

The Effect of Organizational Culture, Quality of Human Resources, Motivation and Discipline on Employee Performance in the Communication and Informatics Department of Agam Regency

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Abstract:- The problem raised in this study is "Employee Performance of the Office of Communication and Information Technology in Agam Regency. The variables of this study are the influence of Organizational Culture, Quality of Human Resources, Motivation and Discipline (as independent variables) and Employee Performance (as dependent variable). This study aims to reveal the influence of Organizational Culture, Quality of Human Resources, Motivation and Discipline jointly or partially on Employee Performance. The sample used all employees at the Communication and Information Office of Agam Regency, amounting to 40 people. Multiple linear regression was used as a data analysis tool. The results showed that both partially and simultaneously the variables of Organizational Culture, Quality of Human Resources, Motivation and Discipline were proven to have a positive and significant influence on employee performance, with a contribution of 73,20%. Based on the research result, it is suggested that the Agam District Communication and Information Agency focus more on improving the motivation variable by paying attention to the indicators.

Keywords—*organizational culture, quality of human resources, motivation and discipline, employee performance.*

I. INTRODUCTION

The administration of government must be seen in the context of optimizing the implementation of its main functions towards the existence of apparatus in these government organizations, especially in improving performance in order to provide services to the community. A government is considered effective if it can achieve its goals optimally, is able to adapt to the environment and can increase work performance and human resource development. For this reason, all government agencies must improve their performance, including the Communication and Information Office of the Agam Regency Government of West Sumatra.

Organizational performance, in this case is the performance of government organizations, which is largely

determined by the performance of each employee in the organization. If all employees have a good performance, then the performance of the agency will also be good. Vice versa, if all employees in the agency have a poor performance, efforts to carry out their duties will be constrained so that they are unable to complete tasks on time, and the impact is bad overall for the performance of the the institution.

The employees of the Agam Regency Communication and Information Technology Office are not yet fully good, this can be seen from 53% of respondents who disagree that the leadership is very clear in giving instructions and tasks, 67% completing work sometimes does not match the specified time / exceeds the target, supporting facilities and infrastructure in the implementation of the work of 33%, recognition by the leadership for the achievement of targets by 47% and 33% of employees disagree. Accurate decision making greatly affects performance.

Performance is doing work more actively so that work can be expected to be faster and better. Employee performance is influenced by several factors such as organizational culture, quality of motivation, communication placement, human relations, compensation, occupational health and safety (Nitisemito, 2011). The factor that can affect job satisfaction and performance is leadership, where leadership as a process influences others to get an effective job and plays a role in causing employee job satisfaction. Apart from leadership factors, financial compensation also has a strong influence on job satisfaction, productivity, employee turnover and other processes in the organization (Simamora, 2012).

Organizational culture is a driving factor for performance formation. Because organizational culture is the values and norms that apply in the organization and are accepted by all members of the organization. A good assessment of organizational culture can encourage employees to work better and in turn can improve the performance of individuals in the organization. As stated by Tiernay quoted by Djoko Santoso (2003), that with good quality factors in organizational culture, the quality of organizational performance will also be good. Therefore, the

performance of employees at the Communication and Information Technology Office can also be linked to these factors.

The purpose to be achieved in this research is to know and analyze:

1. How is the influence of Organizational Culture on Employee Performance of the Communication and Information Technology Office of Agam Regency?
2. How is the influence of the quality of human resources on the performance of the Office of Communication and Information Technology in Agam Regency?
3. How is the influence of motivation on the performance of the Agam Regency Information and Communication Office staff?
4. How is the influence of Discipline on the performance of the Agam Regency Communication and Informatics Office staff?
5. How the Influence of Organizational Culture, Human Resources, Motivation and Discipline on Employee Performance in the Communication and Information Technology Office of Agam Regency?

Employee Performance

Performance is a work result that a person wants to achieve in the tasks assigned to him or her which is based on skills, experience and sincerity and time (Hasibuan, 2013). Then, according to Simamora (2012), Performance appraisal is a tool used not only as a job evaluation of employees, but also to motivate employees and develop. In performance appraisal, it is not only about assessing physical results, but the overall implementation of work involving various fields such as ability, craft, discipline, work relations or special things in accordance with the field of work, all of which deserve to be assessed. The term performance comes from the word Job Performance or Actual Performance which is the actual work performance or achievement achieved by a person. Mangkunegara (2012) states that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him.

Performance A work result achieved by a person in carrying out the tasks assigned to him based on skill, experience and seriousness and time (Hasibuan, 2013), indicators: Quality, Quantity, Timeliness, Effectiveness and Independence.

Organizational culture

Organizational culture as a guideline for human resources which are values for dealing with problems and efforts to integrate them into the organization so that members of the organization can understand the values that exist and how they should act and behave, (Susanto, 2002). With indicators of individual initiatives, risk tolerance, control, management support and communication patterns.

Human Resources

The quality of human resources is the level of productivity of a person in the organization to carry out tasks as well as the determination to achieve the targets that

have been set in an organized and slow manner (Siagian, 2003) with indicators; Educational background and knowledge, Health, Training, Ability and mastery of technology or skills.

Motivation

Motivation is a process that explains the intensity, direction, and persistence of an individual to achieve his goals (Robbins and Judge 2012), with indicators: Can motivate yourself, take initiative, can meet your own needs and stimulate yourself, have a feeling of commitment high, persistent, works productively on a task until it is completed well, can complete work despite obstacles, has a strong will to work, works with or without supervision, likes challenges, wants to test his abilities and likes intellectual pursuits, displays constructive dissatisfaction , always thinking about improving something, oriented towards goals / achievement of results, always on time, disciplined, Feeling satisfied if you have done your job well, Believing that work needs to be balanced with a reasonable salary and contributing more than expected.

Discipline

According to Handoko (2014), discipline is a management activities to implement organizational standards. Furthermore, Hasibuan (2013) provides a definition of discipline is a person's awareness and willingness of a person to comply with all company regulations and applicable norms. Awareness is the attitude of a person who voluntarily obeys all the rules of his duties and is responsible, obeys and does his job without coercion. Willingness is an attitude, behavior and actions of a person in accordance with company regulations, whether written or not.

Based on the conceptual framework used in this study can be seen in the following figure:

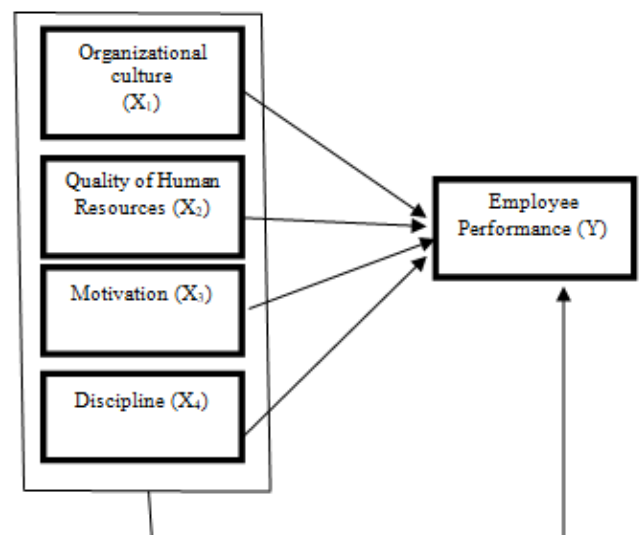


Figure 1 Research Conceptual Framework

Based on the background, theoretical studies, previous research and the above conceptual framework, the hypothesis proposed is :

H1 : Organizational culture affects the performance of the Agam Regency Communications and Informatics Office staff.

H2 : The quality of human resources has an effect on the performance of the Agam Regency Information and Communication Service staff.

H3 : Motivation affects the performance of the Agam Regency Information and Communication Office staff.

H4 : Discipline, Human Resources, and Motivation have an effect on the Employee Performance of the Communication and Information Technology Office of Agam Regency.

H5 : Organizational Culture, Human Resources, and Motivation and Discipline affect the performance of the Agam Regency Communications and Informatics Office staff.

II. RESEARCH METHOD

Based on the formulation, objectives and research hypotheses, the method used in this study is quantitative research to determine the effect between variables. This study aims to determine the effect of Organizational Culture (X_1), Quality of Human Resources (X_2), Motivation (X_3) and Discipline (X_4) on Performance (Y). The object of research in this study is Organizational Culture, Quality of Human Resources, Motivation and Discipline. The research subjects were employees of the Agam Regency Communication and Information Service.

The population and sample in a study have a central and decisive role (Muri A., 2015). Population is the whole object of study that provides an accurate description of the research. According to Hamid (2014), population is the total number of objects or subjects that are used as data sources in a study that have the same characteristics or characteristics. Therefore, the population in this study were all employees and superiors of the Agam District Communication and Information Office.

The data obtained from various instruments were analyzed qualitatively and quantitatively. Data analysis is used to see if there is a relationship between Organizational Culture, Quality of Human Resources, Motivation and Discipline on Employee Performance. The analysis used in this research is inferential statistical analysis. The analysis conducted was validity analysis, instrument reliability, descriptive analysis, analysis prerequisite test analysis, namely normality test, multicolliner and homogeneity test, then hypothesis testing was carried out by multiple linear regression tests.

To determine the effect of the hypothesized variables in this study the authors used regression analysis. The equation of multiple linear regression analysis in this study is as follows :

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Where :

Y = Employee Performance

a = constant

b_1 ; b_2 b_3 = regression coefficient

X_1 = Organizational culture

X_2 = Human Resources

X_3 = Motivation

X_4 = Discipline

e = error

III. RESULT

Descriptive Analysis

The results of the study were to determine the effect of organizational culture, human resources, motivation and discipline on employee performance at the Agam regency communication and information service unit based on the assessment of 30 employees of the Agam Regency Communications and Informatics Service who were used as samples of research respondents on the variable indicators studied obtained through questionnaires.

Validity Test Results

The validity test is used to measure whether a questionnaire is valid or not. The validity index is calculated using the Corrected Item-Total Correlation with the product moment correlation formula. Statement item is declared valid if the correlation coefficient is $\geq r_{table}$ value for $n-2 = 30 = 0,361$. Following are the results of the validity test for each questionnaire item. Research variables.

The results of the validity test show that all items have a value of r_{count} greater than the r_{table} value of 0,361 so it can be concluded that the variable items Employee Performance (Y), Organizational Culture (X_1), Quality of Human Resources (X_2), Motivation (X_3), Discipline (X_4) is valid. The measuring instrument in the form of a questionnaire statement has a good level of validity which means that it can measure the variables under study.

Reliability Test Results

Reliability is a level of reliability of the questionnaire. A reliable questionnaire is if the questionnaire is tested repeatedly on the same group will produce the same results.

Regression Assumption Testing

The regression assumptions seen are the error assumption following the normal distribution, the collinearity-free assumption, and the assumption of homogeneity of variance (heteroscedasticity test).

a. Normality test

In this study, the normality test used the Kolmogorov-Smirnov test. The results of the calculation of the residual normality test from the estimation equation were obtained using SPSS.

b. Multicollinearity Test

The VIF value of the calculation results presented in the table is less than 10 indicating that there is no multicollinearity problem between the independent variables in the regression model.

c. Heteroscedasticity Assumption Test

To find out the results of heteroscedasticity, a glacier test was carried out and saw the Scetter graph plot of the residual value. Based on calculations using SPSS, the test significance value for each independent variable is greater than 0.05 which indicates that the relationship between the independent variables and the error value of the regression model is not significant. This means that there is no heteroscedasticity problem in the regression model.

Multiple Regression Analysis

Table 1. Recap of Multiple Regression Analysis Test Results

Variabel	Koef. Regresi	t value	Sig.
Constant	0.362	1.146	0.885
Organizational Culture	0.272	2.820	0,008
Quality of Human Resources	0.230	2.172	0,037
Motivation	0.172	2.065	0,046
Disciplin	0.213	2,226	0,033
Dependent Variable: Performance	Sig. .000^a		
F value = 23.891			
R² = 0,732			

Source: Primary Data Processing Results, 2020.

The regression coefficient value of the results of multiple regression analysis of the influence of Organizational Culture, Quality of Human Resources and Motivation on Employee Performance is calculated with the help of SPSS

The regression equation that explains the influence of Organizational Culture, Quality of Human Resources, Motivation and Discipline on Employee Performance is:

$$Y = 0,362 + 0,272 X_1 + 0,230 X_2 + 0,172 X_3 + 0,213 X_4$$

The constant value of the regression equation (α) is 0.362 indicating that if the Organizational Culture, Quality of Human Resources and Motivation do not change (constant), the predicted value of Employee Performance is 0,362 units. The regression coefficient for the Organizational Culture variable (X_1) is positive for 0,272. This means that the better the Organizational Culture at the Agam Regency Communication and Information Service, the higher the employee performance (better). The amount of change in Employee Performance scores due to the influence of Organizational Culture is directly proportional (unidirectional). Organizational Culture (X_1) increases by one unit, so the employee performance score of the Agam Regency Communication and Information Service will increase by 0,272 points assuming other factors are constant. The regression coefficient of the quality of human resources variable (X_2) is positive at 0,230. This means that the better the quality of human resources at the Agam Regency Communication and Information Office, the higher the employee performance (good). The amount of change in employee performance score changes due to the influence of

the quality of human resources is directly proportional (unidirectional). The quality of human resources (X_2) increases by one unit, then the employee performance score of the Agam Regency Communications and Information Technology Office will increase by 0,230 points assuming other factors are constant. The regression coefficient for the Motivation variable (X_3) is positive for 0,172. So the better the motivation of the Agam Regency Communication and Informatics Office employees, the higher the employee performance (better). The magnitude of changes in employee performance score changes because the influence of motivation is directly proportional (unidirectional). Motivation (X_3) increases by one unit, then the employee performance score of the Agam Regency Communication and Information Service will increase by 0,172 points assuming other factors are constant. Discipline (X_4) increases by one unit, then the employee performance score of the Agam Regency Communication and Information Service will increase by 0,213 points assuming other factors are constant.

Hypothesis Testing

Based on the results of the calculation, the results of hypothesis testing can be explained as follows:

The Effect of Organizational Culture on Employee Performance

The first hypothesis, Organizational Culture (X_1) affects Employee Performance (Y). The results of the calculation show that the t statistic for the Organizational Culture variable (X_1) with the t_{count} value is 2,820 greater than 2,028. This means that the organizational culture variable (X_1) has a positive effect on employee performance (Y) with a significance of $0,008 < 0,05$, so the decision to test is significant at the 5% significance level. So there is a significant influence of Organizational Culture on Employee Performance.

The Effect of the Quality of Human Resources on Employee Performance

The second hypothesis the quality of human resources (X_2) affects employee performance (Y). The results of the calculation show that the t statistic for the variable quality of human resources (X_2) has a value of 2,172 with a significance value of 0,037. The T-statistic value is greater than the t_{table} value at the 5% significance level ($2,172 > t_{table} = 2,028$) with a significance of $0,037 < 0,05$, so the decision to test is significant at the 5% significance level. So there is a significant effect of the quality of human resources on employee performance.

The Effect of Motivation on Employee Performance

The third hypothesis Motivation (X_3) affects Employee Performance (Y). The calculation results show that the t statistic for the Motivation variable (X_3) has a value of 2,065 with a significance value of 0,046. The T-statistic value is greater than the t_{table} value at the 5% significance level ($2,065 > t_{table} = 2,056$) with a significance of $0,046 < 0,05$, so the decision to test is significant at the 5% significance level. So there is a significant effect of motivation on employee performance.

The Effect of Discipline on Employee Performance

The fourth hypothesis of Discipline (X_4) has an effect on Employee Performance (Y). The calculation results show that the t statistic for the Discipline variable (X_4) has a value of 2,226 with a significance value of 0,033. The T-statistic value is greater than the t_{table} value at the 5% significance level ($2,226 > t_{table} = 2,056$) with a significance of $0,033 < 0,05$, so the decision to test is significant at the 5% significance level. So there is a significant influence of Discipline on Employee Performance.

The Influence of Organizational Culture, Human Resources, Motivation and Discipline on Employee Performance of the Agam Regency Communication and Information Technology Office (Test F)

The test statistic used to test the effect of all independent variables contained in the equation simultaneously affects the dependent variable is the F test. Based on the results of the calculation, the F-statistic is 23,891 with p-value = 0,000.

The coefficient of determination (R^2)

To find out the magnitude of the effect together, the coefficient of determination (R^2) can be seen. The coefficient of determination (R^2) obtained is 0,732. Together, the influence of Organizational Culture, Quality of Human Resources, Motivation and Discipline on Employee Performance is 73,2%. Meanwhile, $100\% - 73,2\% = 26,8\%$ were influenced by other factors which were not included in the variables studied in this study. The influence of each independent variable partially on employee performance can be calculated by multiplying the value of standardized coefficients with zero-order correlation. The influence of Organizational Culture on Employee Performance is 0,321. The magnitude of the influence of the quality of human resources on employee performance is 0,267. The influence of motivation on employee performance is 0,236. The amount of influence of Discipline on Employee Performance is 0,244.

Discussion

There is a positive relationship between Organizational Culture and Employee Performance where both the Organizational Culture at the Communication and Information Technology Office of Agam Regency means that the Employee Performance is getting higher (better). The results of the hypothesis test concluded that there was a significant influence of Organizational Culture on Employee Performance at the Communication and Informatics Office of Agam Regency. The influence of Organizational Culture on Employee Performance is 32,1%. The results of this study are in line with research conducted by Nurjanah (2008), The Influence of Leadership Culture and Organizational Culture on organizational commitment to improving employee performance (Study at the Environmental Bureau of the Ministry of Agriculture). Find empirical evidence that there is an influence of Organizational Culture on the performance of the employees of the Environmental Bureau of the Ministry of Agriculture. In line with this research, Dewita Heryanti (2007) Analysis of the Influence of Organizational Culture, Job Satisfaction

and Leadership Style on Employee Performance with a commitment to Organizational Commitment as an intervening variable, finds empirical evidence that there is an influence of Organizational Culture on employee performance.

The results of the analysis show that there is a positive relationship between the quality of human resources and employee performance. The better the quality of human resources felt by employees at the Agam Regency Communication and Information Agency, the higher the employee performance (better). The results of the hypothesis test concluded that there was a significant effect of the quality of human resources on employee performance at the Agam District Information and Communication Office. The influence of the quality of human resources on employee performance was obtained by 26.7%. The results obtained support and are in line with research conducted by Zozi Algopeng (2013) The Influence of Leadership Style, Organizational Culture, and Quality of Human Resources through Motivation on Employee Performance at the Bukit Dua Belas National Park Office who found empirical evidence of the influence of Human Resource Quality on employee performance.

The results of the analysis show that there is a positive relationship between motivation and employee performance. This means that the higher the motivation, the employee performance at the Agam Regency Communication and Information Office will be higher (better). The amount of influence of motivation on employee performance is 23,6%. The results of the hypothesis test concluded that there was a significant influence of motivation on employee performance at the Agam Regency Communication and Informatics Office. This result means that employees who have high motivation will be able to improve their employee performance. Officers who have good motivation will find it easier in all work processes because it begins with enthusiasm and passion so that their employee performance can increase. The results obtained support and are in line with the research conducted. The results of this study are in line with the research conducted by Winardi, et al (2011), The Influence of Organizational Culture and Motivation on Employee Performance with Organizational Commitment as an Intervening Variable (Study of Aceh Water Service Employees) which shows that there is a significant influence between motivation on employee performance.

The results of the analysis show that there is a positive relationship between discipline and employee performance. This means that the higher the level of discipline, the employee performance at the Agam Regency Communication and Information Service will be higher (better). The amount of influence of Discipline on Employee Performance is 24,4%. The results of the hypothesis test concluded that there was a significant influence of discipline on employee performance at the Agam District Information and Communication Agency. This result means that employees who have high discipline will be able to improve their employee performance. Officers who have good discipline will find it easier in all work processes because it

starts with established rules and regulations so that employee performance can increase. The results obtained support and are in line with the research conducted. The results of this study are in line with research conducted by M. Harlie (2011) The effect of work discipline, motivation and career development on the performance of civil servants in the Tabalong Regency Government in Tanjung Kalimantan Selatan which shows that there is a significant influence between work discipline on employee performance.

The magnitude of the influence of Organizational Culture, Human Resources, Motivation and Discipline on Employee Performance is seen from the coefficient of determination (R^2). The coefficient of determination (R^2) obtained is 0,732. So together the influence of Organizational Culture, Quality of Human Resources, Motivation and Discipline on Employee Performance is 73,2%.

IV. CONCLUSION

Based on the results of research and data processing that have been done before, several conclusions can be drawn as follows:

1. Partially Organizational Culture has a significant influence on Employee Performance. By increasing the Organizational Culture, it will be able to improve Employee Performance.
2. Partially the quality of human resources has a significant effect on employee performance. Because the quality of human resources has good abilities in carrying out tasks, the implementation of tasks can run smoothly so as to improve employee performance.
3. Partially motivation has a significant effect on employee performance. With motivation with the use of computers that can be implemented properly by all employees, they will get fast, precise information in carrying out their duties, so that employee performance will increase.
4. Partially Discipline has a significant influence on Employee Performance. With discipline with provisions and rules that can be implemented properly by all employees, which will be in accordance with the targets set in carrying out their duties, employee performance will increase.
5. Simultaneously Organizational Culture, Human Resources and Motivation have a positive and significant effect on Employee Performance. This means that Organizational Culture, Human Resources, Motivation and Discipline jointly affect employee performance with a contribution of 0.732 or 73.2%. Meanwhile, to be able to realize the results performed by employees are better. Of the four independent variables, Organizational Culture is the dominant variable in influencing Employee Performance. Then the four variables can be run simultaneously by employees at the Agam Regency Information and Communication Service.

From the research results above, the authors suggest the following suggestions :

1. It is recommended for the leadership to increase motivation through indicators and in every formal and informal meeting so that employees get attention by the leadership and will be more enthusiastic about carrying out their duties.
2. In improving employee performance, employees need awareness of discipline and all employees are involved in organizational activities.

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