

The Influence of Work Discipline, Organisational Culture, and Organizational Commitment on Employee Performance

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh disiplin kerja, budaya organisasi, dan komitmen organisasi terhadap kinerja pegawai Dinas Kesehatan Surabaya. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Data dikumpulkan melalui kuesioner yang disebarkan kepada 44 pegawai sebagai sampel penelitian, yang dipilih menggunakan teknik purposive sampling. Analisis data dilakukan dengan regresi linear berganda untuk menguji hubungan antara variabel independen (disiplin kerja, budaya organisasi, dan komitmen organisasi) terhadap variabel dependen (kinerja pegawai). Hasil penelitian menunjukkan bahwa secara simultan, disiplin kerja, budaya organisasi, dan komitmen organisasi memiliki pengaruh signifikan terhadap kinerja pegawai. Secara parsial, disiplin kerja dan komitmen organisasi berpengaruh positif dan signifikan, sementara budaya organisasi memiliki pengaruh yang lebih kecil. Dari ketiga variabel tersebut, komitmen organisasi memiliki pengaruh dominan terhadap kinerja pegawai. Hal ini menunjukkan bahwa peningkatan komitmen organisasi, seperti keterlibatan pegawai, penghargaan terhadap kontribusi, serta lingkungan kerja yang suportif, menjadi faktor kunci dalam meningkatkan kinerja. Oleh karena itu, Dinas Kesehatan Surabaya perlu memprioritaskan strategi penguatan komitmen organisasi untuk meningkatkan kinerja pegawai secara optimal.

Kata Kunci: Disiplin kerja, budaya organisasi, komitmen organisasi, kinerja pegawai, metode regresi linear berganda.

ABSTRACT

This study aims to analyze the influence of work discipline, organisational culture, and organisational commitment on the performance of employees at the Surabaya Health Department. A quantitative research approach was used with a survey method. Data were collected through questionnaires distributed to 44 employees selected using purposive sampling. The data were analysed using multiple linear regression to examine the relationship between the independent variables (work discipline, organisational culture, and organisational commitment) and the dependent variable (employee performance). The results indicate that, simultaneously, work discipline, organisational culture, and organisational commitment significantly influence employee performance. Partially, work discipline and organisational commitment have a positive and significant impact, whereas organisational culture has a lesser effect. Among the three variables, organisational commitment has the most dominant influence on employee performance. This finding suggests that strengthening organisational commitment, such as increasing employee engagement, recognising contributions, and fostering a supportive work environment, is crucial for enhancing performance. Therefore, the Surabaya Health Department should prioritise strategies that reinforce organisational commitment to optimise employee performance.

Key Word: Work discipline, organisational culture, organisational commitment, employee performance, multiple linear regression method

INTRODUCTION

The health sector is one of the most fundamental aspects of a country's development, including in Indonesia. A well-functioning health system not only improves the quality of life of the population but also contributes to overall social and economic stability (World Health Organization, 2020). As one of Indonesia's largest metropolitan cities, Surabaya faces complex health challenges, including the rise of non-communicable diseases, infectious disease outbreaks, and environmental and nutritional health issues. In addressing these challenges, the Surabaya Health Department plays a crucial role in delivering effective and efficient health services to the community (Rivai & Sagala, 2019).

The success of the Surabaya Health Department in carrying out its duties largely depends on the performance of its employees. Employee performance is a key factor determining the quality of healthcare services provided to the public (Mangkunegara, 2020). Employees with high performance levels can provide fast, accurate, and responsive services, whereas low employee performance can lead to issues such as reduced service quality, increased public complaints, and low patient satisfaction (Siagian, 2018). Therefore, further study is needed to understand the factors influencing employee performance at the Surabaya Health Department.

Previous studies suggest that three main factors influence employee performance: work discipline, organisational culture, and organisational commitment (Wiyanto & Idrus, 2021; Dewi et al., 2021). Work discipline is essential in creating effectiveness and efficiency at work. Employees with high discipline levels tend to be more responsible in carrying out their duties, adhere to organisational rules, and complete their work on time (Tohardi, 2016). Work discipline is also closely related to compliance with organisational policies, minimising errors, and increasing productivity.

Besides work discipline, organisational culture also plays a vital role in shaping a conducive work environment. Organisational culture includes shared values, norms, and habits within an organisation that influence employee behaviour and motivation (Robbins & Judge,

2019). A strong organisational culture can enhance employee motivation, strengthen teamwork, and create a more harmonious workplace. However, some studies suggest that the impact of organisational culture on employee performance is inconsistent and depends on how organisational values are applied in daily work practices (Rohim & Gunawan, 2019).

The third key factor is organisational commitment, which refers to the extent to which employees are emotionally attached and loyal to their organisation (Meyer & Allen, 1997). Employees with high organisational commitment tend to be more dedicated, motivated to achieve organisational goals, and more likely to remain in the organisation (Ginanjari & Berliana, 2021). Research shows that employees with strong organisational commitment exhibit better productivity than those with lower commitment levels (Santosa, 2019).

Despite extensive research on these factors, there are still research gaps in the literature. Some studies indicate that work discipline significantly affects employee performance (Astuti & Amalah, 2018; Iptian et al., 2020), while others report conflicting results (Irawan et al., 2021). Similarly, organisational culture has been found to contribute to increased employee performance in some studies (Dewi et al., 2021) but not in others (Rohim & Gunawan, 2019). Furthermore, Ardiyansah & Mon (2023) found that organisational commitment does not always have a significant impact on employee performance under certain conditions.

Given these research gaps, this study aims to analyse the influence of work discipline, organisational culture, and organisational commitment on employee performance at the Surabaya Health Department. This research is expected to contribute to the development of human resource management theories, particularly in the public sector. Additionally, the findings may provide valuable insights for the Surabaya Health Department in formulating more effective policies to improve employee performance. By understanding the key factors affecting employee performance, the organisation can implement better strategies to foster a productive, disciplined, and strong organisational

culture.

Work Discipline

According to Tohardi (2016), work discipline refers to behavior that is in accordance with established work rules and procedures. Meanwhile, according to Prijodarminto (2018), discipline is a condition that is formed through a series of behaviors that demonstrate the values of obedience, compliance, loyalty, regularity, and order. Siagian (2018) defines discipline as a system of rules that aims to change and shape employee knowledge, attitudes, and behavior so that they can voluntarily work regularly with other coworkers and improve their performance. From this definition, it can be concluded that work discipline involves training to regulate habits, maintain ethics, and comply with rules directly related to work.

Organizational Culture

Organizational culture is important for a company because organizational culture is a characteristic that distinguishes one company from another. Organizational culture is a process of teaching certain knowledge and skills and attitudes so that employees become more skilled and able to carry out their responsibilities better, in accordance with Mangkunegara standards (2018).

According to Dessler (2015), that "organizational culture is a process of teaching employees the skills needed to do their jobs". Furthermore, the definition of organizational culture is simply defined by), Mondy (2016) as "a learning process designed to change the ability of employees to do their jobs". Effendy (2015) defines organizational culture as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on that are developed over a long period of time by the founders, leaders, and members of the organization that are socialized and taught to new members and applied in organizational activities in producing products, serving consumers, and achieving organizational goals.

Organizational Commitment

Organizational commitment is an employee's orientation toward their organization, demonstrated through attitudes and actions that consistently support the organization's values and work diligently with strong conviction to achieve

the organization's vision and mission. According to Sutrisno (2019), organizational commitment is defined as the willingness of an employee to strive to achieve organizational goals by utilizing all of their skills, consistently adhering to company regulations, and supporting the policies implemented by the company.

This commitment also reflects the closeness of an employee in expressing high loyalty to the organization. Employees with a high level of commitment will always strive to give their best efforts to improve their performance in order to achieve organizational goals and contribute to the organization's success.

Good human resource management plays a crucial role in determining the success of organizational management. The level of commitment demonstrated by employees or members of an organization significantly influences the organization's ability to achieve its goals. High employee commitment is a guarantee of the achievement of organizational objectives. Employee commitment has a significant impact, and in the workplace, some organizations consider commitment as one of the prerequisites for holding certain positions. However, there are still employees or entrepreneurs who do not fully understand the importance of organizational commitment, leading them to neglect efforts that can foster a high level of commitment.

In fact, understanding the importance of organizational commitment is highly valuable for every organization in order to create a conducive work environment, aiming to enable the organization to operate more efficiently.

According to Robbins (2018), organizational commitment is a condition in which an employee sincerely dedicates themselves to a particular organization, agrees with its objectives, and intends to maintain a long-term relationship with the organization by continuing to be a member of it.

High commitment from an employee is often demonstrated through loyalty to the organization that employs them. Robbins (2018) stated that organizational commitment is an attitude that reflects the extent to which an individual identifies with and is attached to their organization.

Employees who feel more committed to the organization tend to exhibit reliable habits, plan

to stay longer in the organization, and dedicate more effort to their work.

Nasution (2018) defined organizational commitment as a bond between an individual and an organization, idea, or project, manifested in the dedication of oneself to the achievement of the organization's mission.

Thus, organizational commitment is an employee's attitude to remain within the organization and actively participate in efforts to achieve the company's mission, values, and objectives. Commitment is a more concrete form of loyalty that can be observed through the extent to which employees devote their attention, ideas, and responsibilities in efforts to help the company achieve its organizational goals.

Employee Performance

Dessler (2015) stated that employee performance (work achievement) is the expected performance from employees. According to Gibson et al. (2017), employee performance is a measure that can be used to determine the comparison of task execution results and responsibilities assigned by the organization.

Mangkunegara (2019) defines employee performance as the quality and quantity of work achieved by an employee in carrying out their duties. Meanwhile, according to Mathis and Jackson (2019), performance essentially refers to what employees do or do not do.

Rivai (2015) defines employee performance as the actual behavior demonstrated by each individual as the achievement of their work in accordance with their respective roles in the company.

Hypothesis

Research on the influence of work discipline on employee performance has been conducted by several previous researchers including Astuti and Amalah (2018), Iptian, et al (2020), Jeffrey and Soleman (2017), Husain (2018), Kurbani (2018). The results of their research prove that work discipline has an effect on employee performance. Thus, a hypothesis can be made as follows:

H1: Work discipline has a partial effect on employee performance.

Previous research on the influence of organizational culture on employee performance

has been conducted by several previous researchers including Wiyanto and Idrus (2021), Dewi et al (2021), Deccasari (2019), Sugiono (2021), Mohd Isa, et al (2016). The results of this study prove that organizational culture influences employee performance. Thus, a hypothesis can be made as follows:

H2: Organizational culture has a partial effect on employee performance.

Research on the influence of organizational commitment on employee performance has been conducted by several previous researchers including Astuti (2022), Santosa (2019), Pribowo (2020), Kristian and Ferijani (2020), Ginanjar and Berliana (2021). The results of their research prove that organizational commitment has an effect on employee performance. Thus, a hypothesis can be made as follows:

H3: Organizational commitment has a partial effect on employee performance.

Research on the influence of work discipline on employee performance has been conducted by several previous researchers, including Astuti and Amalah (2018), Iptian, et al (2020), Jeffrey and Soleman (2017), Husain (2018), Kurbani (2018). The results of their research prove that work discipline has an effect on employee performance. Previous research on the influence of organizational culture on employee performance has been conducted by several previous researchers, including Wiyanto and Idrus (2021), Dewi et al (2021), Deccasari (2019), Sugiono (2021), Mohd Isa, et al (2016). The results of this study prove that organizational culture has an effect on employee performance. Research on the influence of organizational commitment on employee performance has been conducted by several previous researchers, including Astuti (2022), Santosa (2019), Pribowo (2020), Kristian and Ferijani (2020), Ginanjar and Berliana (2021). The results of their research prove that organizational commitment influences employee performance.

Thus, a hypothesis can be made as follows:

H4: Work discipline, organizational culture and organizational commitment simultaneously influence employee performance.

Irawan conducted a study entitled "The Effect of Implementation of Work Discipline and Work

Commitment on Employee Performance at a Soybean Processing Factory in Laren Village, Lamongan." This study aims to determine whether the independent variables have a partial or simultaneous effect on the dependent variable. The method in this study is an explanatory research type with a quantitative approach using validity tests, reliability, classical assumption tests, multiple linear regression analysis, multiple correlations, coefficient of determination, t-test and F-test using SPSS (statistical package for social) version 20.0 data processing. The results of this study can be concluded that work discipline has a partial effect while work commitment has no effect, and the most dominant effect on employee performance is work discipline because the value of work commitment is smaller than the value of work discipline. Thus, a hypothesis can be made as follows:

H5: Work discipline has a dominant effect on employee performance.

METHODS

Research Type

This study employs a quantitative approach, aiming to develop and apply mathematical models and theories related to observed phenomena. The quantitative research method is chosen as it effectively connects empirical observations with mathematical expressions, providing objective and measurable results (Sugiyono, 2019)

Population and Sample

The population in this study consists of all employees in the Public Health Division of the Surabaya Health Department, totaling 44 individuals. The saturated sampling technique is used, meaning the entire population is included as the research sample. This approach is selected because the population is less than 100, making it more representative of the subject characteristics (Sugiyono, 2019).

Operational Definitions and Research Variables

This study includes one dependent variable and three independent variables:

1. Dependent Variable (Y): Employee performance, measured based on work quality, work quantity, knowledge and skills, creativity, and discipline (Gomes, 2018).
2. Independent Variables:

- a. Work Discipline (X1): Employee adherence to rules and work procedures (Sutrisno, 2017).
- b. Organizational Culture (X2): Values, norms, and practices shared within the organization (Robbins & Judge, 2019).
- c. Organizational Commitment (X3): Employee loyalty and involvement in the organisation (Meyer & Allen, 1997).

Data Collection Methods

This study utilizes two main data sources:

1. Primary Data: Collected directly through closed-ended questionnaires distributed to respondents.
 2. Secondary Data: Obtained from journals, books, and relevant organisational documents.
- The questionnaire measurements use a Likert scale, allowing respondents to express their level of agreement with given statements

Data Analysis Methods

The collected data is analysed using the multiple linear regression method to examine the relationship between independent and dependent variables.

RESULTS

This Multiple Linear Regression Analysis Method is used to determine the influence of work-life balance variables, employee engagement, and organizational commitment on employee job satisfaction. Detailed calculations can be seen in the appendices and the results of the analysis can be seen in the following table.

Table 1. Multiple Linear Regression Analysis

Coefficients ^a					
Variabel Bebas	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	94.461	13.873411		7.165861	
Work Discipline	0.483	0.177867	0.64738	2.53140	.000
Organizational Culture	0.625	0.164467	0.74851	4.23179	.000
Organizational Commitment	0.875	0.168173	0.84853	4.76418	.000

Table 1 above is a summary of the results of multiple regression analysis involving the independent variables of work discipline (X1), organizational culture (X2), and organizational commitment (X3) on employee performance (Y), which can be explained as follows:

1. Partially, the influence of work discipline

- (X1) on employee performance (Y) can be seen from the t value and the following t significance. Where the t value is 2.53140 with the following t significance of 0.000, which means that work discipline (X1) has a partial effect on employee performance (Y). This can be seen from the significance value of 0.000 which is smaller than 0.05 (t significance < 0.05).
2. The influence of organizational culture (X2) on employee performance (Y) can be seen from the t value and the following t significance. Where the t value is 4.23179 with the following t significance of 0.000, which means that organizational culture (X2) has a partial effect on employee performance (Y). This can be seen from the Significance t value of 0.000 which is smaller than 0.05 (Significance t < 0.05).
 3. The effect of organizational commitment (X3) on employee performance (Y) can be seen from the t value and the Significance t that follows it. Where the t value is 4.76418 with the Significance t that follows it of 0.000 which means that organizational commitment (X3) has a significant partial effect on employee performance (Y). This can be seen from the Significance t value of 0.000 which is smaller than 0.05 (Significance t < 0.05).

Table 2. Anova

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	521.499	3	171.471	21.917	000
Residual	97.158	41	3.753		
Total	618.657	44			

From the table above, it can be seen that simultaneously the influence of work discipline (X1), organizational culture (X2), and organizational commitment (X3) on employee performance (Y), can be seen from the magnitude of the F value and F Significance. Where the calculated F value is 21.917 and the F Significance is 0.000, which means that simultaneously (together) there is a significant influence of the three independent variables, work discipline, organizational culture, and organizational commitment on employee performance. This can be seen from the F Significance value of 0.000 which is smaller than 0.05 (F Significance < 0.05).

DISCUSSION

1. The Influence of Work Discipline: The research results indicate that work discipline significantly affects the performance of employees at the Surabaya Health Office. This is evidenced by a t-count value of 2.53140, which is greater than the t-table value of 2.02108, and a significance level of 0.000, which is lower than 0.05. High work discipline, such as punctuality, adherence to rules, and consistency in performing tasks, plays a crucial role in enhancing the effectiveness and efficiency of employees.
2. The Influence of Organizational Culture: Organizational culture has also been proven to influence employee performance, with a t-count value of 4.23179, which is greater than the t-table value of 2.02108, and a significance level of 0.000, which is lower than 0.05. Although its influence is not dominant, a strong organizational culture can create a supportive work environment and boost employee motivation. Factors such as values, norms, and work practices implemented within the organization contribute to improving employee performance.
3. The Influence of Organizational Commitment: Organizational commitment has a significant impact on employee performance, with a t-count value of 4.76418, which is greater than the t-table value of 2.02108, and a significance level of 0.000, which is lower than 0.05. Employees with high commitment to the organization tend to work harder and be more dedicated, which ultimately has a positive impact on their performance. However, since its influence is only partial, other factors such as work discipline and organizational culture still play a role in determining employee performance.
4. The Simultaneous Influence of Work Discipline, Organizational Culture, and Organizational Commitment: These three independent variables simultaneously have a significant effect on employee performance, with an F-count value of 21.917, which is greater than the F-table value of 2.83. This indicates that work discipline, organizational culture, and organizational commitment are interconnected in shaping employee performance. The synergy of these three factors contributes to increased productivity and work quality among employees at the

Surabaya Health Office.

5. The Most Dominant Variable: The hypothesis stating that work discipline has the most dominant influence is not proven and is rejected. Instead, the most dominant variable influencing employee performance is organizational commitment, with a standardized coefficient beta of 84.853%, which is higher than work discipline (64.738%) and organizational culture (0.74851%). Therefore, strategies to improve employee performance at the Surabaya Health Office should focus more on strengthening organizational commitment while still considering the importance of work discipline and organizational culture.

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