

Analysis Of Organizational Culture, Work Discipline and Motivation On The Performance
Of Public Middle School and Senior High School Teachers in Hinai District, Langkat
Regency, North Sumatra

Sri Rahayu

Program Studi Manajemen, Universitas Pembangunan Panca Budi, Medan
e-mail: Srirahayu@dosen.pancabudi.ac.id

Abstract

The research analysis aims to determine whether organizational culture, work discipline and motivation simultaneously have a positive and significant effect on the performance of Public Middle School and Senior High School Teachers in Hinai District, Langkat Regency, North Sumatra. On the background of the problem : a) lack of teacher obedience in carrying out and completing the mission and vision of the organization, b) There are still teachers who have not completed work on time, c) Lack of teacher motivation to always want to be included in every activity in the organization, d) There are still teachers who have not tried to complete the work properly. Therefore the researchers suggest : a) Leaders must conduct training so that teachers can have the ability to carry out and complete organizational missions and goals, b) Leaders must pay attention to teachers who do not comply with the orders of the leadership, with a solution of giving appreciation to teachers who are able to complete work on time, c) Leaders must be even better at providing encouragement and motivation to teachers so that they always participate in every activity in the organization, so that in the future teacher performance can improve properly, d) must pay attention to employee who lack the ability to complete work well in accordance with the number targeted by the organization. With the solution of carrying out work orientation, so that it can overcome the problem of teachers who have not been able to complete the work properly.

Keywords: Organizational Culture, Work Discipline, Teacher Motivation and Performance

I. Introduction

Established organizations generally have goals to be achieved, so that in order to optimize these goals, teachers are needed who are an important asset for the success of the organization so that it can survive in the midst of increasingly fierce and competitive business competition. Teachers who have high performance in carrying out their duties and responsibilities make it one of the advantages and advantages for the organization so that organizational management needs to maintain and

maintain the existence of high-performing teachers. A very important factor for achieving high productivity is the implementation of the performance of the teachers, because this is one of the factors that determines success and progress in achieving goals. According to Sutrisno (2020: 170), "Performance is the

result of work achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization

concerned legally, not violating the law and in accordance with morals and ethics". High teacher performance means that organizational opportunities to achieve and optimize the achievement of goals can be achieved so that organizational leaders need to give top attention and priority teacher performance. Performance evaluation also needs to be carried out periodically, for example six months or annually and continuously so that information can be obtained regarding teacher performance whether it has increased or decreased.

II. Performance

a. Definition Of Performance

Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out his main duties and functions as an employee in accordance with the responsibilities assigned or given to him. According to Rivai (2020: 50), "performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals or criteria that have been determined in advance and mutually agreed upon". According to Mondy (2021: 7) "performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributes to the economy". Performance is about doing a job and the results achieved from the work that has been given. Performance is about what is done and how to do it.

According to Mangkunegara (2020: 77), "Performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out

his functions in accordance with the responsibilities given to him." Meanwhile, according to Panggabean (2020:209), "performance or work performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in within the framework of efforts to achieve the objectives of the relevant organization legally, not violating the law and in accordance with morals and ethics". Meanwhile, according to Sutrisno (2020: 164),), "performance is the result of a person's efforts which is determined by the ability of his personal characteristics and the perception of his role in the job".

b. Factors Affecting Performance

According to Hariandja (2020:10) "everyone's performance is influenced by many factors that can be classified, namely:

1. Motivation: The condition or energy that drives employees who are directed or aimed at achieving the goals of the company's organization.
2. Organizational culture: pattern of shared basic assumptions that are learned by groups within an organization as a tool for solving problems.
3. Individual Competence: Individual competence is the ability and skills to do work. Each person's competence is influenced by several factors which can be grouped into two groups, namely: a) Work Capabilities and Skills Everyone's ability and work skills are influenced by the physical fitness and mental health of the individual concerned, education, accumulated training, and work experience.
- b) Motivation and work ethic Motivation and work ethic are very important to

encourage morale. Motivation and work ethic are influenced by family background, social environment, culture and religious values.

4. Management Support : The company's performance and everyone's performance is highly dependent on the managerial abilities of the management or leaders, either by building a work system and industrial relations that are safe and harmonious.

c. Performance Indicator

According to Sutrisno (2020:169), "criteria that can be used to measure individual employee performance are: 1) Quality is related to the quality produced either in the form of work neatness and work accuracy or the level of errors made by employees. 2) Quantity is related to the amount that must be completed or achieved. 3) The timeliness of the results is in accordance with the planned time. According to Rivai (2020:52), "employee performance indicators are as follows: a) initiative Is a different way of thinking in every work decision making, b) Mental Dexterity : The level of ability and speed in receiving work instructions and adjusting to the way of work and existing work situations, c) Attitude : The level of work enthusiasm and positive attitude in carrying out.

III. Organizational culture

a. Definition of Organizational Culture

Organizational culture is a traditional way of thinking and doing things, which is shared by all members of the organization and new members must learn or at least accept some of the culture in order to be accepted as part of the organization. According to Collin (2019: 135) "culture which has become a

character of an organization has and plays such a large role for the progress and health of the organization not only in a short period of time but also in a relatively long period of time". Organizational culture can be defined as a pattern of basic assumptions that are created, discovered or developed by a particular group, especially when they learn and adapt to overcome external and internal problems with all existing considerations.

b. The Process of Forming Organizational Culture

Kenna (2020: 60), "divides the organizational culture of the organization into several forming components, namely: a) Philosophy, which guides the establishment of organizational policies regarding both employees and clients. b) Dominant values held by the organization, c) Norms applied in work, d) Rules of the game to relate well in the organization that must be learned by new members so that they can be accepted by the organization, e) Certain typical behavior of interacting nature that is routinely carried out The feeling or atmosphere created in the organization.

c. Organizational Culture Indicator

According to Collin (2019: 139), "there are 10 (ten) indicators of organizational culture, that is :

- 1) Individual initiative : Individual initiative is the level of responsibility, freedom or independence that each individual has in expressing opinions. The individual initiative needs to be appreciated by the group or the leadership of an organization as far as ideas for advancing and organizational power are concerned.
- 2) Tolerance for Risky Actions : In

organizational culture, it is necessary to emphasize the extent to which employees are encouraged to be able to act aggressively, be innovative and take risks. An organizational culture is said to be good if can provide tolerance to members/employees to be able to act aggressively and innovatively to advance the organization and dare to take risks for what they do.

- 3) Briefing : Direction is meant to what extent an organization can clearly create the desired goals and expectations. These goals and expectations are clearly stated in the vision, mission and goals of the organization. This condition can affect organizational performance
- 4) Integration ; Integration is meant the extent to which the organization can encourage organizational units to work in a coordinated way. The cohesiveness of organizational units at work can encourage the quality and quantity of work produced.
- 5) Management Support: Management support is intended to the extent that managers can provide clear communication or direction, assistance and support to subordinates. Management's attention to employees greatly helps the smooth performance of an organization.
- 6) Control ; control tools that can be used are the rules or norms that apply in an organization. This requires a number of regulations and supervisors (direct superiors) which can be used to monitor and control the behavior of employees in an organization
- 7) Identification ; Identification is the extent to which employees in an organization can identify themselves

as a unit and not as a particular work group. Self-identity really helps management in achieving organizational goals and objectives.

- 8) Reward System ; The reward system is intended to the extent that the allocation of rewards (such as salary increases, promotions and so on) is based on employee performance, not seniority or favoritism.
- 9) Tolerance of conflict ; The degree to which employees are encouraged to openly express conflicts and criticism. Differences of opinion or criticism are phenomena that often occur but can be used as a medium to make improvements or change strategies to achieve organizational goals.
- 10) Communication Patterns : The extent to which communication is limited by formal hierarchies of authority. Sometimes the hierarchy of authority can hinder communication patterns between superiors and subordinates or between employees themselves.

d. Work Discipline

a. Definition of Discipline

Discipline is a force that develops within the worker's own body that causes him to adapt voluntarily to decisions, rules, and high values of work and behavior. According to Darmawan (2019: 41) "discipline is defined as an attitude, behavior, and action that complies with the regulations of the organization in written or non-written form". According to Hasibuan (2020: 193) "discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms". According to Sutrisno (2020: 86) "discipline is an attitude of willingness and willingness of

a person to obey and comply with the regulatory norms that apply around him".

b. The Importance of Work Discipline

Work discipline is the awareness, willingness and willingness to work of other people in order to obey and comply with all applicable rules and norms. According to Hasibuan (2020: 193) "discipline is the most important HRM operative function because the better the employee discipline, the higher the work performance that can be achieved." In addition, discipline tries to prevent damage or loss of property, machinery, tools and work equipment caused by carelessness, jesting or theft. According to Siagian (2020: 43) "the importance of work discipline so that actions are taken to encourage employees to comply with standards and regulations so that no violations occur, or are preventative without anyone imposing, which ultimately creates self-discipline".

c. Work Discipline Indicator

According to Hasibuan (2020: 195), indicators of work discipline are as follows:

1) Presence : It is the employee's obligation to be present at the company before working hours and usually use the presence card facility on the attendance machine. 2) Responsibility Obligations that must be borne, as a result of the actions that have been done. 3) Norm A series of rules regarding the level of behavior originating from culture, customs, or traditions in an area that develop in the association of community members and are considered as a guide in interacting with each other.

d. Work motivation

a. Definition of Work Motivation

According to Rivai (2020: 455) motivation is "a series of attitudes and values that influence individuals to achieve specific things according to individual goals". In line with this statement, Daft (2020: 252), argues that motivation is "a person's personal state that encourages an individual's desire to carry out certain activities in order to achieve goals". According to Hasibuan (2020: 143) Motivation is "the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. In relation to the company, motivation is one of the things that is very important to note in the company's organization because this greatly affects the performance of employees in the company's environment.

b. Types of Motivation

Motivation is a living phenomenon that has many styles and varieties. According to Danim (2020: 17), "in general motivation can be classified into four types, namely:

1) Positive Motivation : Positive motivation is based on the human desire to seek certain benefits. Humans work in organizations if they feel that every effort they make will provide certain benefits. Thus, positive motivation is the provision of motivation directed at efforts to influence others to work well and enthusiastically by providing certain benefits to them. 2) Negative Motivation : Negative motivation is often said to be motivation that comes from fear, for example, if an employee does not work, there will be a fear of being fired, afraid of being suspended, and afraid of being

shunned by co-workers. Excessive negative motivation will make the organization unable to achieve its goals. 3) Motivation from Within Internal motivation arises in employees when they carry out their duties and originates from within the employees themselves. Thus it also means that the employee's pleasure arises when he is working and he himself likes the job.

4) External Motivation : External motivation is motivation that arises as a result of influences that exist outside of work and from outside the employee himself. External motivation is usually associated with rewards, health, vacations, corporate recreation programs, and so on. In this context, organizational humans are placed on subjects that can be influenced by external factors.

e. Motivation Indicator

According to Mangkunegara (2020:65), "motivation indicators are as follows:

1) The need for achievement (need for achievement) : Related to the difficulty of people to choose tasks to run. Those with a low need for achievement may choose an easy task, to minimize the risk of failure, or a high difficulty task, so that failing will not be embarrassing. Those who have a high need for achievement tend to choose tasks with a moderate level of difficulty, they will feel challenged but still achievable. Those with a high need for achievement have characteristics with a tendency to seek challenges and a high degree of independence.

2) The need for affiliation (need for affiliation) : The need for affiliation is the desire for friendly and close interpersonal relationships. Individuals reflect the desire to have close, cooperative and friendly relationships with other parties. Individuals who have a high need for

affiliation generally succeed in jobs that require high social interaction.

3) The need for power (need for power).

The need for power is the need to make other people behave in a way that those people will not behave in such a way without being forced or a form of expression from individuals to control and influence other people.

III. RESEARCH METHOD

The research used is associative research. Associative research is research conducted to determine the effect of two or more variables, namely the independent variables (organizational culture, work discipline and motivation) and the dependent variable (teacher performance)(Sugiyono,2021:84)". (teacher performance) (Sugiyono, 2021: 84)".

1) Multiple Linear Regression

According to Sugiyono (2021: 80), "The test tool used to analyze the hypothesis in this study is Multiple Linear Regression Analysis. Multiple linear regression analysis method is used to determine how much influence the independent variables have on the dependent variable. The data is processed statistically for the purposes of analysis and hypothesis testing using the SPSS for windows program tool.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Information :

Y= Teacher Performance (Dependent Variable)

α = Constant

β = Multiple Regression Coefficient (Multiple Regressions) X_1 =

Organizational Culture (Independent Variable)

X_2 = Work Discipline (Independent Variable) X_3 = Motivation (Independent Variable)

ϵ = Error term

2) Coefficient of Determination (R^2)

According to Sugiyono (2021: 83), "The coefficient of multiple determination or R-square (R^2) is to see how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable. A value that is close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable.

$$Kd = R^2 \times 100$$

Information:

Kd = The coefficient of determination

R^2 = Correlation coefficient

While the criteria for analyzing the coefficient of determination are as follows:

- If Kd is close to zero (0), it means that the independent variable has little effect on the dependent variable.
- If Kd is close to one (1), it means that the independent variable has a large effect on the dependent variable.

Table 3.3 Guidelines for interpreting the Coefficient of Determination

Statement	Information
>4%	Very low influence

5% - 16%	Low impact but sure
17% - 49%	Influence is significant
50% - 80%	High and powerful influence
>80%	Very high influence

Sumber : Penulis 2022

IV. HASIL DAN PEMBAHASAN

a. Discussion

1) The Influence of Organizational Culture on Teacher Performance

The results show that t-count 2.364 > t-table 2.024 and significant 0.011 < 0.05, then H_a is accepted and H_0 is rejected, which states organizational culture has a partially significant effect on teacher performance. The existence of a strong organizational culture will encourage teachers to be able to think, behave, and act in accordance with the values that exist in the organization such as professionalism, trust in colleagues, and other work relationships that can be maintained properly. The cultural suitability that is formed in each individual in an organization will encourage them to further improve their performance for the better.

2) The Effect of Work Discipline on Teacher Performance

The results show that t-count 2.303 > t-table 2.024 and significantly 0.011 < 0.05, then H_a is accepted and H_0 is rejected, which states that work discipline has a partially significant effect on teacher performance. Discipline is a management action to encourage members of the organization to meet the demands of various provisions. Good discipline is reflected in a person's great sense of responsibility for the tasks assigned to him. So regulations are needed to provide guidance and counseling for teachers in

creating good order within the organization, because the discipline of an organization is said to be good if the teacher obeys the existing regulations. Work discipline is something that has great benefits, both for the benefit of the organization and for the benefit of the teacher. For the organization there is work discipline will guarantee the maintenance of order and the smooth implementation of tasks so that optimal results are obtained. Teachers will get a pleasant working atmosphere so as to increase teacher performance with full awareness and develop their energy and mind as much as possible.

3)The Effect of Motivation on Teacher Performance

The results show that t-count $2.837 > t\text{-table } 2.024$ and significantly $0.007 < 0.05$, then H_a is accepted and H_0 is rejected, which states that motivation has a partially significant effect on teacher performance. Motivation is an impetus that exists within the individual to do something to achieve his goals. The greater the motivation that is owned, the stronger the desire to do and complete the work so that the goals to be achieved can be achieved. According to Rivai (2020: 81), teachers who have strong motivation within themselves will be serious in completing each task given so that the desire to give their maximum performance will be better when compared to teachers who do not have clear motivation and are not strong in themselves.

4)The Effect of Organizational Culture, Work Discipline and Motivation on Teacher Performance

The results show that the F-count is $39.604 > F\text{-table } 2.85$ which can be seen at $\alpha = 0.05$ (see attachment table F). The

significant probability is much smaller than 0.05, namely $0.000 < 0.05$, so the regression model can be said that in this study organizational culture, work discipline and motivation simultaneously have a significant effect on teacher performance. The cultural suitability that is formed in each individual in an organization will encourage them to further improve their performance for the better. For organizations, the existence of work discipline will guarantee the maintenance of order and the smooth implementation of tasks so that optimal results are obtained. Teachers will get a pleasant working atmosphere so as to increase teacher performance with full awareness and develop their energy and mind as much as possible for the realization of organizational goals. Teachers who have strong motivation within themselves will be serious in completing each task given so that the desire to give maximum performance will be better when compared to teachers who do not have clear motivation and are not strong within themselves. Teachers with self-awareness and willingness will provide optimal performance if the teacher has strong motivation inside that spurs the teacher to be able to work as well as possible. Teachers who have strong motivation within themselves will be serious in completing each task given so that the desire to give maximum performance will be better when compared to teachers who do not have clear motivation and are not strong within themselves. Teachers with self-awareness and willingness will provide optimal performance if the teacher has strong motivation inside that spurs the teacher to be able to work as well as possible. Teachers who have strong motivation

within themselves will be serious in completing each task given so that the desire to give maximum performance will be better when compared to teachers who do not have clear motivation and are not strong within themselves. Teachers with self-awareness and willingness will provide optimal performance if the teacher has strong motivation inside that spurs the teacher to be able to work as well as possible.

Conclusion

Based on the research results described above. Then it can be concluded that:

Organizational culture partially has a positive and significant effect on the performance of Namutras National Private Middle School teachers.

Work discipline partially has a positive and significant effect on the performance of Namutras National Private Middle School teachers.

Motivation partially has a positive and significant effect on the performance of Namutras National Private Middle School teachers.

Organizational culture, work discipline and motivation simultaneously have a positive and significant effect on the performance of Namutras National Private Middle School teachers.

Suggestion

Based on the conclusions stated above, several suggestions can be mentioned, namely:

1) It is suggested that the leadership of the Namutras National Private Middle School must pay attention to teachers who are unable to take responsibility for carrying out the work of the leadership, with a solution, namely the Namutras National Private Middle School must conduct training so that teachers can have

the ability to carry out and complete organizational missions and goals.

2) It is suggested that the leadership of Namutras National Private Middle School must pay attention to teachers who do not comply with the leadership's orders, with the solution of giving appreciation to teachers who are able to complete work on time.

3) It is suggested that the leadership of Namutras National Private Middle School must pay attention to teachers who are not trying to develop creativity in work, with a solution that must be carried out by the organization, namely Namutras National Private Middle School must be even better at providing encouragement and motivation to teachers so that they always participate in every activity at organization, so that in the future teacher performance can improve properly.

4) It is suggested to the leaders of Namutras National Private Middle School to pay attention to employees who lack the ability to complete work properly in accordance with the number targeted by the organization. With the solution of carrying out work orientation, so that it can overcome the problem of teachers who have not been able to complete the work properly.

V. BIBLIOGRAPHY

- Collin, JC, Porras, JI (2019). Built To Last: Success Traditions of Visionary Organizations, Interpreting, Hifni Alifahmi, Erlangga, Jakarta.
- Daft L, Richard. (2020). Management. Jakarta: Erlangga.

- Danim, Sudarwan, (2020). Leadership motivation and group effectiveness. Jakarta: Rineka Cipta
- Darmawan, Didit. (2019). Organizational Behavior Principles. Surabaya: Publisher PT. Jepe Press Media Utama.
- Hariandja, Marihot Tua Efendi, (2020). Human Resource Management, PT. Grasindo, Jakarta.
- Hasibuan, Malayu SP, (2020). Basic Management, Understanding and Problems, Revised Edition, Bumi Aksara: Jakarta.
- Kenna Mc. Eugene & Beech Nic, (2020). Human Resource Management. Yogyakarta, Publisher Andi.
- Mangkunegara, AA Anwar Prabu. (2020). Corporate Human Resource Management. Fifth Print, Bandung: Rosdakarya Youth.
- Mondy, Wayne R. (2021). SDM Human Resource Management Tenth Edition Publisher: Erlangga, Jakarta.
- Panggabean, Mutiara, S. (2020). Human Resource Management, Gahalia Indonesia, Jakarta.
- Rivai, Veithzal. (2020). Human Resource Management for Companies from Theory to Practice. First Print. Jakarta: Murai Kencana.
- Siagian, Sondang, (2020). Motivation management. Jakarta: Rineka Cipta.
- Sugiyono, (2021). Quantitative Research Methods, Qualitative and R&D, Alfabeta, Bandung.
- Sutrisno Edy, (2020). Human Resource Management. PT. Kencana Prenada Media Group, Jakarta.