

Influence Culture Organization and Employee Discipline towards Performance Employees at the Department Health Bogor Regency

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Info Artikel

Submitted: 19 Maret 2026

Revised: 31 Maret 2026

Accepted: 15 April 2026

Published: 20 April 2026

Keywords: Organizational Culture, Employee Discipline, Employee Performance, Public Health Service, Health Center

Kata Kunci: Budaya Organisasi, Disiplin Pegawai, Kinerja Pegawai, Pelayanan Kesehatan Publik, Puskesmas

Abstract

Public health organizations are required to maintain service quality through strong organizational culture and employee discipline. However, empirical studies that specifically examine both variables in local public health institutions remain limited. This study aims to analyze the effect of organizational culture and employee discipline on employee performance at Puskesmas Curug Bitung, Bogor Regency. The study used a quantitative associative approach with a survey design. The population consisted of 32 employees, and 25 respondents were selected as the sample using the Slovin formula. Data were collected through questionnaires, observations, and structured interviews, then analyzed using validity and reliability tests, Pearson Product Moment correlation, coefficient of determination, and partial t-test. The results show that organizational culture has a positive and significant effect on employee performance, with a correlation coefficient of 0.777, R square of 0.630, and t-value of 5.910. Employee discipline also has a positive and significant effect on employee performance, with a correlation coefficient of 0.808, R square of 0.653, and t-value of 6.583. The novelty of this study lies in its direct testing of organizational culture and discipline without mediating variables in a district-level public health service institution. Strengthening service-oriented culture and consistent discipline is therefore essential to improve employee performance.

Abstrak

Organisasi layanan kesehatan publik dituntut menjaga kualitas pelayanan melalui budaya organisasi yang kuat dan disiplin pegawai yang konsisten. Namun, penelitian empiris yang secara khusus menguji kedua variabel tersebut pada institusi kesehatan publik daerah masih terbatas. Penelitian ini bertujuan menganalisis pengaruh budaya organisasi dan disiplin pegawai terhadap kinerja pegawai pada Puskesmas Curug Bitung, Kabupaten Bogor. Penelitian menggunakan pendekatan kuantitatif asosiatif dengan desain survei. Populasi penelitian berjumlah 32 pegawai, sedangkan sampel sebanyak 25 responden ditentukan menggunakan rumus Slovin. Data dikumpulkan melalui kuesioner, observasi, dan wawancara terstruktur, lalu dianalisis dengan uji validitas, reliabilitas, korelasi Pearson Product Moment, koefisien determinasi, dan uji t parsial. Hasil penelitian menunjukkan bahwa budaya organisasi berpengaruh positif dan signifikan terhadap kinerja pegawai dengan koefisien korelasi 0,777, nilai R square 0,630, dan nilai t 5,910. Disiplin pegawai juga berpengaruh positif dan signifikan terhadap kinerja pegawai dengan koefisien korelasi 0,808, nilai R square 0,653, dan nilai t 6,583. Kebaruan penelitian ini terletak pada pengujian langsung budaya organisasi dan disiplin tanpa variabel mediasi pada institusi layanan kesehatan publik tingkat kabupaten. Dengan demikian, penguatan budaya kerja yang berorientasi pelayanan dan penegakan disiplin yang konsisten penting untuk meningkatkan kinerja pegawai.



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Publisher: Lembaga Penerbit Penelitian Nusantara

Introduction

Improving civil servant performance is a crucial agenda item in bureaucratic reform, particularly in the health sector, which directly impacts the quality of public services. In the context of public sector organizations, organizational culture and employee discipline are two internal factors believed to influence the quality of task execution, service effectiveness, and organizational outcomes. Public health services require a responsive, professional, and consistent workforce that consistently implements work procedures.

The research problem stems from the condition of the Bogor Regency Health Office, specifically the Curug Bitung Community Health Center, which shows a gap between service quality demands and the organization's internal performance. The Bogor Regency Family Health Index in 2024 was recorded at 2.3 with a public satisfaction level of 83.05% with regard to health services. However, the Curug Bitung Community Health Center only recorded a Family Health Index of 0.095 and a public satisfaction level of 78.5%. At the same time, indications of employee discipline are also low, as seen from 44% of employees not registering for attendance and 63% not completing daily performance reports. This condition indicates that performance issues cannot be understood solely as technical issues, but are closely related to work culture and employee compliance with organizational regulations.

Previous studies have shown that organizational culture and work discipline generally influence employee performance, both in the public and private sectors. However, some studies use mediating variables such as motivation, so a direct relationship between these two main variables and performance has not always been clearly demonstrated. The novelty of this research lies in its empirical focus on district-level public health institutions, direct examination of organizational culture and employee discipline without mediating variables, and emphasis on the context of health services, which has bureaucratic characteristics, operational standards, and service demands that differ from those of private organizations.

Theoretically, organizational culture is understood as a system of shared meanings that shape the behavior of organizational members. In this study, organizational culture is measured through innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. Employee discipline is measured through the suitability of work time,

compliance with work procedures, obedience to superior orders, responsibility for work, and efforts to avoid violations. Employee performance is measured through work quality, work quantity, punctuality, attendance, and the ability to work together.

Based on the above description, this study formulated two main questions: whether organizational culture influences employee performance and whether employee discipline influences employee performance at the Curug Bitung Community Health Center. Accordingly, the study aimed to examine the influence of organizational culture and employee discipline on employee performance. The proposed hypothesis is that organizational culture has a positive and significant effect on employee performance, and employee discipline has a positive and significant effect on employee performance.

Research Methods

This study uses a quantitative approach with an associative approach to examine the causal relationship between organizational culture and employee discipline as independent variables, with employee performance as the dependent variable. The study was conducted at the Curug Bitung Community Health Center in Bogor Regency. The research schedule began with the title submission in June 2025 and ended with the thesis examination and revision in April 2026.

The study population consisted of 32 employees of the Curug Bitung Community Health Center, including both civil servants and non-civil servants. The sample was determined using the Slovin formula with a 10% error rate, resulting in a minimum sample size of 25 respondents. The thesis manuscript mentions the use of purposive sampling and the determination of the sample size using Slovin; in this article, these sections are stated to be in accordance with the original research report and need to be reconfirmed in the author's final revision stage.

Data were collected through a five-level Likert scale questionnaire, field observations, and structured interviews. Organizational culture variables were measured through seven dimensions: innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. Employee discipline variables were measured through appropriate work hours, adherence to work procedures, obedience to superior orders, responsibility for work, and efforts to avoid work violations. Meanwhile, employee performance variables were measured through work quality, work quantity, punctuality, attendance, and teamwork skills.

The research instrument was tested using validity and reliability tests. All items in the organizational culture, employee discipline, and employee performance variables were declared valid

because the calculated r value was greater than the table r of 0.396. The reliability test showed that the three variables were also reliable, with alpha coefficients of 0.757 for organizational culture, 0.941 for employee discipline, and 0.923 for employee performance, respectively. Hypothesis analysis was conducted using Pearson Product Moment correlation, coefficient of determination, and partial t-test with the help of SPSS version 27.

Results and Discussion

The instrument testing results showed that all statement items in the three variables were suitable for use in the analysis. This indicates that the instrument is capable of consistently measuring the research constructs.

Table 1. Summary of Hypothesis Testing Results

Independent variable	r	Significance	R Square	t count	Conclusion
Organizational culture	0.777	< 0.001	0.630	5,910	Positive and significant impact
Employee discipline	0.808	0.001	0.653	6,583	Positive and significant impact

Source: processed from the results of thesis analysis

In the first hypothesis test, organizational culture has a positive correlation with employee performance of 0.777 at a significance level <0.001. This value indicates a strong and unidirectional relationship between the two variables. The coefficient of determination of 0.630 indicates that 63.0% of the variation in employee performance can be explained by organizational culture, while the remaining 37.0% is influenced by other factors outside the model. The t-test results show a calculated t value of 5.910, greater than the t-table of 2.074, so that organizational culture is proven to have a positive and significant effect on employee performance.

In the second hypothesis test, employee discipline has a positive correlation with employee performance of 0.808 at a significance level of 0.001 or <0.05. This value indicates a very strong and unidirectional relationship. The coefficient of determination of 0.653 indicates that 65.3% of the variation in employee performance can be explained by employee discipline, while 34.7% is influenced by other variables outside the study. The t-test results show a calculated t value of 6.583,

greater than the t-table of 2.074, so employee discipline is proven to have a positive and significant effect on employee performance.

The first finding indicates that organizational culture has a positive and significant impact on employee performance. This finding confirms that healthcare employee performance is determined not only by individual abilities but also by the value system within the organization. When an organization encourages results orientation, teamwork, quality focus, and operational stability, employees tend to work in a more focused, collaborative, and responsible manner.

The second finding shows that employee discipline has a stronger influence than organizational culture. This is highly relevant to the nature of public health services, which demand attendance, punctuality, adherence to standard operating procedures (SOPs), and administrative responsibility. In healthcare organizations, indiscipline impacts not only administration but also service continuity, response speed, and public trust.

Compared to previous research, this study confirms the finding that organizational culture and work discipline both influence employee performance, particularly in the public sector. Its scientific contribution lies in its more specific empirical context, namely a district-level public health institution, and its analytical model directly tests both influences without the mediation of motivation or job satisfaction.

Conclusion

This study demonstrates that organizational culture and employee discipline both have a positive and significant impact on employee performance at the Curug Bitung Community Health Center. A better organizational culture encourages more focused, collaborative, and results-oriented work behavior, while high employee discipline strengthens punctuality, adherence to procedures, job responsibilities, and continuity of service. In this study, employee discipline demonstrated a slightly stronger influence than organizational culture. Therefore, improving employee performance in public healthcare institutions cannot be achieved solely through technical work improvements, but must be accompanied by internalization of organizational values and consistent enforcement of discipline.

Strengthening the culture of service and disciplinary governance can be used as a basis for improving human resource management in community health centers and similar public health institutions.

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