

The Influence of Organizational Culture, Work Discipline, and Perceptions of Organizational Support on the Performance of Regional Secretariat Employees of Hulu Sungai Utara Regency

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Abstract

Organizational culture refers to the unique relationship of norms, values, beliefs and ways of behaving that characterize how groups and individuals get things done. Organizational culture contains values that must be understood, imbued, and practiced together by all individuals or groups involved in it, including employees within the Regional Secretariat of Hulu Sungai Utara Regency. This study aims to determine how much influence organizational culture, work discipline and perceived organizational support influence on employee performance at the Regional Secretariat of Hulu Sungai Utara Regency, either partially or simultaneously. This study uses a quantitative approach with the type of explanatory research. The type of research used is explanatory research and the method used in this research is causal associative research. This research was conducted at the Regional Secretariat of Hulu Sungai Utara Regency, South Kalimantan and the research population is all employees who are still actively working at the Hulu Sungai Utara Regency Regional Secretariat with the status of Civil Servants (PNS) taken from the number of PNS in January 2020, which is 99 people. The research sample used in this study was a saturated sample or total sampling, or the entire population including the research sample, namely the entire 99 civil servants. The results showed that the positive constant value was 38.950, meaning that although there was no independent variable (X), the employee's performance would be better because it was supported by responsibility in carrying out their duties as regional employees working at the Hulu Sungai Utara Regional Secretariat. Organizational culture variable (X1) has a partially positive effect of 0.242 with t count 7.146 > t table 1.653 and significant level 0.000 < 0.05. The work discipline variable (X2) has a partially positive effect of 0.326 with t count 5.331 > t table 1.653 with a significant level of 0.000 < 0.05, and the perceived organizational support variable (X3) has a partial positive effect of 0.326 with t count 6.724 > t table 1,653 with a significant level of 0.000 < 0.05. From these results it can be seen that all independent variables (X) have a simultaneous influence on the independent variable (Y) with an R2 value (Regression Square) of 0.594 or 59.4% contributing to the influence of organizational culture, work discipline and perceptions of organizational support. On the performance of employees at the Hulu Sungai Utara Regional Secretariat. So that the hypothesis Ha is accepted and H0 is rejected, which means that there is a simultaneous positive influence between organizational culture, work discipline and perceptions of organizational support on employee performance at the Hulu Sungai Utara Regional Secretariat.

Keywords: Organizational Culture, Work Discipline, Organizational Support, Perceptions, Employee Performance, HSU Regional Secretariat.

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INTRODUCTION

In general, the duties of the Regional Secretariat have functions, namely coordinating the preparation of regional policies, coordinating the implementation of regional apparatus duties, monitoring and evaluating the implementation of regional policies, administrative services and fostering state civil servants in regional agencies, and carrying

out other tasks assigned by the regent related to their duties and functions. So that the task of the Regional Secretariat with its employees is in dire need of synergy and qualified quality in order to create a healthy organizational culture.

In carrying out these tasks, it is necessary to understand from an employee about the organizational

culture at the Regional Secretariat so that it does not violate the rules and in carrying out its duties and functions in carrying out work. Therefore, in connection with the issue of human resources being ordered is very important because the progress of an organization depends on its people in carrying out the tasks assigned by the leadership. Employees are the main asset of the organization and have a strategic role in the organization. Organizational culture can affect the way employees behave, how to describe their work, how to work with colleagues, and how to view the future with a broad perspective determined by their norms, values and beliefs.

Every individual who is a member of an organization has a different culture, because they have different cultural backgrounds, but all these differences will be merged into one culture, namely organizational culture, to become a group that works together in achieving organizational goals as stated. previously agreed upon, but in the process it is possible there are individuals who can accept it and also those who cannot accept it, which may conflict with their own culture. Culture has the power to influence an organization, it will influence everything from who is promoted and what decisions are made. Sometimes the culture is fragmented and difficult to read from the outside.

Employee performance is needed in an organization because good performance can provide good results in the organization so that the expected goals are achieved, especially in relation to the work to be achieved. The performance of civil servants can be seen from the duties and functions carried out by each government agency which leads to the speed and accuracy of public or public services (Wirawan, 2012: 44).

Employee performance is closely related to human resource factors that have quality and weight in an organization. Good performance is able to provide good quality in the implementation of its work. Performance has a broader meaning not only stating as a result of work, but also how the work process takes place. Performance is about doing the job and the results achieved from that work. Performance is about what is done and how to do it. Meanwhile, Gomes (2011: 121) states that performance is a record of the production results of a particular job or activity within a certain period of time. Performance only applies in an organization, where there are rules, scales, measuring tools (tools), and there are people who carry it out (actors) and there are groups of people and there are organizational goals.

In connection with the problems that have occurred so far at the Regional Secretariat of Hulu Sungai Utara Regency, it was found that the good organizational culture is still not matched by their performance which should be fast and responsive.

However, they are still less effective and efficient in terms of being identified with slow, complicated, and convoluted performance. The bureaucratic culture of government cannot be carried out effectively by government officials. The attitude of the bureaucratic apparatus who does not dare to criticize the leadership and is reluctant to demand rights that harm their interests, irregular coordination often results in disagreement, low motivation to improve performance, not being disciplined in carrying out tasks on time and on target, dishonest, considering obligations only as a formality not understanding what the main task is, is evidence that the cultural values of bureaucratic organizations that shape the character of the bureaucracy itself have lost their relevance. This situation has implications for the failure of the state's goal of providing public services through civil servants as bureaucratic apparatus.

In addition, from the level of work discipline carried out by employees at the Hulu Sungai Utara Regency Regional Secretariat, it can be seen from the number of attendance from October to December 2019 it can be seen that there are still many employees of the Hulu Sungai Utara Regency Regional Secretariat who pay less attention to their work problems, because if not noticed the presence of one of them has an impact on the completion of work and services cannot be carried out on time, then from the quantity of the results of the work it does not reach the expected target, then how to carry out work in an organization can also have an influence on the quality of the work they carry out daily.

Disciplinary culture needs to be acted upon and given a warning so that the organizational culture is even better at the Regional Secretariat of Hulu Sungai Utara Regency. The performance of the government apparatus is still low, it is necessary to develop and improve the performance of Civil Servants in the Regional Secretariat of Hulu Sungai Utara Regency, in this case it is very difficult because this problem is not only about the ability to carry out work but also involves mental, ethos. and work culture of government officials. This indicates that the work culture and work discipline among Civil Servants have not grown and become the consciousness of each. Thus, improving and fostering the performance of Civil Servants must be oriented towards improving and fostering work culture and work discipline so that professional and productive government officials will be created (Field observation data, 2019).

The results of the initial study of employee performance that have been carried out show that in carrying out the work carried out by employees, it shows that the performance of employees at the Regional Secretariat of Hulu Sungai Utara Regency is still not realized. From the 100% ideal work target, it turns out that in the implementation of achieving the

2017 target, the average work output that was not achieved was 17.60%. In 2018, the average achievement target was also not achieved by 21.70%. Furthermore, in 2019, 25.10% was not achieved. The trend of decreasing the average level of realization of work results that continues to decline will affect the performance of the organization in the long term.

The importance of employee performance as the result of the work of a person or group of people in an organization with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law, and in accordance with morals and ethics. Employee performance is what influences how much they contribute to the organization for improving performance for both individuals and groups to be the center of attention in efforts to improve organizational performance. Performance is a function of the ability of workers to accept work goals, the level of achievement of goals and the interaction between goals and abilities of workers. With this definition, it can be said that employees play an important role in carrying out all company activities so that they can grow and develop and maintain the survival of the company. So that it can be seen that the urgency of research focused on Civil Servants (PNS) at the Regional Secretariat of Hulu Sungai Utara Regency requires the same concept of Organizational Culture, Work Discipline, and Perception of Organizational Support to be considered both from employees and from government agencies themselves.

Based on the background of the problem regarding the performance of Civil Servants that have not been optimal and their relationship to organizational culture and work discipline, it is necessary to have a deeper understanding of the influence of organizational culture and work discipline on civil servants.

RESEARCH FOCUS

This research will focus on the problem formulated as follows

1. Does organizational culture partially influence the performance of the Regional Secretariat employees of Hulu Sungai Utara Regency?
2. Does work discipline partially have a significant effect on the performance of the employees of the Regional Secretariat of Hulu Sungai Utara Regency?
3. Does the perception of organizational support partially affect the performance of the employees of the Regional Secretariat of Hulu Sungai Utara Regency?
4. Do organizational culture, work discipline, and perceived organizational support have a simultaneous effect on the performance of the employees of the Hulu Sungai Utara Regency Regional Secretariat?

The research objectives are as follows

1. To find out how much influence organizational culture has on the performance of employees at the Regional Secretariat of Hulu Sungai Utara Regency.
2. To find out how much influence work discipline has partially reviewed on the performance of employees at the Regional Secretariat of Hulu Sungai Utara Regency.
3. To find out how much influence the perception of organizational support partially has on employee performance at the Regional Secretariat of Hulu Sungai Utara Regency.
4. To find out how much influence organizational culture, work discipline, and perceived organizational support have on the performance of employees at the Regional Secretariat of Hulu Sungai Utara Regency.

LITERATURE REVIEW

Human Resource Management

Schein (2008: 2) defines management as a profession. According to him, management is a profession that is required to work professionally, its characteristics are that professionals make decisions based on general principles, professionals get their status because they achieve certain standards of work performance, and professionals must be determined by a strong code of ethics. Terry (2005: 1) gives the notion that management is a process or framework, which involves guiding or guiding a group of people towards organizational goals or real intentions. This includes knowing what to do, determining how to do it, understanding how they should do it and measuring the effectiveness of the efforts that have been made. From the several definitions mentioned above, it can be concluded that management is a joint effort to determine and achieve organizational goals by implementing the functions of planning (planning), organizing (organizing), implementing (actuating), and supervising. (controlling). Management is an activity; the implementation is called the manager and the person who does it is called the manager. Management is needed at least to achieve goals, to maintain a balance between conflicting goals, and to achieve efficiency and effectiveness. Management consists of various elements, namely man, money, method, machine, market, material and information. 1) Man : Human resources; 2) Money : Money needed to achieve the goal; 3) Method: The way or system to achieve the goal; 4) Machine: Machine or tool for production; 5) Materials: Materials needed in activities; 6) Market: Market or place to throw the product; 7) Information: Things that can help to achieve goals.

Organizational culture

Organizational culture affects the behavior of employees in the organization. Organizational culture can be reflected, among others, from a system that includes the size of opportunities for innovation and

creativity for employees, the formation of work teams, transparent and less bureaucratic leadership. These characteristics, which are perceived by employees as organizational culture, are expected to function in providing job satisfaction and optimal performance in an effort to achieve organizational goals.

According to Robbins quoted by Riani (2011: 08), the role or function of culture in an organization is:

- a) Culture creates a clear distinction between one organization and another
- b) Culture brings a sense of identity to the members of the organization.
- c) Culture facilitates commitment to something broader than one's individual self-interest.
- d) Culture is the social glue that helps hold the organization together by providing appropriate standards for employees to follow.
- e) Culture as a meaning-making and control mechanism that guides and shapes employee attitudes and behavior.

Meanwhile, according to Chatab (2007:226), organizational culture can function as

- a) Identity, which is a characteristic or character of the organization;
- b) Bonding/unifying (social cohesion), such as Sundanese-speaking people who hang out with Sundanese people, or people with the same sports hobbies;
- c) Sources, for example inspiration;
- d) Sources of locomotion and behavior patterns.

The opinions of experts about the function of organizational culture above show some similarities, while some of the differences that exist are complementary. Thus, it can be concluded that the functions of organizational culture are: showing identity, showing clear role boundaries, showing collective commitment, building social system stability, and building

Work Discipline

According to Harsono (2006:88): "Discipline is a condition to correct or punish employees who violate the provisions or procedures that have been set by the organization". Furthermore, according to LAN RI in Harsono (2006:89) states that: "Discipline is a form of control so that the implementation of employee work is always in the corridor of legislation".

The Ministry of Education in Harsono (2006:89) provides the formula: "Discipline as obedience (obedience to rules and regulations and so on)". Disciplinary regulations contain matters that require civil servants, among others, to:

- a) Comply with all applicable laws and regulations and carry out official orders given by the entitled superior.

- b) Carry out duties as well as possible and provide good service to the community in accordance with their field of work.
- c) Use and maintain official goods as well as possible.
- d) Act and behave politely towards fellow civil servants and superiors.

According to Siagian (2009:305) explains about discipline, namely: "Discipline is a management action to encourage members of the organization to meet the demands of these provisions". According to him, there are two types of discipline, namely:

a. Preventive discipline

Preventive Discipline is an action that encourages employees to comply with various applicable regulations and meet the standards that have been set. This means that through clarity and explanation of the patterns of attitudes, actions and desired behavior of each member of the organization, efforts are made to prevent employees from behaving negatively.

b. Corrective Discipline

Corrective Discipline is an action or sanction taken if there are employees who have clearly violated the applicable provisions or failed to meet the standards that have been set. The severity or severity of a sanction of course depends on the severity of the violation that has occurred.

Organizational Support Perception

According to Robbins (2008:103), perceived organizational support is the degree to which employees believe the organization values their contributions and cares about their well-being. Meanwhile, according to Wayne (1997) in Kambu *et al.* (2011:265), Perception of organizational support is a global belief developed by employees about the extent to which organizational commitment to them (employees) is seen from the organization's appreciation of their contribution and the organization's attention to their lives.

The process of social interaction can occur between individuals with individuals, individuals with groups, groups with groups. In organizations, social interactions can occur in the context of individuals and their organizations. The concept of organizational support tries to explain the interaction of individuals with organizations that specifically studies how organizations treat individuals (employees).

Eisenberger (2002: 700), argues that there are several dimensions that shape the perception of organizational support, namely:

a. Fairness

Procedural justice concerns the method used to determine the distribution of resources among employees. Treat employees with dignity and respect

and provide information to employees regarding outputs.

b. Supervisor Support

According to Kottke & Sharafinski (1988) in Eisenberger (2012: 700), employees form global perceptions regarding their assessment of the organization. Employees will develop a general view of the extent to which superiors value their contributions and care about their well-being. The superior acts as an organizational agent who has the responsibility to lead and evaluate the performance of subordinates, so that employees see the orientation of their superiors as an indication of organizational support.

c. Rewards and working conditions Employee Performance

Rahardi (2010:1) says "Performance is a translation of performance which means work performance, work implementation, work achievement, work performance or work appearance". According to Armstrong and Baron (2011: 2), "Performance has a broader meaning, not only stating as a result of work, but also how the work process takes place, performance is about what is done and how to do it, performance is the result of work that has a strong relationship with consumers and contribute to the economy".

According to Simanjuntak (2003:11-13), the performance of each person by many factors can be classified into 3 groups, namely:

- Individual Competence, namely the ability and skills to do work.
- Organizational Support, Everyone's performance depends on organizational support in the form of organizing, providing work facilities and infrastructure, selecting technology, comfortable working environment, and working conditions and terms.
- Everyone's performance is highly dependent on the managerial ability of the management or leaders.

HYPOTHESIS

H1: Organizational culture has a significant partial effect on the performance of the Regional Secretariat employees of Hulu Sungai Utara Regency.

H2: Work discipline has a significant partial effect on the performance of the employees of the Regional Secretariat of Hulu Sungai Utara Regency.

H3: Perception of organizational support has a significant partial effect on the performance of the Regional Secretariat employees of Hulu Sungai Utara Regency.

H4: Organizational culture, work discipline, and perceived organizational support have a significant simultaneous effect on the performance of the Regional Secretariat of Hulu Sungai Utara Regency employees.

H0: Organizational culture, work discipline, and perceived organizational support have no significant effect on the performance of the employees of the Regional Secretariat of Hulu Sungai Utara Regency.

RESEARCH METHODS

This study uses a quantitative approach with the type of explanatory research. The type of research used is explanatory research and the method used in this research is causal associative research. This research was conducted at the Regional Secretariat of North Hulu Sungai Regency, South Kalimantan and the research population is all employees who are still actively working at the Hulu Sungai Utara Regency Regional Secretariat with the status of Civil Servants (PNS) taken from the number of PNS in January 2020, which is 99 people. The research sample used in this study was a saturated sample or total sampling, or all of the population including the research sample, namely the entire 99 civil servants.

RESEARCH RESULTS AND DISCUSSION

Multicollinearity test

The multicollinearity test aims to test whether the regression model built has a correlation between the independent variables. Detection of the presence or absence of multicollinearity is looking at the tolerance value and the value of the variance inflation factor (VIF), a regression model that is free from multicollinearity problems if it has a tolerance value close to 1 and the VIF value is not more than 10. Then it can be seen that the results of the test are:

Table-1: Multicollinearity Test Results

No.	Variable	Tolerance	VIF
1.	Organizational Culture with Employee Performance	0.619	1.615
2.	Work Discipline with Employee Performance	0.738	1.355
3.	Perception of organizational support with Employee Performance	0.557	1.795

Source: Processed from primary data, 2020.

Based on the research results, it can be described as follows

1. Organizational culture (X1) on employee performance tolerance value $0.522 < 1$ with VIF $1.916 < 10$.
2. Work discipline (X2) on employee performance tolerance value $0.522 < 1$ with VIF $1.916 < 10$.
3. Perception of organizational support (X3) on employee performance tolerance value $0.522 < 1$ with VIF $1.916 < 10$.

The results of the multicollinearity test can be concluded that the data does not occur multicollinearity because the tolerance value does not exceed 1 and the

VIP value does not exceed 10. If multicollinearity occurs, one variable will correlate with other variables so that the predictive power is not reliable and unstable.

Autocorrelation Test

This autocorrelation test aims to test to find out in a regression model there is a correlation between confounding errors (due to residuals) in period t and period t-1. A good regression model is a regression that is free from autocorrelation. To detect the presence or absence of autocorrelation in this study using the Durbin Watson test (DW test) the results of the DW test can be seen as follows

Table-2: Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.771 ^a	.594	.588	2.49756	1.812
a. Predictors: (Constant), Persepsi dukungan organisasi, Disiplin kerja, Budaya organisasi					
b. Dependent Variable: Kinerja Pegawai					

Source: Processed from primary data, 2020.

Based on the output above, the DW value is 1.812 and the upper bound (du) value is 1.7001. DW value $(1.812) > du (1.7001)$ and DW value $(1.631) < 4-du (2.2999)$. The results of the autocorrelation test can be concluded that there is no autocorrelation.

Heteroscedasticity Test

The heteroscedasticity test tests the regression model where there is an inequality of variance from the residuals of one observation to another observation. A good regression model is that there is heteroscedasticity or there is no heteroscedasticity. This study uses a graph plot method to detect the presence or absence of heteroscedasticity. The plot graph method is done by diagnosing the residual plot diagram. Residual plots are compared with predicted results.

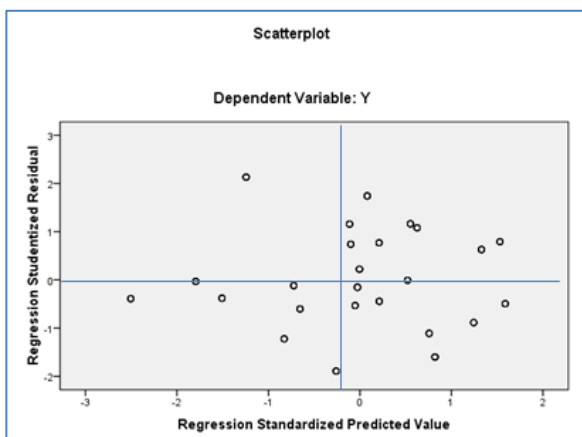


Fig-1: Heteroscedasticity Test Results
Source: Processed from primary data, 2020

Normality test

The test aims to test whether in the regression model, the dependent variable and the independent variable both have a normal distribution or not. A good regression model is a model that has a normal or close to normal data distribution. To test the normality in this study, the authors used graphical analysis (histogram and normal probability plot).

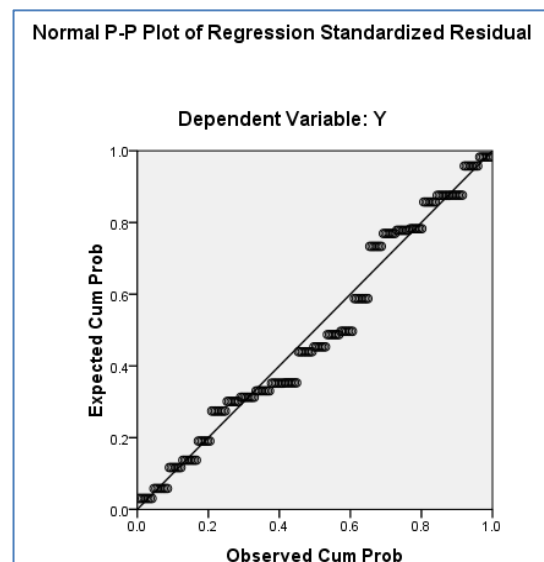


Fig-2: Normality Test Results
Source: Processed from primary data, 2020

Hypothesis Test Results

Multiple Linear Regression Test

The results of multiple linear regression can be seen in the table below:

Table-3: Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.950	4.846		8.037	.000
	X1	.362	.051	.431	7.146	.000
	X2	.283	.016	.295	5.331	.000
	X3	.126	.019	.428	6.724	.000
a. Dependent Variable: Y						

Based on the table above, it can be seen that the results of the equation of multiple linear regression are

$$Y = 38.950 + 0.362X_1 + 0.283X_2 + 0.126X_3$$

Based on the above equation, it can be explained that

1. A positive constant of 38,950 means that although there is no independent variable (X), employee performance will be better because it is supported by responsibilities in carrying out their duties as regional employees working at the North Hulu Sungai Regional Secretariat.
2. Organizational culture variable (X1) has a positive effect of 0.242, meaning that if the value of organizational culture is high, employee performance will be higher. In addition, it can be interpreted that when employee performance is good, they will carry out their work well and they will no longer feel bored and feel burdened at work.
3. The work discipline variable (X2) has a positive effect of 0.326, if work discipline supports the employee's performance will increase so that they can carry out their work well. Employees will feel comfortable and safe when they do the work assigned.

4. The variable perception of organizational support (X3) has a positive effect of 0.326, if the perception of organizational support occurs in the work atmosphere, the performance of employees will increase so that they can carry out their work well. Because employees feel that there is mutual togetherness in carrying out their duties and they feel they are not alone but try to work as a team in carrying out their duties well.

Therefore it can be seen that $\beta_1=\beta_2=\beta_3\neq 0$ it means that the hypothesis H_4 is accepted and H_0 is rejected, which means that there is a positive influence between organizational culture, work discipline and perceptions of organizational support on employee performance at the Hulu Sungai Utara Regional Secretariat..

F-Statistics Test (Simultaneous)

Simultaneous F test results of the variable The significant influence of organizational culture, work discipline, and perceptions of organizational support simultaneously on the performance of the Regional Secretariat of Hulu Sungai Utara Regency employees. So from the table below:

Table-4: Simultaneous F Test results

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1644.931	2	548.310	87.901	.000 ^a
	Residual	1122.803	91	6.238		
	Total	2767.734	90			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

The results of the F table above show that it has a significant effect with a value of $0.000 < 0.05$, with a calculated F value of $87.901 > F$ table 2.65, this means that the significant influence of organizational culture, work discipline, and perceptions of organizational support simultaneously on employee performance Regional Secretariat of North Hulu Sungai

Regency. The three independent variables have an influence on the dependent variable.

Statistical t test (Partial)

The results of the partial test or test of each independent variable on the dependent variable can be seen in the table below:

Table-5: t test results

No.	Variable	T count	Sig
1.	Organizational Culture (X1) on Employee Performance (Y)	7.146	.000
2.	Work Discipline (X2) on Employee Performance (Y)	5.331	.000
3.	Perception of organizational support (X3) on Employee Performance (Y)	6.724	.000

Source: SPSS primary data

The results of the t-test can be described as follows

a. Based on the results of the t test, it shows that organizational culture, on the performance of employees at the North Hulu Sungai Utara Regional Secretariat, is indicated by t count 7,146 > t table 1,653 with a significant level of $0.000 < 0.05$, indicating that H_a is accepted, that is, there is an influence of organizational culture on performance. employee at the North Hulu Sungai Regional Secretariat.

b. Based on the results of the t test, it shows that work discipline on employee performance at the North Hulu Sungai Regional Secretariat, indicated by t count 5,331 > t table 1,653 with a significant level of $0.000 < 0.05$, indicating that H_a is accepted, that is, there is an effect of perceived organizational support on employee performance. at the North River Upstream Regional Secretariat

c. Based on the results of the t test, it shows that the perception of organizational support on employee performance at the North Hulu Sungai Utara Regional Secretariat is indicated by t count 6,724 > t table 1,653 with a significant level of $0.000 < 0.05$, indicating that H_a is accepted, that is, there is an effect of perceived organizational support on performance. employee at the North Hulu Sungai Regional Secretariat

So it can be concluded that all independent variables (X) have an influence on the independent variable (Y).

a) Coefficient of Determination Test (R^2)

Based on the results of the determination test of the variables of organizational culture, work discipline and perceptions of organizational support on employee performance at the Hulu Sungai Utara Regional Secretariat, the results can be seen as follows:

Table-5.15: The results of the Coefficient of Determination (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 ^a	.594	.588	2.49756
a. Predictors: (Constant), X3, X2, X1				

The results of the R^2 (Regression Square) value show that the magnitude is 0.594 or 59.4% contributing or contributing to the influence of organizational culture, work discipline and perceived organizational support on employee performance at the Hulu Sungai Utara Regional Secretariat.

This shows that from 100%, there are still 41.6%, namely other variables that have an influence on employee performance at the Hulu Sungai Utara Regional Secretariat, this is because it is not only organizational culture, work discipline and perceptions of organizational support that can have an influence, but there are variables that have not been studied there also have an influence on the performance of employees at the North Hulu Sungai Regional Secretariat.

DISCUSSION

The influence of organizational culture on employee performance at the Hulu Sungai Utara Regional Secretariat.

The results of the study indicate that the organizational culture of an employee who works at the

Hulu Sungai Utara Regional Secretariat is a variable of organizational culture seen from the Need for Power or Work Authority (Need for Power), then viewed from the perspective of their performance, especially in understanding the time orientation that has been expected in carry out the work in accordance with the expected target.

Employees do their best to carry out work based on the need to make people behave in a reasonable and prudent manner in their respective duties, or to be able to influence others. A person who has basic abilities, especially in understanding the tasks given, can provide good motivation in carrying out the work to be carried out so that in this way an employee will have a good performance at work.

Robbins (2015: 56) explains that with good motivation, an employee will do a good job because the basis for carrying out work is that one must have good motivation in carrying out the job well. Employees who have good motivation in carrying out their work will be able to provide success in work, especially employees who work at the North Hulu Sungai Regional

Secretariat. An employee who has good ability in carrying out work will be able to give good grades at work because they will do better in completing the work assigned to him by the organization.

Victor Vroom in Mangkunegara (2014:122) states the relationship between motivation and performance, namely, "That an employee will be willing to make greater efforts if it is believed that the effort will result in a good performance appraisal and that a good performance appraisal will result in better rewards. bigger than the organization, such as bigger bonuses, salary increases, and promotions and all of which enable the person concerned to achieve his personal goals.

The effect of work discipline on employee performance at the North Hulu Sungai Regional Secretariat.

The results of the research that the t test results indicate that the work environment on employee performance at the North Hulu Sungai Utara Regional Secretariat is indicated by t count 5,331 > t table 1,653 with a significant level of $0.000 < 0.05$, indicating that H_a is accepted and H_o is rejected, that is, there is a perception effect. organizational support for employee performance at the North Hulu Sungai Regional Secretariat.

The results of the conclusion that the variables of employee work discipline with non-physical work discipline indicators are mostly them. This is because an employee at work needs to be supported by superiors. The work carried out is supervised by the leadership so that it is directed. The working relationship between superiors and subordinates must go well. Communication relations with superiors so far must go well. Employees can accept the supervision applied by the agency. Supervision applied to employees must be in accordance with existing regulations and provisions within the agency. My boss has a good enthusiasm for work. Working relationships with fellow co-workers can make work completed quickly and precisely. Relations with co-workers in this organization must run smoothly in achieving work. Communication relationships with colleagues are rarely hampered. Employees who work together in a team so that in carrying out tasks can be completed properly.

The results of this research show that non-physical work discipline is very important for them because physical work discipline is related to good people from attitudes, leadership behavior, cooperation between employees which is finally seen from the performance of the employee performance variable with time orientation indicators with respondents who answer often. amounting to 55.3%, it can be seen that this non-physical work discipline often has a significant influence on the performance of an employee in carrying out his daily duties.

Work discipline is a very important component in employees doing work activities. By paying attention to good work discipline or creating working conditions that are able to motivate employees to work, it can have an influence on employee morale. Understanding work discipline is everything that is around the workers that can affect him in carrying out the tasks assigned.

Work discipline in a company is important to note. Work discipline can be seen from the physical (sufficient lighting, good air temperature, noise, coloring, sufficient space for movement, security) as well as non-physical work discipline (relationships between employees). Good work discipline can support the implementation of work so that employees become more enthusiastic at work and can improve employee performance.

The effect of perceived organizational support on employee performance at the Hulu Sungai Utara Regional Secretariat

The results showed that the results of the t test showed that the perception of organizational support on the performance of employees at the North Hulu Sungai Regional Secretariat, indicated by t count 6.724 > t table 1.653 with a significant level of $0.000 < 0.05$, indicating that H_a was accepted and H_o was rejected, namely there the effect of perceived organizational support on employee performance at the Hulu Sungai Utara Regional Secretariat.

The highest perception of organizational support is from the Vertical Communication indicator which has an influence on employee performance with time orientation indicators. This shows that a good perception of organizational support will be able to make employees know their duties and responsibilities as employees because one of the vertical communications with the leadership. Communication based on a sense of professionalism will be able to make work more efficient and effective so that all problems can be solved properly. Referring to the problems faced by the employees of the Hulu Sungai Utara Regional Secretariat so far that communication between leaders and subordinates is still not well implemented, resulting in work problems that are not resolved properly according to the expected targets so far.

Good communication is influenced by skills and knowledge. Skill is something that is owned by an individual who carries out the task or job assigned to him. For example, the ability of employees to choose work methods that are considered more effective and efficient, and Knowledge, namely awareness in the cognitive field. For example, an employee knows how to identify learning, and how to do good learning according to the needs that exist in the company. With good skills and knowledge will result in better work

efficiency so that employee performance can be better and optimal.

According to Everett Rogers, an American Rural Sociologist, defines "Communication is a process in which two or more people form or exchange information with each other which in turn will lead to mutual understanding" (Rogers and Kincaid in Cangara, 2004: 19).

The influence of organizational culture, work discipline and perceptions of organizational support on employee performance at the Hulu Sungai Utara Regional Secretariat

Based on the results of the F test, it shows that it has a significant effect with a value of $0.000 < 0.05$, with a calculated F value of $87.901 > F$ table 2.65. The results of the R² (Regression Square) value show that the magnitude is 0.594 or 59.4% contributing to the influence of organizational culture, work discipline and perceptions of organizational support on employee performance at the Hulu Sungai Utara Regional Secretariat. This shows that from 100%, there are still 41.6%.

The performance of an employee is basically a process of carrying out the work he does on a daily basis, its relationship with organizational culture is that it is seen that the better the organizational culture of an employee, the work will be carried out well and vice versa the less good the organizational culture of a good person will be able to influence his performance done.

According to Herzberg in Hasibuan (2012: 177) Motivation can come from within or outside a person, for example intrinsic motivation if someone succeeds in achieving his motivation, then the person concerned tends to continue to be motivated. Conversely, if someone often fails to realize his motivation, then the person concerned may continue to work until his motivation is achieved or become desperate which has a direct impact on the performance of the employee, while extrinsic motivation is an external factor outside the employee that can affect employee motivation. The way to increase the intrinsic motivation of employees is to provide recognition for work results, achievement of work performance, and provide broad and full responsibilities from superiors and promotions and work development, so that employees are expected to continue to increase their potential to support performance. the good one. Extrinsic motivation that is carried out to stimulate employee performance is to pay attention to employee welfare through the provision of wages, working conditions, proper job security for employees.

Apart from organizational culture, work discipline also has an influence on an employee because when their work discipline is not supportive, it will make them less able to carry out their daily tasks. The

effect of work discipline on employee performance can be seen from the employees of the Hulu Sungai Utara Regional Secretariat Office, which can provide good work discipline maintenance which has been implemented in the organization in providing services in all fields at the Hulu Sungai Utara Regional Secretariat Office.

CONCLUSION

Based on the results of research that has been carried out regarding the influence of organizational culture, work discipline, and perceptions of organizational support on employee performance at the Hulu Sungai Utara Regional Secretariat, the following conclusions can be drawn:

1. There is an influence of organizational culture on employee performance at the Secretariat of the Hulu Sungai Utara with a description of the organizational culture variable (X1) partially positive effect of 0.242 with t count 7.146 > t table 1.653 and significant level $0.000 < 0.05$. These results mean that the higher the value of organizational culture, the higher the employee's performance. In addition, it can be interpreted that when employee performance is good, they will carry out their work well and they will no longer feel bored and feel burdened at work. This is because the more organizational culture of an employee, the more their performance will increase. The better the motivation, people will be able to work well and appear good performance in carrying out their daily tasks.
2. There is an influence of work discipline on employee performance at the Secretariat of the Hulu Sungai Utara with the value of the work discipline variable (X2) having a partial positive effect of 0.326 with t count 5.331 > t table 1.653 with a significant level of $0.000 < 0.05$, so that if work discipline If it supports it, the performance of employees will increase so that they can carry out their work well. Employees will feel comfortable and safe when they do the work assigned. This is because the more it supports the work discipline of an employee, the better their performance will be and they will complete the task better. Work discipline that supports and is able to encourage an employee to work will be able to make them more comfortable and safe at work so that when they work, all the work they carry out will be carried out.
3. The results showed that there was an effect of perceived organizational support on employee performance at the Hulu Sungai Utara Regional Secretariat with an assessment of the perceived organizational support variable (X3) partially positive effect of 0.326 with t count 6.724 > t table 1.653 with a significant level of $0.000 < 0, 05$. It can be concluded that if the perception of organizational support occurs in the work atmosphere, the performance of employees will

increase so that they can carry out their work well. Because employees feel that there is mutual togetherness in carrying out their duties and they feel they are not alone but try to work as a team in carrying out their duties well. This is because the more it supports the communication of an employee with the leader and the employee with the employee, the better their performance will be and completing the task will be better.

4. The results of hypothesis testing indicate that H4 of the entire hypothesis is accepted and H0 is rejected, which means that there is a simultaneous positive influence between organizational culture, work discipline and perceived organizational support on employee performance at the North Hulu Sungai Regional Secretariat. These results can be seen that all independent variables (X) have a simultaneous influence on the independent variable (Y) with a value of R² (Regression Square) of 0.594 or 59.4% contributing to the influence of organizational culture, work discipline and perceptions of organizational support towards employee performance at the Hulu Sungai Utara Regional Secretariat. There is an influence of organizational culture, work discipline, and perceptions of organizational support on employee performance at the Hulu Sungai Utara Regional Secretariat. This is due to the more organizational culture, work discipline and perception of organizational support, the better their performance will be and they will complete the task better. While this shows that from 100%, there are still 41.6%, namely other variables that have an influence on employee performance at the Hulu Sungai Utara Regional Secretariat, this is because it is not only organizational culture, work discipline and perceptions of organizational support that can provide influence, but there are variables that have not been studied there is also an influence on the performance of employees at the North Hulu Sungai Regional Secretariat.

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