



Influence of Organizational Culture and Competence Through Discipline On Employee Performance At The Social Services For Village Community Empowerment, Women And Children Protection, Sawahlunto City

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ABSTRACT: This study aims to examine the influence of organizational culture, competence, through discipline on the performance of the Social Service Office for Village Community Empowerment, Women and Child Protection (Dinsos PMD PPA) Sawahlunto City. The population and samples were taken by total sampling, amounting to 74 people. The data analysis technique uses path analysis by fulfilling the requirements of the classical assumption test of normality, linearity, multicollinearity, and heteroscedasticity. The results of this study indicate that organizational culture and competence have a significant effect on the discipline of Dinsos PMD PPA employees in Sawahlunto City. Besides that, organizational culture, competence and discipline also have a significant effect on the performance of the Dinsos PMD PPA Sawahlunto City employees. Suggestions that can be put forward in this study are that the Dinsos PMD PPA Sawahlunto City can pay attention so that they can pay attention to organizational culture that occurs in employees at work , increase competencies that occur and employee discipline must be a concern in improving employee performance.

KEYWORDS: Performance, Organizational Culture, Competence, Discipline

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I. INTRODUCTION

Human resources are capital and important in the success of the organization. Its management is the key to the success of achieving organizational goals. To assess the quality of existing human resources, it can be measured by employee performance (Sedarmayanti, 2017) . Employees play a major role in carrying out agency activities. To make progress and achieve goals, it is necessary to mobilize and monitor employees, in order to develop their abilities. Human resources are a factor that is directly involved in carrying out agency activities and plays an important role in increasing productivity (Sutrisno, 2017) .

Employee performance is the level of achievement or work results, must be carried out in accordance with responsibilities. Armstrong and Baron in (Wibowo, 2016) state that employee performance is the result of work that has a strong relationship with strategic goals. Meanwhile, according to Sutrisno (2017) Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization. Another opinion was expressed by (Mangkunegara, 2016) that employee performance is the result of work in quality and quantity achieved by an employee.

Employee performance is influenced by various factors that determine the level of achievement. Among them are the application of organizational culture in institutions, employee competence and discipline in work. According to Schein in (Ariani, 2015) organizational culture is a pattern of assumptions found or developed by a group of people as they learn to solve problems, adapt to the external environment, and integrate with the internal environment. While Brown in (Ariani, 2015) , defines organizational culture as a pattern of beliefs, values, and ways that are learned to deal with experiences that have been developed. Furthermore, Sudarmanto (2016) defines competence as knowledge of skills, abilities, or individual personal characteristics that directly affect performance. Competence describes the knowledge base and performance standards required to successfully complete a job. Furthermore, Hamali (2016) reveals, discipline is a force that develops within the employee's body and causes employees to conform voluntarily to the rules and values of work and behavior.

Meanwhile, according to Handoko (2017) discipline is a management activity to implement organizational standards. Dinsos PMD PPA Sawahlunto City has a difference in the resulting performance among employees. This happens because employees work only to meet the minimum standard requirements or only to meet the main performance indicators. On the other hand, there are employees who work actively, enthusiastically devoting themselves to the interests of the organization. The problem of employee performance causes the existing programs at the agency not to be achieved. It is suspected that the decline in employee performance was due to; organizational culture, work discipline of employees, as well as employee competence which is still considered low in the agency. Therefore, it is necessary to conduct research in order to find the right solution to overcome the problems that arise. This research is important to do because poor performance will hinder the progress of the organization.

II. RESEARCH METHODS

2.1. Types of research

This type of research is quantitative descriptive using path *analysis*. In the context of this research, the variables in question are organizational culture (X_1), competence (X_2), and Discipline (I) on performance (Y). This research was conducted on employee at Dinsos PMD PPA Sawahlunto City. This research will held from January 2022 – February 2022.

2.2. Population and Sample

The technique in taking the sample uses the *total sampling technique* (whole sample), *total sampling is a sampling* technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking *total sampling is* because according to Sugiyono (2017) the total population is less than 100 and the entire population is used as a research sample. The population in this study were all employees at the Dinsos PMD PPA Social Sawahlunto City of 82 people, the entire population was used as the research sample.

2.3. Research variable

The variables in this study consisted of exogenous variables and endogenous variables. Variables are factors that play a role in the events or symptoms to be studied (Sumadi, 2014). The endogenous variable is employee performance. While the exogenous variable is organizational culture, competence, while the intervening variable is discipline. Endogenous variables are variables that are the main concern of researchers, and exogenous variables are variables that affect the dependent variable while the intervening variable is the intermediate variable (Sekaran, Uma. 2017).

2.4. Data analysis technique

The analytical technique used in this research is path analysis technique. Research variables consist of independent variables (X) and intervening variables. The following diagram is used in the study that shows the structure of the causal relationship between variables.

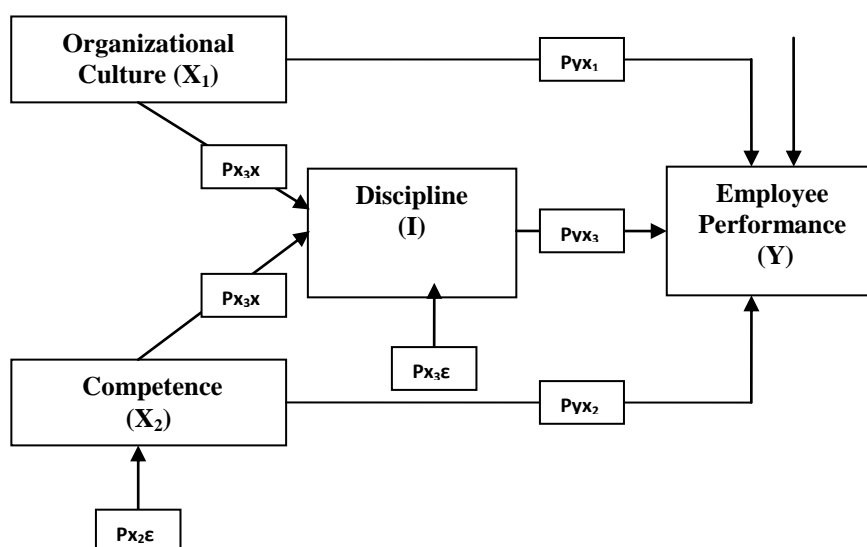


Figure 1
Structure of the Influence of Organizational Culture, Competence and Discipline on Employee Performance

The results of the magnitude of the path diagram show the magnitude of the influence of each exogenous variable on the endogenous variable which is called the path coefficient. Furthermore, the above diagram can be broken down into 2 (two) substructures as follows:

a. Substructure 1

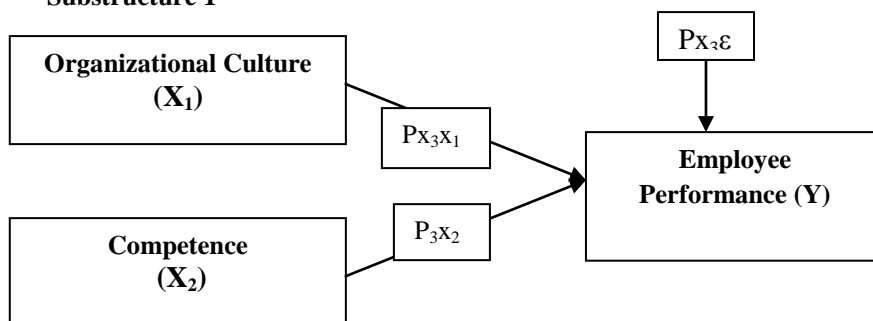


Figure 2
Substructure 1 . Influence of Organizational Culture and Competence to Employee Discipline

Based on substructure 1 , the following structural equations can be stated, namely:

$$I = PI_{X_1} X_1 + PI_{X_2} X_2 + PI_{\epsilon}$$

b. Substructure 2

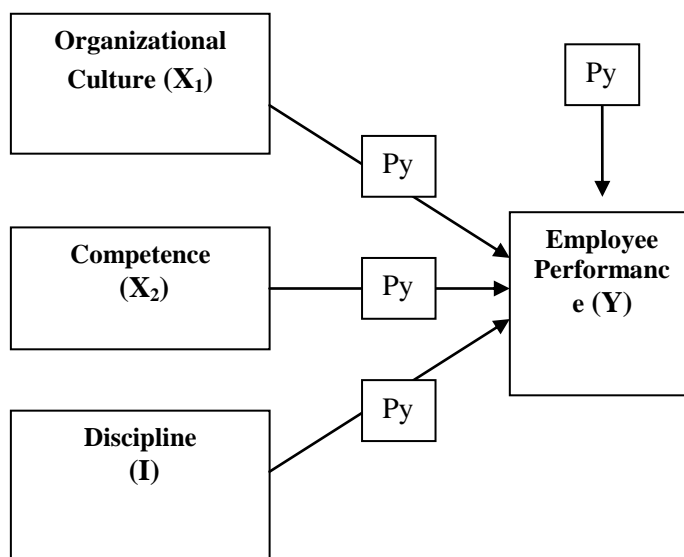


Figure 3
Substructure 2 . The Influence of Organizational Culture, Competence and Discipline on Employee Performance

Based on substructure 2 above, the following structural equations can be stated, namely:

$$Y = P_{yX_1} X_1 + P_{yX_2} X_2 + P_{yI} I + P_{y\epsilon}$$

Furthermore, according to Nirwana (1994) to determine the path coefficient, namely the magnitude of the influence of exogenous variables on endogenous variables by calculating:

a. Determine the path coefficient by using the formula:

$$P_{yxi} = b_{yxi} \sqrt{\frac{\sum_{h=1}^n X_{ih}^2}{\sum_{h=1}^n Y_h^2}} : i = 1,2 \text{ and } 3$$

Information:

P_{yx_i} = Path coefficient of variable x_i to y

b_{yx_i} = Regression coefficient of variable x_i to y

While the influence of other variables can be determined using the formula:

$$P_y = \sqrt{1 - R^2} y(x_1, x_2, x_3)$$

b. Hypothesis testing

According to Nirwana (1994) to find out the truth of the path coefficient, hypothesis testing was carried out with the F test (simultaneous testing) and t test (partial testing).

1). F Uji test

$$F = \frac{(n - k - 1) \sum_{i=1}^k P_{yx_i} r_{yx_i}}{k \left(1 - \sum_{i=1}^k P_{yx_i} r_{yx_i} \right)}$$

If F count > F table, then simultaneously or jointly the independent variables have a significant effect on the dependent variable or the significance value of the F test < 0.05 means that the independent variable simultaneously has a significant effect on the dependent variable.

2). t test

$$t_i = \frac{P_{yx_i}}{\sqrt{\frac{(1 - R^2 y_{x_1} \dots x_k) (C_{ii} \sum_{h=1}^n X^2_{ih})}{n - k - 1}}} : i = 1, 2, \text{ dan } 3$$

If t count > t table, it can be concluded that the path coefficient of the independent variable is partially significant or the significance value of the t test < 0.05 then the path coefficient of the independent variable is significant.

3). To determine the effect of an exogenous variable to an endogenous variable, either directly or indirectly, it can be seen as follows:

a. Variable X_1

- The direct effect of variable X_1 on Y

$$Y \leftarrow X_1 \rightarrow Y (\rho_{yx_1})(\rho_{yx_1})$$

- Indirect effect from X_1 to Y via I

$$Y \leftarrow X_1 I \rightarrow Y (\rho_{yx_1})(\rho_{Ix_2})(\rho_{yI})$$

b. Variable X_2

The direct effect of variable X_2 on Y

$$Y \leftarrow X_2 \rightarrow Y (\rho_{yx_2})(\rho_{yx_2})$$

Indirect effect from X_2 to Y via I

$$Y \leftarrow X_2 I \rightarrow Y (\rho_{yx_2})(\rho_{Ix_2})(\rho_{yI})$$

c. Variable I

- The direct effect of variable I on Y

$$Y \leftarrow I \rightarrow Y (\rho_{yI})(\rho_{yI})$$

III. RESULT AND DISCUSSION

1. Overview of Research Objects

Characteristics of respondents are important to know, because good performance is strongly supported by good performance. Policy making regarding the problem should consider these characteristic factors. Based on the results of the questionnaire distribution to the research respondents, the results of the characteristics of the respondents were obtained as follows.

Table 1
Frequency Distribution of Respondents Characteristics

Characteristics	Number of Respondents (O people)	Percentage (%)
Gender		
Man	39	54
Woman	33	46
Age (year)		
20 – 30	8	11
21 - 40	26	36
41 – 50	32	44
51 – 60	6	8
Last education		
High School/Equivalent	8	11
DIII	14	19
S1	46	64
S2	4	6
Years of service (year)		
0 – 10	8	11
11 – 20	35	49
21 – 30	19	26
31 – 40	10	14

Source: Processed primary data, 2022

The employees of the Dinsos PMD PPA of Sawahlunto City are the most dominant male gender 39 people (54 %) and female sex 33 people (46 %). Meanwhile , the age of the most dominant respondents was between 41-50 years of 32 people (44 %), ages 20-30 years of 32 people (44 %), aged 31-40 years as much as 26 people (36 %), the rest aged 51-60 years 6 people (8 %). Based on this age , it can be seen that the employees of the Dinsos PMD PPA Sawahlunto City are dominated by a fairly mature age as employees who are still of a productive age to work. Based on the latest education, the most dominant respondent is with an undergraduate education level of 46 people (64 %), high school / equivalent as big as 8 people (11 %), D3 as big 14 people (19 %) and 4 people (6 %). This condition is due to the fact that the recruitment of employees is prioritized for S1 graduates. Furthermore, based on the tenure of the respondent, the most dominant is with a working period of 11-20 years 35 people (49 %), 0 – 10 years as large as 8 people (11 %), 21 – 30 years old 19 people (26 %) and 31 – 40 years old 10 people (14 %). This condition explains that the employees of the Dinsos PMD PPA Sawahlunto City already have a fairly mature working period because they are at intervals of 11 – 20 years. Based on the level of education already have a high education. Likewise, age and work experience are experienced enough.

2. Path Analysis

A. Line Model I

1. Path Coefficient Model I

Based on the results of processed data , it was obtained that the significance value of the organizational culture variable (X_1) = 0.000 < 0.05, this means that organizational culture has a significant effect on discipline . While the competence variable (X_2) = 0.001 < 0.05, which means competence has a significant effect on discipline.

Table 2
Results R Square Y (Discipline)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790 ^a	.624	.602	3.39380

a. Predictors: (Constant), Competence, Organizational culture
b. Dependent Variable: Discipline

Source: Primary Data, Processed

While the value of R^2 (R Square) contained in the Model Summary table is 0.624 which means that the contribution of the variables X_1 and X_2 to Y is 62.4 % and the remaining 37.6 % is the contribution of the

variables. others that were not included in the study. And from the value of R^2 (R Square), we get $e1$ by means of $e1 = (1 - 0,624) = 0,376$.

Table 3
Regression Effect of X_1 and X_2 on Y

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	41,918	5.567		7.529	.000
	Organizational Culture (X1)	.199	.039	.088	5.087	.000
	Competence (X2)	.113	.027	.012	4.161	.001

a. Dependent Variable: Discipline

Source: Primary Data, Processed with IBM SPSS 24.0, 2022 .

Based on the results above, the structural equation is obtained, namely:

$$Y = 0,199 .X_1 + 0,113 .X_2 + 41,918$$

From the above data processing, it can be obtained the Model I Path Diagram, as follows:

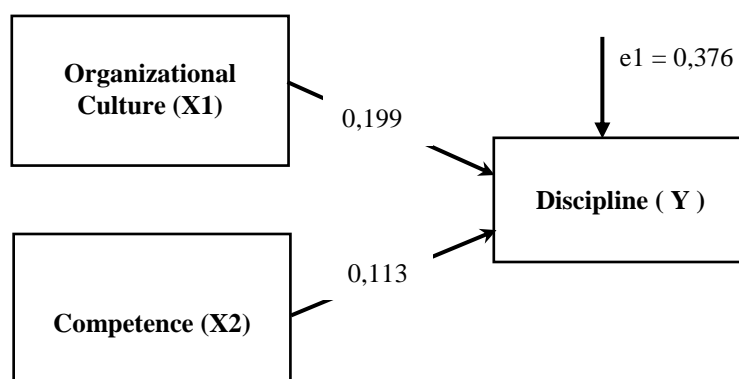


Figure 4

Model I – Path Analysis

B. Model II Path Coefficient

The coefficient of path model two, aims to determine whether or not the influence of independent variables (organizational culture and competence) and *intervening variables* (discipline) on the dependent variable (performance). The following model II path coefficients are shown in table 4:

Table 4
Regression Effect of X_1, X_2, Y on Z

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	37,419	10,459		3,578	.001
	Organizational Culture (X1)	.274	.121	.232	2.262	.026
	Competence (X2)	.402	.104	.385	3,753	.000
	Discipline (Y)	.009	.001	.809	5.723	.000

a. Dependent Variable: Performance

Source: Primary Data, Processed with IBM SPSS 24.0, 2022.

Based on the table above, it is obtained that the significance value of the three variables, namely organizational culture (X_1) = 0.025 < 0.05. This means that organizational culture has a significant effect on performance. While the competence variable (X_2) = 0.000 < 0.05, which means that competence has a significant effect on performance. And for the discipline variable (Y) = 0.000 < 0.05, which means that discipline has a significant effect on performance. As well as for the value of R^2 (R Square) contained in Table 4 Model Summary is 0.508 which means that the contribution of the variables X_1, X_2 and Y to Z is 50.8 % and the remaining 24.58 % is a contribution of other variables not included in the study. And from the value of R^2 (R Square), we get $e2$ by means of $e2 = (1 - 0,508) = 0,492$.

Based on the results above, the structural equation is obtained, namely:

$$Z = 0.274 \cdot X_1 + 0.402 \cdot X_2 + 0.009 \cdot Y + 37.419$$

From the above data processing, the Model II Path Diagram can be obtained, as follows :

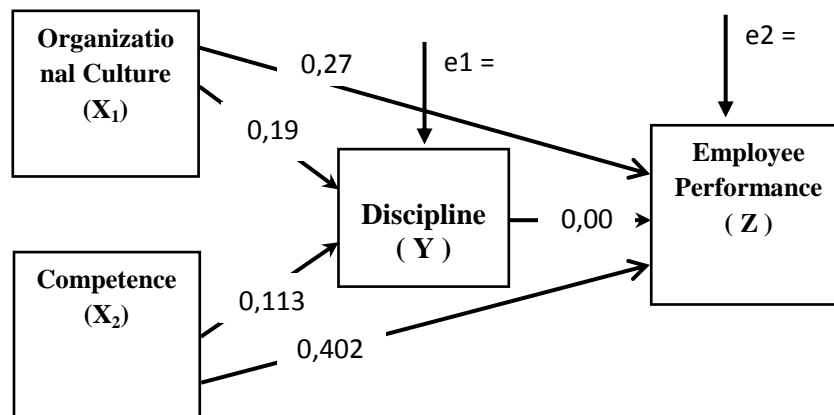


Figure 5
Model II – Path Analysis

C. Hypothesis Test Results

From the two path analysis models, the hypotheses for this study were obtained, namely:

1. Analysis of the influence of organizational culture (X₁) on discipline (Y);
From the analysis of variables, the value of the organizational culture variable (X₁) = 0.000 < 0.05 . This means that organizational culture has a significant effect on discipline.
2. Analysis of the influence of competence (X₂) on discipline (Y).
From the variable analysis, the value of the competency variable (X₂) = 0.001 < 0.05 . This means that competence has a significant effect on discipline.
3. Analysis of the influence of the discipline variable (Y) on performance (Z).
From the analysis obtained the value for the discipline variable (Y) = 0.000 < 0.05 . This means that discipline has a significant effect on performance.
4. Analysis of the influence of organizational culture (X₁) on performance (Z).
From the analysis obtained the value of the organizational culture variable (X₁) = 0.026 < 0.05 . This means that organizational culture has a significant effect on performance.
5. Analysis of the influence of the competence variable (X₂) on performance (Z).
From the analysis obtained the value of the competence variable (X₂) = 0.000 < 0.05 . This means that competence has a significant effect on performance.
6. Analysis of the influence of organizational culture (X₁) through discipline (Y) on performance (Z).
From the analysis of variables obtained a direct influence given by the organizational culture variable (X₁) on performance (Z) of 0.274. While the indirect effect given by X₁ through Y to Z is the multiplication between the beta value of X₁ to Y with the beta value of Y to Z which is = 0.199 x 0.009 = 0.002. Then the total effect given by organizational culture (X₁) on performance (Z) is = 0.274 + 0.002 = 0.276. Based on the results of this calculation, it is known that the value of direct influence is 0.274 and the value of indirect influence is 0.276, which means that the value of indirect influence is greater than the value of direct influence. These results indicate that organizational culture (X₁) indirectly through discipline (Y) has a significant influence on performance (Z).
7. Analysis of the influence of competence (X₂) through discipline (Y) on performance (Z).
From the analysis of the variables above, it is obtained that the direct effect given by the competence variable (X₂) on performance (Z) is 0.402. While the indirect effect given by X₂ through Y to Z is the multiplication between the beta value of X₂ to Y with the beta value of Y to Z which is = 0.113 x 0.009 = 0.001. Then the total effect given by competence (X₂) on performance (Z) is = 0.402 + 0.001 = 0.403. Based on the results of this calculation, it is known that the value of direct influence is 0.402 and the value of indirect influence is 0.403, which means that the value of indirect influence is smaller than the value of direct influence. These results indicate that indirectly competence (X₂) through discipline (Y) has an insignificant effect on performance (Z).

D. Coefficient of Determination (R^2)

To find out the value of the coefficient of determination (R^2) is indicated by the value of R Square, which can be seen in table 5 below :

Table 5
R Square Z Results (Performance)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.508	.487	.54653

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

b. Dependent Variable: Performance

Source: Primary Data, Processed with IBM SPSS 24.0, 2022.

From table 5, the coefficient of determination (R Square) is 0.508, which means that the coefficient of determination (R Square) is 0.508, which is 50.8%. This means that organizational culture, competence and discipline affect performance by 50.8 % on performance. While the remaining 49.2 % , influenced by other variables outside the model.

E. Direct and Indirect Effect Test

Path analysis to examine the relationship between organizational culture and competence on performance and the relationship between organizational culture and competence on performance mediated by discipline . The relationship can be seen in Figure 6 as follows:

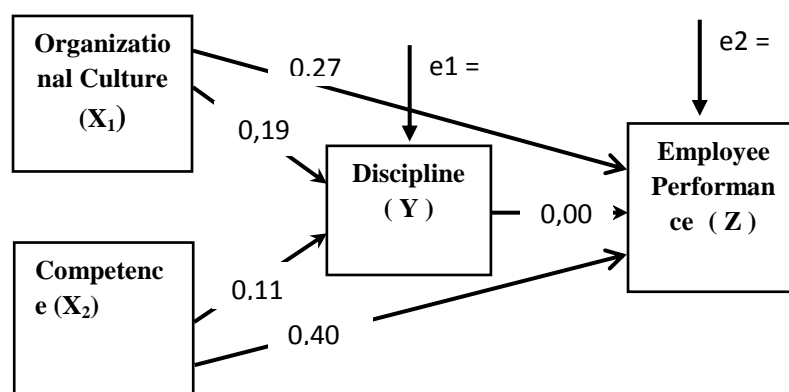


Figure 6
Path Analysis Model

1. Based on the figure, the path model proposed a relationship based on the theory that organizational culture has a direct relationship with performance.
2. Based on the figure, the path model proposed a relationship based on the theory that competence has a direct relationship with performance.
3. However, organizational culture and competence also have an indirect relationship to performance, namely from organizational culture, and from organizational culture to new disciplines and then to performance.

G. Simultaneous Hypothesis Testing (F Test)

F test method , the results of this F test determine the feasibility of a research model. The following are the results of the F Test from research data processing using IBM SPSS for Windows 24.0.

Table 6
F . Test Results
ANOVA^a

Model		Sum of Squares	df	mean Square	F	Sig.
1	Regression	6,989	3	3,494	8092	.001 ^a
	Residual	36,276	71	.432		
	Total	43,264	74			

a. Dependent Variable: Performance

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

Source: Primary Data, Processed with IBM SPSS 24.0, 2022.

It can be seen from table 6 above that the *calculated F* value is 5.093 . Furthermore , these results will be compared with the *F_{table}* . The search for *F_{table}* is *df (k; nk)*. The value of *k* = number of independent variables = 3, and *n* = respondents = 74 . Then *df (k; nk) = df (3 ; 74 -3) = df (3 ; 143) = 2, 85* . So *F_{count} = 5.093 > F_{table} = 2, 85* . Then it can be concluded that the independent variables (organizational culture, competence and discipline) simultaneously affect the performance (the dependent variable) .

H. Partial Hypothesis Testing (*t* -test)

The *t*-test is intended to determine how far the influence of one independent variable (organizational culture, competence , and discipline) individually in explaining the dependent variable (performance). The results of the *t* test in this study can be seen in table 4, in the previous calculation. Based on the results of the *t* test (table 4), it can be proved as follows:

1. The influence of organizational culture on discipline
The partial effect of organizational culture on discipline is 0.199 with a sign. $0.000 \leq 0.05$. Sign value. which is smaller than $= 0.05$, indicates the acceptance of the hypothesis which states that organizational culture has a positive and significant effect on discipline, meaning that the higher the influence of organizational culture, it will affect the discipline of Dinsos PMD PPA employees in Sawahlunto City.
2. The influence of competence on discipline
Partial influence between competence on discipline 0.113 with sign. $0.001 \leq 0.05$. Sign value. which is greater than $= 0.05$, indicating the rejection of the hypothesis which states that competence has a positive and significant effect on discipline, meaning that the higher the influence of competence , the higher the influence of competence does not affect the discipline of the Dinsos PMD PPA Sawahlunto City Employees.
3. The influence of organizational culture on performance
The partial effect of organizational culture on performance is 0.274 with a sign. $0.026 \leq 0.05$. Sign value. which is small from $= 0.05$, indicating the acceptance of the hypothesis which states that organizational culture has a positive and significant effect on performance, meaning that the higher the influence of organizational culture , it will affect the performance of Dinsos PPA PMD employees in Sawahlunto City .
4. The influence of competence on performance
The partial effect of competence on performance is 0.402 with a sign. $0.000 \leq 0.05$. Sign value. which is smaller than $= 0.05$, indicates the acceptance of the hypothesis that competence has a positive and significant effect on performance, meaning that the higher the influence of competence , the higher the impact on the performance of the Dinsos PMD PPA employees, Sawahlunto City.
5. The effect of discipline on performance
The partial effect of discipline on performance is 0.009 with a sign. $0.000 \leq 0.05$. Sign value. which is smaller than $= 0.05$, indicates the acceptance of the hypothesis which states that discipline has a positive and significant effect on performance, meaning that the higher the influence of discipline, it will affect the performance of Dinsos PPA PPA employees, Sawahlunto City .

IV. CONCLUSION

Analysis of the influence of organizational culture (X_1) through discipline (Y) on performance (Z) . While the indirect effect given by X_1 through Y to Z is the multiplication between the beta value of X_1 to Y with the beta value of Y to Z which is $= 0.199 \times 0.009 = 0.002$. Then the total effect given by organizational culture (X_1) on performance (Z) is $= 0.274 + 0.002 = 0.276$. Based on the results of this calculation, it is known that the value of direct influence is 0.274 and the value of indirect influence is 0.276, which means that the value of indirect influence is greater than the value of direct influence. These results indicate that organizational culture (X_1) indirectly through discipline (Y) has a significant influence on performance (Z).

Analysis of the influence of competence (X_2) through discipline (Y) on performance (Z) . While the indirect effect given by X_2 through Y to Z is the multiplication between the beta value of X_2 to Y with the beta value of Y to Z which is $= 0.113 \times 0.009 = 0.001$. Then the total effect given by compensation (X_2) on performance (Z) is $= 0.402 + 0.001 = 0.403$. Based on the results of this calculation, it is known that the value of direct influence is 0.402 and the value of indirect influence is 0.403, which means that the value of indirect influence is smaller than the value of direct influence. These results indicate that indirectly competence (X_2) through discipline (Y) has an insignificant effect on performance (Z).

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