



## The Effect of Work Discipline, Organizational Culture, and Work Environment on the Performance of State Civil Apparatus at the Tourism and Culture Office in Karawang Regency

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**Abstract:** This study has purpose to explore further and reveals the effect of work discipline, organizational culture and work environment towards the performance of State Civil Apparatus at the Tourism and Culture Office of Karawang Regency. The process of this research is conducted through descriptive and verification methods. Research population were gathered from whole employees at the Tourism and Culture Office of Karawang Regency with totaling of 83 people. Samples were collected by non-probability sampling technique with the same number of samples and population, namely 76. As for analytical techniques used were scale-range analysis and path analysis techniques which earned results that 1) Work discipline brought significant effect on performance 2) Organizational culture has significant influence against the performance 3) Work environment has significant effect on performance 4) So all of variables namely Work discipline, organizational culture and work environment Jointly affect the performance.

**Keywords:** Work Discipline, Organizational Culture, Work Environment, Performance.

### INTRODUCTION

In managing human resources particularly in the environment of government organizations, it cannot be separated from its quality to perform in an efforts to reaches the goals of organization. The State Civil Apparatus (ASN) is part of human resources that cannot be separated from these demands which it can be done by developing and fixing work systems in facing difficult tasks in implementing and encouraging the development. The State Civil Apparatus (ASN) which has function as an element of government bureaucracy that main tasked served the public professionally, honest and fair manner in performing their

duties. However, until now there are still found any negative comments regarding ASN, mostly related about the performance. This condition has occurred at various levels of local government agencies in Karawang Regency, West Java Province, especially in its the Department of Tourism and Culture.

The Department of Tourism and Culture Office in Karawang Regency as an Regent assistant in implementing the Office Household affairs in the Tourism and Culture Sector that focuses on activities in improving the quality of tourism, arts and culture of the community in order to generate income through increasing the number of tourists visiting tourist objects and preserving traditional cultural values with its local wisdom. To succeed this work program, the Office has employed 83 employees (consisting of 35 civil servants and 48 non-PNS) which allocated in several divisions of work. However, the number of employees tend to be more than the tasks itself which causing various problems at the Tourism and Culture Office in Karawang Regency, and these correlated to the performance which tends to decrease and even for failing achieved the performance target during 2021. The decline in ASN's performance who works at Karawang Regency Tourism and Culture Office are determined by the influenced of several factors such as work discipline, organizational culture as well as work environment.

According to the data that gathered by the author, the absenteeism number of employee at Tourism and Culture Office in Karawang Regency during 2021 still far from the optimal. This proven by the average number of absences each month with total of 18.75 people. In addition, based on observations and interviews which conducted by the author towards the Tourism and Culture Office in Karawang Regency, it is found that organization culture showed a decrease in ASN performance so that it would affected the realization of performance which less than optimal, where the tendency for ASN to work less than optimal or in other words it is lack of discipline so the quality of work would slowly decreased and become habits that certainly need to avoided. Evaluation of ASN performance cannot be relied upon Merit-Based Assessment System, databases for State Civil Apparatuses that are not fully accurate and up to date, communication between employees which is not run smoothly, lack in the commitment to achieving the organization goals, lack of motivation in performing the duties in an efforts to achieve organization goals.

Furthermore, based on observation results that previously has been made, it is also confirmed that Environment of Work at the Tourism and Culture Office in Karawang Regency still did not conducive enough to support employees to work comfortably. Some of examples related to physical work environment that can be evidence through the messed occurred surround by the employee's workplace, the uncertain room temperature caused by lack of air ventilation in the room, the color of the wall paint which starting to fade. Besides the internet network that is unstable and limited photocopiers. Inadequate facilities will affect employee productivity, this also could a factor which affecting the comfortness of employees. The less conducive of work environment it also can be caused by the location of office which is in front of the road, the sound of vehicles and trains causing noise that interferes the performance of employee.

The role of these three factors are allegedly increase the performance of ASN at the Tourism and Culture Office in Karawang Regency, which is in accordance with the results of previous research conducted by Primananda (2015), Kumajas et al (2016), Feel et al. (2018) and Siagian & Khai (2018) who found significant correlation between work discipline, organizational culture and work environment towards the performance of employee both partially and simultaneously. Elicited from the previous phenomena, theories and relevant research that linked to this research, the authors have identified factors that very relevant to influencing the performance of the State Civil Apparatus at the Karawang Regency's Tourism and Culture Office, namely: work discipline, organizational culture and work

environment, so the authors decided to conducted research by title “The Effect of Work Discipline, Organizational Culture, and Work Environment on the Performance of State Civil Apparatus at the Tourism and Culture Office of Karawang Regency”.

## **LITERATURE REVIEW**

### **Work Discipline**

Quoted from Sutrisno’s research (2019) who defined that discipline is a condition or respect attitude which showed by the employees towards agency’s rules and regulations. Work discipline can be identified as employee behavior to put up self-control and strengthen morale against company rules (Boyd, 1984; Bugdol, 2018; Riyanto & Prasetyo, 2021; Riyanto et al., 2021). Work discipline itself could be starting point and key to success for increasing awareness of company regulations that lead to the impact on employee focus in improving their skills and work quality (Foucault, 1977; Mangan 2009; Esbester 2008; Prasetyo & Riyanto, 2019). Referring to the theory which conveyed by Sutrisno (2019) and Arika (2016), employee discipline can be measured by the obedience to work on time, obedience to company rules, obedience to rules that applied at work, frequency of attendance, awareness level and work ethic. Through these obeyed rules, it will ensure that employee behavior is consistent with the rules set by the agency (Sinambela & Sinambela, 2019).

### **Organizational Culture**

Based on Bahri (2018), organizational culture is the basic philosophy of the organization which contains with shared beliefs, norms and values that become these characteristics about how to do things in the organization. Furthermore, Irnawati & Prasetyo (2019) said that organizational culture is values, symbols that are understood and obeyed together that owned by an organization so that members of the organization would feel as one family and create a condition which distinguishes from other organizations. Within the company, organizational culture has functions as control over the behavior of employees and assists the company in interpreting employee experiences to produce social behavior (Pratami & Damayanthi, 2018; Luthans, 2011). According to Robbins & Judge (2017), a good organizational culture must be include professionalism, integrity, teamwork, innovation and refers to customer orientation in order to improve employee and organizational performance.

### **Work Environment**

According to Ahmad (2017) work environment is social, psychological and physical life in companies that affect employees in performing their duties. Furthermore, Nitisemito said that work environment as an everything surround the worker that can affect them in carrying out the tasks assigned (Mahmudah, 2019). Work environment is an important factor in creating work atmosphere and improving employee performance (Kusnadi et al 2022). A conducive work environment can also influence an employee’s intention to leave the company (Prasetyo et al., 2021). A working environment could be said as good if employees can conducted their activities optimally, healthy, safe and comfortable (Kusnadi et al 2022). In order to create good and conducive environmental conditions, companies need to consider and recognize the physical environment and non-physical environment within the company (Sedarmayanti, 2017).

### **Employee Performance**

According to Prawirosentono, performance is work that need to achieved by person or group of people in an organization viewed from their respective authorities and responsibilities (Sutrisno, 2019). Performance is also said as everything that employees do at work and the results earned from job (Wibowo, 2017). In an organization, both government

and private, the performance of existing human resources is the most important component for the survival of an organization. Human resources who are competent and with integrity have added value not only for the organization where they work but also for themselves. Mangkunegara (2017) viewed that an increase in an employees performance could be seen from the results of the output which conducted in performing his work that assessed by the quality of work, quantity of work, responsibility, cooperation as well as employee initiative at work.

### **Previous Research**

Sinambela & Sinambela (2019) argues that there is significant correlation between variable of performance and work discipline. Furthermore, Fiqi (2018) also Onsardi & Putri (2019) found that work discipline has significantly positive influence against the performance of employee. By means, an excellent performance of employee is inseparable from better condition of organizational culture as well. Research by Anggoro KR et al (2021) and Apriansyah & Syarifudin (2021) viewed that organizational culture has positive and significant effect on employee performance. Meanwhile, research by Atmiyati & Aini (2019) explained that organizational culture has no positive and significant impact on employee performance. Furthermore, in terms of employee performance, work environment factor play crucial part in determining the quality of a job (Sedarmayanti & Rahadian, 2018). Moreover, the research by Pramuji (2017), Razak & Sarippudin (2020), and Saefudin & Suwanto (2021) proves that work environment has positive and significant effect on performance. However, it is opposite to the research results of Aryono (2017), Suparman (2020) likewise Herdiyanti & Assery (2021) who revealed that work environment did not strongly affect someone's performance. Finally, Primananda (2015), Kumajas et al. (2016), Feel et al. (2018), Siagian & Khair (2018), Suwandi & Setiawan (2018), and Sulistyaningsih (2021) also said that work discipline, organizational culture and work environment have simultaneous effect on the performance of employee.

### **Research Framework**

Build upon the phenomena that occur on the field, available theories and several previous studies that have been disclosed, the hypothesis and research framework could be drawn as follows:

H1: There is influence occurred between work discipline and the performance of State Civil Apparatus at Tourism and Culture Office in Karawang Regency.

H2: There is influence occurred between organizational culture and the performance of State Civil Apparatus at Tourism and Culture Office in Karawang Regency

H3: There is influence occurred between work environment and the performance of State Civil Apparatus at Tourism and Culture Office in Karawang Regency

H4: There is influence occurred between work discipline, organizational culture and work environment towards the performance of State Civil Apparatus at Tourism and Culture Office In Karawang Regency.



Figure 1. Research Framework

**RESEARCH METHODS**

This research was performed by descriptive and verification methods (Sugiyono, 2019). The research stages were design to consist of an introduction, problem identification, framework, hypotheses to conclusions and suggestions. The unit of analysis in this study is the Tourism and Culture Office in Karawang Regency. The independent variables in this study were consist of work discipline, organizational culture and work environment, while the dependent variable is the performance of the civil apparatus. The population in this study were all employees at Tourism and Culture Office In Karawang Regency with amount of 83 people. Samples were collected using non-probability sampling technique with the same number of samples and population, namely 76. The analytical techniques used were scale-range analysis and path analysis techniques.

**RESULT AND DISCUSSION**

**Research Result**

Gathered from the distribution of questionnaires, the characteristics of research respondents were 37% of female respondents and 63% of male respondents. The majority of respondents are aged 35.1-55 years (58%), had completed undergraduate education (61%), with worked duration for 5.1-7 years (40%) and non-PNS status (58%). This proves that the majority of respondents are employees who have been worked for quite long time at Tourism and Culture Office In Karawang Regency who should acknowledge the performance standards set by the company, therefore it is necessary to boost the performance of employee optimally so as to support the creation of maximum organizational performance as well.

Based on the results of instrument tests, it is known that all items in this research variable have correlation coefficient value greater than 0.30, thus the questionnaire items

are declared valid. Through reliability test, Cronbach alpha value for each variable also greater than 0.6, thus it can be concluded that the instruments used in this study were all reliable.

**Table 1. Research instrument test results**

Variable	Cronbach's Alpha	r-count
Work discipline	.761	0.360-0.681
Organizational culture	.712	0.360-0.640
Work environment	.628	0.355-0.721
Performance	.642	0.352-0.635

Based on the data normality test results, a significance value which obtained was 0.102, so the value was  $0.102 > 0.05$ , then it can be said that the data is normally distributed.

**Table 2. Normality test results**

KolmogorovSmirnov Z	Asymp. Sig	Criteria	Result
0,593	0,874	> 0,05	Normal

Build up from the respondents' analysis results regarding work discipline that earned average value of 285.3 which describes as in good category. This views that work discipline at Tourism and Culture Office In Karawang Regency is already good. However, there are still indicators that have a low response value, namely the Employees comply with all rules and SOPs at work with an average score of 248. Meanwhile, the indicator that has the highest average score is indicator of creating mutual respect between fellow employees with amount of 313.

According to the respondents' analysis results regarding organizational culture, with an average value of 310 and which describes as in good category. Meaning that organizational culture at Tourism and Culture Office In Karawang Regency is good. However, there are still indicators that have low response value, namely the indicator of the level of commitment of Disparbud employees in carrying out work with an average score of 258. Disparbud employees in providing solutions to each problem for 341.

Based on the results of respondents' analysis regarding work environment with an average value of 336.3 which describes as in good category. This views that work environment at Tourism and Culture Office In Karawang Regency is already good. However, there are still indicators that have low response value, namely the indicator of communication between superiors which harmonious run to their subordinates with an average score of 311. Meanwhile, the highest indicator occurred in the guaranteed job security with highest average score is 352 of each indicator.

According to the respondents analysis results regarding State Civil Apparatus performance, with an average value of 325.7 which describes as good category. This viewed that the performance of employees at Tourism and Culture Office In Karawang Regency is already good. However, there are still indicators that have a low response value, namely the employee indicator is always thorough and neat in every job with an average score of 308. Meanwhile, the indicator that has the highest average score is the indicator of Tourism and Culture Office employees that would be able to provide ideas/thoughts with amount of 341.

According to the correlation analysis results between variables can be interpreted as follows:

1. The amount of correlation coefficient of work discipline to organizational culture is 0.420. Thus correlation occurred between them are in moderate level of relation with the

- direction value is positive because the coefficient interval value in range of 0.40 to 0.599 (Sugiyono, 2019).
2. The amount of correlation coefficient between the second independent variable, namely organizational culture and work environment, is 0.654. Thus, organizational culture and work environment have strong correlation with positive direction because the coefficient interval between 0.60 to 0.799 (Sugiyono, 2019).
  3. The amount of correlation coefficient between the independent variables of work discipline and work environment is 0.334. Thus work discipline to work environment has a low level of correlation with same direction of value which is positive because the coefficient interval between 0.20 to 0.399 (Sugiyono, 2019).

**Table 3. The results from the correlation analysis**

		Performance	Work discipline	Organizational culture	Work environment
Pearson Correlation	Performance	1.000	.521	.832	.663
	Work discipline	.521	1.000	.420	.334
	Organizational culture	.832	.420	1.000	.654
	Work environment	.663	.334	.654	1.000

Quoted from path coefficient analysis, it is known that the associative degree or path coefficient of the organizational culture variable (0.628) is higher than the other two variables, namely work discipline (0.195) and work environment (0.187), meaning that organizational culture is highly influence on the performance of State Civil Apparatus (ASN)

Based on coefficient of determination results, the total influence which occurred from the variables of work discipline, organizational culture and work environment towards the performance of State Civil Apparatus at Tourism and Culture Office In Karawang Regency is 0.7482 or 74.82%.

**Table 4. Coefficient of determination results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 <sup>a</sup>	.748	.738	2.57540

B According to the table above, the results of the research for its t-test could be written as follows:

1. Work discipline has significance value of 0.003 <0.05, meaning that work discipline has significantly effect on the performance of State Civil Apparatus at the Tourism and Culture Office In Karawang Regency.
2. Organizational culture has significance value of 0.000 <0.05. By means that organizational culture has significantly effect on the performance of State Civil Apparatus at the Tourism and Culture Office In Karawang Regency.
3. Work environment has significance value of 0.015 <0.05, meaning that work environment has significantly influence towards the performance of State Civil Apparatus at the Tourism and Culture Office of Karawang Regency.

**Table 5. T-test results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.127	2.471		2.885	.005

Work discipline	.114	.036	.195	3.122	.003
Organizational culture	.456	.057	.628	8.056	.000
Work environment	.229	.092	.187	2.496	.015

Elicited from the F-test results, it shows that its significance value less than 0.05 (0.000) by means that each independent variable (work discipline, organizational culture and work environment) simultaneously affects the dependent variable (the performance of the State Civil Service Apparatus at the Department of Tourism and Culture in Karawang Regency).

**Table 6. F-test results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1553.657	3	517.886	78.081	.000 <sup>a</sup>
	Residual	523.981	79	6.633		
	Total	2077.639	82			

**Discussion**

The role of work discipline in affecting the performance of State Civil Apparatus at Tourism and Culture Office In Karawang Regency are 0.1016 or 10.16% so-called with moderate level of correlation. And based on the results of t-test it was concluded that work discipline play significant role in influencing ASN performance at Tourism and Culture Office In Karawang Regency. This result apparently in line with Telmanier’s statement (2018) who said that work discipline highly impact on the performance of employees and this statement is supported by the research results from Fiqi (2018) and Putri & Onsardi (2019). According to Flippo, staffing problems related to discipline include high levels of absenteeism and high levels of delays in working hours (Rifqiati, 2022). If the absenteeism rate is high, it is likely affect to decrease the performance of employee and the real goals are highly difficult to achieve, the high absenteeism rate will reach above 10% of the total number of employees. The higher the work discipline, the higher the performance would be achieved. This is in accordance with the opinion of Sinambela & Sinambela (2019) who argues that there is significant influence occurred between performance variables and work discipline.

The effectiveness of organizational culture in affecting the performance of State Civil Service Apparatus at Tourism and Culture Office In Karawang Regency are 0.5226 or 52.26% in which categories as strong correlation. Based on the T-test results, it is revealed that organizational culture has significantly effect on the performance of State Civil Apparatus at Tourism and Culture Office in Karawang Regency. These results are in accordance with the opinion of Telmanier (2018) who argues if the organizational culture is something that brought positive impact on company development, organizational performance can be maximized due to the implementation of an Excellent organizational culture. And the results of this study are also supported by the results from Anggoro KR (2021)as well as Apriansyah & Syarifudin (2021) who found that organizational culture has positive and significant effect on performance. Meanwhile, research conducted by Atmiyati & Aini (2019) shows opposite, she said that organizational culture has no positive and significant effect on performance. The influence of organizational culture shows that high performance of employees is inseparable from an excellent condition of organizational culture, it is also participates in contributing to company’s success and organization who has good organizational culture will certainly guide their employees in performing their duties.

The value of Influence of work environment against the performance of State Civil Apparatus at Tourism and Culture Office In Karawang Regency is 0.1240 or 12.40% or categories as low level of correlation. Based on the T-test results, it was concluded that work



environment has significant effect on the performance of State Civil Apparatus at Tourism and Culture Office In Karawang Regency. These results are confirmed with the results from Mwendwa et al (2017) who opinion that employee performance is of the most significant interest at the moment which could be influenced by work environment in many ways and This result is also supported by the research of Pramuji (2017), Razak & Sarippudin (2020) and Saefudin & Suwarto (2021). However, it is kindly opposite to the research results from Aryono (2017), Suparman (2020) and Herdiyanti & Assery (2021) who argues that the influence of work environment towards the performance seems normal and not too significant. The influence of work environment on performance shows that a conducive work environment could be in form of compensation that can be provided by organizations to employees. Thus it is not only in the form of financial but can also be in the form of non-financial, such as by creating a conducive work environment as comfortable as possible. In order to create a comfortable work space, several factors should be considered such as by establishing a good atmosphere at work could be boost the performance of employee. In terms of employee performance, work environment variable play its important role in determining the quality of job (Sedarmayanti & Rahadian, 2018).

The role of work discipline, organizational culture and work environment in affecting the performance of State Civil Apparatus at Tourism and Culture office In Karawang Regency are simultaneously with amount of value is 74.8%, while the left of 25.2% was influenced by other variables outside the research. Based on the T-test results, it can be assumed that work discipline, organizational culture and work environment jointly affect the performance of State Civil Apparatus at Tourism and Culture Office In Karawang Regency. These results are confirmed the results of research by Primananda (2015), Kumajas et al. (2016), Feel et al. (2018), Siagian & Khair (2018), Suwandi & Setiawan (2018) and Sulistyaningsih (2021) who describes that work discipline, organizational culture and work environment have significant and simultaneous effect on employee performance. In carrying out government and development activities, the role of civil servants seems very important. Because their function in government to carry out their mission in order to achieve national goals. Human factor is an essential elements, due to its active role in an organization. In producing optimal performance it is necessary to takes work discipline, organizational culture and work environment to another levels therefore the organizational goals can be achieved. The three factors, namely work discipline, organizational culture and work environment are thought to have capacity in boosting the performance of ASN at Tourism and Culture Office in Karawang Regency.

## CONCLUSION

Build upon the research results and gathered from data analysis, it can be concluded that: 1) Work discipline is significantly effect the performance of State Civil Apparatus at Tourism and Culture Office in Karawang Regency In moderate level 2) Organizational culture has significant effect on the performance of State Civil Apparatus at Tourism and Culture Office in Karawang Regency with strong level categories. 3) Work environment has significant effect on the ASN performance at Tourism and Culture Office in Karawang Regency by low level catagories and 4) Work discipline, organizational culture and work environment collectively affect the performance of State Civil Apparatus at Tourism and Culture Office in Karawang Regency.

The suggestions that made based on the results of the analysis and findings of this research are: 1) In an effort to improve ASN discipline, the Tourism and Culture Office in Karawang Regency should force the ASN to respect for various regulations that apply within the organization; 2) In an effort to improve organizational culture, the Tourism and Culture Office should take an emotional approach so that employees would be more

enthusiastic and foster their work commitment 3) In order to create conducive conditions for work, the Tourism and Culture Office in Karawang Regency must be able to provide both physical and non-physical conditions for the better work environment and 4) Employees of the Tourism and Culture Office in Karawang Regency should be able to show good attitude and behavior in completing each job carefully and thoroughly and work accordingly to reach quality standards.

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