

Building Superior Performance with Synergy of Work Discipline, Organizational Culture, and Employee Creativity

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ABSTRACT

Basically, human resources have an important role in every aspect of an organization's life, including government organizations. The purpose of this study is to determine the influence of the influence of work discipline, organizational culture and creativity on the performance of employees of the Office of the Meteorology, Climatology and Geophysics Agency. This research method is associative type with quantitative approach. The study population in question is all employees working at the Office of the Meteorology, Climatology and Geophysics Agency which amounts to 158 people. The sample in this study amounted to 113 respondents. Data collection techniques by means of questionnaires, and data analysis techniques using instrument tests, classical assumption tests, regression analysis, coefficient of determination, tcalculate tests and Fcalculate tests with the help of SPSS 26 Software. The results showed that the results of the hypothesis test obtained a value of $F_{calculate} > F_{table}$ or $58.963 > 2.69$ with a value of $Sig. 0.000 < 0.05$. So H_0 is rejected and H_4 is accepted, and it can be concluded that simultaneously the variables of Work Discipline, Organizational Culture and Creativity have a significant effect on Employee Performance at the Head Office of the Meteorology, Climatology and Geophysics Agency.

Keywords : Work Discipline, Organizational Culture, Creativity, Performance, Human Resources

INTRODUCTION

Human resources are essential in the development of organizational progress. The progress of an organization in its success in achieving organizational goals is determined by the performance of human resources. The ability of human resources to do the work they are responsible for becomes a benchmark for achieving organizational goals. Human resources in government organizations are formally called employees. Employees in achieving organizational or institutional goals have responsibilities that must be completed by employees who are given the responsibility to complete them.

Organizational goals can be achieved if employees do their work as their responsibility properly and in accordance with applicable regulations within the

organization or in government agencies. Basically, human resources have an important role in every aspect of an organization's life, including government organizations. Quality human resources will be able to carry out their duties and responsibilities well (Putra & Wibowo, 2021). This means work will be completed efficiently and effectively, contributing to productivity and positive outcomes for the organization. Human resources play a role in building a work environment that supports employee motivation and satisfaction. Employees who feel valued and empowered tend to be more dedicated to their work. It is important to remember that human resources is not only the responsibility of the HR department, but also the responsibility of every member of the organization. Collaboration between all parties in the organization is important to create a productive and successful work environment in achieving common goals.

The success of organizational goals in achieving its vision and mission depends on the performance of the members of the organization. Performance is the result of work achieved by employees based on job requirements (Utari & Ganggut, 2021). Good performance involves employees in fulfilling the requirements and expectations of the job that have been set. This includes an understanding of the duties, responsibilities, and objectives of the job. Optimal performance includes not only the achievement of tasks, but also how they are completed. Efficiency is concerned with the proper use of resources (time, effort, and cost), while effectiveness is concerned with achieving desired results.

Performance is complex and can be influenced by a variety of factors, including motivation, work environment, organizational culture, and support from management. Therefore, effective performance management involves a deep understanding of employees and how best to support them in achieving optimal performance in accordance with organizational goals. Discipline is the awareness and willingness of people to obey all company regulations and applicable norms. Good work discipline in employees will create a good work cycle, which in turn can support the achievement of organizational goals (Ghozali, et, al., 2020).

Organizational Culture is a perception held by members of the organization. If organizational culture is understood as a value system, all members of the organization must adhere to that value system so as to influence the way they work and strive to

achieve organizational goals (Bakri, 2022). Discipline involves an employee's awareness and willingness to comply with applicable rules and norms. This reflects their commitment to the company's values and ethics. Consistent discipline creates a regular and planned work cycle. Disciplined employees will be more likely to carry out their duties in a timely and effective manner. Management should support the implementation and monitoring of work discipline, while employees are expected to internalize the values and norms implemented by the company. By maintaining good work discipline, organizations can create an environment that is more efficient, productive, and focused on achieving long-term goals (Arif, et, al., 2021).

Creativity is the ability to develop new ideas and to find new ways of solving problems and finding opportunities (Suryadi, 2020) Creativity in the office environment of the Meteorology, Climatology and Geophysics Agency has not reached the desired level. An open, inclusive and empowering work environment can stimulate creativity. Support from management for new ideas, as well as rewards for creativity, can help create a culture that motivates employees to innovate. Giving employees the freedom to think and experiment with new ideas is crucial. Facilitating brainstorming sessions, open discussion spaces, and time for creative exploration can stimulate innovative thinking skills. Bringing variety in employee experience and knowledge can encourage creativity. Inviting multiple perspectives, engaging teams with different backgrounds, and encouraging exploration of areas outside the main context of the work can stimulate new ideas.

THEORETICAL BASIS

Work Discipline

Work discipline can be defined as an attitude of respect, respect, compliance and obedience to applicable regulations, both written and unwritten and able to carry them out and not refuse to accept sanctions if he violates the duties and authorities given to him (Ndolu, et, al., 2022). Many interpret discipline when employees always come and leave on time. That opinion is only one that is demanded by the organization. Therefore, discipline can be interpreted as written or unwritten behavior.

Work discipline refers to the behavior and attitude of employees in carrying out their duties and responsibilities in compliance with the rules, norms, and policies that

have been set by the organization. It involves a commitment to maintaining order, efficiency, and work ethics in the work environment. Work discipline is an important part of organizational culture that contributes to operational success and achievement of organizational goals (Suryadi & Foeh, 2022).

Work discipline is not only the duty of employees but also the responsibility of management in building a work culture that supports and facilitates discipline. Therefore, effective management involves clear communication of expectations and rules, providing constructive feedback, and providing support in overcoming challenges in exercising work discipline.

Organizational Culture

(Prajogo & Tahang, 2022) Organizational Culture is a set of values and strategies, leadership styles, vision and mission as well as norms of belief and understanding adopted by members of the organization and considered as truth for new members which will later become a guide for every element of a company's organization to shape attitudes and behaviors. In fact, organizational culture is not an easy way to get success, it takes a strategy that can be used as one of the mainstays of organizational competitiveness.

Organizational culture is a system of spreading beliefs and values that develop in an organization and direct the behavior of its members. Organizational culture can be a major instrument of competitive advantage, that is, if the organizational culture supports the organization's strategy. Organizational culture is a set of assumptions or belief systems, values and norms developed in organizations that are used as behavioral guidelines for their members to overcome problems of external adaptation and internal integration (Anggraini, et, al., 2022).

A good organizational culture creates a positive work environment, supports productivity, motivates employees, and helps achieve organizational goals. However, keep in mind that organizational culture can change over time and be affected by changes in leadership, organizational structure, or the external environment. Therefore, careful management and awareness of the importance of organizational culture are key to nurturing a culture that supports the long-term success of the organization.

Creativeness

According to (Safitri, 2022) creativity is the ability to create new combinations, based on existing data, information, or elements. Mathematical creative thinking is a thought process that is related to other types of behavior or different behaviors and requires the involvement of an active mindset that gives rise to new ideas in solving mathematical problems. Creativity often comes in complex or uncertain situations. Finding new solutions or new ways of dealing with challenges is an important aspect of creativity.

(Kartika & Komari, 2021) Creativity refers to the ability of individuals or groups to come up with new, original, and innovative ideas, as well as to connect existing ideas in new and unconventional ways. It involves thinking beyond the boundaries of already existing, combining different concepts, and creating new solutions to existing problems. Creativity doesn't always follow structured steps or patterns. The creative process is often nonlinear, and can involve exploration, trial-and-error, as well as associative thinking.

Creativity has an important role in advancing society, culture, economy, and science. In a changing world, creativity is becoming increasingly important to create new and relevant solutions to change. A supportive and empowering work environment can stimulate creativity. The opportunity to collaborate, share ideas, and celebrate creative successes is also influential.

Performance

Performance refers to the results of work and achievements produced by individuals, teams, or organizations in carrying out their duties and responsibilities. This includes how tasks are carried out, the extent to which goals are achieved, and how those results affect the overall results (Suprayitno & Sunarso, 2022). Performance can be measured based on specific standards, predefined objectives, or relevant key performance indicators. Good performance reflects the extent to which the goals and targets that have been set are successfully achieved. It involves comparing the results achieved with predetermined expectations or standards.

(Hisham, 2021) Performance is an important aspect in the evaluation of the progress and success of individuals, teams, and the organization as a whole. A good understanding of performance and efforts to continually improve it are key factors in

achieving long-term success. Performance management involves the process of managing, monitoring, and improving the performance of individuals or groups. This includes goal setting, feedback, skill development, and regular assessments.

Performance is measured based on the extent to which the results achieved are in accordance with the expectations and objectives that have been set. It involves evaluating the comparison between actual and expected performance. Performance improvement involves learning from experience and developing skills to achieve better results in the future (Azhar & Susilawati, 2022). Performance focuses not only on achieving results, but also the quality of those results. It covers aspects such as precision, accuracy, and customer satisfaction.

METHOD

The research method used in this study is the associative-quantitative statistical method, which emphasizes the analysis of numerical data processed by statistical methods, while the form of hypothetical formulation uses the formulation of descriptive hypotheses. Descriptive hypotheses are conjectures about the value of a variable independently and do not make comparisons or relationships, Associative-quantitative statistical methods can provide powerful insights into the relationships between certain variables in the context of research. However, it is important to ensure that this method is suitable for the purpose of the study and take into account possible outside factors that may affect the results of the analysis.

The study population in question is all employees working at the Office of the Meteorology, Climatology and Geophysics Agency which amounts to 158 people. The research sample in this study used simple random sampling where the sample was randomly selected from a predetermined number, so the number of samples in this study was 113 employees of the Office of the Meteorology, Climatology and Geophysics Agency. Data collection techniques by means of questionnaires, and data analysis techniques using instrument tests, classical assumption tests, regression analysis, coefficients of determination, t tests and F tests.

RESULT

Work Discipline (X1) on Employee Performance (Y)

Based on the results of the correlation coefficient (r) test, the R value of the correlation coefficient is 0.718 where the value is in the interval 0.600 – 0.799, meaning that the Work Discipline variable has a strong relationship level to Employee Performance. The results of the determination test obtained an R Square value of 0.515, it can be concluded that the Work Discipline variable affects the employee performance variable by 51.5% while the remaining 48.5% is influenced by other factors that were not carried out in this study. The results of the first hypothesis test obtained calculated t value (5.643) is the calculation result obtained from the hypothesis test, while the table t value (1.98157) is a critical value used as a reference to compare calculated t values. In this case, a calculated t value that is much larger than the table t value indicates that the observed difference in the data is significant.

The value of Sig. (significance) indicates the probability that the observed difference in the data is the result of chance. In this case, the value of Sig. (0.000) is much smaller than the level of significance usually taken (0.05 or 5%), which means that there is strong evidence to reject the null hypothesis (H_0). An alternative hypothesis (H_1) is the statement that there is a significant relationship or impact between these variables. Based on these results, it was concluded that partially, the Work Discipline variable had a significant influence on Employee Performance at the Head Office of the Meteorology, Climatology and Geophysics Agency. That is, there is evidence that work discipline affects employee performance in the environment. If these results are obtained from appropriate analysis and reliable data, these conclusions can provide valuable insight into the relationship between work discipline and employee performance in specific contexts.

The Influence of Organizational Culture (X2) on Employee Performance (Y)

Based on the results of the correlation coefficient (r) test, the R value of the correlation coefficient is 0.618 where the value is in the interval 0.600 – 0.799, meaning that the Organizational Culture variable has a strong relationship level to employee performance. The results of the determination test, obtained an R Square value of 0.382, it can be concluded that the Organizational Culture variable affects the Employee Performance variable by 38.2% while the remaining 61.8% is influenced by other

factors that were not carried out in this study. The results of the second hypothesis test obtained the calculated t value (3.020) is the calculation result of the hypothesis test, while the table t value (1.98157) is the critical value used as a reference to compare the calculated t value. In this case, a calculated t value that is greater than the table t value indicates that the observed difference in the data is significant.

The value of Sig. (significance) indicates the probability that the observed difference in the data is the result of chance. In this case, the value of Sig. (0.003) is lower than the usual level of significance taken (0.05 or 5%), which means that there is strong evidence to reject the null hypothesis (H_0). An alternative hypothesis (H_2) is the statement that there is a significant relationship or impact between these variables. Based on these results, it was concluded that partially, the variable of Organizational Culture has a significant influence on Employee Performance at the Head Office of the Meteorology, Climatology and Geophysics Agency. That is, there is evidence that organizational culture affects employee performance in the environment. If these results are obtained from valid analysis and reliable data, these conclusions can provide valuable insight into the role of organizational culture in shaping employee performance in specific contexts.

The Effect of Creativity (X3) on Employee Performance (Y)

Based on the results of the correlation coefficient (r) test, the R value of the correlation coefficient is 0.670 where the value is in the interval 0.600 – 0.799, meaning that the Creativity variable has a strong relationship level to employee performance. The results of the determination test obtained an R Square value of 0.450, it can be concluded that the Creativity variable affects the Employee Performance variable by 45%, while the remaining 55% is influenced by other factors that were not carried out in this study. The results of the second hypothesis test obtained the calculated t value (2.540) is the calculation result of the hypothesis test, while the table t value (1.98157) is the critical value used as a reference to compare the calculated t value. In this case, a calculated t value that is greater than the table t value indicates that the observed difference in the data is significant.

The value of Sig. (significance) indicates the probability that the observed difference in the data is the result of chance. In this case, the value of Sig. (0.012) is lower than the usual level of significance taken (0.05 or 5%), which means that there is

strong evidence to reject the null hypothesis (H_0). An alternative hypothesis (H_3) is the assertion that there is a significant relationship or impact between these variables. Based on these results, it was concluded that partially, the variable Creativity has a significant influence on Employee Performance at the Head Office of the Meteorology, Climatology and Geophysics Agency. That is, there is evidence that creativity affects employee performance in the environment. Thus, these results can provide a deeper understanding of the role of creativity in influencing employee performance, based on analysis conducted in that context.

The Effect of Work Discipline (X1), Organizational Culture (X2) and Creativity (X3) on Employee Performance (Y)

Based on the results of the correlation coefficient (r) test in the table above, the R value of the correlation coefficient is 0.787 where the value is in the interval 0.600 – 0.799 meaning that the variables Work Discipline, Organizational Culture and Creativity have a strong level of relationship with Employee Performance. The results of the determination test obtained an Adjusted R Square value of 0.608, it can be concluded that the variables of Work Discipline, Organizational Culture and Creativity affect the variables of Employee Performance by 61.9% while the remaining 38.1% is influenced by other factors that were not carried out in this study. The results of the fourth hypothesis test obtained the calculated F value (58.963) is the calculation result of the hypothesis test, while the table F value (2.69) is the critical value used as a reference to compare the calculated F value. In this case, a calculated F value that is much larger than the table F value indicates that there is a significant difference between the model under test (including all variables) and the model without those variables.

The value of Sig. (significance) indicates the probability that the observed difference in the data is the result of chance. In this case, the value of Sig. (0.000) is much lower than the significance level usually taken (0.05 or 5%), which means that there is strong evidence to reject the null hypothesis (H_0). An alternative hypothesis (H_4) is the statement that there is a significant relationship or impact between these variables. Based on these results, it was concluded that simultaneously, the variables of Work Discipline, Organizational Culture, and Creativity had a significant influence on Employee Performance at the Head Office of the Meteorology, Climatology and Geophysics Agency. That is, there is strong evidence that work discipline,

organizational culture, and creativity together affect employee performance in the environment. Thus, these results provide a more comprehensive understanding of the impact of these variables on employee performance, based on simultaneous analyses.

CONCLUSION

The conclusion in this study is that there is a joint (simultaneous) and significant influence between three independent variables, namely Work Discipline (X1), Organizational Culture (X2), and Creativity (X3), on the dependent variable Employee Performance (Y). There is an influence of 61.9%, this figure shows the extent to which variations in employee performance variables can be explained by a combination of influences from Work Discipline, Organizational Culture, and Creativity. In other words, these factors together influenced nearly 62% of the variation in employee performance in the environments studied.

Simultaneous influence refers to the joint influence of several independent variables on the dependent variable. In this case, the variables Work Discipline, Organizational Culture, and Creativity together affect the variables of Employee Performance. While the significant influence means that the impact of the combination of Work Discipline, Organizational Culture, and Creativity variables on Employee Performance variables does not occur by chance. There is strong evidence in statistical analysis that this effect is real and reliable.

This conclusion provides very important information about how strong the impact of the combination of independent variables on the dependent variable, with a percentage of 61.9%, can be interpreted that these factors have a considerable role in shaping the performance of employees at the Head Office of the Meteorology, Climatology and Geophysics Agency.

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