

## EMPLOYEE PERFORMANCE VIEWED FROM WORK DISCIPLINE, ORGANIZATIONAL CULTURE, AND COMMUNICATION (STUDY OF SOCIAL SERVICES IN WONOGIRI DISTRICT)

Tejo Santoso<sup>1</sup>, Sarsono<sup>2</sup>, Istiqomah<sup>3</sup>

Faculty of Management Economics, Surakarta Batik Islamic University

Email : [tejosantoso38@gmail.com](mailto:tejosantoso38@gmail.com)

**Abstract:** To find out the quality of employees at the Social Service in Wonogiri, the aspects used by researchers are by looking at work discipline, organizational culture, and communication. Quantitative method used in this research. Total population of 35 people. The sample used by all employees because it uses a saturated sample. This study uses SPSS assistance with data analysis techniques using instrument tests, normality tests, multicollinearity tests, heteroscedasticity, multiple linear regression analysis, t tests, F tests and tests of the coefficient of determination. First hypothesis ( $H_1$ ), it is concluded that discipline in work has a considerable influence on increasing the quality of human resources, with a significance of 2.236, organizational culture ( $H_2$ ) influences performance improvement. Communication ( $H_3$ ) in this study has the highest influence compared to the two previous variables with a resulting significance value of 3.302. Furthermore, testing simultaneously showed that all variables had a fairly high impact on improving the quality of human resources at the Wonogiri District Social Service.

**Keywords:** *Employee performance, work discipline, organizational culture, communication.*

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### 1. Introduction

The development of the times in this modern era has caused competition between science, technology, economics and business to develop rapidly. So that in dealing with this knowledge of management is needed by all businesses. Not only needed by companies but government agencies also need good management to provide satisfactory service to the community and in carrying out tasks in their fields. The key important component of the success of an organization in achieving its goals is its human resources. Organizational goals can be successfully achieved if the human resources owned are of high quality.

The success of achieving the goals of the agency is closely related to the quality of the agency's employees, so that the agency is required to always improve the performance of each of its employees. Performance according to (Riono *et al.*, 2020) is the result of work that can be shown to others.

Factors that must be owned so that employee performance is of high quality, namely work discipline. Discipline can be used as a solution to achieve goals, and can also be a factor in the success of an agency. According to (Pawenang *et al.*, 2020), employees are said to

have good discipline if they have attitudes and behaviors that reflect what is written in the rules that exist within the organization.

Furthermore, aspects of organizational culture can improve the quality of an employee. Culture is defined as an activity and the foundation of a management system within a company. According to (Fahmi & Agung, 2018) organizational culture is a cultural environment that is developed and shaped by families, communities, or corporations. Within the organization there are various cultures, each with its own ideology, style of handling problems, and way of making decisions.

The next aspect that can affect performance is communication. According to (Shinta, 2020) communication is a form of conveying ideas or ideas so that it can make it easier for humans to interact, both directly and indirectly. In an organization a leader must communicate with his subordinates to avoid misunderstandings. Communication that goes well then an organization/agency will look harmonious so that a job can be completed properly.

This study took the research object at the Wonogiri District Social Service. The Wonogiri District Social Service is a government agency that handles Social Empowerment, Social Rehabilitation, Social Protection and Security, and the Handling of the Poor. The Wonogiri Regency Social Services Office is located at Jl. Dr. Cipto II No. 10 Giripurwo, Wonogiri, Wonogiri Regency, Central Java Province 57612

## **2. Literature reviews**

### **2.1 Employee Performance (Y)**

Mangkunegara (2015: 67), explains that performance is an achievement obtained by workers who in carrying out their duties are in accordance with their abilities. The results of individual or group efforts to complete a task are referred to as performance, according to (Yuningsih *et al.*, 2020). According to (Kurniawan & Arianto, 2020), employee performance indicators include: Quality, quantity, implementation of tasks, and responsibilities. From the explanation of the opinion above, the writer concludes that performance is the result of work done by someone where in carrying out the task it is carried out properly.

### **2.2 Work Dicipline (X<sub>1</sub>)**

Afandi (2018: 12) defines that work discipline is a rule that has been created to change patterns of behavior as well as a tool to increase one's awareness. According to (Fatmawati, 2020) indicators of discipline include: Obedience to time and regulations that exist in agencies. From the description above, the authors conclude that work discipline is a situation where employees can obey the regulations that apply in the organization with full responsibility and in accordance with the rules that have been in force.

### **2.3 Organizational Culture (X<sub>2</sub>)**

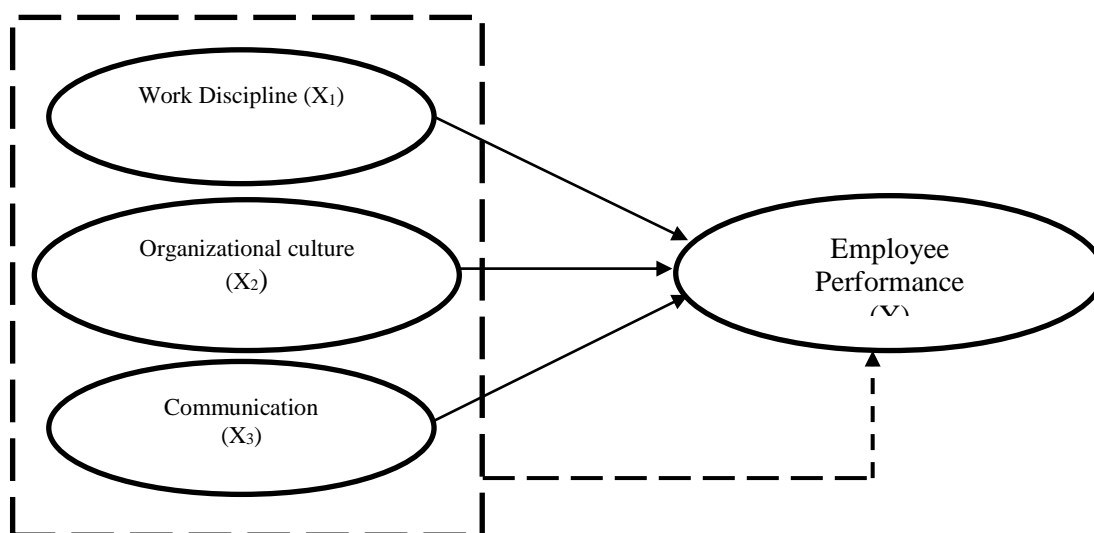
According to Afandi (2018: 97) explains a system of philosophy that exists within that institution which is called culture. Habits created from time to time by founders and members are then passed on to the next generation in order to change behavior in order to achieve goals. According to (Adha *et al.*, 2019) there are several indicators of organizational culture as follows: completing work according to assigned tasks, honest at work, commitment, and being able to work together with colleagues. The author concludes that culture is a value or norm that exists in the organizational environment and has been created long ago by the founder of the agency which is then passed on to the next generation of organizational members.

## 2.4 Communication (X<sub>3</sub>)

According to Arni (2016: 4), Communication is an exchange of ideas or messages orally or in writing or by using body language with the aim of changing behavior. According to (Rifa'i, 2019), Communication is the process of conveying information or ideas to someone so that person can interpret it according to expectations. According to (Daulay, 2021), Communication indicators include: Understanding, pleasure, influence on attitudes, and actions.

From the explanation above, the writer concludes that communication is the delivery of information in the form of messages or ideas with the intention that the recipient of the message can understand what the sender wants.

## Hypotheses



**Picture 1. Framework**

- H<sub>1</sub>** : Employee performance will increase if influenced by work discipline, organizational culture, and communication.
- H<sub>2</sub>** : Employee performance gets a positive impact if it is influenced by work discipline.
- H<sub>3</sub>** : Employee performance gets a positive impact if it is influenced by organizational culture.
- H<sub>4</sub>** : Employee performance gets a positive impact if it is influenced by communication.

## 3. Research Methods

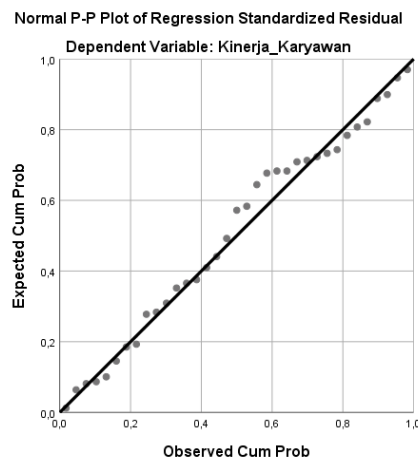
In conducting this research the researcher chose the type of quantitative research. For the sample, because the number of employees is limited, the researchers used a saturated sample where all employees at the Wonogiri Regency Social Service were used as a sample, totaling 35 employees. The source of this research data is directly to the place of research. Information obtained by researchers by observing research sites, collecting related documents, distributing questionnaires, conducting interviews, and studying literature. Researchers in processing the data that has been collected using the help of SPSS version 25.

## 4. Results and Discussions

### 4.1. Results

#### Normality test

The following is a test using the p-plot:



Picture 2. Normality P-Plot Graph

Along the diagonal line on the plot graph there are points that follow the line, this indicates a normal distribution.

Furthermore, the normality test with statistical analysis, the result is as follows:

**Table 2**  
**Kolmogorov-Smirnov Normality Test**  
 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		35
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	1,81396972
Most Extreme Differences	Absolute	,144
	Positive	,105
	Negative	-,144
Test Statistic		,144
Asymp. Sig. (2-tailed)		,064 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Value (2-tailed)  $0.064 > 0.05$ . This shows a regularly distributed regression model.

#### Multicollinearity Test

**Table 1 Multicollinearity Test Results**

Model	<i>tolerance</i>	VIF
Work discipline	0.987	1.014
Organizational culture	0.983	1.018
Communication	0.970	1,031

Of the three variables have a value of inflation factor (VIF)  $< 10.00$  and tolerance value  $> 0.01$ , then the data has no deviation.

### Heteroscedasticity Test

**Table 2. Heteroscedasticity Test**

Variable	t	sig
1 Work discipline	,450	,656
Organizational culture	-,790	,435
Communication	-.081	,936

From the test table above the variable significance value is  $> 0.05$  so that the regression model does not occur heteroscedasticity.

### Multiple Linear Regression Analysis

**Table 3. Multiple Linear Regression**

Variable	B	tcount	Sig
Constant	5,802	1,160	0.255
Work discipline (X1)	0.259	2,236	0.033
Organizational culture (X2)	0.248	2,099	0.044
Communication (X3)	0.443	3,302	0.002

$$Y = 5.802 + 0.259 + 0.248 + 0.443$$

The following is the interpretation of the regression model in the table:

- The constant ( $\alpha$ ) 5.802 indicates that if all the coefficients of the independent variables are 0, then the dependent variable of employee performance is 5.802.
- $\beta_1$  coefficient value: 0.259, work discipline ( $X_1$ ) is positive if organizational culture and communication are considered constant with a ratio of 1: 0.259.
- $\beta_2$  coefficient value: 0.248 organizational culture ( $X_2$ ) is positive if work discipline and communication are considered constant with a ratio of 1 : 0.248.
- $\beta_3$  coefficient value: 0.443 communication ( $X_3$ ) has a positive value if work discipline and organizational culture are considered constant with a ratio of 1: 0.443.

### Model Feasibility Test (Test F)

**Table 4. F test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62,009	3	20,670	5,727	,003 <sup>b</sup>
	Residual	111,877	31	3,609		
	Total	173,886	34			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), disiplin kerja, Budaya organisasi, Komunikasi

From The findings of the model feasibility test resulted in a  $F_{\text{count}}$  value of  $5.727 > F_{\text{table}}$  2.90 and a sig value of  $0.003 < 0.05$ , indicating that there is a positive and significant effect on employee performance.

**t test**

**Table 5. t test**

Variable	t <sub>count</sub>	t <sub>table</sub>	Sig
Work discipline (X1)	2,236	1,695	0.033
Organizational culture (X2)	2,099	1,695	0.044
Communication (X3)	3,302	1,695	0.002

**1. Work discipline**

From the following hypothesis formulation:

H<sub>0</sub> : Work discipline does not have a positive and significant impact on employee performance.

H<sub>a</sub> : Work discipline has a positive and significant impact on employee performance.

From testing the hypothesis, the t<sub>count</sub> value is 2.236 > t<sub>table</sub> 1.695 followed by a probability value of 0.033 < 0.05. It means that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. So that from these results there is a partial influence on employee performance.

**2. Organizational culture**

From the following hypothesis formulation:

H<sub>0</sub> : Organizational culture does not have a positive and significant impact on employee performance.

H<sub>a</sub> : Organizational culture has a positive and significant impact on employee performance.

From testing the hypothesis, it was obtained that the t<sub>count</sub> was 2.099 > t<sub>table</sub> 1.695 followed by a probability value of 0.044 < 0.05. It means that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. So that from these results there is a partial influence on employee performance.

**3. Communication**

From the following hypothesis formulation:

H<sub>0</sub> : Communication does not have a positive and significant impact on employee performance.

H<sub>a</sub> : Communication has a positive and significant impact on employee performance.

From testing the hypothesis, it was obtained that the t<sub>count</sub> was 3.302 > t<sub>table</sub> 1.695 followed by a probability value of 0.002 < 0.05. It means that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. So that from these results there is a partial influence on employee performance.

**Coefficient of Determination or Adjusted R Square (r<sup>2</sup>):**

**Table 6. Adjusted R Square (R<sup>2</sup>)**

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,597a	,357	,294	1,900

The value of the coefficient of determination (R<sup>2</sup>) is 0.357 or in a percentage of 35.7%. This figure means that the factors of discipline, organizational culture, and communication affect employee performance by 35.7%. Then 64.3% is the influence of other aspects that were not explored by researchers.



#### **4.2. Discussions**

- a. From the SPSS 25 calculation, the tcount value is  $2.236 > t_{table} 1.695$  followed by a probability value of  $0.033 < 0.05$ . It means that  $H_0$  is rejected and  $H_a$  is accepted. So that from these results work discipline has a partial effect on employee performance.
- b. From testing the hypothesis, it was obtained that the tcount was  $2.099 > t_{table} 1.695$  followed by a probability value of  $0.044 < 0.05$ . It means that  $H_0$  is rejected and  $H_a$  is accepted. So that from these results organizational culture has a partial influence on employee performance.
- c. From testing the hypothesis, it was obtained that the tcount was  $3.302 > t_{table} 1.695$  followed by a probability value of  $0.002 < 0.05$ . It means that  $H_0$  is rejected and  $H_a$  is accepted. So that from these results communication has a partial effect on employee performance.

#### **5. Conclusion**

- a. From the results of the three F test aspects of discipline, organizational culture, and communication have a positive and significant influence.
- b. From the findings of the t test results:
  - The performance of the Wonogiri Regency Social Service employees is positively and significantly influenced by work discipline.
  - The performance of Wonogiri District Social Service employees is influenced by organizational culture.
  - The performance of Wonogiri District Social Service employees is greatly influenced by communication.

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