

The Effect Of Work Motivation And Discipline On Organizational Culture That Implied On The Performance Of Province Office Of Manpower Offices North Sumatera

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ABSTRACT

This study aims to test and analyze whether motivation and work discipline through organizational culture affects performance. The population in this study were all employees of the North Sumatera Provincial Manpower Office. The sample in this study amounted to 86 employees of the North Sumatera Province Manpower Office. Data analysis techniques in this study used two statistical approaches, namely descriptive statistics and inferential statistics with SEM (Structural Equation Modeling) models. Data collection techniques in this study used observations, questionnaires, and literature studies. The results of this study showed that: (1) Motivation positive and significant effect on organizational culture (2) Work Discipline has a positive and significant effect on organizational culture, (3) Motivation has no significant effect on performance, (4) Work discipline has a positive and significant effect on performance, (5) Organizational Culture has a positive and significant effect on performance. significant effect on performance, (6) Motivation through organizational culture has a positive and significant effect on performance, and (7) Work Discipline through organizational culture has a positive and significant effect on performance. Based on the overall results of the study, it can be concluded that Motivation and Work Discipline have implications for Kine work through Organizational Culture

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1. Introduction

Human resource management is more aimed at achieving organizational goals through efforts to improve employee performance for both the individual concerned and the organization as a whole (A. F. Nasib, 2020). Therefore, employee performance has an important role in carrying out work programs that have been designed in an organization. Civil Servants (PNS) are components of human resources that must be fostered and developed continuously to carry out their functions professionally. The performance appraisal of civil servants is regulated in government laws and regulations that apply to all civil servants throughout Indonesia. Performance is the quality and quantity of an individual or group work result (output) in a particular activity caused by natural abilities or abilities obtained from the learning process and the desire to achieve better (Wibowo, 2014). Thus the notion of performance is an achievement work or the results of a person's work based on the quantity and quality he achieves in carrying out his functions by the responsibilities received.

Maximum performance can be achieved if employees have high motivation at work. Motivation arises in a person and has a role in increasing enthusiasm for one's work. According to Noor (2015: 230), work motivation is a condition or condition that encourages, stimulates, or moves someone to do a work task mandated to him so that he can achieve his organizational goals. It is possible that a decrease in morale can

occur due to a lack of employee motivation, in terms of This need to be considered by the leadership of the company. The provision of work motivation means that it has provided opportunities for employees to develop the abilities, competencies, and potentials that exist in employees.

Another factor that affects performance is discipline. Work discipline is very useful for improving employee performance so that the company experiences good growth. Work discipline is the awareness and willingness of employees to obey all organizational regulations and applicable social norms. used by leaders to communicate with employees so that they are willing to change their behavior by following the established rules of the game (Sinambela, 2017). Discipline must be enforced in an organization. That is, without the support of good employee discipline, it is difficult for the organization to realize its goals. So, discipline is the key to the success of an organization in achieving its goals. Without good employee discipline, it is difficult for a company organization to achieve good results. optimal.

One of the efforts to encourage performance is to pay attention to the culture inherent in the organization. The culture in question is the inherent value and serves as a characteristic that distinguishes the organization from other organizations. According to Fahmi (Fahmi, 2016), organizational culture is a habit that has been going on for 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 and company managers.

A well-developed organizational culture in the organization will affect employee behavior which in turn will lead to employee performance. In the organization, the implementation of culture is in the form of individual behavior. Employee behavior by the organizational culture will affect increasing employee performance because the company culture is determined by management to realize the company's vision and mission. Civil Servants (PNS) are employees who work in the government environment and are government employees, in the ministry and local governments, both provincial and city districts and are state servants who run the wheels of government. One of the government agencies in the North Sumatra area is the North Sumatra Provincial Manpower Office. Based on the North Sumatra Governor Regulation No. 59 of 2018 concerning Duties, Functions, Job Descriptions, and Work Procedures of the North Sumatra Provincial Manpower Office, the agency has the task of carrying out labor and transmigration which is the authority of the province and the task of assistance to the province.

Based on observations of the phenomenon of employee performance at the Manpower Office of North Sumatra Province, the authors found the problem of the low performance of employees in doing work, where there are still some employees who have not done their work on time, there are several jobs that accumulate, do not carry out agency regulations with good, and employees who enter working hours do not comply with the provisions that have been made, some employees who do not come to work without prior notification, in terms of work there are also employees who like to delay work such as making reports, there are several jobs in the form of letters that it's still wrong whether it's in writing numbers, etc., and this has an impact on the continuity of work in the agency which not only has an impact on delays in personal responsibilities but can have an impact on other co-workers. Lack of ability of employees to complete difficult work.

2. Research Method

The approach in this research is quantitative. The population and samples were 86 North Sumatra Province Manpower Office. Data collection was done by using a questionnaire. The data analysis method uses -SEM (Partial Least Square – Structural Equation Modeling). That is, variant-based SEM that eliminates OLS (Ordinary Least Squares) regression assumptions, such as the data must be normally distributed multivariate and there is no multicollinearity problem between exogenous variables or independent variables (Wold in Ghozali and Latin, 2015). PLS is used to test weak theories and data, such as small sample size or data normality problems. PLS-SEM analysis consists of 2 (two) sub-models, namely the outer model (measurement model) and the inner model (structural model).

a. Outer Model Evaluation

Evaluation of the outer model is carried out to assess the validity and reliability of the model. The validity assessment consists of convergent validity and discriminant validity. Convergent validity is met if the loading factor > 0.7 and the average variance extracted (AVE) value > 0.5 . Discriminant validity is met if the cross loading value $> 0,7$. Reliability assessment uses Cronbach's alpha and composite reliability. Reliability is met if Cronbach's alpha value is > 0.7 and the composite reliability value > 0.7 (Chin and Hair et al in Ghozali and Latin, 2015).

b. Inner Model Evaluation

The evaluation of the inner model is carried out to predict the relationship between latent variables. The assessment refers to the R-Square value to determine the predictive power of the inner model and Q2 to

determine whether the model has predictive relevance or not. The larger the R-Square value, the higher the predictive power of the inner model. good and vice versa. If $Q^2 > 0$ means that the inner model lacks predictive relevance (Chin and Hair et al in Ghozali and Latin 2015). Hypothesis testing in PLS-SEM refers to the significance value (p). If the p-value < 0.05 then the exogenous variable (independent variable) has a significant effect on the endogenous variable (the dependent variable). And vice versa.

3. Results And Discussions

3.1 Coefficient of Determination / Goodness of Fit (R²) test results

Examination of the goodness of fit inner model can be seen from the R-square value for each endogenous variable in the structural equation. Based on data processing using SmartPLS 3.0, the R-Square values obtained can be seen in the following table:

Table 1. R-Square. Value Results

	R Square	Adjusted R Square
Organizational Culture (Y)	0.802	0.797
Performance (Z)	0.856	0.851

Source: Data processing with SmartPLS, 2022

Table 1 above shows the R-Square value for the organizational culture variable, the value is 0.802. These results indicate that 80.2% of organizational culture variables can be influenced by motivation and work discipline, while 19.8% ($100\% - 80.2\% = 19.8\%$) are influenced by other variables outside the research. Meanwhile, the R-Square value for the performance variable obtained a value of 0.856. These results indicate that 85.6% of performance variables can be influenced by motivation and work discipline variables, while the remaining 14.4% ($100\% - 85.6\% = 14.4\%$) are influenced by other variables outside the research. Hypothesis Testing The basis used in hypothesis testing is the value contained in the output path coefficients.

Table 2. Results of Direct Effects Between Variables

	Original Sample (O)	T Statistics	P Values	Conclusion
Organizational culture → Performance	0.434	3.648	0.000	Received
work discipline → Organizational culture	0.454	3.664	0.000	Received
work discipline → Performance	0.424	3.822	0.000	Received
Motivation → Organizational culture	0.463	3.884	0.000	Received
Motivation → Performance	0.102	0.877	0.383	rejected

Source: Data processing with SmartPLS, 2022

Table 3. Results of Indirect Effects Between Variables

	Original Sample (O)	T Statistics	P Values	Conclusion
Motivation → Organizational culture → Performance	0.201	2.615	0.011	Received
work disciplin → Organizational culture → Performance	0.197	2.439	0.017	Received

Source: Data processing with SmartPLS, 2022

Table 4. Result of Total Effect Between Variables

	Original Sample (O)	T Statistics	P Values	Conclusion
Organizational culture → Performance	0.434	3.648	0.000	Received
work discipline culture → Performance	0.454	3.664	0.000	Received
work discipline → Performance	0.621	5.617	0.000	Received
Motivation culture → Performance	0.463	3.884	0.000	Received

Motivation → Performance	0.303	2.733	0.008	Received
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Source: Data processing with SmartPLS, 2022

3.2 Discussion

a. The Influence of Motivation on Organizational Culture

The results of the study prove that the t-statistic value for Motivation to Organizational Culture is 3.884 and the p-value is 0.000, so the results show that the hypothesis of the influence of motivation on organizational culture is accepted. The results of this study indicate that the improvement in organizational culture is measured based on indicators of innovation and courage to take risks, attention to details results from orientation, people orientation, team orientation, aggressiveness, and stability affect motivation which in this study is measured to determine the value of employee performance. at the Manpower Office of North Sumatra Province. The results of this study are in line with the results of previous studies which state that motivation has a significant effect on organizational culture (Mahaputra, 2020)(Domínguez, 2021)(Mulia, 2020)

b. The Influence of Work Discipline on Organizational Culture

The results of the study prove that the t-statistic value for Work Discipline on Organizational Culture is 3.664 and the p-value is 0.000, so the results show that the hypothesis of the influence of work discipline on organizational culture is accepted. The results of this study indicate that the value of work discipline is getting better as measured by indicators of goals and abilities, exemplary leadership, and human relations has shown good results. The results of this study are in line with the results of previous studies which state that work discipline has a significant effect on organizational culture (Widiyanti, 2019)(TurahRaharjo, 2020)(Martin & Dewi Rafiah Pakpahan, 2020).

c. The Effect of Motivation on Employee Performance

The results of the study prove that the t-statistic value for Motivation on Employee Performance is 0.877 and the p-value is 0.383. When compared with the value of $\alpha = 0.05$, then $0.383 > 0.05$ so that the hypothesis is rejected. When viewed from the description of the respondents' answers, several indicators are recognized by the respondents as the cause of low motivation towards performance. Employees generally admit that they have not had the opportunity to develop their abilities and creativity as well as give awards related to work assignments given to employees who have tried to become productive employees so that these conditions have an impact on good employee performance. The results of this study are in line with the results of previous studies which concluded that motivation has a significant effect on employee performance (S. C. S. A. Y. Nasib, 2019)(Nazah & Nafil, 2021)(Rivai, 2021).

d. The Effect of Work Discipline on Employee Performance

The results of the study prove that the t-statistic value for Work Discipline on Employee Performance is 3.822 and the p-value is 0.000, so the results show that the hypothesis of the effect of work discipline on employee performance is accepted. The results of this study indicate that the work discipline of the employees of the North Sumatra Provincial Manpower Office has shown good results in their performance. The results of this study are in line with the results of previous studies which state that work discipline has a significant effect on employee performance (Tambunan, 2019)(Widodo, 2020)(Rozi, 2020).

e. The Influence of Organizational Culture on Employee Performance

The results of the study prove that the t-statistic value for Organizational Culture on Employee Performance is 3.648 and the p-value is 0.000, so the results show that the hypothesis of the influence of organizational culture on employee performance is accepted. The results of this study mean that the increasing value of organizational culture will show good results in its performance. The results of this study are in line with the results of previous studies which state that organizational culture has a significant effect on employee performance (Amelia, 2018)(Ahmad Rivai, 2020)(Wang, 2019).

f. The Effect of Motivation on Performance Through Organizational Culture

The results of the study prove that the t-statistic value for Motivation on Employee Performance through Organizational Culture is 2.615 and the p-value is 0.011, so the results show that the hypothesis of the influence of motivation on employee performance through organizational culture is accepted. The results of this study provide recommendations for companies to further increase employee motivation at the Manpower Office of North Sumatra Province, such as paying attention to the sense of security of employees at work, providing guarantees for the welfare of employees' families, and also providing the need for a feeling of respect (sense of importance). The results of this study are in line with the results of previous studies which state that organizational culture has a role in mediating motivation on employee performance (TurahRaharjo, 2020)(Herlisha, 2021)(Nazah et al., 2021).

g. The Effect of Work Discipline on Performance Through Organizational Culture

The results of the study prove that the t-statistic value for Work Discipline on Employee Performance through Organizational Culture is 2.439 and the p-value is 0.017, so the research results show that the hypothesis of the influence of work discipline on employee performance through organizational culture is accepted. The results of this study provide meaning that through a good organizational culture, work discipline and performance will also increase. The results of the study support the results of previous studies which concluded that organizational culture has a role in mediating work discipline on employee performance (I. L. Nasib, 2020)(Sudiarditha, 2019)(Subagja, 2020).

4. Conclusion

Based on the results of the research and discussion that have been stated previously, the following conclusions can be drawn: Motivation has a significant effect on the organizational culture of employees at the North Sumatra Provincial Manpower Office. Work Discipline has a significant effect on the organizational culture of employees at the North Sumatra Provincial Manpower Office. Motivation has no significant effect on employee performance at the North Sumatra Provincial Manpower Office. Work discipline has a significant effect on employee performance at the North Sumatra Provincial Manpower Office. Organizational culture has a significant effect on employee performance at the North Sumatra Provincial Manpower Office. Motivation through organizational culture has a significant effect on the performance of the Office of Manpower Office of North Sumatra Province. Work discipline through organizational culture has a significant effect on the performance of the employees of the North Sumatra Province Manpower Office.

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