

THE INFLUENCE OF ORGANIZATIONAL CULTURE, HUMAN RESOURCE QUALITY, MOTIVATION AND DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE MANDAILING NATAL COOPERATIVE SERVICE

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ABSTRACT

The aim of this research is to determine and analyze whether there is an influence of organizational culture, quality of human resources, work motivation, work discipline and work environment on employee performance. The approach in this research is quantitative descriptive because the data presented is in the form of numbers and uses descriptive analysis. The survey method used focuses on collecting data from respondents who have certain information, making it easier for researchers to solve problems. Partially, organizational culture has a significant effect on employee performance, HR quality has a significant effect on employee performance, work motivation has a significant effect on employee performance, work discipline has a significant effect on performance. Simultaneously, organizational culture, quality of human resources, work motivation and work discipline have a significant effect on employee performance at the Mandailing Natal Cooperative Service.

Keywords: Discipline, HR Quality, Motivation, Organizational Culture, Performance

INTRODUCTION

Human resources are an element that has an important role and cannot be separated from organizational activities, both in institutions and organizations. Human resources are really needed by organizations as system managers and implementing subjects for organizational policies and operational activities to achieve predetermined goals. Employee performance can be measured by making a checklist of employee activities, which is usually used to report employee attitudes, making a scale, namely this method uses assessment indicators based on important factors needed in work. For example, skills, teamwork, and responsibility and grading, namely after evaluating the work performance of each employee, each employee is then classified into a predetermined category based on the performance evaluation that has been carried out, and finally by giving employee rankings, namely comparing work performance between employees. then ranked to find the best. There are many factors that an organization can take to improve the performance of its employees, for example by creating conducive organizational culture conditions, providing motivation to employees, instilling a spirit of work discipline in each employee. There are many factors

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that can be used to improve employee performance, including organizational culture, quality of human resources, motivation and discipline. According to Fahmi (2017: 117), organizational culture is the result of the process of merging the cultural styles and behavior of each individual that were previously brought into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals. The quality of human resources according to Matindas (2019:94) states that the quality of human resources is the ability of each employee to complete their work, develop themselves and encourage the self-development of their colleagues. According to Robbins, (2019:173) motivation means that individuals have reserves of potential energy, how this energy is released and developed depends on the strength or drive of the individual's motivation and the situation and opportunities available. There is also an indicator of motivation according to Mangkunegara, (2017:97) in the form of getting the opportunity to take part in education and training. Motivational factors influence performance because motivational factors are a condition that moves humans towards a certain goal (Mangkunegara, 2017:93). According to Hasibuan (2019: 193) states that discipline is a person's awareness and willingness to obey all organizational regulations and applicable norms, the discipline factor is a person's awareness and willingness to obey all organizational regulations and applicable social norms. The next factor that influences employee performance is the work discipline factor. This is because work discipline is a total of elements both within and outside the boundaries of the organization that have a direct or indirect impact on managerial activities to achieve organizational goals (Silalahi, 2019: 118). This obedience can be manifested in the form of attitudes, behavior and actions that comply with these regulations. (Hasibuan, 2019:193).

Factors that can be used to improve employee performance include organizational culture. Every organization has an organizational culture that indirectly grows and develops without both subordinates and superiors realizing it. According to Wirawan (2019:35), many organizations can withstand various changes and external challenges because they have cultural strength or conversely, many organizations collapse because they do not have organizational cultural strength. However, what happened at the Mandailing Natal Cooperative Service was that there was a weak and low organizational culture but this did not reduce the performance of employees at the Mandailing Natal Cooperative Service. Organizational culture influences employee performance (Koesmono 2019:9). The same thing was conveyed by Prihayanto (2019) who stated that organizational culture influences employee performance. The second factor that can be used to improve employee performance is the quality of human resources. The quality of Human Resources (HR) is one of the factors to improve the performance of an organization or agency. Therefore, human resources are needed who have high competence because expertise or competence will be able to support increased employee performance. The quality of human resources possessed by the Mandailing Natal Cooperative Service is still very poor with still low school background. So far, many government agencies do not have employees with adequate competence, this is proven by the low performance of employees and the difficulty of measuring employee performance within government agencies. In the interaction between employees and the organization, employees contribute to the organization in the form of their abilities, expertise and skills. Meanwhile, organizations are expected to provide reward funds to employees fairly so that they can provide satisfaction. The results of research

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conducted by Permadi, et al (2021) concluded that there is a positive relationship between the quality of human resources and employee performance. The role of employees or human resources is a very important factor in supporting the success of government administration in realizing its vision, mission and preparing itself to face the national policies that have been proclaimed. Employee competency has the role of managing planning, organizing, implementing and controlling the organization so that the success of the organization is very dependent on this function. Reliable and qualified employees play a major role in the performance improvement process.

The third factor that can be used to improve employee performance is motivation. Leaders must be able to influence their employees to have high motivation in completing their tasks and work, because with high work motivation employees will be encouraged to work as hard as possible by working hard and giving all their abilities and skills to achieve organizational goals. However, until now there has been no program provided to employees to provide work motivation so that they can improve employee performance at the Mandailing Natal Cooperative Service. To improve employee performance in an organization, there is a need for encouragement which is called motivation. Motivation is a process that explains the intensity, direction and persistence of an individual to achieve his goals. According to research by Muhamad Ekhsan (2019), the results of this research show that partially and simultaneously work motivation and discipline influence the performance of PT Syncrum Logistic employees. Providing motivation is usually carried out by each organization that wants an increase in employee performance within their organization, one way is by listening to and respecting employees' ideas or opinions, because everyone wants to be heard, including employees. With high work motivation, employees will be encouraged to do a job as best as possible which will influence performance results. The higher the motivation, the higher the performance that can be produced. The problem in an organization related to work motivation factors is that the work space is increasingly less comfortable and conducive due to the increase in the number of employees which has not been followed by the expansion of the organization's buildings so that it feels noisy and cramped and the sanctions or punishments given by the organization to employees who commit disciplinary actions are less strict. makes it difficult for employee work motivation to increase and even tends to decrease, causing a decrease in performance.

Apart from motivation, work discipline also influences employee performance. Another factor that influences employee performance is work discipline, because work discipline is a person's awareness and willingness to comply with all organizational regulations and applicable social norms. The lack of work discipline at the Mandailing Natal Cooperative Service is caused by employees who always arrive late due to the distance between the employee's house and the Mandailing Natal Cooperative Service Office. According to research by Agung Setiawan (2021), the results of his research show that there is an influence in using the same variable, namely work discipline, on performance in the research. A spirit of work discipline must be embedded in every employee when they work. Employee discipline is created if employees are willing to comply with all the rules in the organization and carry out every job on time. One thing that can be done to increase employee discipline is by providing sanctions, which will play an important role in maintaining employee discipline. With increasingly severe penalties, employees will be

increasingly afraid of breaking organizational regulations. From the results of interviews that researchers obtained and also supported by the data obtained, it shows that there is a decline in performance because employees have not worked optimally. This can be seen from the performance targets that have been determined which have not been achieved according to expectations, such as in compiling reports on the implementation of tasks. and regular activities have not been achieved so that many work programs are irregular in their implementation. Getting quality work results and the desired quantity is greatly influenced by several factors, including motivation and work discipline. Based on the flow of theoretical concepts that have been expressed, the research will begin to explain the theory of motivation. One thing that an organizational leader needs to do to motivate his employees is to involve employees in taking part in job training so that after they take part in the training it can provide motivation so that they can improve their performance. With the background explained above, the researcher is interested and motivated to conduct research to determine "The Influence of Organizational Culture, Quality of Human Resources, Motivation and Work Discipline on Employee Performance at the Mandailing Natal Cooperative Service".

METHOD

This research approach really helps the effectiveness of conducting a study. Without a clear research approach, research will not proceed properly and research will take longer because there are no boundaries. This research approach is to analyze the influence of organizational culture, human resource quality, motivation and work discipline on employee performance at the Mandailing Natal Cooperative Service. The approach in this research is descriptive quantitative because the data presented is in the form of numbers and uses descriptive analysis.

DISCUSSION

The Influence of Organizational Culture on Employee Performance

The resulting calculated t value for the organizational culture variable is 2.433 with a sig of 0.017. Sig analysis results. 0.017 is smaller than 0.05, meaning that individually the organizational culture variable has a significant effect on employee performance at the Mandailing Natal Cooperative Service. The results of this research state that organizational culture has an influence on employee performance because in this research, if organizational culture increases with the assumption that work motivation remains, employee performance will also increase, and vice versa. Organizational culture in this research consists of innovation and courage to take risks, attention to detail, results orientation, people orientation, team orientation, aggressiveness and stability. Innovation and courage to take risks, attention to detail, aggressiveness and stability have a relatively large contribution to the performance of Mandailing Natal Cooperative Service employees, namely 83.5%, 85.3%, 76.5%, 76.5%, 84.1% compared to orientation results and team orientation were 76.5% and 76.5%, which turned out to be better, but here the employee performance was good. Employee performance in the organizational culture that has been implemented by the Mandailing Natal Cooperative Service is good and employees are satisfied. However, in the implementation of organizational culture there are still a few complaints about people's orientation which is considered to be lacking because the treatment of employees towards

each other is still considered inadequate. The leadership has provided fair and equal treatment between one employee and another, but the treatment given by the leadership is still considered unfair or not optimal according to employee expectations. According to Rismawati (2021:24) explains that organizational culture is the rules of the game that exist within the company which will become the guidance of human resources in carrying out their obligations and the values for behaving within the organization. These values are reflected in their daily behavior and attitudes while they are in the organization and when representing the organization dealing with outside parties. In other words, organizational culture reflects the way employees do things (make decisions, serve people, etc.) which can be seen and felt, especially by people outside the organization.

The Influence of HR Quality on Employee Performance

The resulting calculated t value for the HR quality variable is 2.628 with a sig of 0.010. Sig analysis results. 0.010 is smaller than 0.05, meaning that individually the HR quality variable has a significant effect on employee performance at the Mandailing Natal Cooperative Service. From a simple calculation of the coefficient of determination, an equation is obtained which states that if there is no increase in the value of the human resource quality variable then employee performance. Based on the data listed in the table above, the correlation value between the human resource quality variable and employee performance at the Mandailing Natal Cooperative Service is interpreted in the strong category, this means that the influence of the human resource quality variable on the performance of employees at the Mandailing Natal Cooperative Service is strong and positive. . Based on the calculations above, the variability in the quality of human resources that occurs is caused by employee performance. In other words, the influence of human resource quality variables on employee performance.

The Influence of Work Motivation on Employee Performance

The resulting calculated t value for the work motivation variable is 2.076 with a sig of 0.040. Sig analysis results. 0.040 is smaller than 0.05, meaning that individually the work motivation variable has a significant effect on employee performance at the Mandailing Natal Cooperative Service. The results of this research state that work motivation has an influence on employee performance because in this research, if work motivation increases with the assumption that the organizational culture is constant, employee performance will also increase, and vice versa. Work motivation in this research consists of physical needs, security and safety needs, social needs, esteem needs and self-actualization. Physical needs, security and safety needs and social needs have a relatively large contribution to employee performance at the Mandailing Natal Cooperative Service, namely 72.5%, 68% and 65.5% compared to esteem and self-actualization needs of 43.5% and 57.2%, but here the employee performance is good. Employee performance in the work motivation provided by the Mandailing Natal Cooperative Service is good and employees feel satisfied. However, in providing work motivation, there are still a few complaints regarding the fulfillment of reward needs which are considered to be insufficient due to the company's lack of attention to appropriate awards given to employees who excel. The Mandailing Natal Cooperative Service has given awards to its employees who are considered outstanding, however the

awards that have been given are deemed to be insufficient or not optimal according to the employees' expectations. According to Radig (2021), Hakim Fachrezi and Hazmanan Khair (2020), Marjaya, Indra, and Fajar Pasaribu (2019), Soegiri (2022) and Antoni (2021) in Brahmasari and Suprayetno (2021) stated that providing encouragement is a form of Motivation is important to increase employee work enthusiasm so that they can achieve the results desired by management. The relationship between motivation, work passion and optimal results has a linear form in the sense that by providing good work motivation, employee work passion will increase and work results will be optimal in accordance with the performance standards set. The regression coefficient has a positive sign indicating that the better the work motivation provided, the greater the employee performance will be.

The Influence of Work Discipline on Employee Performance

The resulting calculated t value for the work discipline variable is 2.420 with a sig of 0.017. The results of the analysis are sig. 0.017 is smaller than 0.05, meaning that individually the work discipline variable has a significant effect on employee performance at the Mandailing Natal Cooperative Service. The calculation results also explain and provide an illustration that work discipline has an influence in the same direction on employee performance, this means that the work discipline variable has a positive influence on employee performance. This means that the better the work discipline variable, the better the employee's performance will be. And judging from the results of the questionnaire, it is known that the Work Discipline variable influences employee performance at the Mandailing Natal Cooperative Service, with a good average value. The highest average value is found in the statement item "Regulations on accurate work arrival times in institutions or agencies must be effective for employees". This condition states that the Respondent's response to the Work Discipline Variable is good because there are conflicts or problems with employees regarding work hours so that it will affect employee performance. Thus, employees must increase their discipline in time management. And the lowest average value is found in the statement item "Every employee must try to carry out their duties in accordance with their position & function". This condition states that the employees at the Mandailing Natal Cooperative Service are not making enough efforts to complete their duties and responsibilities in carrying out the work assigned by the leadership in accordance with their respective fields. Based on the research results, it is known that the Work Discipline variable has a positive influence on the performance variable, this is proven in accordance with the theory according to Singodimendjo in Edi Sutrisno (2019:96) which states that "The better the work discipline of an employee, the better the work results (performance) to be achieved." Without the support of good employee discipline, it is difficult for institutions or agencies to realize their goals, namely achieving optimal employee performance. So, discipline is the key to the success of an organization in achieving its goals.

Influence of Organizational Culture, HR Quality, Work Motivation and Work Discipline on Employee Performance

Based on the table above, the calculated F value is 48.106 with F sig. 0.000 where F sig. smaller than 0.05 then H_0 is rejected. It can be interpreted that simultaneously organizational culture (X1), HR quality (X2), work motivation (X3) and work discipline (X4) have a significant influence on employee performance (Y) at the Mandailing Natal Cooperative Service. The results of testing the fifth hypothesis show that organizational culture, quality of human resources, work motivation and work discipline have a positive and significant effect on employee performance at the Mandailing Natal Cooperative Service. Research conducted by Widuri (2020) entitled *The Influence of Work Discipline, Work Motivation and Organizational Culture on Employee Performance*. This research was conducted at School X in South Tangerang with a sample of 39 respondents. Using the census method and Partial Least Square - Structural Equation Modeling (PLS-SEM) analysis. The research results prove that there is a positive influence of work discipline, work motivation and organizational culture on performance, as well as a positive influence of organizational culture on work discipline and work motivation.

CONCLUSION

Organizational culture has a significant effect on employee performance at the Mandailing Natal Cooperative Service. The quality of human resources has a significant effect on employee performance at the Mandailing Natal Cooperative Service. Work Motivation has a significant effect on Employee Performance at the Mandailing Natal Cooperative Service. Work discipline has a significant effect on employee performance at the Mandailing Natal Cooperative Service. Organizational Culture, HR Quality, Work Motivation and Work Discipline have a significant effect on Employee Performance at the Mandailing Natal Cooperative Service.

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