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Improving the performance of BUMDes employees through work discipline and organizational culture

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Abstract--The purpose of this research is to explain the influence of work discipline and organizational culture on the performance of BUMDes employees, as well as explain the role of organizational culture that moderates the influence of work discipline on the performance of BUMDes Moro Berkah employees. Data collection in this quantitative study, using saturated sampling as many as 40 employees. Data analysis techniques use multiple regression analysis (MRA). The results of the research explain that work discipline and organizational culture partially have a positive and significant effect on employee performance, as well as organizational culture strengthens the influence of work discipline on employee performance.

Keywords--Work Discipline, Organizational Culture, Employee Performance.

Introduction

Human resources have an important role in achieving the goals of an organization. This is due to human resources as executors of activities and policy makers in an organization. One of the elements in the management of human resources is to create a condition that can result in employees being disciplined in work. According to Farhah et al., (2020) Work discipline is an employee attitude and behavior that shows compliance, obedience, order, loyalty and order to company regulations and applicable social norms. If a company has applied work discipline to all employees, then the company will be maintained in order and smooth implementation of work and will get optimal results. While the benefits of

work discipline for employees will have an impact on a peaceful and pleasant work atmosphere, so it will add enthusiasm in working..

In addition to the HR factor, to improve the company's performance requires a good organizational culture. Organizational culture is a norm and value that becomes a guide for all members of the organization or company that can later influence behavior in activities and work (Widyastuti & Hasan, 2015). A superior organizational culture can create a sense of personal pride in employees for their participation, so that they can work comfortably. Organizational culture can also increase employee integrity and loyalty at work, upholding a good work ethic to achieve the goals aspired by the company.

Since the issuance of the Decree of the Head of Mororejo Village in July 2019, BUMDes Moro Berkah has been able to manage 3 (three) business units, namely the management of Ngebun Beach tourism sites, residents' waste management and football field management. This has an impact on the absorption of labor recruited from mororejo villagers themselves. Bumdes Director as the highest leader is determined to be able to manage his employees and form a bumdes organization culture led by him.

One of the program priorities of the BUMDes Director is the management of human resources as an organization asset. The relatively young age of the organization, employee performance problems are things that must be solved by bumdes leaders. The work discipline of employees is the main target that must be established by the leadership. Because with the firm discipline of the employees will affect all things that in the end the targets set by the organization will be achieved. In addition to work discipline, bumdes director will apply organizational culture to become a habit of employee behavior to improve good employee performance.

This study takes work discipline and organization culture as variables that can affect the performance of BUMDes employees, as well as organizational culture as moderation variables over the influence of work discipline on employee performance. The purpose of this study is to analyze: 1) the partial influence of work discipline and organizational culture on the performance of BUMDes employees; 2) the influence of work discipline on the performance of BUMDes employees moderated by organizational culture.

Theoretical Studies

The end of human resource management in the company is the achievement of good employee performance. If the performance of employees is good then it affects the development and progress of a company.. According to Aswad & Pagalun (2021), Astono et al. (2021) Employee performance is something achieved by employees individually and in groups that are qualitative and quantitative in nature.. While according to Kusmiyatun & Sonny (2021) Employee performance is a behavior and work that has been completed by an employee on tasks and responsibilities within a certain period of time.. A job completed by a group of employees in cooperation with no violation of morals, laws and ethics in order to

achieve organizational or corporate goals (Yuyun Ristianawati, 2020), (Widayanti & Widiastini, 2021).

By (Dayani & Kadang, 2020) Revealed that factors that affect employee performance include: 1) Discipline Attitude, 2) Work Motivation, 3) Compensation, 4) Leadership Style, 5) Work Environment, 6) Training of Employees, 7) Technological Development, 8) Communication, and 9) Delegation of Tasks. While according to Robbins in (Astono et al., 2021) Employee performance indicators include: 1) Quality, 2) Quantity, 3) Punctuality, 4) Effectiveness, and 5) Independence.

One of the determinants of the success of employee performance is the work discipline of all employees in the company. Disciplined work is the behavior of an employee in accordance with the rules and procedures of work established by the company., (Elburdah, 2021), (Julied Mery Chrismes Siregar , Meri L & Rostina, 2021). While according to (Arif Syafi'ur Rochman, Niswan Bayu Syasindy, 2021) Work discipline is the willingness of employees consciously in obeying all rules and social norms that apply in the company. Likewise according to Julied Mery Chrismes Siregar , Meri L & Rostina (2021) Work discipline is an attitude of obedience, obedience, respect and respect the rules that apply both in writing and not written to be carried out, and willing to accept sanctions if they violate them..

There are 3 (three) aspects of work discipline, namely: 1) Discipline of time, 2) Disciplined rules and 3) Discipline of responsibility (Robbins dalam Jufrizen & Hadi, 2021). While according to Sutrisno dalam Turmudhi et al. (2021) Work discipline indicators consist of: 1) Obeying the rules of time, 2) Obeying company regulations, 3) Obeying the rules of conduct in work, and 4) Obeying other regulations in the company.

Organizational culture in the company has an important role in policy making and development of the company. A culture within an organization can be passed down its values from one generation to the next. According to (Inggira et al., 2021) Organizational culture is a collection of values, ideas, attitudes and other symbols that are meaningful to serve employees communicating and speaking, looking so that it becomes a habit in work. Organizational culture is a meaningful system that is accepted openly and collectively and used in an organization or a company (Kusumo, 2017).

Forms of organizational culture according to JJ Hoenigman dalam Astono AD, Turmudhi A (2020) Divided into: 1) Ideas, 2) Activities, and 3) Works. Organizational culture indicators by Robbins in Firdian (2018) consists of: 1) Innovation and risk-taking, 2) Attention to detail, 3) Orientation of results, 4) Orientation of people, 5) Team orientation, 6) Aggressiveness, and 7) Stability.

Framework

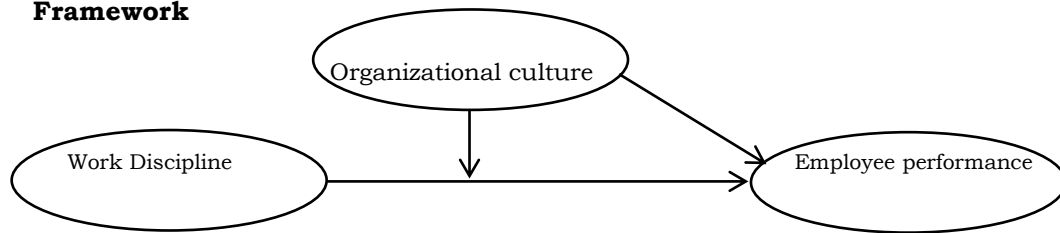


Figure 1. Frame of mind

Based on the background and literature study above, the hypothesis of this study is:

- H₁ : It is suspected that there is a positive and significant influence between work discipline on the performance of BUMDes employees.
- H₂ : It is suspected that there is a positive and significant influence between organizational culture on the performance of BUMDes employee.
- H₃ : It is suspected that there is a positive and significant influence between work discipline on the performance of BUMDes employees which is moderated by organizational culture

Research Methods

This quantitative type of research took the population and sample of BUMDes Moro Berkah employees of 40 people. His sampling technique using the census method was very precise in this study. In addition to the dissemination of questionnaires for primary data collection, skunder data was obtained from library studies in the form of references related to the problem studied, journals that discuss the variables studied and records that occurred in BUMDes Moro Berkah.

Validity tests and reliability tests were used to test instrumentation in this study. Multiple regression analysis techniques are used to determine the partial influence between work discipline and organizational culture on employee performance with the formula $Y = a + \beta_1 \cdot X_1 + \beta_2 \cdot X_2 + e$ (Ghozali, 2015). While to find out the interaction or moderation test is used moderated regression analysis (MRA) with the formula $Y = a + \beta_1X + \beta_2Z + \beta_3XZ + e$

Results and Discussions

The reliability test results of all instruments in this study were declared reliable, because the Cronbach Alpha value > 0.6. While the validity test of the entire instrument is declared valid all, because the magnitude r calculates > r table. The results of the multiple regression analysis test are summarized in table 1 below:

Table 1. Summary of Regression Analysis Results I and Regression II

Equality	Adjust R ²	Anova		Standardized Coefisien		Information
		F	Sig	Beta	Sig	
Model I	0.492	8.996	0.000			
Work Discipline When Employee Performance				0.411	0.016	<i>Hypothesis accepted</i>
Organizational Culture towards Employee Performance				3.389	0.040	<i>Hypothesis accepted</i>
Model II	0.511	7.096	0.000			
Organizational Culture Moderates Work Discipline on Employee Performance				3.306	0.043	<i>Hypothesis accepted</i>

Regression Analysis I

1. Work discipline has a positive and significant effect on employee performance. This can be seen from the Sig value of $0.016 < 0.05$, then H_1 is accepted..
2. Organizational culture has a positive and significant effect on employee performance. This can be seen the Sig value of $0.040 < 0.05$, then H_2 is accepted.

Regression Analysis II

Work discipline has a positive and significant effect on employee performance by moderating organizational culture. Based on Table 1. It can be known that the organizational culture strengthens the influence of work discipline variables on employee performance with a coefficient of 3,306, then H_3 is accepted.

Based on the results of data processing, discussions can be carried out as follows:

1. The hypothesis that says that work discipline has a positive and significant effect on the performance of BUMDes Moro Berkah employees is accepted. With work discipline, it will improve the performance of an employee by being supported by a good organizational culture.
2. The hypothesis that the organizational culture has a positive and significant effect on the performance of BUMDes Moro Berkah employees is accepted. The better the organizational culture in an agency, the more it will improve the performance of an employee..
3. The hypothesis that says that work discipline affects employee performance by moderating organizational culture in BUMDes Moro employees is accepted. Culture can be realized through systems or regulations and actions in human life, which ultimately affects a person's lifestyle in activities. Based on the description above, with a good and supportive organizational culture, it can improve the performance of employees in an organization.

Conclusion

Based on the results of the data analysis test above, it can be concluded as follows:

1. Work Discipline has a positive and significant effect on employee performance, so that if employee work discipline is higher, employee performance will increase.
2. Organizational culture has a positive and significant effect on employee performance, so that if the organizational culture gets better then employee performance will increase.
3. Organizational culture moderates the influence of work discipline on employee performance.

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