

# THE INFLUENCE OF ORGANIZATIONAL CULTURE AND DISCIPLINE ON EMPLOYEE PERFORMANCE AT TVRI GORONTALO

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## ABSTRACT

The purpose of this research is to find out and analyze the influence of organizational culture and discipline on employee performance at TVRI Gorontalo. Study uses a quantitative method, with a census sample of 87 employees of TVRI Gorontalo. Data analysis using multiple regression.

The results showed that organizational culture partially had no significant effect on the performance of TVRI Gorontalo employees, Discipline partially had an insignificant effect on the performance of TVRI Gorontalo employees, organizational culture and discipline simultaneously had a positive and significant effect on employee performance at TVRI Gorontalo

**Keywords:** *Organizational Culture, Discipline, Employee Performance*

## PRELIMINARY

TVRI has the task of being a television station that elevates the nation's image through broadcasting events on an international scale, encouraging the progress of people's lives as well as being a social glue. TVRI has the task of being an institution tasked with providing information services, education, healthy entertainment, social control and bonding, and preserving national culture for the benefit of all levels of society through the provision of television broadcasting that reaches all areas of the Unitary State of the Republic of Indonesia.[22]

Broadly speaking, the problems that TVRI is currently facing are related to internal and external issues that can disrupt and have an impact on the sustainability of TVRI's performance as stated in the background of TVRI's LPP Policy 2011-2016 in Regulation of the Supervisory Board of LPP TVRI No: 01/PRTR/ DEWAS-TVRI/ 2012 "Even though it is 50 (fifty) years old, as a

public television, TVRI has just entered its second 5 (five) annual period.

Currently, TVRI is still experiencing quite heavy internal constraints, including institutions and resources; mainly human resources, broadcasting infrastructure and technology, facilities and infrastructure, organizational culture, finance, data and information, networking, and institutional image. This condition requires TVRI, including TVRI Gorontalo station, to improve itself so as not to drown in competition in terms of reporting and broadcasting.

Most of the human resources owned by TVRI Gorontalo Station still have high school education, so this has an impact on the level of employee ability to carry out basic tasks and its function in providing services to the community. Education affects the ability, insight and level of confidence of respondents in carrying out their work.[14]

In addition, the performance at TVRI Gorontalo Station should have increased because it is supported by employees of productive age, namely an average of 20-40 years old, as many as 60 people, as well as supported by 34 employees with bachelor degree and 43 high school graduates. The age of the respondent greatly influences his performance, a person's maturity can be seen from a person's age which is one of the factors that will affect a person's abilities, knowledge, responsibilities in acting, thinking and making decisions.[14]

However, the conditions that occur are employees have not been able to improve performance as expected in PP No. 30 of 2019 concerning evaluating the performance of Civil Servants, as stated in article 10 point 1 that the main performance, among others; specific, measurable, realistic, has a deadline for achievement; adjust the internal and external conditions of the organization, as well as additional performance, among others; quantity; quality; time and cost. This is reinforced by expert opinion which states that indicators in measuring employee performance are quantity of work, quality of work, initiative and cooperation.[12]

The problem that arises related to the quantity of work is that the work is not completed on time because the editor is always procrastinating, the editing process of the program which the editor should be able to complete is a maximum of 1 week, but the editing process can take almost 1 month for the editor resulting in a buildup of work. program editing. In terms of quality, output TVRI broadcasts that are sometimes not optimal are caused by a lack of awareness of the main duties and functions. In the case of Initiatives, this is caused by a lack of awareness of their respective duties and functions, so that

everything has to be based on orders, for example, a cameraman who should have understood during production what to shoot, but that was not done and was waiting for instructions from the director. In terms of collaboration, it often happens that when you want to produce in the studio, there are officers who can't work well together, the officers are not there while their energy is urgently needed because they want to be on air and come with no guilt when operational activities are already underway.

This needs to get attention so that an effective work assessment is needed. Performance is a description of the level of achievement of the implementation of an activity, program, policy in realizing the goals, objectives, vision and mission of the organization contained in the formulation of an organization's strategic scheme (Strategic Planning).[6]

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period.[8] Performance is a term that comes from the word *Job Performance* or *Actual Performance* (work performance or actual performance achieved by a person).[9]

The performance of employees in a company makes a very significant contribution to the company's performance [20]. Performance issues are not just results or work achievements, but include processes that can have an impact on work achievement.

Organizational performance is supported by several factors, among others; abilities and skills, knowledge, work design, personality, work motivation, organizational culture, leadership, style leadership, job satisfaction, work environment, loyalty, commitment and work discipline.[8]

Every organization or company must have a system or characteristic of each which is called organizational culture. Organizational culture can be defined as a system of values (*Values*), beliefs, assumptions or norms that have long been in effect, agreed upon and followed by members of an organization as guidelines for behavior and solving organizational problems.[4]

Organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals.[13] Organizational culture is a pattern of beliefs and values (*Values*) organization that is understood, imbued, and practiced by the organization, so that this pattern gives its own meaning and becomes the basis for the rules of behavior in the organization. Therefore, organizational culture is used as a controller and direction in shaping the attitudes and behavior of humans in the organization. Organizational culture is expected to have a positive influence on the personal members of the organization as well as on the organization in terms of achieving the vision and mission and goals of the organization.

Organizational culture indicators, among others; rules of conduct that must be obeyed, norms, guiding values, rules.[21] The problems that arise are related to the application of organizational culture within TVRI Gorontalo based on the results of observations including; employee behavior lacks norms, guiding values and predetermined rules, lacks high awareness of duties and functions according to their field of work, there are still some employees who refuse to be given responsibility certain responsibilities on the grounds of being unable to do the job.

In addition to cultural factors, discipline factors also play a role in improving employee performance. Discipline as a force that develops within the employee's body and causes employees to adapt voluntarily to decisions, rules, and high values of work and behavior. Furthermore, employee discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is an attitude, behavior and actions that are in accordance with the rules of the organization, both written and unwritten.[17]

Discipline is formed from the awareness and willingness of a person to obey all the rules and norms that have been set. This means that discipline is formed not from compulsion but must be from one's awareness of the implementation of discipline not only because there is a punishment for the violator, but is formed from a sense of responsibility that that person has. With the formation of a sense of discipline in everyone, this can increase work enthusiasm and organizational and individual goals will be carried out properly.

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norms.[19] Discipline is related to active business and fulfillment of targets and the right time. Self-discipline refers to exercises that make people volunteer themselves to carry out certain tasks or carry out certain patterns of behavior, even though what actually exists is a feeling of laziness.[10]

Discipline rules refer to Government Regulation Number 94 of 2021, including carrying out official duties

with full dedication, honesty, awareness and responsibility as well as coming to work and obeying the provisions of working hours, and then TVRI Gorontalo Station made a derivative in the form of circular letter number 57 of 2021 regarding the use of official clothes. For discipline enforcement, several indicators need to be implemented, including; exemplary leadership, waskat, sanctions and firmness. [7] The problems that arise are related to the application of discipline within TVRI Gorontalo based on the results of observations, among others; (1) there is still a lack of exemplary behavior, this can be seen from the presence of employees who do not carry out their official duties with full dedication, awareness and responsibility; this can be seen from the existence of Master Control operational officers who often go in and out of the room during broadcasts, (2) lack of inherent supervision so that employees go out during office hours for personal gain; (3) there are no punitive sanctions and strict rules so that employees do not come to work and obey the provisions of working hours; this can be seen from the fact that there are still employees who arrive late at the office, there are still those who are late in broadcast operations, there are still those who have not complied with official attire and have not used ID cards.

Based on the description of the background above, it becomes the interest of researchers to research related to "The Influence of Organizational Culture and Discipline on Employee Performance at TVRI Gorontalo".

## **RESEARCH METHODS**

The method or type of research used in this research is quantitative research. This research was conducted to explain, test the relationship between variables,

determine the causality of the variables, test the theory and look for generalizations that have predictive value (to predict a symptom).

This type of research design is descriptive intended to get a description of something reality or test the relationship between reality that already exists or has happened to the subject. [11] Descriptive research is research that seeks to describe and interpret objects according to what they are. With a descriptive design, it allows researchers to make relationships between variables, test hypotheses, develop generalizations and develop theories that have universal validity. Besides that, descriptive research is also research in which data is collected to test research questions or hypotheses related to current conditions and events. Researchers report the state of the object or subject under study in accordance with what it is.

The sample in this study was employees at TVRI Gorontalo totaling 87 people, with the determination of the number of samples using the census method.

## **RESEARCH RESULT**

This study examines the influence of organizational culture and discipline on employee performance at TVRI Gorontalo. Performance indicators in this study include the quantity of work (*Quantity Of Work*), Quality of Work (*Quality Of Work*), Initiative (*Initiative*) and Cooperation (*Cooperation*).[12]. Cultural indicators include; Self-awareness or integrity, Personality or service orientation, Creativity and Synergy or team orientation.[5] As well as indicators of discipline, among others; Exemplary Leaders, Waskat, Punishment and Firmness.[7]

Measurement of performance variables was carried out with 8 statement items and the following

research results were obtained: I was able to complete the work according to the targets set by TVRI Gorontalo in the category **Very High**. My work quantity exceeds the average of other employees, is in the category **Currently**. Able to produce work in accordance with the quality standards set by TVRI Gorontalo, is in the category **High**.

Able to minimize errors in work, is in the category **High**. Having own initiative in completing work, is in the category **High**. Always being aware of mistakes and correcting mistakes without being reprimanded by superiors, is in the category **High**. Able to work with colleagues and teams in carrying out work, is in the category **Very High**. Always provide constructive suggestions, criticism and input for the work team, in categories **High**.

Measurement of the Organizational Culture variable was carried out with 8 items and the following research results were obtained: TVRI Gorontalo employees always try to develop themselves and their abilities, are in the category **High**. TVRI Gorontalo employees always offer quality products, in categories **High**. TVRI Gorontalo employees always respect each other, are in categories **High**. TVRI Gorontalo employees always pay attention to aspects of customer satisfaction in the category **High**. TVRI Gorontalo employees always prioritize quality in completing their work in the category **High**. TVRI Gorontalo employees always try to work effectively and efficiently and are in the category **High**. TVRI Gorontalo employees always carry out effective coordination and communication in the category **High**. TVRI Gorontalo employees always solve problems as a team in categories **High**.

The measurement of the Discipline variable was carried out with 8 items and

the following research results were obtained: The exemplary leadership that has been realized at TVRI Gorontalo is in the category **High**. Leaders always set a good example for their subordinates to be in the category **High**. Integral Supervision has been carried out well at TVRI Gorontalo in the category **High**. Leaders always supervise what employees do in the category **High**. Penalties have well implemented at TVRI Gorontalo in the category **High**. Penal sanctions given according to the level of mistakes that are violated are in the category **High**. Punishment assertiveness has been carried out well at TVRI Gorontalo in the category **High**. Leaders dare to act decisively to apply penalties according to the level of violation errors in the category **Currently**.

The causal relationship between organizational culture and discipline on employee performance can be made through a structural equation, namely:

$$Y = 21,141 + 0,104X_1 + 0,415X_2$$

This equation shows that the coefficient of the independent variable, namely Organizational Culture (X1) is 0.104 and is positive, indicating Organizational Culture (X1) has a positive influence in measuring employee performance (Y). If Organizational Culture increases by one unit, employee performance (Y) increases by 0.104 or 10.4%. Discipline variable (X2) is 0.415 and has a positive sign, indicating that Discipline (X2) has a positive influence on measuring employee performance (Y). If Discipline increases by one unit, then employee performance (Y) increases by 0.415 or 41.5%.

The Influence of Organizational Culture (X1) Partially on Employee Performance (Y), based on the results of the  $t_{\text{test count}}$  obtained for 0.813 smaller than  $t_{\text{table}}$  of 1.662, and a significant level

of 0.419. This shows that the significant level is  $0.419 > \alpha = 0.05$ . This means that at the 95% confidence level, statistically the Organizational Culture variable (X1) partially has a positive and not significant effect on employee performance. This means the hypothesis which states that Organizational Culture (X1) partially has a positive and significant effect on employee performance (Y) at TVRI Gorontalo **Not proven**.

The magnitude of the influence of organizational culture variables on performance employees at TVRI Gorontalo is  $0.383 \times 0.104 = 0.0398$  or 3.98%.

The influence of Discipline (X2) partially has a positive and significant effect on employee performance (Y) based on the results of the  $t_{\text{testcount}}$  obtained at 3.239 greater than  $t_{\text{table}}$  of 1.662, and a significant level of 0.000. This shows that the significant level is  $0.000 < \alpha = 0.05$ . This means that at the 95% confidence level, statistically the Discipline variable (X2) partially has a positive and significant effect on employee performance. This means the hypothesis which states that Discipline (X2) partially has a positive and significant effect on employee performance (Y) at TVRI Gorontalo **Accepted**. The magnitude of the influence of the discipline variable on employee performance at TVRI Gorontalo is  $0.485 \times 0.415 = 0.2012$  or 20.12%.

The influence of Organizational Culture (X1) and Discipline (X2) simultaneously on Performance (Y) based on the results of the  $F_{\text{testcount}}$  obtained  $F_{\text{count}}$  value of 13.362 greater than  $F_{\text{table}}$  of 3.10 and a significant level of 0.000. This shows a significant level of  $0.000 < \alpha = 0.05$ . This means that at the 95% confidence level, statistically the variables Organizational Culture

(X1) and Discipline (X2) simultaneously (together) have a positive and significant effect on employee performance. This means that the hypothesis which states that Organizational Culture (X1) and Discipline (X2) simultaneously have a positive and significant effect on employee performance (Y) at TVRI Gorontalo Accepted. The magnitude of the influence of Organizational Culture and Discipline simultaneously on employee performance at TVRI Gorontalo is 0.241 or 24.10% and the remaining 75.90% is influenced by other variables.

## DISCUSSION

This research was conducted by raising two independent variables, namely Organizational Culture (X1), Discipline (X2) on Employee Performance (Y) TVRI Gorontalo.  $t_{\text{test}}$  results obtained by 0.813 smaller than the  $t_{\text{table}}$  of 1.662, and a significant level of 0.419. This means that the Organizational Culture variable (X1) partially has a positive and not significant effect on employee performance. Thus the hypothesis states that Organizational Culture (X1) partially has a positive and significant effect on employee performance (Y) at TVRI Gorontalo **Not proven**.

The magnitude of the influence of organizational culture variables on employee performance at TVRI Gorontalo is  $0.383 \times 0.104 = 0.0398$  or 3.98%. The results of this study are not in line with research which says organizational culture partially has a positive and significant effect on performance [6]. Organizational culture has a positive and significant effect on performance [3]. Organizational culture has a positive and strong effect on work performance [1]. Organizational culture partially influences employee

performance.[18] Organizational culture partially has a significant effect on employee performance.[2].

Internally, based on the results of observations and interviews with HZ (development and business executor), there are several aspects related to TVRI's organizational culture that have not been fully implemented properly, such as; in terms of work integrity, it still needs to be further improved. For example, discipline at work (orderly when carrying out operational tasks); have high awareness of *tusi* according to their field of work (sometimes the Unit Manager is not on standby at live events); as well as the need to continuously improve skills at work (there are differences in the quality of PD news in facilitating dialogue); in terms of reliability, there are still some employees who refuse to be given certain responsibilities on the grounds that they cannot do the job. Even though what is assigned to *Tusi* the employee, in terms of quality, has started to lead to improvement. For example; there is a program section, the PDs are starting to pay close attention to production details. Starting from planning, implementation to post-production in the form of editing. Although other dissections, sometimes production is still done in a hurry so that the results are not optimal, in terms of creativity, it has started to be implemented. Like making a production package that is current to touch millennials. However, there are also some employees who tend to only do the same thing without any innovation or creativity, so that the work produced seems monotonous, in terms of diversity, it is quite well implemented in the office environment, service orientation has also begun to be considered in the TVRI Gorontalo office environment. Such as the Business development section which oversees every collaboration, starting

from the production process to the casting of cooperation; the latter is related to harmony, still needs to be further improved. Each section must have the same goal, one step is to do the best for TVRI Gorontalo Station's screen. Because there was a case in one of the sections where all of its members left the employee group, thus reducing the value of harmony in the office environment.

Organizational culture affects the contents of the organization's competitive advantage.[14] When objective factors are perceived equally by all employees, it will form an organizational culture. The impact is that the culture that will be produced can be a strong culture and a weak culture. Organizational culture that is socialized with good communication can determine strength an organization's overall performance and long-term competitiveness.

$t$  test results<sub>count</sub> obtained at 3.239 greater than  $t_{table}$  of 1.662, and a significant level of 0.000. This means that the Discipline variable (X2) partially has a positive and significant effect on employee performance. Thus the hypothesis states that Discipline (X2) partially has a positive and significant effect on employee performance (Y) at TVRI Gorontalo **Accepted**. The magnitude of the influence of the discipline variable on employee performance at TVRI Gorontalo is  $0.485 \times 0.415 = 0.2012$  or 20.12%.

These results are in line with previous studies which say that partially discipline has a positive and significant effect on performance.[16] Discipline partially has a positive and significant effect on performance [3]. Work discipline partially has a positive and strong effect on work performance.[1] Work discipline partially affects employee performance. [18] Work

discipline partially has a significant effect on employee performance.[2]

Discipline is one's awareness and willingness to comply with all applicable company regulations and social norms. Awareness is the attitude of someone who voluntarily obeys the rules and is aware of the duties and responsibilities.[7]. So he will obey / do all his duties well not under coercion. Willingness is an attitude, behavior and actions of a person in accordance with company regulations, whether written or not.

F test results<sub>count</sub> obtained F<sub>count</sub> value of 13.362 greater than F<sub>table</sub> of 3.10 and a significant level of 0.000. This means that the variables Organizational Culture (X1) and Discipline (X2) simultaneously (together) have a positive and significant effect on employee performance. With Thus, the hypothesis states that Organizational Culture (X1) and Discipline (X2) simultaneously have a positive and significant effect on employee performance (Y) at TVRI Gorontalo **Accepted**. The influence of Organizational Culture and Discipline simultaneously on employee performance at TVRI Gorontalo is 0.241 or 24.10%.

The results of this study are in line with previous studies which say organizational culture and work discipline simultaneously have a positive and significant effect on performance [16]. Organizational culture and work discipline simultaneously have a positive and significant effect on performance. [3] Organizational culture and work discipline simultaneously have a positive and strong effect on work performance.[1] Organizational culture and work discipline simultaneously affect employee performance.[18] Organizational culture and work discipline simultaneously have a

significant effect on employee performance.[2]

## CONCLUSION

1. From the results of the research conducted, several conclusions can be drawn as follows:
2. Organizational Culture (X1) partially has a positive and not significant effect on employee performance. Thus the hypothesis states that Organizational Culture (X1) partially has a positive and significant effect on employee performance (Y) at TVRI Gorontalo **Not proven**. The magnitude of the influence of organizational culture variables on employee performance at TVRI Gorontalo is  $0.383 \times 0.104 = 0.0398$  or 3.98%, t value<sub>count</sub> obtained by 0.813 smaller than the t<sub>table</sub> of 1.662, and a significant level of 0.419.
3. Discipline (X2) partially has a positive and significant effect on employee performance. Thus the hypothesis which states that Discipline (X2) partially has a positive and significant effect on employee performance (Y) at TVRI Gorontalo **Accepted**. The magnitude of the influence of the discipline variable on employee performance at TVRI Gorontalo is  $0.485 \times 0.415 = 0.2012$  or 20.12%. t value<sub>count</sub> obtained at 3.239 greater than t<sub>table</sub> of 1.662, and a significant level of 0.000.
5. Organizational Culture (X1) and Discipline (X2) simultaneously (together) have a positive and significant effect on employee



performance. Thus, the hypothesis states that Organizational Culture (X1) and Discipline (X2) simultaneously have a positive and significant effect on employee performance (Y) at TVRI Gorontalo **Accepted.** The influence of Organizational Culture and Discipline simultaneously on employee performance at TVRI Gorontalo is 0.241 or 24.10%. F grade<sub>count</sub> obtained at 13.362 greater than Ftable of 3.10 and a significant level of 0.000.

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