THE ROLE OF ORGANIZATIONAL CULTURE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to determine the influence between Organizational Culture and Work Discipline on Employee Performance in Makasar Sub-District. This study was conducted for seventeen months from July 2022 to November 2023. The research method used is the quantitative method. Based on the table of Isaac and Michael, the total population in this study was 520 employees with a sample of 205 respondents. The sampling technique uses proportional random sampling technique. The data analysis techniques used in this study are: (1) Analysis requirements test consisting of normality test and linearity test (2) Classical assumption test consisting of multicollinearity test and heterokedasticity test. (3) Multiple regression test. (4) F test and t test. (5) Test the coefficient of determination (R^2). The results showed that (1) Organizational culture affects employee performance (2) Work discipline affects employee performance (3) Organizational culture and work discipline affect employee performance.

Keyword: Organizational culture, Work discipline, Employee performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh antara Budaya Organisasi dan Disiplin Kerja terhadap Kinerja Karyawan di Kecamatan Makasar. Penelitian ini dilakukan selama tujuh belas bulan dari Juli 2022 hingga November 2023. Metode penelitian yang digunakan adalah metode kuantitatif. Berdasarkan tabel Isaac dan Michael, jumlah populasi dalam penelitian ini adalah 520 pegawai dengan sampel sebesar 205 responden. Teknik pengambilan sampel menggunakan teknik proportional random sampling. Teknik analisis data yang digunakan dalam penelitian ini adalah: (1) Uji persyaratan analisis yang terdiri dari uji normalitas dan uji linearitas (2) Uji asumsi klasik yang terdiri dari uji multikolinearitas dan uji heterokedastisitas. (3) Uji regresi berganda (4) Uji F dan uji t. (5) Uji koefisien determinasi (R^2). Hasil penelitian menunjukkan bahwa (1) Budaya organisasi mempengaruhi kinerja pegawai (2) Disiplin kerja mempengaruhi kinerja pegawai (3) Budaya organisasi dan disiplin kerja mempengaruhi kinerja karyawan.
Kata kunci: Budaya organisasi, Disiplin kerja, Kinerja pegawai

INTRODUCTION

Organizational culture is an external factor that must be carried out in various aspects of a worker. This is supported by the opinions expressed by Soedjono (in Kholiqin, 2019) and Robbins and Judge (2015). Soedjono (in Kholiqin, 2019) who stated that organizational culture is the values that develop in an organization and uses these values to guide the behavior of its members. Robbins and Judge (2015) argue that one of the obvious results of a strong organizational culture is lower employee turnover. Alignment of goals achieved between employees and the organization through culture builds organizational commitment among employees.

The development of the world of work in Indonesia is currently taking place quickly, both formal and informal industries. Demands in the world of work are becoming higher and more diverse and require quality human resources (Praja et al., 2023). The role of performance aspects greatly supports all fields of work needed in facing the times and participation in providing real performance and strength to achieve the goals of an agency or company. Plus, the more an agency or company has reliable human resources, the better the company's performance will be. As a result, the company will be better prepared to face competition with other companies (Iskamto, 2021). Employee is someone who is appointed as a worker in a company to carry out company activities, he works to earn a salary and is a key factor in every organization (Yenti, 2022). In order for a company or agency to be able to achieve the expected targets, it is necessary to have productivity from employees to carry out all work related to company activities. The following is data on the level of productivity (performance) of the workforce in Indonesia.
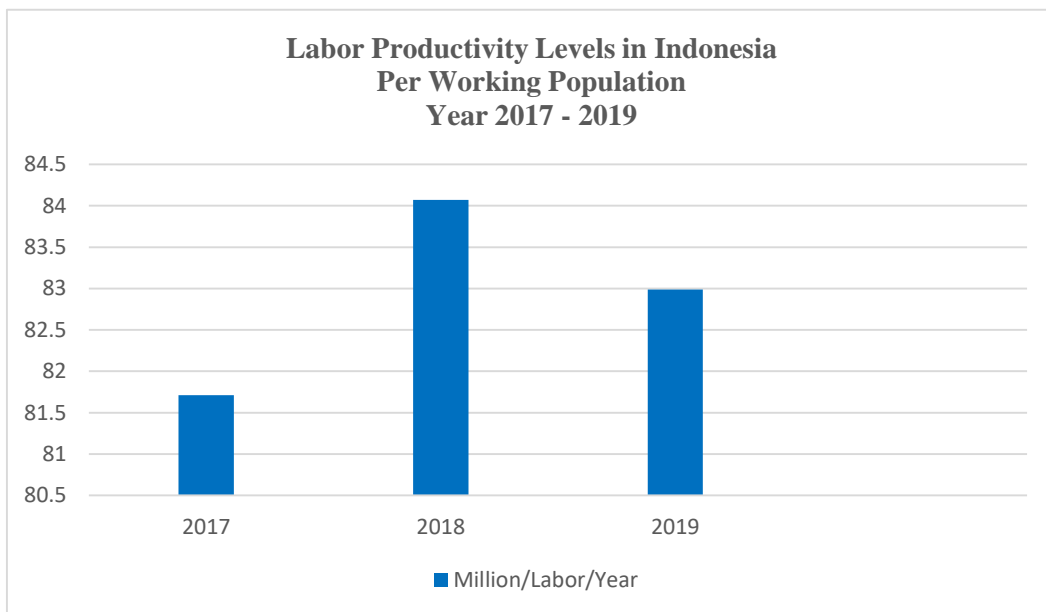

Figure 1. Presentation of Labor Productivity in Indonesia
Source: National Central Bureau of Statistics (2019), processed by Pusdatinaker

Data released by the Badan Pusat Statistik Nasional (BPS) revealed that the level of labor productivity in Indonesia in 2017 was 81.71%, in 2018 it was 84.07%, and in 2019 it was 82.99%. Based on these data, it can be seen that productivity figures increased by 2.6% from 2017 to 2018 and then decreased by 1.3% from 2018 to 2019. Performance is a comparison between the results that have been achieved with the role calculated in labor time usually

calculated in the form of hours (Mangkunegara, 2015). There are also several ways to find out how well a performance is by measuring the productivity of an agency, employee enthusiasm in contributing, employee discipline, employee activity, employee motivation, employee discipline, employee obedience to company rules, and other related factors.

Performance is not only reliable from the work of employees, but a head must also be able to provide motivation, support, and the right rules. If these policies can be determined properly, the performance of employees in the agency will be good. Conversely, if these policies cannot be determined properly, the performance of employees in the agency will be poor. In addition to the efforts mentioned earlier, performance is also related to other factors.

Researchers have conducted a pre-survey on 30 employees in Makasar sub-district. Based on the results of the pre-survey that has been carried out, some employees said that the rules set are still relevant to the applicable regulations where they work. However, there are still a handful of employees who say that the applicable rules are less relevant to the applicable rules. Most employees who feel that the applicable rules remain relevant have confidence that employee performance will be better if the rules are consistent, have an element of discipline, if each employee has clear and regular tasks, and is not selective. While other employees who said that the rule was less relevant felt that they were less confident about the performance that would be produced in the future. To achieve good employee performance, it can be considered from the factors that influence it. The factors that affect employee performance both internal and external factors are as follows:
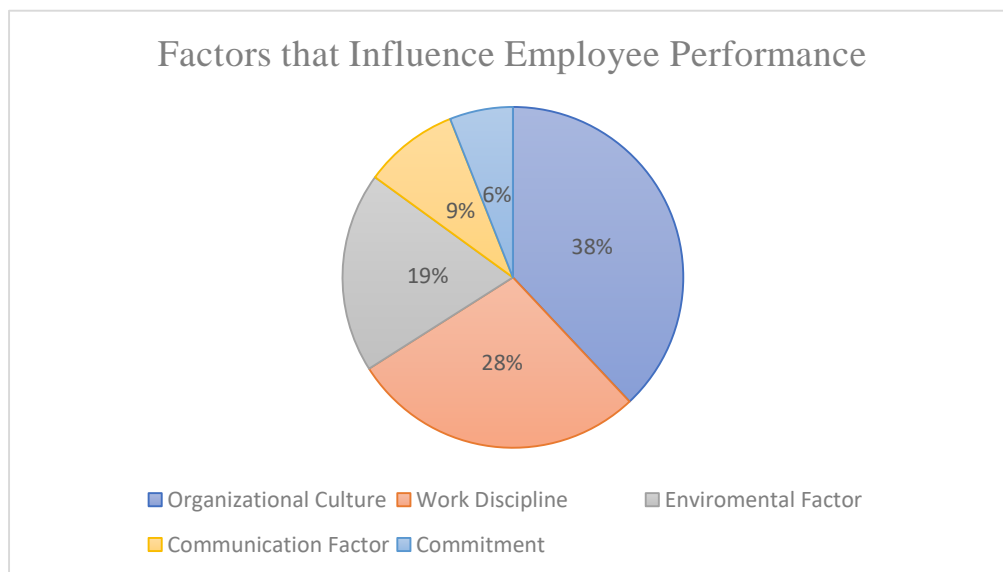

Figure 2. Factors Affecting Employee Performance
Source: Data processed by researchers (2023)

Based on previous pre-research, there are factors that affect employee performance in Makasar Sub-District. It is known that the factor that influences the performance of the first employee is organizational culture by 38%. Employees say that giving good rewards and socialization affects their performance at work. Organizational culture creates, improves and maintains performance. A good organizational culture creates job satisfaction, morale and

employee motivation which are indicators of good employee performance, then organizational performance will also be good (Alindra, 2015).

Organizational culture also has an important role as a factor that affects the performance of an organization or company (Purwana et al., 2021). Organizational culture is the rules and morals embedded in an organization or company so that it will affect employee attitudes and behavior (Sutrisno, 2016). A good organizational culture can give a good image of the company, otherwise if the organizational culture is not implemented properly, the image of a company or organization will look bad.

The second employee performance factor is work discipline with a percentage of 28%. Employees argue that the discipline applied has an influence on the performance of each individual. Work discipline is the awareness and willingness of a person to obey all company regulations and prevailing social norms . Employees who have a high discipline attitude will be able to accelerate the goals of an organization or company. The existence of high work discipline among employees in an agency allows these employees to work effectively. An attitude of responsibility, desire and courage to innovate in the work process is a manifestation of high employee work discipline (Ambarwati, 2018).

The next factor is environmental factors by 19%, where employees think that environmental factors affect their performance. The work environment has a direct influence on employee performance. An adequate environment will result in good performance. Conversely, an inadequate environment will result in poor performance. Work environment indicators include lighting, temperature, noise, color use, space requirements, work safety, and employee relations. The indicators above provide an overview of the physical and non-physical environment and can be used to see the state of the work environment in an organization (Sedarmayanti, 2014).

The next factor is the communication factor. The pre-research results showed that 9% of respondents thought that communication factors were the main factor in employee performance. Communication is important not only for humans, but also for management control systems, which are tools for directing, motivating, monitoring or observing, as well as evaluating the performance of business management that seeks to control organizational goals in an agency . This is expected to make employee performance more efficient and smooth. Therefore, the equipment used for smooth work also greatly affects employee productivity (Feriyanto dan Triana, 2015).

Furthermore, the factor that affects employee performance is commitment. Organizational commitment is the identification of a person's participation in an organization to be willing to maintain membership in the organization and work hard to achieve organizational goals (Pamungkas, 2014). Employees have high organizational commitment if they believe and accept organizational goals and values, are willing to work to achieve organizational goals, and have a strong desire to remain members of the organization (Susanti, 2019).

Researchers suspect that employees in Makasar Sub-District are still unable to improve their work performance. This is dominated by factors of organizational culture and work discipline. Based on the background discussion that has been discussed by the researcher above, the researcher felt interested in conducting a research entitled "The Influence of Organizational Culture and Work Discipline on Employee Performance in Makasar Sub-District". Therefore, researcher formulated a hypothesis in this study as:
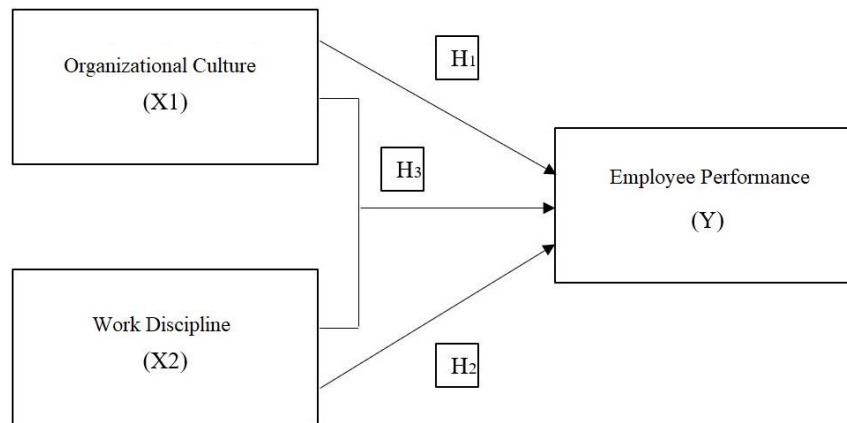
Figure 3. Reasearch Hypothesis
Source: Data processed by researchers (2023)

LITERATURE REVIEW
Employee Performance

Employee performance is the result of work done by someone in carrying out the tasks assigned to him in accordance with expertise, experience and sincerity and time (Hasibuan, 2014). Performance is the result of an employee's work obtained based on the employee's ability to carry out a job. The more employees have good abilities and achievements in the field of work they are engaged in, the better the performance they produce. Performance is the implementation of a plan that has been prepared. Effective work implementation is carried out by human resources who have capacity, courage, motivation and interest (Wibowo, 2011). Meanwhile, according to Landy and Conte (2010), performance is the ability of employees when doing work to carry out their duties. This means that performance plays an important role for employees in carrying out their duties and responsibilities to work as well as the knowledge and skills possessed by employees. Based on previous expert opinions, it can be synthesized that employee performance is the ability possessed by an employee in carrying out a job based on the abilities possessed by the employee.

Organizational Culture

According to Kinick and Fugate (in Amiruddin, 2013), organizational culture is a shared set that provides an implicit premise that a group represents how they see, think, and respond to different environments. The opinion according to Ahmad (2009) states that organizational culture is an entity that influences and binds its members. It requires an understanding of the values, attitudes, beliefs, and values held by all members of the organization that have the power to influence thoughts, feelings, and behaviors. Meanwhile, according to Robbins and Judge (2015), organizational culture is a series of activities carried out by a member of an organization together that distinguishes an organization from others. Based on the expert opinion above, it can be synthesized that organizational culture is a set made with the aim that the behavior of organizational members can be bound in the organization based on determining how to view, think, and react to the organizational environment.

Work Discipline

According to Hamali (2016), work discipline is an employee attitude that reflects respect and compliance with the rules and regulations of the organization or company, which exists in an employee, which causes the employee to voluntarily adjust to the rules and regulations of the organization or company. According to Sastrohadiwiryo and Siswanto (2013), work discipline is an attitude of respect, respect, obedience, and obedience to applicable regulations, both written and unwritten and able to carry them out and not avoid receiving sanctions if he violates the duties and authorities given to him. Singodimedjo (in Sutrisno, 2016) argues that discipline is a dose attitude and a person's willingness to obey and obey regulatory norms that apply around employee performance. This means that work discipline is an attitude possessed by an employee who wants to try to obey all rules and norms that apply in the company. From the opinions of the experts, it can be synthesized that work discipline is an attitude of obedience and compliance with the rules that apply in organizing and if you violate these rules, members will get applicable sanctions.

METHOD

This type of research uses quantitative research methods. Where the data collection technique uses a questionnaire containing several proportional questions containing items related to research variables, namely organizational culture, work discipline, and employee performance. This research place is Makasar Sub-District, East Jakarta City, Special Capital Region of Jakarta, 13570. This place was chosen because based on observations and surveys conducted, this place has problems that are in accordance with this study. In this study, the population used was employees working in Makasar Sub-District as many as 520 employees. The reason for taking the population is because the number of the population is in accordance with what is published on the official website of the staff. Based on the reachable population, sample refers to a table that determines the number of samples from Isaac and Michael with a margin of error of 5%. So the number of samples taken was 205 employees.

This research instrument uses organizational culture (X1) variables with indicators (1) sense of identity (2) (commitment) (3) control mechanism, work discipline (X2) variable with indicators (1) on time (2) obedience (3) adherence, and employee performance (Y) variable with indicators (1) quality (2) quantity (3) control mechanism. The analytical techniques used include (1) normality test with Kolmogorov-Smirnov test (2) linearity test (3) multicorrelation test (4) heteroscedasticity test with Glejser test (5) multiple regression test (6) F test (7) t test (8) regression coefficient test (R2).

RESULTS AND DISCUSSION
Normality Test

A normality test is a test that assumes the normality of data, with the aim of knowing whether the selected sample comes from a normal or abnormal population distribution. In the Kolmogorov-Smirnov test, if the significant value > 0.05 then it can be said that the data are normally distributed. Meanwhile, if the significant value < 0.05, the data is not distributed normally. The normality test results are shown in Table 1. Based on the results of the Kolmogorov-Smirnov normality test above, it is known that the Exact Sig. (2-tailed) variables of the influence of organizational culture and work discipline on employee performance are 0.133 > 0.05 which means that the data is normally distributed.

Table 1. Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		205
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	2,09131664
Most Extreme Differences	Absolute	,081
	Positive	,057
	Negative	-,081
Test Statistic		,081
Asymp. Sig. (2-tailed)		,003[c]
Exact Sig. (2-tailed)		,133
Point Probability		,000
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Processed by researcher (2023)

Linearity Test

The linearity test aims to find out whether variable X and variable Y have a linear relationship or are not significant. In the linearity test, the test criteria are if the sig value. < 0.05 then linear data. Meanwhile, if the value of sig. > 0.05, the data is declared non-linear. The results of the calculation of the research linearity test are as follows.

Table 2. Variable Linearity Test X1 with Y

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Employee Performance (Y) * Organizational Culture (X1)	Between Groups	(Combined)	860,557	13	66,197	17,081	,000
		Linearity	703,255	1	703,255	181,466	,000
		Deviation from Linearity	157,302	12	13,109	3,382	,169
	Within Groups		740,204	191	3,875		
	Total		1600,761	204			

Source: Processed by researcher (2023)

From the Table 2, it is known that the Linearity value of 0.000 means that the organizational culture variable (X1) with employee performance (Y) has a linear relationship. While the significance value of Deviation. From Linearity shows that 0.169 is greater than 0.05 which means there is a linearity relationship between organizational culture variables and employee performance. Next is the result of the linearity test between work discipline variables and employee performance. The following are the assessment results of the linerity test:

Table 3. Variable Linearity Test X2 with Y

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Employee Performance (Y) * Work Discipline (X2)	Between Groups	(Combined)	477,292	15	31,819	5,353	,000
		Linearity	191,384	1	191,384	32,196	,000
		Deviation from Linearity	285,909	14	20,422	3,436	,274
	Within Groups		1123,469	189	5,944		
	Total		1600,761	204			

Source: Processed by researcher (2023)

From the Table 3, it is known that the Linearity value of 0.000 which means that the variable of work discipline (X2) with employee performance (Y) has a linear relationship. While the significance value of Deviation From Linearity shows that 0.274 is greater than 0.05 which means there is a linearity relationship between the variable of work discipline (X2) and employee performance (Y).

Multicorrelation Test

The multicorrelation test aims to determine whether or not there is a correlation between independent variables in the regression model. To show if these variables have a correlation in the regression model, it can be seen from the value of Tolerance and the value of Variance Inflation Factor (VIF). The value indicates a multicorrelation if the VIF value < 10 or the Tolerance value > 0.01. Conversely, if the VIF value > 10 or the Tolerance value < 0.01, then there is no multicorrelation in these variables. Here is a multicorrelation calculation:

Table 4. Multicorrelation Test

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	Model	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9,064	1,643		5,516	,000		
	Organizational Culture	,517	,048	,634	10,821	,000	,803	1,245
	Work Discipline	,071	,065	,064	1,094	,000	,803	1,245
a. Dependent Variable: Employee Performance (Y)								

Coefficients^a

Source: Processed by researcher (2023)

Based on Table 4, it is known that the Tolerance value is 0.803 or greater than 0.1 and the Variance Inflation Factor (VIF) value is 1.245 or less than 10. After knowing the values of Tolerance and VIF, we can conclude that the regression model does not have a multicorrelation problem.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether the residual variance of an observation in one regression model is inconsistent with the residual variance of another observation. The heteroscedasticity test can be performed with the Glejser test. The Glejser test has several criteria, namely the regression model does not experience heteroscedasticity problems if the significant value > 0.05 and vice versa if the significant value < 0.05, then the regression model has heteroscedasticity problems. The following is the result of the calculation of the heteroscedasticity test with the Glejser test:

Table 5. Heteroscedasticity Test with Glejser

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Model	B	Std. Error	Beta		
1	(Constant)	3,408	1,036		3,289	,186
	Organizational Culture (X1)	-,081	,030	-,208	-2,705	,074
	Work Discipline (X2)	,028	,041	,053	,686	,059
a. Dependent Variable: Abs_RES						

Coefficients^a

Source: Processed by researcher (2023)

In the Table 5, it is known that the significant value of organizational culture (X1) is 0.074 and the significant value of work discipline (X2) is 0.059. Because the significant value has a value above 0.05, it can be concluded that the regression model does not have heteroscedasticity problems.

Multiple Regression Test

Multiple regression tests aim to predict the value between the dependent variable and the independent variable. According to Ghozali (2016), regression analysis is used to analyze the dependence of a dependent variable on one or more independent variables (explanatory / independent variables) with the aim of estimating and / or predicting the population average or average dependent variable. The following are the results of the multiple regression test calculation:

Table 6. Multiple Regression Test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,064	1,643		5,516	,000
	Organizational Culture (X1)	,517	,048	,634	10,821	,000
	Work Discipline (X2)	,071	,065	,064	1,094	,000
a. Dependent Variable: Employee Performance (Y)						

Source: Processed by researcher (2023)

From the results of the multiple regression test, the multiple regression equation can be obtained as follows:

$$\hat{Y} = a + b_1 X_1 + b_2 X_2$$
$$\hat{Y} = 9,064 + 0,571 \, X_1 + 0,071 \, X_2$$

F Test

The F test aims to determine the direction of influence between the independent variable on the dependent variable and to predict the value of the dependent variable when the value of the independent variable increases or decreases. The F test criterion is that if the significant value of $F < 0.05$, then all independent variables simultaneously have an influence on the dependent variable. The next criterion is that if F counts > F table then the independent variable has a simultaneous influence on the dependent variable. The following are the calculation results of test F results:

Table 7. F Test

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	708,546	2	354,273	80,208	,000[b]
	Residual	892,215	202	4,417		
	Total	1600,761	204			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Work Discipline (X2), Organizational Culture (X1)						

Source: Processed by researcher (2023)

Based on the Table 7, it is known that the calculated F value is 80.208 and the significant value is 0.000. The F value of the table is found through a statistical table with a

significance level of 0.05 df 1 (number of variables – 1) or 3–1= 2 and df 2 = number of respondents – number of variables – 1 or 205–2–1= 202. It is known that the F value of the table is 3.04. That is, the calculated F value is 80.208 > the table F is 3.04 and the significance value is 0.000 < 0.05. So it can be concluded that the variables of organizational culture (X1) and work discipline (X2) are simultaneously related to employee performance variables (Y).

t Test

The t test is used to determine whether or not there is a significant relationship between a variable and other variables. Decision makers can be seen from the calculated t value in the output table. If t counts > t table then there is a partial relationship between the independent variable and the dependent variable. The following are the results of the research output:

Table 8. t Test

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,064	1,643		5,516	,000
Organizational Culture (X1)	,517	,048	,634	10,821	,000
Work Discipline (X2)	,471	,034	,615	9,094	,000
a. Dependent Variable: Employee Performance (Y)					

Source: Processed by researcher (2023)

From the results of the t test above, it is known that t count for organizational culture (X1) is 10.821 and to find out t the table can be found in t table with the formula t table = (a/2; n – k – 1) or (0.025; 202), then the value of t table is 1.971. So it is known that the calculated t value is 10.821 > the table t value is 1.971. So it can be concluded that there is a partial relationship between organizational culture variables (X1) and employee performance (Y). Next t calculate for work discipline (X2) of 9.094. So it is known that the calculated t value is 9.094 > the table t value is 1.971. So it can be concluded that there is a partial relationship between the variable of work discipline (X2) and employee performance (Y).

Coefficient of Determination (R^2)

The analysis of the coefficient of determination is used to determine how much influence the independent variable exerts on the dependent variable simultaneously. This analysis can be known if the coefficient of determination = 1 then the independent variable affects the dependent variable. Conversely, if the coefficient of determination = 0, then the independent variable has no effect on the dependent variable. The following is the result of the analysis of the coefficient of determination:

Table 9. Coefficient of Determination (R^2)

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,665[a]	,543	,537	2,102
a. Predictors: (Constant), Work Discipline (X2), Organizational Culture (X1)				
b. Dependent Variable: Employee Performance (Y)				

Source: Processed by researcher (2023)

From the table above, it is known that the value of R Square (R^2) or the influence of organizational culture (X1) and work discipline (X2) on employee performance (Y) is 0.543 or 54.3%. So the influence between organizational culture (X1) and work discipline (X2) with employee performance (Y) there was a simultaneous influence of 54%, while the remaining 46% was influenced by other variables that were not studied.

Discussion
Influence between organizational culture on employee performance
Based on the results of research from the calculation of the t test for the variable Organizational Culture (X1), it is known that the value of t is calculated at 10.821 and t table is 1.971 which is determined with a distribution table t at a significance level of 0.025 and t table = (a / 2 ; n – k – 1) or (0.025; 205 – 1 -2 = 202). So it is known that the value of t count 10.821 > t table 1.971 which means that Organizational Culture (X1) has a positive and significant influence on Employee Performance (Y). Then H1 is accepted and H0 is rejected. This fact is acceptable because the test results show that organizational culture variables affect employee performance in Makassar District. This result is also acceptable because according to Kotter and Heskett (1992), organizational culture can improve long-term employee performance due to the existence of Strong cultures, Appropiate cultures, and Adaptive cultures. This result is also in accordance with what was stated by Kusdi (2011), which states that organizational culture also affects the attitudes and behavior of organizational members, which then determines the performance of the members. The state of the organization can be described from the good or bad culture of the organization. These things will affect performance both directly and indirectly.

Influence between work discipline on employee performance
Based on the results of research from the calculation of the t test for the Work Discipline variable (X2), it is known that the calculated t value is 9.094 and the table t is 1.971 which is determined by the t distribution table at the significance level of 0.025 and t table = (a/2; n – k – 1) or (0.025; 205 – 1 -2 = 202). So it is known that the value of t is calculated 9.094 > t table 1.971 which means that Work Discipline (X2) has a positive and significant influence on Employee Performance (Y). Then H1 is accepted and H0 is rejected. This fact is acceptable because the test results show that work discipline variables affect employee performance in Makassar District. This result is acceptable because discipline is the most important operative function of human resource management because the better the discipline of the employee, the higher the level of performance of the employee (Siswadi, 2016). This is also in accordance with what was stated by Sinambela (2016), which states that discipline also helps in educating employees to comply and obey applicable regulations, procedures, and policies to produce good performance.

Influence between organizational culture and work discipline on employee performance
Based on the results of the study, it can be seen that the calculated F value is 80.208. The F value of the table is 3.04 obtained from the statistical table with a significance level of 0.05 df 1 (number of variables - 1) or 3 - 1 = 2 and df 2 = n - k - 1 or 205 - 2 -1 = 202. Then F calculate 80.208 > F table which is 3.04. This means that Organizational Culture (X1) and Work Discipline (X2) simultaneously affect Employee Performance (Y).

From the test results, it is known that H1 is accepted while H0 is rejected, which means that organizational culture and work discipline simultaneously affect employee performance. This result is acceptable because organizational culture and work discipline reflect the traits and characteristics that are perceived to be present in the work environment and arise because organizational activities are carried out consciously or not, and are considered to affect organizational performance (Robbins and Judge, 2015). This is also in accordance with what was stated by Willy (2015) who suggested that organizational culture is one of the assets or organizational resources that make dynamic organizations with physical characteristics observable or unobservable which contain assumptions, values, norms, commitments, discipline, and beliefs, useful for encouraging and improving the performance and effectiveness of public or private organizations.

CONCLUSION AND RECOMMENDATION

Based on the research that has been discussed, we can conclude that there is a positive influence between Organizational Culture and Employee Performance, this can be seen from t count 10.821 > t table 1.971. Next is a positive influence between Work Discipline and Employee Performance, this can be seen from t count 9.094 > t table 1.971. And a simultaneous positive influence between Organizational Culture and Work Discipline with Employee Performance, this can be seen from F count 80.208 > F table 3.04 with regression equation $\hat{Y}$ = 9.064 + 0.571 X1 + 0.071 X2. That is, if employees in Makasar Sub-District have a good organizational culture and work discipline, the level of employee performance will increase. Furthermore, the value of the coefficient of determination is 0.543 or 54%. If other researchers want to conduct further research, it is recommended to change or add other variables that are predicted to affect employee performance variables. And conduct additional data with other methods such as interviews, observations, literature studies, and the like, so as to add supporting data. Further researchers are also recommended to change or add other variables that are predicted to affect employee performance variables.

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