonesian Ministry of Social Affairs bring different cultures and attitudes, it is suggested that organizations can improve their work culture by changing the compensation system they have received so far.

b) Motivation is something that plays a very important role in improving employee performance, therefore the elements of motivation that must be considered by the West Java Regional Office of the Ministry of Social Affairs of the Republic of Indonesia are certainty of work continuity, leadership justice in working relationships, compatibility between awards given and work performance and increased opportunities for growth and advancement in work.

c) The performance of the West Java Regional Office of the Ministry of Social Affairs of the Republic of Indonesia, must be improved, especially regarding time efficiency

and the target of a job to do a job, and creativity and new ideas in completing personal and group assignments.

d) Among work culture and employee performance motivation that affect performance, it turns out that work culture has a dominant influence, therefore work culture is the first priority in improving employee performance. it is recommended that a well-formed and conducive work culture be changed by changing the compensation system received so far, so that they are able to work more professionally.

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