THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK DISCIPLINE, AND WORK ENVIRONMENT ON THE PERFORMANCE OF EMPLOYEES OF THE PUBLIC WORKS OFFICE AND SPATIAL PLANNING OF TEGAL CITY

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ABSTRACT

When it comes to conducting the many tasks necessary to accomplish an organization's objectives, human resources are the single most important factor.

The purpose of this study was to investigate the relationship between the performance of Tegal City Public Works and Spatial Planning Department personnel and organizational culture, work discipline, and work environment.

Multiple linear regression analysis is the testing methodology utilized in this quantitative investigation. A total of 103 Tegal City Public Works and Spatial Planning Department personnel, including both ASN and non-ASN employees, were included in this study's population. This study surveyed 49 participants using a purposive random sampling method. Questions and interviews are the tools of choice for gathering data. Statistical Package For The Social Scientists, version 22, is utilized for data processing procedures in research.

Based on the partial test findings, this study shows that organizational culture significantly affects employee performance ($p < 0.05$). The correlation between work discipline and employee performance is statistically substantial ($p < 0.05$, 0.001). The effect of the workplace on productivity has a 0.001 level of significance, which is lower than the accepted threshold of 0.05. Multiple factors, including organizational culture, work discipline, and work environment, influence employees' performance in Tegal City's Public Works and Spatial Planning Department simultaneously, with a significance level of $0.000 < 0.05$. The corrected R-squared value for the relationship between company culture, workplace discipline, and employee performance is 0.701, which is 70.1%.

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

INTRODUCTION

Because HR (i.e. employees) serves as a motor that drives the progress of an organization, no matter how good an organization is or how extensive its infrastructure is if the organization does not have it. Human resources are very important in carrying out various activities necessary to achieve organizational goals. Therefore, organizations need competent and skilled workers to help achieve their goals (Wirawan, 2007).

Employees will be more likely to do their best when their managers instill in them an appreciation of the company's long-standing traditions and values, increase self-awareness about the importance of following rules, and make the workplace enjoyable. In order to work well, an organization must ensure that its operations are legitimate, ethical, and in line with the tasks assigned to achieve its goals. Employees must be very self-aware and responsible if they want to work as well as they can, and this is not always easy to do. Several aspects affect how well an organization's employees function, including company culture, work discipline, and workplace physicality (Juniarti, 2021).

Organizational culture is one of the factors that affect employee productivity. Culture in the workplace has the power to shape the actions, good and bad, that employees take. The way

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people operate regularly in the workplace can make this happen, which in turn increases productivity and efficiency in the workplace (Supit, 2019).

Another aspect that affects productivity in the workplace is discipline. If workers consistently come and go home at the specified time, it is a sign of good work discipline. A more responsible and productive business is the result of disciplined workers (Dewi, 2020).

Workplace conditions are another element that can affect worker productivity. Everyone should be able to relax and have fun at work, and coworkers should treat each other like family, so that productivity can skyrocket. In simple terms, there are two main categories of workplaces, as stated by Eny (2019:58): physical and non-physical. What we refer to as the physical work environment includes any and all external factors that have the potential to impact workers. The non-physical work environment also includes all interactions between employees and their superiors, colleagues, and subordinates.

The community and government in Tegal City are served by the DPU and Spatial Planning which is in charge of environmental planning, road infrastructure, bridges, water resources, and spatial planning. The Tegal City DPUPR is committed to building an advanced and dignified metropolitan city that prioritizes the welfare of its residents through the provision of excellent services, conservation of natural resources, increased social cohesion, and maintenance of community safety and security. order. individuals who are competent, fearful and devoted to God Almighty, maximizing services to the community in the framework of a just and honest government (http://dpupr.tegalkota.go.id).

Overall, the DPU and Tegal City Spatial Planning strive to make their personnel able to carry out their roles well and contribute to the city's aspirations. Currently, the performance of DPU employees and Tegal City Spatial Planning has not been maximized.

Due to the low self-awareness of all employees, the organizational culture of the DPU and the Spatial Planning of Tegal City is believed to still apply bad habits. For example, some employees in the department still have the habit of arriving late after break time. The lack of healthy role models in the workplace contributes to a widespread culture of procrastination, which in turn leads to work piling up.

There is still a perception that DPU employees and Tegal City Spatial Planning are still lacking discipline. Evidence of this can be found in the constant absence of some employees, chronic delays in morning and evening attendance, and general non-adherence to established protocols. It is the leadership that is to blame for the lack of communication and coordination. The DPU and Spatial Planning of Tegal City may experience a decline in performance due to a lack of discipline.

Statistics on the attendance of DPUs and Tegal City Spatial Planning are shown in the table below.

Table 1
Attendance of Employees of the Public Works and Spatial Planning Office of Tegal City. Year 2022

Moon	Year 2022			
	Information			Jml (Person)
	Alpha	Late	Go Home Quickly	
January	3	9	1	13
February	20	18	2	40
March	23	28	1	52
April	1	33	0	34
May	1	9	1	11
June	2	24	0	26
July	17	22	0	39
August	3	30	0	33
September	1	39	0	40
October	4	25	1	30
November	4	25	0	29
December	32	20	1	53

Source: DPU and Spatial Planning of Tegal City 2022

The table shows that the disciplinary actions given to employees varied and remained low in 2022. From January to December, a consistent level of discipline was seen, with a total of 40 employees in February, 52 employees in March, and 53 employees in December indicating high rates of unexplained absenteeism, delays, and early departures. DPU and Tegal City Spatial Planning employees lack

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discipline so that it has a bad impact on their work. The reason is, work productivity may decrease if employees are absent or late for no apparent reason.

In addition, a pleasant workplace can also have an impact on employee productivity; After all, if workers feel happy with their work environment, they will tend to give their best efforts. The working conditions of the DPU and Tegal City Spatial Planning that are far from ideal cause personnel to not be able to take full advantage of their potential. This can be seen in the layout of the building; For example, the front of the workplace is filled with large trucks and heavy equipment, which can cause distracting noises and make it difficult for employees to concentrate. In addition, the asphalt of the DPU and Tegal City Spatial Planning still continues to emit a strong odor, and there are obstacles in lighting and air circulation arrangements, such as the lack of lighting in each employee area.

To be human, everyone must be unique. Therefore, the role of the employer's office is very important in bringing everything together in realizing a positive physical and non-physical work environment. Relationships in the workplace, including relationships with supervisors and co-workers, need to be improved. The employees of the DPU and Tegal City Spatial Planning do not get along, this can be seen from the actions that consider others to be able to complete their work without assistance.

In view of the above incidents, experts are interested in delving deeper into the subject below **"The Influence of Organizational Culture, Work Discipline, and Work Environment on the Performance of Employees of the Public Works and Spatial Planning Office of Tegal City"**.

LITERATURE REVIEW.
Employee Performance.

Employee performance is essential to the success of an organization because it helps achieve the desired results. How effectively the institution's staff carry out the tasks assigned to them is a key component of performance, because this has a direct impact on the growth of the institution. Compliance with all applicable laws, regulations, as well as all assigned duties and duties, is essential for the success of any business (Juniarti, 2021).

Organizational Culture

Robbins (2010) in Bani (2021) affirms that an organization's culture consists of the beliefs, ideals, traditions, and working methods of its members, all of which have an impact on behavior. The rapid evolution of these shared principles and practices has had a significant impact on the management of most companies.

Work Discipline

Harras (2020:152) The extent to which a worker follows orders from above is a measure of work discipline. Workers fulfill management or company directions in the job description. Discipline in the workplace refers to everything that is human or non-human that can enforce orderly behavior among workers.

Work Environment

Nitisemito (2008:25) in Hamid (2016) What surrounds a worker and can affect his or her ability to get the job done is called the work environment.

Hypothesis

The following is the research hypothesis obtained from the explanation above:

H1: Organizational culture affects the performance of DPU employees and Spatial Planning of Tegal City.

H2: Work discipline affects the performance of DPU employees and Tegal City Spatial Planning.

H3: Work environment on the performance of DPU employees and Tegal City Spatial Planning.

H4: Organizational culture, work discipline, and work environment have a simultaneous effect on the performance of DPU employees and Tegal City Spatial Planning.

RESEARCH METHODS

The analysis of research data aims to help answer research questions by obtaining more useful data. This study uses an analysis technique called by:

Descriptive Method

Examining data means reading the tables, graphs, or figures provided and then explaining how they are interpreted.

Quantitative Methods

In this study, a quantitative approach was used. In quantitative research, numerical or summary qualitative methods are used to obtain data Sugiono (2013:14). This study uses a quantitative methodology to analyze survey data on company culture, work discipline, work environment, and employee performance.

The population of this study is 133 people who work in DPU and Spatial Planning of Tegal City. The total number of workers consists of permanent and non-permanent employees. In terms of employment status, 49 people are permanent workers and 54 people are non-permanent workers (contracts).

So, the sample is the entire population whose traits to be studied are a representation of the whole. With a population of 100 or less, a complete sample size is used; with a population of 100 or more, 10-15% or 20-25% of the population can be used (Arikunto, 2013:104).

Participants in this study were randomly selected from the total population. The researcher selected 49 DPU and Tegal City Spatial Planning employees to represent ASN elements using a purposive random sampling technique.

RESULTS AND DISCUSSION

Validity Test

Tabel 1
Hasil Uji Validitas Variabel Kinerja Pegawai

No. Item	r hitung	r tabel	Keterangan
1	0,722	0,361	Valid
2	0,791	0,361	Valid
3	0,700	0,361	Valid
4	0,663	0,361	Valid
5	0,775	0,361	Valid
6	0,657	0,361	Valid
7	0,750	0,361	Valid
8	0,741	0,361	Valid
9	0,581	0,361	Valid
10	0,710	0,361	Valid

Sumber : Pengolahan SPSS 22, 2023

Tabel 2
Hasil Uji Validitas Variabel Budaya Organisasi

No. Item	r hitung	r tabel	Keterangan
1	0,902	0,361	Valid
2	0,865	0,361	Valid
3	0,775	0,361	Valid
4	0,786	0,361	Valid
5	0,723	0,361	Valid
6	0,755	0,361	Valid
7	0,754	0,361	Valid
8	0,798	0,361	Valid
9	0,794	0,361	Valid
10	0,794	0,361	Valid

Sumber : Hasil pengolahan SPSS 22, 2023

Tabel 3
Hasil Uji Validitas Variabel Disiplin Kerja

No. Item	r hitung	r tabel	Keterangan
1	0,729	0,361	Valid
2	0,687	0,361	Valid
3	0,743	0,361	Valid
4	0,801	0,361	Valid
5	0,727	0,361	Valid
6	0,763	0,361	Valid
7	0,648	0,361	Valid
8	0,833	0,361	Valid
9	0,718	0,361	Valid
10	0,618	0,361	Valid

Sumber : Pengolahan SPSS 22, 2023

Tabel 4
Hasil Uji Validitas Variabel Lingkungan Kerja

No. Item	r hitung	r tabel	Keterangan
1	0,761	0,361	Valid
2	0,625	0,361	Valid
3	0,761	0,361	Valid
4	0,796	0,361	Valid
5	0,734	0,361	Valid
6	0,615	0,361	Valid
7	0,663	0,361	Valid
8	0,774	0,361	Valid
9	0,732	0,361	Valid
10	0,673	0,361	Valid

Sumber : Pengolahan SPSS 22, 2023

After analyzing 10 statement items with SPSS 22 calculations, it was determined to be valid. Ten statement items have a value of $r_{calculate} > r_{table}$, as a consequence of the calculation of the validity test. So, the following ten statement items are suitable for collecting data on aspects related to performance in the workplace.

Reality Test

Tabel 13
Uji Realibilitas Variabel Kinerja Pegawai
Reliability Statistics

Cronbach's Alpha	N of Items
,890	10

Sumber : Hasil pengolahan SPSS.22, 2023

The dependence of this research instrument was tested with a sample of 30 participants. With a *Cronbach Alpha score* of 0.890>0.70, the research instrument of employee performance variables is considered reliable.

Tabel 14
Uji Realibilitas Variabel Budaya Organisasi
Reliability Statistics

Cronbach's Alpha	N of Items
,935	10

Sumber : Hasil pengolahan SPSS.22, 2023

The dependence of this research instrument was tested with a sample of 30 participants. With a *Cronbach Alpha* score of 0.935>0.70, the research instrument for employee performance variables is considered reliable.

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Tabel 15
Uji Realibilitas Variabel Disiplin Kerja
Reliability Statistics

Cronbach's Alpha	N of Items
,899	10

Sumber : Hasil pengolahan SPSS.22, 2023

The dependence of this research instrument was tested with a sample of 30 participants. With a *Cronbach Alpha* score of 0.899>0.70, the research instrument of employee performance variables was considered reliable.

Tabel 16
Uji Realibilitas Variabel Lingkungan Kerja
Reliability Statistics

Cronbach's Alpha	N of Items
,892	10

Sumber : pengolahan SPSS.22, 2023

The dependence of this research instrument was tested with a sample of 30 participants. With a *Cronbach Alpha* score of 0.892>0.70, the research instrument of employee performance variables is considered reliable.

Normality Test

Tabel 5
Hasil Uji Normalitas

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		49
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.30698852
Most Extreme Differences	Absolute	.081
	Positive	.063
	Negative	-.081
Test Statistic		.081
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
a. This is a lower bound of the true significance.
Sumber : Data diolah SPSS versi 22

Based on table 20 which displays the results of the normality test of data management with the Kolmogorov-Smrnov formula, the Asymp value sig is 0.200>0.05. Therefore, the evaluated data does follow the normal distribution.

Multicoloniality Test

Tabel 17
Hasil Uji Multikolonieritas

|		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	BUDAYA ORGANISASI	.502	1.993
	DISIPLIN KERJA	.490	2.042
	LINGKUNGAN KERJA	.557	1.797

a. Dependent Variable: KINERJA
Sumber : Data diolah SPSS versi 22

The results show that the multicollinearity test of Organizational Culture (X1), Work Discipline (X2), and Work Environment (X3)

all have a tolerance value of 0.502. The two variables of work discipline (X2) and work arrangement (X3) had VIP values of 1,993, 2,042, and 1,797, respectively. The assumption of multicollinearity is not broken by this regression because all independent factors in this study have a VIP<10 value and a tolerance value of >0.10.

Heteroscedasticity Test
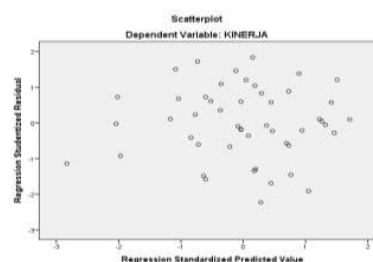
Sumber : Data diolah SPSS versi 22
Gambar 2
Hasil Uji Heteroskedastisitas

By visually comparing the predicted value of the bound variable (ZPRED) with the residual value (SRESID), it can be determined whether the regression model is homoscedastatic or heteroscedasticity. It can be seen from the scatterplot image that the dots are scattered both above and below the value of the Y axis of 0. Therefore, there is no assumption of heteroscedasticity in the regression model.

Multiple Linear Regression Analysis

Tabel 18
Hasil Analisis Regresi Linier Berganda

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.123	4.402		.028	.978
	Budaya Organisasi	.246	.143	.192	1.726	.012
	Disiplin Kerja	.420	.117	.406	3.599	.001
	Lingkungan Kerja	.346	.097	.376	3.549	.001

a. Dependent Variable: KINERJA

Sumber : Data diolah SPSS versi 22

It is derived from the multiple linear regression equation.

$Y = 0.123+0.246X1+0.420X2+0.346X3$,

a. Employees in the DPU and Tegal City Spatial Planning will perform at a constant of 0.123 if there are no things such as organizational culture, work discipline, or work environment.

b. organizational culture has a regression coefficient of 0.246 which means that DPU employees and Tegal City Spatial Planning will perform better if the culture is good. On

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the other hand, the performance of workers in the DPU and Tegal City Spatial Planning will get worse if the company culture is bad.

c. With a regression coefficient of 0.420 for work discipline, it can be concluded that employee performance in the DPU and Tegal City Spatial Planning is positively correlated with work discipline. On the other hand, the workers in the DPU and Tegal City Spatial Planning will not work as well as possible if the work discipline is poor.

d. If the work environment is good, DPU and Tegal City Spatial Planning employees will have superior performance, in accordance with the regression coefficient of 0.346 for this variable. Workers in the DPU and Tegal City Spatial Planning are inversely proportional to the quality of their working conditions.

Partial Test (t-Test)

Tabel 19

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.123	4.402		.028	.978
Budaya Organisasi	.246	.143	.192	1.726	.012
Disiplin Kerja	.420	.117	.406	3.599	.001
Lingkungan Kerja	.346	.097	.376	3.549	.001

a. Dependent Variable: KINERJA
Sumber = Data diolah SPSS versi 22

The following conclusions are drawn from the calculations depicted in the table above:

a. There is a significance level of 0.012 and a calculated t-value of 1.726 for the organizational culture variable (X1)>t $_{table}$ of 2.014. can reject Ho and accept Ha because of its significance value<0.05 (0.012). DPU employees and Tegal City Spatial Planning are affected by the organizational culture which ultimately affects their performance.

b. The value of the table t for the Work Discipline variable (X2) was 3.599> the table t was 2.014 and the significance level was 0.001. Since 0.001<0.05 is a significance value, it can reject Ho and accept Ha. Discipline in work affects how well the performance of the DPU and Tegal City Spatial Planning is.

c. The $_{t\text{-value is calculated}}$ at 3.549 >$_{t\text{-table}}$ is 2.014 and the significance value is 0.001 for the Work Environment variable (X3). Since 0.001<0.05 is a significance value, it can reject Ho and accept Ha. Workplace factors affect employee productivity in DPU and Tegal City Spatial Planning.

Simultaneous Test (Test F)

Tabel 20
Hasil Uji Signifikansi Simultan (Uji f)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	210.414	3	70.138	38.493	.000^b
Residual	81.995	45	1.822		
Total	292.408	48			

a. Dependent Variable: KINERJA
b. Predictors: (Constant), LINGKUNGAN KERJA, BUDAYA ORGANISASI, DISIPLIN KERJA
Sumber : Data diolah SPSS versi 22

The significance value is 0.000 < 0.05 as seen in the table above, so Ho is rejected and Ha is approved. The performance of DPU employees and Tegal City Spatial Planning (Y) is influenced by three variables, namely Organizational Culture (X1), Work Discipline (X2), and Work Environment (X3).

Coefficient of Determination Analysis (R2 Test)

Tabel 21
Hasil Analisis Koefisien Determinasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.848^a	.720	.701	1.350	2.269

a. Predictors: (Constant), LINGKUNGAN KERJA, BUDAYA ORGANISASI, DISIPLIN KERJA
b. Dependent Variable: KINERJA
Sumber : Data diolah SPSS versi 22

Adjusted R Squared yields 0.701 as per the data in the table. In other words, the figure shows that other factors contribute 29.9% to the overall performance variables that affect employees, while organizational culture, work discipline, and work environment contribute 70.1%.

CONCLUSION

These findings are drawn from the research conducted:

1. Organizational culture affects how well the DPU and Tegal City Spatial Planning perform.

2. DPU and Tegal City Spatial Planning employees are affected by work discipline which ultimately affects their performance.

3. DPU employees and Tegal City Spatial Planning are influenced by their work environment in terms of performance.
4. Employee Performance and Spatial Planning at the Tegal City DPU are Influenced by Organizational Culture, Work Discipline, and Work Environment at the same time.

SUGGESTION

The researcher took many recommendations from the findings that may be communicated to relevant parties, including but not limited to:

1. For employees who have a permanent status in the DPU and Spatial Planning of Tegal City.
   a. Departments must give a higher priority to the company culture. Reduce unhealthy routines among workers. It is natural that the DPU and Spatial Planning of Tegal City will benefit from a more productive workforce if its employees enjoy a more positive work environment.
   b. This agency must tighten the discipline of its staff. Employees of the DPU and Tegal City Spatial Planning will be more productive if they are given heavier punishments or reprimands if they do not comply with the company's policy regarding work discipline.
   c. Maintaining and improving the work environment is the responsibility of the Department. A good work environment is related to improving employee performance. Improving the quality of life in the workplace can be done in simple ways such as rearranging furniture, installing air conditioning, ensuring everyone has easy access to toilets, and ensuring that each room has enough lighting.

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