



Predictors of Employee Performance Based on Discipline, Competence, and Organizational Culture (Case Study of Sub-Village and Village Employees in Kota Raja Village, Kupang City Government)

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ABSTRACT

This research aimed to analyze and prove the effect and contribution of discipline, competence, and organizational culture to employee performance. This research was carried out for 5 months from February to June 2022 at the Subvillage Office and Village Office in the Kota Raja Village, Kupang City. This research is classified as quantitative research. The research population was 103 employees who were determined by the sample of respondents using a saturated sample (non-probability sampling) so that the entire population became research respondents. The types of data used are primary and secondary data obtained by questionnaire, observation, and documentation techniques. Data analysis used multiple linear regression analysis. The results showed that the discipline variable had a positive and significant effect on employee performance because it had $t\text{-count} > t\text{-table}$ ($9,165 > 1,98373$) on Sig. Prob. $0.000 < \alpha 0.05$. Competence variable has a positive and significant effect on employee performance because the value of $t\text{-count} > t\text{-table}$ ($7.176 > 1,98373$) in Sig. Prob. $0.000 < \alpha 0.05$. The organizational culture variable has a positive and significant effect on employee performance because the $t\text{-count} > t\text{-table}$ ($4,807 > 1,98373$) in Sig. Prob. $0.000 < \alpha 0.05$. Simultaneously, all variable were a positive and significant effect on employee performance because the value of $F\text{-count} > F\text{-table}$ ($31.013 > 2,69$) in Sig. Prob. $0.000 < \alpha 0.05$. Kontribusi setiap variabel independen terhadap kinerja pegawai mulai dari yang tertinggi ke terendah adalah variabel disiplin (51,8%), budaya organisasi (15,4%), dan kompetensi (11,9%).

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INTRODUCTION

Good performance is optimal performance, namely performance that is by organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the ability of human resources because this is a key factor to improve the performance of its employees (Riwukore, Marnisah, et al., 2022). The performance of each employee can increase if it is supported by good management and the readiness of the leadership to create a safe and harmonious work system and working relationship between one employee and another (Alie et al., 2022). The main purpose of human resources in every organization is to facilitate organizational performance (Riwukore, Alie, et al., 2022).

Improving the performance of the State Civil Apparatus (in Indonesia: ASN) is important considering the change in the direction of government policies as required by the spirit of reform to provide wider space for movement and greater participation for the community in government and development activities, where the government and its apparatus play a more role as facilitators. Changes in policy direction have implications for the professionalism of ASN in responding to the challenges of the globalization era in facing fierce competition with other countries in the world. Starting from this thought, improving the performance of the apparatus is an urgent thing to do today (Simanullang, 2021). As a consequence of this, the government is required to have a higher ability to answer the challenges of a tough task, therefore efforts are needed to improve the capacity of the sub-district and district government both in the ability to take initiatives, initiatives, planning, implementation, and supervision to obtain good governance services (Haba Ora, 2015).

A review of the performance documents of sub-village and village in the Kota Raja Village shows the average performance achievement based on strategic targets with 8 performance indicators/targets for sub-village in Kota Raja Village is 75.4% (quite successful) while the target of each strategic target is achieved by good predicate that is >65% performance achievement in 2016. The results of interviews with 15 community members as users/customers at the end of December 2021 in the Sub-villages of Kuanino, Fontein, and Naikoten 2 stated that in terms of staff services at the sub-village office, residents claimed to be ordinary because even though their average needs could be met by the sub-village office staff but sometimes there are still shortcomings in services such as residents having to wait quite a long time (more than 45 minutes) for the completion of a letter for various reasons such as the authorized official to sign is not in place, or information received by the community from the sub-village office staff incomplete regarding the various requirements for managing letters needed by residents. This causes residents to have to go back and forth between their homes, the sub-village head office, the village office, or even the related institutions/agencies. The results of the review of documents related to the latest education of employees at the sub-village office and village office in the Kota Raja Village, it was noted that the educational qualifications of ASN with strata one (S1) level occupy the highest number while a strata two (S2) education level is the least in number. This shows that in carrying out their duties not all ASN have the same abilities.

Based on observations and interviews with respondents at the sub-village office in Kota Raja Village, the researchers found the fact that there were some employees who were not disciplined in entering and leaving the office properly or in carrying out their duties properly. The real conditions that occur include: employees leaving their duties for no apparent reason, with their duties and functions. In addition, there are also employees who do not carry out the duties under their authority the pretext and various reasons, and there are employees who do not show creativity and innovation in carrying out their duties and functions. This shows the low discipline of employees in terms of going in and out of the office even in carrying out their duties, which has a direct impact on the quality of service to the community considering that the sub-village is the face of the Kupang City Government's public services.

The Sub-village organizational culture in Kota Raja Village was also obtained by researchers through observations and interviews with the Head of the sub-village office and several employees. From the results of observations and interviews conducted by researchers, it shows the following conditions: (1) employees are still apathetic about attendance at the office to carry out and complete work; (2) lack of cooperation in doing work; (3) low willingness to master certain skills (mastering computers) so that the service to the community is quite long; (4) often arriving late, leaving early and being absent for no reason are still challenges in organizational culture; and (5) low initiative to become a pioneer in certain activities.

In addition to the phenomena above, a lot of research on employee performance analysis has been carried out. However, in these studies, there is a research gap between the results of previous studies where there is research that supports the theory and there are other studies whose results are contrary to the theory or other research. This is what encourages researchers to be interested in conducting research and analyzing the performance of ASN in Kota Raja Village, Kupang City Government. Thus, the purpose of this study is to analyze and prove the influence of discipline, competence, and organizational culture on employee performance. The benefit of the research obtained is the development of a more comprehensive human resource science and as a consideration for decision-making by stakeholders.

RESEARCH METHOD

Human resource management is the scientific discipline of this research. The focus of the research was carried out in the Sub-Village Office and Village Office in Kota Raja Village, Kupang City for ± 5 months, namely February - June 2022. The endogenous or dependent variable of this study is a performance that is influenced by exogenous or independent variables, namely discipline, competence, and organizational culture.

This research is classified as quantitative research and uses the survey-confirmative-verification method. This is related to the research objectives to test and prove hypotheses, variable descriptions (verificative), test the influence or contribution of variables (confirmatory explanatory), and this study uses a sample of the population as the primary data source.

In this study, the population is all employees who work in the Sub-Village Office and Village Office in the Village area of Kota Raja Kota Kupang totaling 103 employees. The entire population is used as respondents, or the respondent determination technique uses a saturated sample. The type of data used in this study consisted of primary data and secondary data. This study uses a questionnaire as a research instrument. To find out whether the questionnaire used can truly describe the research objectives (valid) and is consistent (reliable), it is necessary to test the reliability and validation of the instrument measurements that have been compiled. Then, the classical assumption test was carried out which consisted of normality test, autocorrelation test, multicollinearity test, and heteroscedasticity test. Furthermore, the regression analysis test was carried out both partially (t test) and simultaneous test (F test) and at the same time looking for the coefficient of determination of the research variables.

RESULTS AND DISCUSSIONS

Results

Validity Test

The instrument validity test was conducted on 103 sample member respondents, namely all employees at Subvillage Office and Village Office in the Kelapa Lima Village of Kota Kupang Government. The results of the correlation value (r_{count}) are then compared with the Pearson product moment table (r_{table}). Testing using a two-sided test at a significance level of 0.05 and the amount of data (n) = 103 or df = 101, then the r -table is 0.1937. The results of the validity test of each statement

item on the variables of discipline, competence, and organizational culture, and performance are presented in Table 1.

Table 1. Result of validity test

Index <i>r_{table}</i>	Variables								Results
	Discipline		Competence		Organizational Culture		Performance		
	Item	<i>r_{count}</i>	Item	<i>r_{count}</i>	Item	<i>r_{count}</i>	Item	<i>r_{count}</i>	
0.1937	X1.1	0,472**	X2.1	0,327**	X3.1	0,269**	Y1	0,474**	Valid
0.1937	X1.2	0,820**	X2.2	0,313**	X3.2	0,436**	Y2	0,412**	Valid
0.1937	X1.3	0,765**	X2.3	0,218*	X3.3	0,294**	Y3	0,661**	Valid
0.1937	X1.4	0,714**	X2.4	0,317**	X3.4	0,338**	Y4	0,509**	Valid
0.1937	X1.5	0,777**	X2.5	0,711**	X3.5	0,347**	Y5	0,382**	Valid
0.1937	X1.6	0,461**	X2.6	0,443**	X3.6	0,498**	Y6	0,553**	Valid
0.1937	X1.7	0,801**	X2.7	0,451**	X3.7	0,374**	Y7	0,447**	Valid
0.1937	X1.8	0,268**	X2.8	0,665**	X3.8	0,568**	Y8	0,430**	Valid
0.1937			X2.9	0,744**	X3.9	0,572**	Y9	0,371**	Valid
0.1937			X2.10	0,761**			Y10	0,499**	Valid
0.1937			X2.11	0,782**					Valid
0.1937			X2.12	0,485**					Valid

Source: SPSS output processed by researchers, 2022

The results of the validity test on this research variable are known to be the correlation used by product moment correlation. Furthermore, the value of *r_{count}* is consulted with the critical price of *r_{table}* with a significance level of 5% with the test criteria, namely: if the value of *r_{count}* > *r_{table}* then it is declared valid and vice versa if the value of *r_{count}* < *r_{table}* is declared invalid. Based on the results of the validity test that all statement items in each research variable showed valid results.

Reliability Test

According to Bahri & Zamzam (2015), certain limits can also be used as a reference to determine the level of reliability, namely: not strong reliability (<0.50), less strong reliability (0.50-0.59), moderate reliability (0. 60-0.69), strong reliability (0.70-0.79), very strong reliability (0.80-0.89), and perfect reliability (0.90-0.10). The results of the questionnaire reliability test of the variables of discipline, competence, organizational culture, and performance are presented in Table 2.

Table 2. Result of reliability test

Variables	Cronbach's Alpha	Criteria	Results
Discipline	0,675	≥ 0.60	Moderate Reliability
Competence	0,839	≥ 0.60	Very Strong Reliability
Organizational Culture	0,840	≥ 0.60	Very Strong Reliability
Performance	0,823	≥ 0.60	Very Strong Reliability

Source: SPSS output processed by researchers, 2022

Based on the results of the reliability test, it is known that the value of Cronbach's Alpha discipline variable (*X₁*) is 0.675, competence variable (*X₂*) is 0.839, organizational culture variable is 0.840, and performance variable (*Y*) is 0.823. This means the results of the calculations of the four variables all obtained the Cronbach's Alpha value > 0.60. Thus it can be concluded that the questionnaire in this research is reliable.

Normality Test

The normality test in this study uses the Kolmogorov-Smirnov test, where the decision-making criteria is if the significance value is > 0.05 then the data is considered normally distributed, and vice versa, if the significance value is < 0.05 then the distribution is not normal. The results of the normality test are presented in Table 3.

Table 3. Normality test

Variables	Asymp.Sig (2-tailed)	Criteria	Results
Discipline	0.207	> 0.05	Data is Normal
Competence	0.426	> 0.05	Data is Normal
Organizational Culture	0.706	> 0.05	Data is Normal
Performance	0.410	> 0.05	Data is Normal

Source: SPSS output processed by researchers, 2022

Based on the results of the normality test, the significance value for all variables is greater than 0.05 so it can be concluded that the tested data is normally distributed.

Multicollinearity Test

Multicollinearity can be identified in several ways, one of which is by looking at the tolerance and variance inflation factor (VIF) values generated by the independent variables. If the tolerance value is > 0.10 and $VIF < 10$, it can be interpreted that there is no multicollinearity in the research. On the other hand, if tolerance is < 0.10 and $VIF > 10$, there is a multicollinearity disorder in this study. The results of the multicollinearity test from this study are presented in Table 4.

Table 4. Results of multicollinearity test

Variables	Tolerance	VIF	Results
Discipline	0.422	2.368	No Multicollinearity
Competence	0.407	2.457	No Multicollinearity
Organizational Culture	0.770	1.298	No Multicollinearity

Source: SPSS output processed by researchers, 2022

From the results of the multicollinearity test, it is known that none of the independent variables has a tolerance value less than 0.10. Likewise, the VIF value of each variable is not greater than 10. Thus, it can be concluded that there is no perfect correlation between the independent variables so this regression model does not have multicollinearity problems.

Heteroscedasticity Test

Sekaran & Bougie (2020) explained the statistical method that can be used to test heteroscedasticity is the Glejser test. The decision-making criteria are if the value of Sig. (significance) of all explanatory variables are not statistically significant ($p > 0.05$), so it can be said that the regression equation does not experience heteroscedasticity. The results of the heteroscedasticity test in this research are shown in Table 5.

Table 5. Heteroscedasticity test

Variables	Sig.	Criteria	Results
Discipline	0.538	> 0.050	No Heteroscedasticity
Competence	0.331	> 0.050	No Heteroscedasticity
Organizational Culture	0.796	> 0.050	No Heteroscedasticity

Source: SPSS output processed by researchers, 2022

Based on the results of the heteroscedasticity test, it is known that the value of Sig. each variable is greater than 0.050. Thus it can be ascertained that the research data does not occur heteroscedasticity in other words the distribution of the data is the same (homoscedasticity).

Autocorrelation Test

One way to detect the presence or absence of autocorrelation in this study is the Durbin Watson (DW) test by looking at the DW test. According to Algifari op. cit. Riwukore, Susanto, Walyusman, et al. (2021) to determine the occurrence of autocorrelation, can use the range of values in Table 6.

Table 6. Measurement of autocorrelation

No.	Range	Results
1.	< 1,10	There is autocorrelation
2.	1,10 - 1,54	Without conclusion
3.	1,55 - 2,46	No autocorrelation
4.	2,47 - 2,90	Without conclusion
5.	> 2,90	There is autocorrelation

Source: Algifari (2000)

Table 7. Result of autocorrelation test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.696 ^a	.484	.469	3.644	1.735

a. Predictors: (Constant), Organizational Culture (X₃), Discipline (X₁), Competence (X₂)

b. Dependent Variable: Performance

Based on the results of the autocorrelation test, it can be seen that the Durbin Watson (DW) value is 1.735. The DW value lies between 1.55 to 2.46 with the conclusion that there is no autocorrelation between each independent variable so that the regression model formed between each dependent variable, namely performance is only explained by the independent variables, namely discipline (X₁), competence (X₂), and organizational commitment (X₃).

Hypothesis test

a. Regression Test of Discipline to Performance

The results of the t-test calculation in this study can be seen in Table 8. Based on the test, the influence of discipline on performance can be explained by a partial relationship.

Table 8. Regression test of discipline to performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.276	2.154		8.022	.000
	Discipline (X ₁)	.651	.071	.674	9.165	.000

a. Dependent Variable: Performance (Y)

Source: SPSS output processed by researchers, 2022

The discipline regression coefficient on performance is $Y = 17.276 + 0.651X_1$ with a t-count of 9.165 > t-table of 1.98373 at a value of sig.p-0.000 < 0.05. This means that there is an influence of discipline on performance.

Table 9. Summary discipline

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674 ^a	.454	.449	3.713

a. Predictors: (Constant), Discipline (X₁)

b. Dependent Variable: Performance (Y)

Source: SPSS output processed by researchers, 2022

The correlation value is 0.674 and the R Square value or coefficient of determination obtained is 0.454 which can be perceived that the discipline-independent variable (X₁) has a contribution effect of 45.4% on the performance variable (Y) and another 54.6% is influenced by other factors outside the discipline variable (X₁).

b. Regression Test of Competence to Performance

The results of the t-test calculation in this study can be seen in Table 10. Based on the test, the influence of competence on performance can be explained by a partial relationship.

Table 10. Regression test of competence to performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.598	2.972		5.248	.000
Competence (X ₂)	.469	.065	.581	7.176	.000

a. Dependent Variable: Performance (Y)

Source: SPSS output processed by researchers, 2022

The regression coefficient of competence on performance is $Y = 15.598 + 0.469X_2$ with t-count 7.176 > t-table 1.98373 at sig.p-0.000 value < 0.05. This means that there is an influence of competence on performance.

Table 11. Summary competence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581 ^a	.338	.331	4.090

a. Predictors: (Constant), Competence (X₂)

b. Dependent Variable: Performance (Y)

Source: SPSS output processed by researchers, 2022

The correlation value is 0.581 and the R Square value or the coefficient of determination obtained is 0.338 which can be perceived that the independent variable competence (X₂) has a 33.8% contribution effect on the performance variable (Y) and another 66.2% is influenced by other factors outside the competence variable (X₂).

c. Regression Test of Organizational Culture to Performance

The results of the t-test calculation in this study can be seen in Table 12. Based on the test, the influence of organizational culture on performance can be explained by a partial relationship.

Table 12. Regression test of organizational culture to performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.559	4.220		3.924	.000
Organizational Culture (X ₃)	.595	.124	.431	4.807	.000

a. Dependent Variable: Performance (Y)

Source: SPSS output processed by researchers, 2022

The regression coefficient of organizational culture on performance is $Y = 16.559 + 0.595X_3$ with t-count 4.807 > t-table 1.98373 at sig.p-0.000 value < 0.05. This means that there is an influence of organizational culture on performance.

Table 13. Summary organizational culture

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.431 ^a	.186	.178	4.533

The correlation value is 0.431 and the R Square value or the coefficient of determination obtained is 0.186 which can be perceived that the independent variable of organizational culture (X_3) has a contribution effect of 18.6% on the performance variable (Y) and another 81.4% is influenced by other factors outside the organizational culture variable (X_3).

Multiple Linear Regression Test

The results of the F-test calculation in this study can be seen in Table 15. Based on the test, the influence of discipline, competence, and organizational culture on performance can be explained by a simultaneous relationship. This is because the value of F-count > F-table ($459.956 > 2.69$) at Sig. p - $0.000 < -0.05$.

Table 14. effect of discipline, competence, and organizational culture to performance

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1235.621	3	411.874	31.013	.000 ^b
	Residual	1314.768	99	13.280		
	Total	2550.388	102			

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), Organizational Culture (X_3), Discipline (X_1), Competence (X_2)

Source: SPSS output processed by researchers, 2022

Table 15. Coefficient

		Coefficients ^a		
		Unstandardized Coefficients		Standardized Coefficients
Model		B	Std. Error	Beta
1	(Constant)	10.265	3.602	
	Discipline (X_1)	.500	.107	.518
	Competence (X_2)	.096	.091	.119
	Organizational Culture (X_3)	.212	.113	.154

a. Dependent Variable: Performance (Y)

Source: SPSS output processed by researchers, 2022

Table 15 informs the regression equation model obtained with constant coefficients and variable coefficients in the unstandardized coefficients column B. Based on this table, the regression equation $Y = 10.265 + 0.500X_1 + 0.096X_2 + 0.212X_3$

Table 16. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 ^a	.484	.469	3.644

a. Predictors: (Constant), Organizational Culture (X_3), Discipline (X_1), Competence (X_2)

b. Dependent Variable: Performance (Y)

Source: SPSS output processed by researchers, 2022

The correlation value is 0.696 and the value of R Square or the coefficient of determination is 0.484 which can be interpreted that the independent variable X has a contribution effect of 48.4% on the Y variable and the other 51.6% is influenced by other factors outside the X variable.

Discussion

a. Analysis of the Effect of Discipline to Performance

Based on the results of testing the effect of discipline on performance, it is known that the discipline variable has a regression coefficient value of 0.674 and a t-count value of 9.165 and a t-table value with $N = 103$ ($df = N-2$) is 1.98373. Thus the value of t-count > t-table or $9.165 > 1.98373$. Meanwhile, the significance level is smaller than the set significance level, which is $0.000 < 0.05$. This shows that discipline has a partial and significant effect on performance. This means that hypothesis

1 is accepted that there is a significant influence between discipline partially on the performance of employees

The results of this study are in accordance with those reported by several researchers. Suwanto (2019) reports that discipline has a significant effect on the performance of South Tangerang General Hospital employees with a t-count value of 7.524 > t-table 1.673. The results of this study support the research reported by Shofwani & Hariyadi (2019) and Burhannudin et al. (2019) that employee work discipline is part of the performance factor. Work discipline must be owned by every employee and must be cultivated among employees in order to support the achievement of organizational goals because it is a manifestation of compliance with work rules and also a responsibility to the organization. Implementation of discipline according to Riwukore, Susanto, Pilkandis, et al. (2021), if it is based on awareness and conviction, will create a harmonious condition between desire and reality.

b. Analysis of the Effect of Competence to Performance

Based on the results of testing the influence of competence on performance, it is known that the competency variable has a regression coefficient value of 0.581 and a t-count value of 7.176 and a t-table value with $N = 103$ ($df = N-2$) is 1.98373. Thus the value of t-count > t-table or $7.176 > 1.98373$. Meanwhile, the significance level is smaller than the set significance level, which is $0.000 < 0.05$. This shows that competence has a partial and significant effect on performance. This means that hypothesis 2 is accepted that there is a significant influence between competence partially on employee performance at the Sub-Village Office in the Kota Raja Village, Government of Kupang City. The results of the study are in accordance with those reported by several researchers that there is a positive and significant influence between competence on employee performance.

Susanto et al. (2021) reported that competence has a positive and significant effect on performance because it has a t-count value of 2.722 > t-table 2.021 with a significance of $0.000 < 0.005$ $df (n-2) 45-2 = 43$ of 0.021. That is, the competence possessed by a person can be more effective in completing tasks with full responsibility so that the work produced is good (direction). The results of this study reinforce the research reported by Danila & Riwukore (2019) that competence has a significant effect on improving employee performance at the Dinas PU Bina Marga Provinsi Sumatera Selatan with a t-count value of 3.63 > t-table 2.95.

Riwukore & Habaora (2021^a) reported that there was a positive and significant effect between competence on performance with a t-count value of 3.714 > 3.32 with a significance of $0.000 < 0.05$, which means the better the competence, the better the employee's performance. The results of this study are supported by the research of Y Susanto et al. (2021) that performance is strongly influenced by the competence of employees working at the Central Statistics Agency, Lubuklinggau, South Sumatra.

However, there are other studies that report that competence has a negative and insignificant effect on employee performance. Rosmaini & Tanjung (2019) reported that competence had no significant effect on the performance of the Public Works and Public Housing Office of Aceh Tamiang Regency because it had a significance value of $0.064 > 0.05$. The results of this study support the research report of D. A. Lestari (2021) that competence has a negative effect on employee performance because of multiple linear regression analysis through the t-test which is negative with a t-count value of -0.155 with sig. 0.878. The magnitude of the influence of competence (X2) on employee performance (Y) is -0014 units.

Competence is a person's ability to produce at a satisfactory level at work, including one's ability to transfer and apply these skills and knowledge in new situations and increase agreed benefits. Based on the description and results of existing research, it can be concluded that competence influences employee performance.

c. Analysis of the Effect of Organizational Culture to Performance

Based on the results of testing the influence of organizational culture on performance, it is known that the organizational culture variable has a regression coefficient value of 0.431 and a t-count value of 4.807 and a t-table value with $N = 93$ ($df = N-2$) is 1.98373. Thus the value of $t\text{-count} > t\text{-table}$ or $4.807 > 1.98373$. Meanwhile, the significance level is smaller than the set significance level, which is $0.000 < 0.05$. This shows that organizational culture has a partial and significant effect on performance. This means that hypothesis 3 is accepted that there is a significant influence between organizational culture partially on the performance of employees in the Sub-Village Office of the Kota Raja Village, Kupang City Government.

Agustin et al. (2022) reported that there was a positive and significant influence between organizational culture on employee performance as evidenced by the t-test of the organizational culture variable on the performance of 6.835 with a t-table of 2.026 because $t\text{-count} > t\text{-table}$ and the significance level was 0.000 less than 0.05. The results of this study were not much different from those reported by Irsyad et al. (2022) that there is an influence of organizational culture on performance with the value of $\text{sig. } 0.049 < 0.05$ which indicates that the better the organizational culture, the better the performance of employees.

Fatonah & Helmy (2021) reported that the role of organizational culture has a positive and significant effect on employee performance as evidenced by the t-count value of $3.930 > t\text{-table}$ of 2.039 with a significance value of 0.000 less than 0.05. This study is the same as that reported by Lovina et al. (2017) that the direct influence of organizational culture on performance is a positive influence which can be seen from the significance smaller than 0.05, which means that increasing employee performance can be done through improving organizational culture. The two results of this study are to reinforce the research results of Sunarno & Liana (2015) that organizational culture has a positive and significant effect on performance.

Susiani & Suyuthie (2019) reported the results of their research which showed that the regression coefficient value of organizational culture on performance was 0.188 with a significance of $0.026 < 0.05$, which means an increase of 1 unit of organizational culture resulted in an increase in employee performance of 0.188. The results of this study are in accordance with what was reported by Mardiani & Sepdiana (2021) that organizational culture affects employee performance in a positive direction of 0.454.

However, the data obtained from research reported that organizational culture has a negative and insignificant effect on performance. Girsang (2019) reports that the organizational culture variable partially does not affect employee performance at Putri Hijau Hospital because it has a t-count value of the organizational culture variable of $-2.096 < t\text{-table}$ value of 1.65543. The results of this study as reported by Efrina (2019) that organizational culture has a significant negative effect on employee performance because it has a t-test value (-2.577) smaller than the t-table (2.040). Both studies are similar to those reported by Isni et al. (2020) that organizational culture has a negative and insignificant effect on employee performance. Based on the description and results of existing research, it can be concluded that organizational culture has an influence on employee performance.

d. Analysis of the Effect of Discipline, Competence and Organizational Culture to Performance

Based on the results of testing the influence of discipline, competence, and organizational culture on performance, the regression coefficient value is 0.696 and the F-count value is 31.013 and the F-table value with $N = 103$ is 2.69. Thus the value of $F\text{-count} > F\text{-table}$ or $31,013 > 2.69$. Meanwhile, the significance level is smaller than the set significance level, which is $0.000 < 0.05$. This shows that the variables of discipline, competence, and organizational culture have a joint and significant effect on performance.

Several researchers report that there is a positive and significant relationship between discipline simultaneously on employee performance (Suwanto, 2019; Shofwani & Hariyadi, 2019; Riwukore, et al., 2021), and simultaneous competence on employee performance (Yohanes Susanto et al., 2021^{ab}).

Meanwhile, several research results report the simultaneous influence of organizational culture variables on employee performance (Girsang, 2019; Irsyad et al., 2022).

Employee performance is the result of individual or group work in a particular activity in the form of quality and quantity caused by the abilities obtained from the learning process, practicing, and the desire to excel (Sofyandi, 2013). Performance is more directed at the level of success when carrying out tasks and its ability to achieve the goals set by the company. Employee performance is said to be good and successful if the desired goals can be achieved properly. For this reason, to improve employee performance, it is necessary to consider predictors of employee performance, including discipline, competence, and organizational culture.

CONCLUSION

The results of this study indicate that there is a positive and significant relationship between discipline, competence, and organizational culture on employee performance either partially or simultaneously. The contribution of each independent variable to employee performance from the highest to the lowest is the discipline variable (51.8%), organizational culture (15.4%), and competence (11.9%). The results of this study indicate that the implementation of discipline, competence and organizational culture in the sub-village office and village office in the Kelapa Lima Village area of Kupang City can be a predictor in improving employee performance.

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