

## **EMPLOYEE PERFORMANCE ANALYSIS OF SOCIAL REHABILITATION PAMARDI KHUSNUL KHOTIMAH TANGERANG SELATAN**

Edy Krisyanto  
Pamulang University, Banten  
dosen01108@unpam.ac.id

### **ABSTRACT**

The purpose of this study was to determine the effect of organizational culture, work ethic and discipline on the employees performance either partially or simultaneously of Social Rehabilitation Institution Pamardi Khusnul Khotimah at Tangerang Selatan. The results showed that organizational culture based on partial test was positive and significant effect on the performance of 76,2%, while work ethos can be good too was positive and significant effect on the performance of 72,2%, then work discipline also was positive and significant effect on the performance of 73%. The result of correlation coefficient ( $R^2$ ) of 76,7% can be summed up the effect of the variable X1 (organizational culture), X2 (work ethos) and X3 (discipline) to variable Y (employees performance) where the relationship is positive. The results of calculation for 53.874 F-value further consultation with the F-table with dk = k numerator and denominator dk = (nk-1) with a 5% error level the importance of the F table = 2,80. Provisions applicable for F-value greater than F-table (53.874 > 2,80), it can be stated that the multiple correlation is significant. Thus the null hypothesis (H0) that states there is no effect between organizational culture, work ethos and discipline influence on employees performance is rejected, while the alternative hypothesis (Ha) is accepted.

**Keywords: Organizational Culture, Work Ethos, Discipline, Performance**

### **PROEM**

The rapid and uncertain business environment changes require organizations in an industrial sector to constantly strive to improve their performance, so that in these conditions it will require qualified human resources that can run the organization. Qualified human resources are an asset to the organization, because of its role as policy implementer, and who can run the operational activities of the organization, therefore in achieving organizational goals required adequate role of human resources (human resources) in pushing performance, This is supported by Greer in Malik (2010: 153) that human resource management is the key to achieving competitive advantage.

Basically, performance is the level of achievement of the work. According to Rue & Bryan in Tjandra (2005: 38) performance is defined as the level of achievement of results and is the level of achievement of organizational goals on an ongoing basis. Performance is the result achieved from the behavior of members of the organization that reflects the existence of a success in carrying out its duties. Performance itself will be influenced by internal and external factors. For the internal side, it involves in the person of the employee, his commitment in the organization and the belief in his ability to perform a certain job by achieving that success by Bandura in Syahiruddin (2012: 1) it is called work ethic and work discipline. While from the external side is influenced by the organizational culture created from the work environment. To ensure that employees are always consistent with their performance at least the organization must maintain the factors that affect performance and create an ideal organizational culture for the creation of conducive organizational environment conditions, through the establishment of organizational culture, so that employees feel encouraged to work harder and produce high performance.

According to Robbins and Coulter (2010: 64) states that the strength of corporate culture will result in good corporate performance, because of its assumption that a strong culture is a culture that instills the main values strongly and widely accepted among employees. The higher level of acceptance of employees to the basic values of the organization and the greater their commitment to these values and the stronger the organizational culture. The results of Awaluddin Syah (2017), argued that organizational culture has a significant effect on employee performance. Furthermore, in his research shows that organizational culture is the most influential variable on performance.

Another factor that can affect employee performance is work ethic. The work ethic is defined by Yousef in Sutisna (2009: 37) as a concept that views dedication or dedication to work as a valuable value. This means that the work ethic illustrates to what extent an employee sides with a particular organization and its purposes, and intends to maintain membership within the organization. This explanation is reinforced by Ikhsan Abd's Wahid research (2016), proves the work ethic has a significant effect on the performance of civil servant Morowali.

Work discipline encourages a person to do the job in accordance with the rules. Attitudes and behaviors in the work discipline are characterized by various initiatives, wills, and will to obey the rules. That is, people who are said to be disciplined not rigidly run the rules but there is a desire to be able to adjust to the rules, work according to standards, work with the target, work direction, work regularly and work in order to achieve corporate goals. This explanation is reinforced by research Indra Lestari Sumbung, et al (2015), proving work discipline significantly affect the performance of civil servants Jayawijaya.

## **THEORETIC**

Performance is the result achieved that applies to a particular job. Further, Veithzal Rivai (2005: 14-15) defines performance as the result or success rate of a person as a whole over a certain period of tasks compared to possible possibilities, such as predefined outcome standards, targets, or predetermined targets or criteria. Performance goals and objectives are to set useful targets, not only for performance evaluations at the end of a given period, but the results of the work process throughout the periode. According to Veithzal Rivai (2005) there are 6 dimensions that can be used to build performance.

1. Quality, quality is the level at which the final outcome is near perfect in the sense of meeting the objectives expected by the company.
2. Quantity, quantity is the amount generated expressed in terms of a number of units of work or is the number of cycles of activity produced.
3. Timeliness, timeliness with regard to commencement of work, process and activity level of completion of the work at a predetermined time.
4. Effectiveness, effectiveness is the level of knowledge of organizational resources which with the intention to increase profits by maximizing the facilities provided by the company.
5. Independence, employee maturity in carrying out the work by meeting the criteria and job specifications well done and done with the effort of his own ability without asking for help from others.
6. Commitment, commitment means that employees have a link to awareness and awareness of a job that is carried out and has full responsibility for the work

Organizational culture is the norms and habits accepted as a truth by everyone in the organization. Organizational culture becomes a common reference among humans in interacting within the organization. In other word organizational culture is a norm consisting of a belief, attitude, core values, and behavior patterns that people do in the organization. Beliefs are all assumptions and perceptions about things, people and organizations as a whole, and are accepted as true and legitimate. Robbins and Coulter (2010: 64) reveal there are six dimensions that build an organizational culture.

1. Innovation and risk taking, that is how much the organization encourages its employees to be innovative and risk-taking.
2. Attention to detail, that is how much in the accuracy, analysis, and attention to detail demanded by the organization of its employees.
3. Orientation of results, ie how large the organization emphasizes achievement of goals (outcomes), rather than on how to achieve the goal (process).
4. Team orientation, ie how much organization emphasizes group work (team), rather than individual work, in completing tasks.
5. Aggressiveness, ie How large organizations encourage employees to get things done quickly.
6. Stability, ie how large organizations emphasize the maintenance of the status quo in making decisions and Action.

Achieving success is the most desired by any organization, then in the process of achievement need to involve members to improve the quality of its performance, one thing that can improve performance is the work ethic of employees. The ethos according to Geertz in Syahiruddin (2012: 4) is defined as a fundamental attitude toward self-emitted in work in order to generate maximum work. While Abdullah in Syahiruddin (2012: 4) more specifically the work ethic can be interpreted as a commercial business that becomes a necessity for life, or something imperative of self, as well as something related to the identity of the self that is sacred. The identity of the self-contained in this, is something that has been attached from birth. According to Poniman in Sutisna (2008: 38-39) suggests there are 3 dimensions, among them.

1. **Edurance.** A person with a good work ethic will release his energy through the physical routine and will form prime stamina. Employees who have good stamina will have concentration tends to be just as good when they start office hours and end office hours. A secretary who typed without error even though dozens of letters have been typed. Or a director who is still able to clearly separate where the facts and where the opinion so that no one made a decision.
2. **Resourcefulness.** A work ethic is able to empower its metaphysical capabilities in a fit manner, thus having the ability to concentrate for a long time. Delivers consistency and quality of work from morning to evening. Easy to adapt in an uncertain situation. Will still work well in all terrain either on a hot field or in an air-conditioned room. Has a wide spectrum of work. Able to empower all the senses and limbs it has.
3. **Availability.** A work ethic will always be ready everywhere, after working on that one he goes straight to another job and so on. When someone else requires eight hours of work with the same load, he can be faster. Always there when needed. When his boss asked for attendance there was always. When colleagues ask for help he is always ready. When his subordinates expect guidance, he always has time.

In general, every company desires employees who work to comply with the rules set. With the stipulation of both written and unwritten rules, it is expected that employees have a high disciplinary attitude in work so that work productivity can increase. Work discipline is also interpreted as an attitude of obedience of a person to a rule / provisions that apply in the organization is to join in the organization on the basis of consciousness not because of coercion (Hasibuan, 2001: 193). The dimension of work discipline in this study measured by 5 dimensions, among them.

1. **Leadership example.** Leaders serve as role models and role models by their subordinates by looking at positive personalities such as being able to provide good, honest, responsible and fair examples.
2. **Justice.** That discipline enforcement should be the same and equally for all employees without distinguishing one from the other, such as giving sanctions or penalties for those who violate the rules.

3. Supervision attached. They are concrete and effective actions to prevent and know mistakes, maintain discipline, and explore effective work systems.
4. Penalty sanctions. That is an action given by the company for employees who perform disciplinary actions both light and heavy are educational.
5. Firmness. That is the leader must be firm in reprimand and punish the employees who do indiscipline action

## **METHOD**

This research uses quantitative method and analysis method used is multiple linear regression. The population in this study were Pamardi Khusnul Khotimah orphanage employee, and the sample technique used was census sampling. The systematic analysis begins with the distribution of questionnaires, data collection, tabulation, descriptive analysis, validity test, reliability test, classical assumption test, partial test, simultaneous test and determination test. The objective is to explain the aspects that are relevant or relevant to the observed phenomenon and explain the characteristics of the phenomenon or problem.

## **RESULT**

The result of validity test shows that all points of the statement in this study have correlation value greater than 0.3 and also has a significant value smaller than the required standard  $< 0.05$ . It can be concluded that the points of question in this study have a correlation value greater than 0.3 and also has a significant value smaller than the required standard  $< 0.05$ . It can be concluded that the items of question used to measure organizational culture variables (X1), work ethic (X2), work discipline (X3) and performance (Y) are valid. For that, these items can be used in regression testing.

Reliability test results show, the reliability value of organizational culture variable is 0.833, reliability value of work ethic variable is 0.836, reliability value of work discipline variable is 0.740, and reliability value of performance variable is 0.815. it can be concluded that all statements are reliable. This can be seen from the value of Cronbach's Alpha which is much greater than the level of Reliable  $> 0.60$ . In other words that all statements in this study have a good level of reliability and can be used in the analysis in this study.

Table 1. Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.636	5.264		.501	.619
Budaya Org	.395	.078	.437	5.068	.000
Etos Krj	.251	.076	.304	3.282	.002
Disiplin Krj	.470	.152	.293	3.097	.003

a. Dependent Variable: Kinerja

Source: Research data, 2015

Based on SPSS output above, it can be explained as follows.

1. Constant value is 2,636. That is, although there is no influence of organizational culture, work ethic and work discipline, performance awakened to awaken 2,636.
2. Organizational culture has a positive and significant effect on performance with t value of 5.068, significant value of 0.000 and regression coefficient value of 0.437. Organizational culture has a positive and significant effect on the performance of employees of Social Rehabilitation Institution Pamardi Khusnul Khotimah 43.7%. The results of this analysis have an explanation that performance is closely related to organizational culture in order to encourage its members to behave as expected. Organizational culture is a facility that is available and created as a characteristic to align the members in it, to behave and behave in accordance with what is expected. Good organizational culture will create a conducive and comfortable working environment, so that impact on the feeling of work, spirit and calm that will ultimately be able to finish the job well and produce a satisfactory performance.
3. Work Ehos has a positive and significant effect on performance with t value of 3.282, significant value of 0.002 and regression coefficient value of 0.304. Work ethos has a positive and significant impact on the performance of the employees of Social Rehabilitation Institution Pamardi Khusnul Khotimah Pemda DKI 30,4%. This result is in line with the statement put forward by Geertz in Syahiruddin (2012: 4) work ethic is defined as a fundamental attitude toward self-emitted in work in order to generate maximum work. In other words, the work ethic is a person's awareness to work totally, strives for the

best and believes all his abilities can work to the maximum in order to produce a satisfying job.

4. Work Discipline has a positive and significant effect on performance with t value of 3.097, significant value of 0.003 and regression coefficient value of 0.293. Work discipline has a positive and significant effect on the performance of the employees of Social Rehabilitation Institution Pamardi Khusnul Khotimah 29.3%. This result is reinforced by the statement in Thoha (2007: 5) that discipline is as a mental attitude reflected in the actions or behavior of individuals, groups / societies in the form of obedience established by the government, ethics, norms, or rules applicable for certain purposes . Good discipline cannot be separated from the support of management to provide the spirit of implementation of organizational standards, this is a training that leads to justify and involve the attitude and behavior of employees so there is willingness in the employee to work better in order to achieve goals.

Table 2. Simultaneous Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1046.530	3	348.843	53.874	.000 <sup>a</sup>
Residual	317.282	49	6.475		
Total	1363.811	52			

a. Predictors: (Constant), Disiplin Krj, Budaya Org, Etos Krj

b. Dependent Variable: Kinerja

Source: Research data, 2015

Table 3. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 <sup>a</sup>	.767	.753	2.545

a. Predictors: (Constant), Disiplin Krj, Budaya Org, Etos Krj

Source: Research data, 2015

Based on the above table, organizational culture, work ethic and work discipline have a positive and significant effect on performance with the influence value of 76.7% and the multiple regression equation obtained is  $Y = 2,636 + 0,437X_1 + 0,304X_2 + 0,293X_3$ . These results are reinforced by research conducted by Wiramiharja (2003: 80) found that a conducive organizational culture has a positive correlation that is significant with performance. He mentioned that

organizational culture can support employees work more spirit and passion (hard work) and can provide a sense of comfort for employees.

The discussion above is quite clear, how important the good balance between organizational culture, work ethic and work discipline must be achieved together. It means that someone who performs well, supported by a conducive organizational culture, high work ethic and good work discipline. The better the third factor will be the better the performance of a person, but otherwise if all three factors are decreased then the performance decreased. The results above have empirically confirmed the theory that organizational culture, work ethic and work discipline can improve employee performance. Partially organizational culture has a dominant effect on performance. These findings confirm that the performance of civil servants is strongly influenced by organizational culture.

## **CONCLUSION**

Based on the results of the analysis and discussion above, it can be concluded as follows.

1. Organizational culture has a positive and significant effect on the performance of employees of Khusnul Khotimah Rehabilitation Center by 43.7%.
2. The work ethic has a positive and significant effect on the performance of Khusnul Khotimah Rehabilitation Center employee 30.4%.
3. Work discipline has a positive and significant effect on the performance of Khusnul Khotimah Rehabilitation Center employees at 29.3%.
4. Organizational culture, work ethic and work discipline simultaneously have positive and significant effect on the performance of Khusnul Khotimah Rehabilitation Center as much as 76.7%, the rest is explained by other variables outside this Research.

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