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**THE INFLUENCE OF WORK DISCIPLINE, ORGANIZATIONAL CULTURE  
AND SUPERVISION ON THE PERFORMANCE OF TANJUNG SARI  
VILLAGE OFFICIAL**

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**Abstract**

In the openness and reformation era, the demands and complaints of the people are very easy to become viral and become a negative opinion in the community for leaders in their area. Sometimes the real problem is not like the one that was uploaded by the uploader, but this negative image has become a record of many audiences. Discipline is a feeling of being obedient and obedient to values that are believed to be his responsibility. Discipline is a business effort to instill value or coercion so that the subject has the ability to obey a rule. Supervision is the process of determining performance measures and taking actions that can support the achievement of expected results in accordance with the specified performance. Organizational culture is a system of shared meanings shared by members. Performance is a picture of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, mission, and vision of the organization. From this thought the researcher wants to examine the of Tanjung Sari Cikarang village official whether work discipline, organizational culture and Oversight affect the performance of its Personnel. This study uses a survey method using primary data obtained from questionnaires. Saturated samples in this study were 65 respondents. The data analysis technique uses multiple linear regression. The results showed that: (1) Work discipline has a significant positive effect on employee performance. (2) Organizational Culture has a significant positive effect on employee performance. (3) Oversight has a significant positive effect on the performance of the Tanjung Sari Cikarang village official.

*Keywords: Work Discipline, Organizational Culture and Employee Performance Monitoring.*

**1. Introduction**

The system of government of the Republic of Indonesia divides the regions of Indonesia into large regions and small areas, with the lowest form and composition of government level being village or kelurahan. Every structure of government has the same responsibility, from highest to lowest level. Even though the village or kelurahan is at the lowest level in the structure of government, it is important for villages to have competent human resources because village officials are employees who will deal directly with the community, then community satisfaction with village services depends on the performance of the village staff.

Tanjung Sari Village is located in the Cikarang Utara District of Bekasi. The population in this district is 278,421 humans in 2017. In North Cikarang sub-district there are a total of 11 villages, and Tanjung Sari village is one of them. Since 2017 the village has received village funding from the central government. With adequate funding, village officials should be able to work optimally in running the organization's wheels. Improving employee performance requires an increase in work discipline, organizational culture and supervision. In this era, the performance of the government has received a sharp scrutiny from the public with the freedom to express their opinions, many found strong criticism of government performance, which is often found directly or indirectly. The criticism without exception ranging from the central government to the lowest government, namely the village government. The importance of the performance of village officials in realizing their goals and objectives is to be able to carry out the tasks and functions they carry. Through an attitude that values time by always coming and going home on time and working together with other employees, the work done will be easier and faster to complete.

Work discipline has a big influence on improving employee performance because with a sense of discipline in completing work, of course, will change the work patterns of employees become more structured. In addition to work discipline in improving performance, organizational culture has a contribution in shaping employee behavior because the organization can run when there are shared values. Good organizational culture will produce good employee performance, being able to provide high motivation for employees in completing work if organizational culture is not good will result in poor employee performance, because of ways of working that are not in accordance with procedures that result in work results that are not in accordance with which are expected. Organizational culture in the village will be born from the habits that have been carried out by village employees with a longer work period, in an organization other than rules and regulations, of course the work culture in an organization arising from employees with longer service periods will be used as a reference as a way work by new village employees so that good or bad organizational culture greatly affects employee performance.

Besides work discipline and organizational culture, supervision also has an influence on employee performance levels. The low level of supervision is shown by lack of professionalism in completing tasks and functions, not completing tasks properly and often committing violations. Conducting periodic supervision by the leadership and applying the attendance system will create a new way of working because when the supervision process runs, the work process will take place in accordance with procedures and by implementing an attendance system will reduce violations that are often done by employees ie do not value time and ignore the tasks that must be done.

From these explanations, the authors are interested in conducting research with the title "The Effect of Work Discipline, Organizational Culture and Supervision on the Performance of Tanjungsari Village Employee".

## **2. Literature Review**

### **Work Discipline**

Work discipline is the most important function in human resource management because the better employee discipline, the higher the work results that can be achieved. Without good work discipline, it is difficult for organizations to achieve optimal results. Therefore work discipline must be upheld at each agency so that the goals of the agency can be achieved.

According to Primananda and Djastuti (2015) said that work discipline is the awareness and willingness of an employee to obey all regulations and norms that exist in a government organization. Work discipline is the key to success from achieving predetermined goals.

Astutik (2016) defines work discipline as a certain condition where people who are members of an organization are subject to the rules with pleasure. This will support the achievement of organizational, employee and community goals.

While Umala (2017) suggests that discipline shows a condition or attitude of respect that exists in employees of the company's rules and regulations. Thus, if the rules or regulations in the company are ignored or often violated, then employees have poor discipline. Conversely, if employees are subject to company provisions, illustrate the existence of good discipline conditions.

Based on the understanding of several experts, it can be concluded that work discipline is an attitude of employees who are willing to comply with all organizational rules and regulations in order to produce goals to be achieved by the organization.

#### *Indicators of Work Discipline*

Astutik (2016) states there are 4 (four) indicators in work discipline, namely:

- 1) Presence. It is fundamental to measure employee work discipline and usually employees who have low work discipline are accustomed to arriving late or returning early at work.
- 2) Compliance with Obligations and Work Rules. Employees who obey the work rules will not neglect work procedures and will always follow the work guidelines set by the organization.
- 3) Compliance with Work Standards. This can be seen through the amount of employee responsibility for the tasks entrusted to him.
- 4) High Precautions. Employees who have high vigilance will always be careful, full of calculation and accuracy in working and always use things effectively and efficiently.

According to Manik and Syafrina (2017) indicators of work discipline include:

- 1) Work ethically. Act politely every time you do a job with the customer's convenience.
- 2) Obey the rules. Obey every order that applies in the organization.
- 3) Presence. Employees who have high work discipline will be accustomed to always being present on time at work.

Meanwhile according to Primananda and Djastuti (2015) there are two indicators in work discipline, namely:

- 1) Awareness of order. Employees who are aware of the rules that must be obeyed have good work discipline.
- 2) Willingness. Employees are willing to obey all the rules in the organization to achieve organizational goals.

From three different opinions the researcher took indicators of attendance, adherence to work rules, adherence to work standards and high level of awareness.

#### **Organizational Culture**

Tobari (2014: 49) says that organizational culture is the beliefs and values of organizations that are understood, imbued and practiced by organizations, so that these patterns become the basis for rules of behavior in organizations, thus organizational culture can be interpreted as organizational personality. This means that the capture of the organization or the behavior of the people in the organization will reflect the "character" of an organization.

According to Manik and Syafrina (2017) states that organizational culture is a habit that has lasted a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees.

Whereas Herawaty et al., (2017) defines organizational culture is the basic philosophy of the organization that contains beliefs, norms and shared values that are the core characteristics of how to do something in the organization.

Based on the description above, it can be concluded that organizational culture is an organizational key that is understood and practiced by the organization so that the pattern gives its own meaning and becomes the basis for rules of behavior in the organization.

*Organizational Culture Indicator*

Some indicators of organizational culture according to Herawaty et al., (2017) are as follows:

- 1) Innovative and calculating risk. That is seeing how employees work innovatively and calculate the risks that will occur.
- 2) Attention to detail. It aims to measure the way employees work, such as carefully completing each work.
- 3) Team orientation. Have a good relationship with colleagues, so they are able to work well together in getting work done.
- 4) Work Stability. Employees are able to work well consistently so that the work produced will be as expected and create optimal performance.

Meanwhile according to Tobari (2014: 50) states the indicators contained in organizational culture, namely:

- 1) Qualitative.
- 2) Components.
- 3) Quantitative

Not much different from the opinion of Herawaty et al., (2017) that Manik and Syafrina (2017) put forward indicators of organizational culture as follows:

- 1) Innovation and risk taking, which is the degree to which employees are encouraged to be innovative and take risks.
- 2) Attention to details or details, namely the degree to which employees are expected to be able to show accuracy, analysis and attention to detail / detail.
- 3) Results orientation, which is the degree to which the leader focuses on the results or output rather than on how to achieve the results.
- 4) People orientation, which is the degree to which management decisions also influence the people in the organization.
- 5) Team orientation, i.e. the extent to which work is arranged according to the team and not the individual.
- 6) Aggressiveness, which is the degree to which employees are aggressive and competitive, rather than working together.
- 7) Stability / stability, namely the degree to which the organization's decisions and actions emphasize efforts to maintain the status quo.
- 8)

From three different opinions, the researcher took indicators, namely innovation, calculating risk, attention to detail, team orientation and work stability.

**Supervision**

Busro (2018: 143) says that supervision includes an effort to check whether everything happened in accordance with established plans, orders issued, principles adhered to, and also intended to find out weaknesses and mistakes in order to avoid future events. While Rahmadini et al., (2018) states that supervision is a form of observation that is generally carried out in a comprehensive manner by making comparisons between what is done and what should be carried out in order to minimize errors.

Herawati et al., (2016) defines supervision is a process for determining work, assessing and correcting the implementation of work to fit the planning and organizational goals as measured according to established criteria, norms and standards.

Based on the description above it can be concluded that supervision is part of the management function related to the business of running a company / organization so that the entire process of carrying out activities always leads to the stated goals of the organization. Supervision is carried out when the commencement of a work process so that employees operate the work in accordance with its function.

*Oversight Indicator*

The supervisory indicators classified by Herawati et al., (2016) are as follows:

- 1) Coaching. This is done by providing direction and work procedures to subordinates before the work is carried out.
- 2) Inspection. This activity is carried out by the leadership in a certain period to examine and evaluate the work of employees.
- 3) Means of supervision. In addition to direct supervision conducted by the leadership, both the existence of providing means of supervision, such as attendance in order to control the presence of employees.

According to Busro (2018: 141) the indicators contained in the supervision are:

- 1) Determination of standards, for the results of work produced in accordance with predetermined standards.
- 2) Measurement, to see whether the targets set by the organization are carried out properly or not with employees.
- 3) Correcting deviations / corrective actions, evaluating all work that has been carried out.

From two different opinions, the researcher took the indicators of supervision, namely guidance, examination and means of supervision.

### **The Performance**

Etymologically, performance comes from the word performance which has several meanings, namely (1) doing, (2) carrying out a task, (3) carrying out a responsibility. Therefore, from some of these meanings it can be interpreted that performance is to carry out an activity with full responsibility so that it can achieve results as expected. While terminologically the experts define performance in a variety of ways, including:

Busro (2018: 87) gives a definition that performance is a work performance (quantity) both quantity and quality achieved by someone during a certain period, usually within one year.

Umala (2017) states that performance is the result of employee efforts that are influenced by abilities and perceptions of roles and tasks. Thus, in certain situations performance can be seen as a result of the relationship between effort, ability and task perception, which is influenced by effort, ability, and perception of the task.

Whereas Manik and Syafrina (2017) suggest that performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the organization.

#### *Performance Indicator*

There are 4 (four) performance indicators according to Manik and Syafrina (2017), which are as follows:

- 1) Quality. Performance measurement can be done by looking at the quality (quality) of the work produced through certain processes.
- 2) Quantity. To measure performance can also be done by looking at the quantity (amount) produced by employees.
- 3) Duration. For certain types of work given a time limit in completing the work.
- 4) Cost reduction. Costs incurred for each organizational activity have been budgeted before the activity is carried out.
- 5) Supervision. Almost all types of work need to do and require supervision of work in progress.
- 6) Relationships between employees. Performance appraisal is often associated with collaboration or harmony between employees and the leadership.

Busro (2018: 96) says that there are five performance indicators, which are as follows:

- 1) Quality, which is the level at which the process or adjustment to the ideal way of carrying out activities or fulfilling activities as expected.

- 2) Quantity, i.e. the amount generated is realized through the currency value, the number of units or the number of activity cycles that have been completed.
- 3) Timeliness, i.e. the level at which an activity has been completed with a time that is faster than specified and maximizes the time available for other activities.
- 4) Need for supervision, the level at which an employee can do his work without needing to ask for help or guidance from his superiors.
- 5) Interpersonal impact, which is a level that shows an employee feels confident, has good desires and works together with colleagues.

According to Umala (2017) the first indicator of performance is the work of an employee, with maximum work results, the employee works well, whereas if the work results are not in accordance with the determined performance of the employee is not good. The second indicator is the ability of employees to complete their tasks. Employees who have the willingness to learn and are always willing to complete their work even though the work has never been done, then an employee is able and has responsibility for the tasks assigned to him. From three different opinions, the researcher took indicators, namely quality, quantity, time period, relations between employees.

### **Prior Research**

- 1) Sudarmin Manik and Nova Syafrina with the title Effect of Work Discipline and Organizational Culture on Employee Performance at PT Hero Supermarket Tbk, Giant Extra Metropolitan City Pekanbaru Branch published in Economic and Business Journal: Volume 8, Number 1, 2017 concluded that organizational culture has partially significant effect on employee performance, the high level of employee performance is strongly influenced by the good culture of the organization.
- 2) Ni Luh Made Herawati et al., With the title Effect of Supervision of Leadership, Discipline and Competency of Employees on the Performance of Tabanan Regency Inspectorates published in the E-Journal of Economics and Business: Volume 5, Number 7, 2016 produced research that stated that supervision has a positive influence on employee performance, meaning that when the leader conducts good supervision, employee performance will increase.
- 3) Natasya Primananda and Indi Djastuti with the title Effect of Work Discipline, Organizational Culture and Work Environment on Employee Performance in the Pekalongan Regional Secretariat published in the journal Diponegoro Journal of Management: Volume 4, Number 1, 2015 concluded that work discipline had a positive and significant effect on employee performance.
- 4) Mardi Astutik with the title Effect of Work Discipline and Organizational Culture on Employee Performance of the Secretariat of the House of Representatives in Jombang Regency published in Business, Management and Banking journals: Volume 2, Number 2, 2016 results in the conclusion that work discipline has a positive and significant effect on employee performance .
- 5) Rahmadini et al., With the title Influence of Motivation, Work Discipline and Supervision on the Performance of Civil Servants at the East Java Provincial Parliament Secretariat published in the journal Management of Branshmarck: Volume 4, Number 3, 2018 results in the conclusion that partial supervision has a significant effect on employee performance.
- 6) Etty Herawaty et al., With the title Influence of Transformational Leadership Style, Work Discipline and Organizational Culture on Employee Performance of the Central Kalimantan Palangka Raya Post Office published in Business and Development Journal: Volume 6, Number 2, 2017 yields the conclusion that organizational culture has partial effect significantly on employee performance.

## Framework

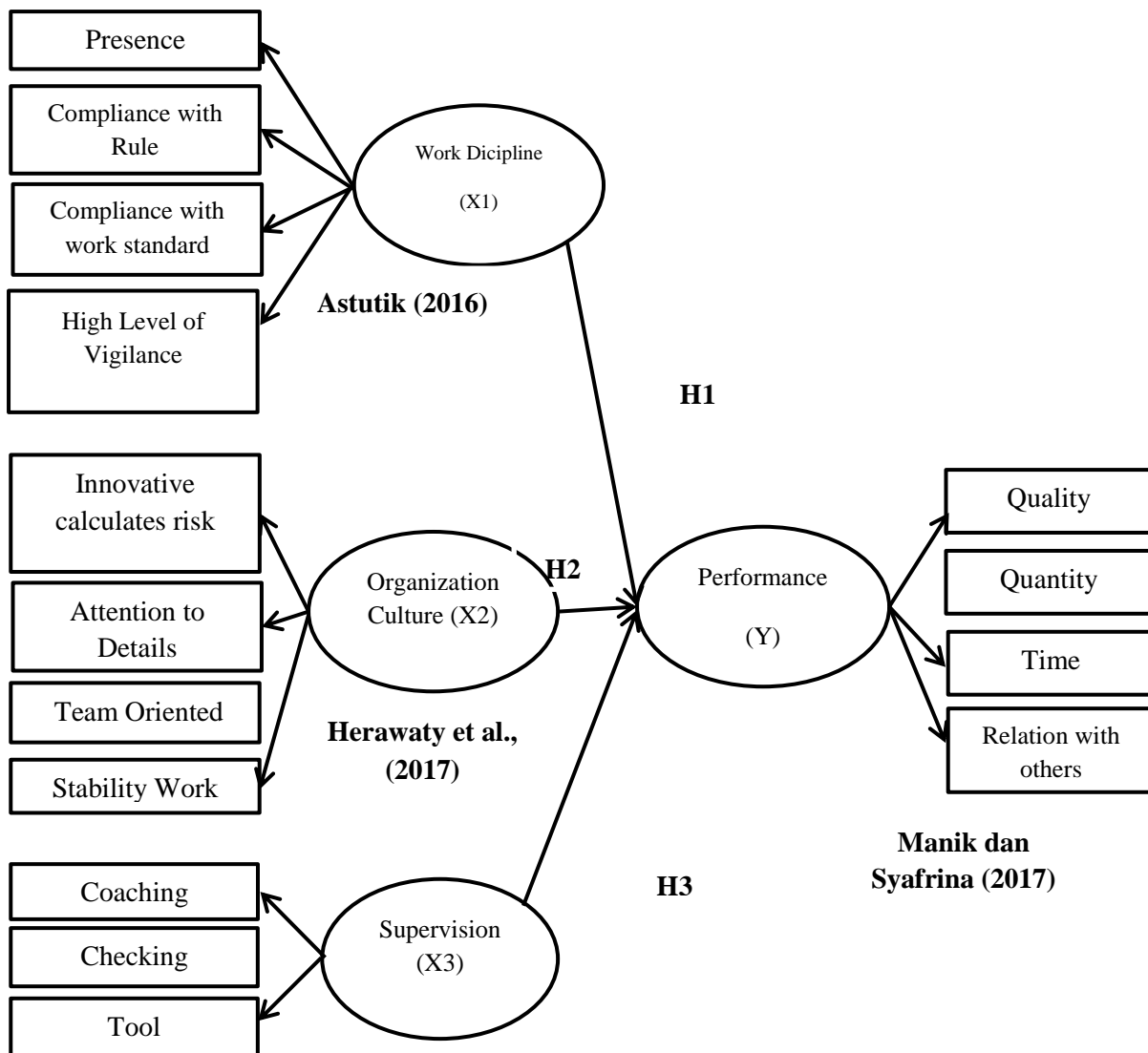


Figure 1. Research Framework

Source: Processed research data, 2019.

## Hypothesis:

Based on the research objectives, the theoretical basis and framework of thought can be proposed as follows:

- H1: Suspected work discipline has an influence on employee performance
- H2: Suspected that organizational culture has an influence on employee performance
- H3: Supervision in an institution influences employee performance

## 3. Methods

### Type of Research

This study uses a quantitative method, the method used to answer the problem through careful measurement techniques on certain variables (Bintarti, 2015) based on the title studied namely "The Effect of Work Discipline, Organizational Culture and Supervision on the Performance of Tanjungsari Village Employees". The author wants to know whether employee performance is influenced by work discipline, organizational culture and supervision. This research was conducted in Tanjungsari Village, located in North Cikarang Sub-District, Bekasi Regency and the time of the study was from March to August 2019.

### **Population and Sampling**

Population is a generalization area that consists of: objects / subjects that have a certain quantity and characteristics determined by researchers to be studied and then drawn conclusions (Bintarti, 2015). The population in this study were all of the Tanjungsari Village apparatus with a total of 65 people, considering that the amount taken was relatively small, this study used a saturated sampling method meaning that the sampling technique with all populations was used as a sample. Another term for saturated samples is the census, where all members of the population are sampled and based on the description above, the researcher uses a saturated sample because all of the Tanjungsari Village apparatus as many as 65 people will be 100% used as samples.

### **Data Collection Methods**

Data collection methods used in this study are as follows:

1. Observation, in addition to the questionnaire the researcher also made observations in Tanjungsari Village, North Cikarang to see how it influences work discipline, organizational culture and supervision of the performance of Tanjungsari Village employees.
2. Questionnaire data, i.e. distributing question data in the form of questionnaires and respondents. This questionnaire researcher distributed in the village of Tanjungsari as many respondents who were there, in measuring the answers of respondents, filling out the questionnaire measured using a Likert scale can be seen in the following table:

**Table 1. Answers Scale**

Alternative Answers	Weight Value
Strongly Disagree (STS)	1
Disagree (TS)	2
Neutral (N)	3
Agree (S)	4
Strongly Agree (SS)	5

Source: Processed research data, 2019.

## **4. Results and Discussion**

### ***Multiple Linear Regression Analysis***

Statistical calculations in multiple linear regression analysis used in this study is to use SPSS Ver 22 software. According to Priyatno (2016: 92) multiple linear regression analysis is used in this study with the aim to determine whether there is influence of independent variables on the dependent variable. The results of multiple linear regression are as follows:

**Table 2. Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.377	8.365		1.599	.115
Work Dicipline	.494	.140	.415	3.538	.001
Culture Organization	.046	.146	.036	.313	.755
Supervision	.290	.135	.267	2.145	.036

a. Dependent Variable: Employee Performance

Source: Processed research data, 2019.

Based on the SPSS output above, the regression equation is obtained as follows:

$$Y = 13,377 + 0,494X1 + 0,046X2 + 0,290X3$$

The model shows the meaning that:

- 1) Constants = 13,377 If the variable Work Discipline, Organizational Culture and Supervision are assumed to be constant, then Employee Performance will increase by 13,377.
- 2) Work Discipline Coefficient X1. The value of the Work Discipline coefficient of 0.494 states that each increase of 1 score for Work Discipline will be followed by an increase in Employee Performance of 0.494.
- 3) Organizational Culture Coefficient X2. The coefficient value of Organizational Culture shows a number of 0.046, stating that if an increase of 1 score for Organizational Culture will be followed by an increase in Employee Performance of 0.046.
- 4) Coefficient of Supervision X3. The Supervisory coefficient value shows a figure of 0.290, stating that if an increase of 1 score for Supervision will be followed by an increase in Employee Performance of 0.290.

## Hypothesis testing

### 1. Partial Influence Analysis with t Test

This test is to determine the effect of Work Discipline (X1), Organizational Culture (X2) and Supervision (x3) partially on Tanjungsari Village Employee Performance variables.

T test is used. From the analysis using an error rate ( $\alpha$ ) 5%:  $2 = 2.5 \% = 0.025$  and degrees of freedom (df) = nk-1.

Information:

- Number of respondents (n) = 65 people
- Number of independent variables (k) = 3
- Significance level  $\alpha = 5\%$
- Degree of freedom (df) = n-k-1 = 65-3-1 = 61

The ttable value of 2,000 is known, from the calculation results obtained the t-count value as shown in the following table:

**Table 3. T-Test**

No	Variabel	T Count	sign	T Table
1	Work Dicipline	3.538	0.001	2.000
2	Organization Culture	0.313	0.755	2.000
3	Supervision	2.145	0.036	2.000

Source: Processed research data, 2019.

*1. Testing the hypothesis of the t test Work Discipline variable (X1)*

Known t count for the variable work discipline (X1) of 3,538. because  $t_{\text{arithmetic}} > t_{\text{table}}$  ( $3,538 > 2,000$ ) then  $H_0$  is rejected. It can be interpreted that there is a partial and significant influence between work discipline variables (X1) on employee performance variables (Y). A positive t-count will affect positively, meaning that the more work discipline is improved the more employee performance will increase.

*2. Testing the hypothesis of the Organizational Culture variable t test (X2)*

Based on the table above t count the organizational culture variable (X2) of 0.313, because  $t_{\text{arithmetic}} < t_{\text{table}}$  ( $0.313 < 2,000$ ) then  $H_0$  is accepted. It can be interpreted that there is no partial or significant influence between organizational culture variables (X2) on Employee Performance variables (Y).

*3. Ruling hypotheses t test supervision variables (X3)*

It is known that the t count for the monitoring variable (X3) is 2.145. because  $t_{\text{arithmetic}} > t_{\text{table}}$  ( $2,145 > 2,000$ ) then  $H_0$  is rejected. It can be interpreted that there is a partial but not significant effect between the supervisory variable (X1) on the employee performance variable (Y). A positive t-count will affect positively, meaning that the more improved supervision the more employee performance will increase.

*2. Analysis of the Effect of the F Test*

Priyatno (2016: 99) argues that the F test is used to test the effect of the independent variables together on the dependent variable. The significance level uses  $0.05$   $df_1 = k-1 = 4-1 = 3$  and to determine the F table is  $df_2 = n-k-1$  or  $65-3-1 = 61$ . Obtained Ftable is 2.755. The results of the data obtained are as follows:

**Table 4. ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	558.549	3	186.183	12.071	.000 <sup>b</sup>
	Residual	940.897	61	15.425		
	Total	1499.446	64			

a. Dependent Variable: Performance Employee

b. Predictors: (Constant), supervision, culture organization, Work Dicipline

Source: Processed research data, 2019.

## Research Result

Based on the test results statistically it can be seen that partially it can be seen that Work Discipline (X1) has a positive and significant effect on Employee Performance (Y), while Organizational Culture has no influence on Employee Performance, and Supervision has a positive but not significant effect on employee Performance ( Y). Furthermore, the simultaneous testing results in the conclusion that the variable Work Discipline, Organizational Culture and Supervision have a positive and significant effect on employee performance. Explanation of each variable is explained as follows:

*1) Effect of Work Discipline on Employee Performance*

Hypothesis testing (H1) shows that there is an influence between work discipline on employee performance. And based on statistical tests on work discipline shows a t value of 3,538 with a significance of 0.001 which

means that the work discipline variable has a positive influence on employee performance. Because  $t_{count} > t_{table}$  or  $3,538 > 2,000$  means that work discipline can affect the performance of Tanjungsari Village employees.

**2) The Effect of Organizational Culture on Employee Performance**

Hypothesis testing (H2) shows that organizational culture has no effect on employee performance. Based on statistical tests that have been done show that the value of  $t$  0.313 with a significance of 0.755 which means that organizational culture has no influence on employee performance. Digest count  $< t_{table}$  or  $0.313 < 2,000$ . This shows that Organizational Culture does not affect the Performance of Tanjungsari Village Employees.

**3) Effect of Supervision on Employee Performance**

Hypothesis testing (H3) shows that there is an influence between supervision and employee performance. Based on statistical tests regarding supervision showed a  $t$  value of 2.145 with a significance of 0.036 which means that the supervisory variable has a positive but not significant effect on employee performance. Because  $t_{count} > t_{table}$  or  $2.145 > 2,000$ . This shows that supervision can affect the performance of Tanjungsari Village employees.

**4) Effect of Work Discipline, Organizational Culture and Supervision on Employee Performance.**

Simultaneously this test shows that work discipline, organizational culture and supervision affect employee performance. It is known that the results of statistical tests on the effect of work discipline, organizational culture and supervision on performance show an  $F$  value of 12,071 with a significance of 0,000 which means that the variables of work discipline, organizational culture and supervision have a positive and significant effect on employee performance because  $F_{count} > F_{table}$  or  $12.071 > 2,755$ .

**5. Conclusion**

H1 shows that there is an influence between work discipline on employee performance. And based on statistical tests on work discipline shows a  $t$  value of 3,538 with a significance of 0.001 which means that the work discipline variable has a positive influence on employee performance. Because  $t_{count} > t_{table}$  or  $3,538 > 2,000$  means that work discipline can affect the performance of Tanjung sari Village Official.

H2 shows that organizational culture does not affect employee performance. Based on statistical tests that have been done show that the value of  $t$  0.313 with a significance of 0.755 which means that organizational culture has no influence on employee performance. Digest  $T$  count  $< t_{table}$  or  $0.313 < 2,000$ . This shows that Organizational Culture does not affect the Performance of Tanjungsari Village Official.

H3 shows there is an influence between supervision and employee performance. Based on statistical tests regarding supervision showed a  $t$  value of 2.145 with a significance of 0.036 which means that the supervision variable has a positive but not significant effect on employee performance. Because  $t_{count} > t_{table}$  or  $2.145 > 2,000$ . This shows that supervision can affect the performance of Tanjungsari Village official.

Simultaneously this test shows that work discipline, organizational culture and supervision affect official performance. It is known that the results of statistical tests regarding the effect of work discipline, organizational culture and supervision on performance show an  $F$  value of 12,071 with a significance of 0,000 which means that the variables of work discipline, organizational culture and supervision have a positive and significant effect on official performance because  $F_{count} > F_{table}$  or  $12.071 > 2,755$ .

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