



THE INFLUENCE OF WORK DISCIPLINE, WORKS CULTURE AND INDIVIDUAL BEHAVIOR ON VILLAGE DEVICE PERFORMANCE

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Abstract

This study aims at determining the effect of work discipline, work culture, and behavior partially on the performance of village officials in Kalumpang District, South Hulu Sungai Regency, and to determine the dominant variables. The method was multiple regression analysis to determine the variables that affect performance. The research was conducted on 35 village officials in the Kalumpang district, South Hulu Sungai Regency, and was carried out for 3 months. The results show that There is a partially significant effect between individual behavior on performance but there is no partial significant effect between work discipline and work culture on the performance of village officials, while the most dominant influencing variable is individual behavior.

Keywords: discipline, work culture, individual behavior and performance of village officials

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh disiplin kerja, budaya kerja, dan perilaku individu secara parsial terhadap kinerja perangkat desa di Kecamatan Kalumpang Kabupaten Hulu Sungai Selatan, serta untuk mengetahui variabel yang dominan. Metode yang digunakan adalah analisis regresi berganda untuk mengetahui variabel yang mempengaruhi kinerja. Penelitian dilakukan terhadap 35 perangkat desa di Kecamatan Kalumpang Kabupaten Hulu Sungai Selatan dan dilaksanakan selama 3 bulan. Hasil penelitian menunjukkan bahwa ada pengaruh yang signifikan secara parsial antara perilaku individu terhadap kinerja tetapi tidak ada pengaruh yang signifikan secara parsial antara disiplin kerja dan budaya kerja terhadap kinerja perangkat desa, sedangkan variabel yang paling dominan mempengaruhi adalah perilaku individu.

Kata kunci: disiplin, budaya kerja, perilaku individu dan kinerja perangkat desa

INTRODUCTION

Various types of resources are utilized by organizations as inputs to create outputs in the form of products or services. These resources include money or capital, technology to aid production, operational procedures or strategies, personnel, and others. Among these different types of resources, human resources, or human capital, are considered the most important component of an organization (Priyono & Marnis, 2008). According to Tsauri (2013), in today's era, human resources are seen as capital or assets for institutions or organizations, rather than just resources. In other words, the human resources of a company play a crucial role in achieving goals and function as assets, not merely

resources. [Amalia \(2017\)](#) shares a similar view, stating that human resources should be managed wisely and according to the organization's needs.

Human resources play a vital role in both public and commercial organizations. Human resources are the only resource that possesses intellect, desires, skills, knowledge, motivation, power, and the ability to operate (reason, sense, and create) ([Qomariah, 2020](#)). An organization's efforts to achieve its goals are influenced by the potential of each individual in its human resources. No matter how advanced the technology, information development, money, and materials are, without sufficient human resources, a business will struggle to meet its objectives.

An organization always has goals that need to be achieved within a certain timeframe. In this regard, an organization must plan to achieve specific visions and missions. This planning involves the formulation of short-term, medium-term, and long-term plans that the organization must achieve in order to reach its goals. Additionally, the organization will make maximum efforts to enhance the performance of its personnel in all aspects to accomplish the planned objectives. According to [Quest \(Priyono & Marnis, 2008\)](#), a company's policies in managing its human resources aim to obtain maximum work quality, employee commitment, organizational flexibility in operations, and the integration of organizational aspects.

Several efforts are made to enhance employee performance in order to achieve the established business goals, and these efforts are influenced by various circumstances. Discipline in the workplace is one variable that has an impact. According to [Tsaury \(2013\)](#), discipline is crucial for organizational growth and is mostly used to inspire employees to exercise self-control when completing tasks, both individually and as a group. To achieve good performance, discipline is also beneficial in teaching employees to comply with and appreciate the rules, processes, and policies in place. In other words, employees must practice work discipline because, without it, it becomes increasingly challenging to attain the company's goals ([Qomariah, 2020](#)).

Based on preliminary observations and interviews conducted with 9 village heads in the Kalumpang sub-district of South Hulu Sungai Regency, namely: 1) Bago Tanggul Village, 2) Balanti Village, 3) Balimau Village, 4) Kalumpang Village, 5) Karang Bulan Village, 6) Karang Paci Village, 7) Sirih Village, 8) Sirih Hulu Village, and 9) Tambingkar Village, it was observed that the performance of village devices is still not optimal. Some village devices do not arrive and depart on time, and some are absent without clear explanations. These issues can hinder task completion, and there are also delays in providing services to the community. Given these problems, it is necessary to conduct a thorough investigation into the performance of village devices, as their performance is crucial in achieving the goals of the village government.

There are several factors suspected to influence the performance of village devices, including work discipline, work culture, and individual behavior. According to research conducted by [Kusuma & Bawono \(2019\)](#), it is stated that work discipline has an impact on the performance of village officials in the Jatisrono Subdistrict of Wonogiri Regency. This is because high work discipline can achieve maximum work effectiveness, whether it is in terms of punctuality, adherence to rules, or regulations established by the organization. These research findings are not in line with the study conducted by [Pambayun \(2020\)](#), which states that Work Discipline does not affect the performance of village officials in the Kuwarasan Subdistrict of Kebumen Regency. This is because discipline is a duty for every employee, so discipline is always applied by every employee in any situation. This results in no influence of discipline on employee performance.

Regarding the variable of Work Culture, according to research conducted by [Almaulita et al. \(2023\)](#), it is stated that Work Culture has an impact on employee performance in the Regional Development Planning Agency (Bappeda) of Bone Bolango Regency. Work culture greatly influences the achievement of organizational performance targets. If the work culture applied in the organization/agency is good, then the performance of employees in their work will be optimal. Conversely, if the work culture in the organization is not optimal, then employee performance will not be optimal. Therefore, efforts can be made to improve work culture through supervision to ensure that employees are more optimal in carrying out their tasks. These research findings are not in line with the study conducted by [Febiningrum \(2020\)](#), which found that there is no significant partial influence of work culture on employee performance in village offices in the Madiun Subdistrict. This is because in

Febiningrum's (2020), respondents mostly answered "disagree" and "neutral" on items related to habits, workplace rules, and values, which will ultimately affect employee performance.

Based on the research conducted by Almaulita (2023), it shows that individual behavior significantly influences employee performance at the Regional Development Planning Agency (Bappeda) of Bone Bolango Regency. This finding is supported by Rahman (2013) research, which states that individual behavior significantly affects employee performance. Therefore, it can be said that the high employee performance, based on the data analysis results, is partly due to individual behavior.

Additionally, this research aims to maintain or enhance the performance of village officials in the Kalumpang Sub-District, which has not yet been studied with respect to performance in the South Hulu Sungai Regency. This context forms the basis for the author's study and analysis on the "Influence of Work Discipline, Work Culture, and Individual Behavior on the Performance of Village Devices in the Kalumpang Sub-District of South Hulu Sungai Regency."

LITERATURE REVIEW

Theory of Human Resource Management

Management is both an art and a science of efficiently managing the utilization of human resources (HR) and other resources to achieve specific goals. According to Stoner, human resource management is a continuous process aimed at supplying the business with the right individuals, fitting them into the appropriate roles and responsibilities at the right time (Fauzi, 2008). According to Dessler (2015) in Ulfatin and Triwiyanto (2016), Human Resource Management (HRM) is the process of finding, developing, evaluating, and rewarding employees, as well as managing their work relationships, workplace health and safety issues, and equality. Meanwhile, human resources, according to Almasdi (2006), are the intellectual and activity-based capabilities that exist within individuals and need to be nurtured, examined, and developed for the welfare of humans. In order to achieve organizational goals successfully and efficiently, Rokhman (2011) defines human resource management as a set of activities that control and manage personnel functions. Furthermore, Rivai and Sagala (2013) explain the functions of personnel management, which consist of managerial functions and operational functions. Managerial functions include planning, organizing, directing, and controlling, while operational functions involve recruiting, developing, rewarding, integrating, retaining, and releasing staff. The objective of personnel management is to promote company employees productively in a strategic, ethical, and socially responsible manner.

Work Discipline

The ability of individuals to adapt to the expectations placed upon them will result in the formation of a civilized society free from chaos. Similarly, members of an organization must adhere to all laws and regulations in order to function effectively. In other words, to achieve the company's goals, employees must demonstrate work discipline. Further explained by Hasibuan (Farida & Hartono, 2016), discipline is the consciousness and willingness of an individual to comply with all company rules and prevailing social norms. According to Farida & Hartono (2016), effective discipline demonstrates an individual's sense of responsibility towards the tasks assigned to them. In all human activities, work discipline is a crucial and essential aspect to enhance work standards and outcomes.

The situation developed and shaped through behaviors that reflect values such as obedience, compliance, loyalty, orderliness, and/or tidiness is what Soegeng Prijodarminto defines as discipline (Agustini, 2019). In this regard, typical examples from the environment are introduced, along with parental supervision, education, and experiences, to help shape specific attitudes and behaviors. Someone who practices discipline will be able to distinguish between what should be done, what must be done, what can be done, and what should not be done.

According to Moenir (2010), there are two types of discipline that should be employed in carrying out tasks or performing work, namely time discipline and action discipline. Time discipline means that if something has been decided, such as employees' adherence to work hours regulations, it must be done on time, which represents time discipline. Action discipline refers to an individual's obligation to comply with certain activities or processes to achieve something in line with norms. Carrying out work according to established plans, in the sense of completing tasks accurately while

adhering to relevant work procedures and other factors. These two disciplines are interdependent and have an impact on each other. Without work discipline, time discipline is meaningless; in other words, there will be no results that meet the organization's needs. On the other hand, work discipline that is not grounded in time discipline is futile. Therefore, disciplinary actions must be carried out simultaneously and not gradually (Moenir, 2010).

H1: Work discipline has a significant influence on the performance of Village Devices in the Kalumpang sub-district of South Hulu Sungai Regency.

Work Culture

Work culture is also a philosophy based on a worldview as values that become characteristics, habits, and driving factors, which are nurtured in the lives of a group of people or organizations and reflected in attitudes, beliefs, aspirations, perspectives, and actions manifested as work or accomplishments (Triguno, 2001). The success of a company depends on its ability to consistently uphold its core beliefs. The creation of an open environment, where everything is communicated through accurate facts and data and always free from negative biases, will be driven by consistency in applying discipline in every action and enforcing laws and policies (correct information). Additionally, an open environment also encourages formal and informal interpersonal interactions in management, enhances horizontal and vertical communication, and fosters mutual respect.

Once cross-sectoral and inter-employee interactions improve, it will foster a spirit of collaboration by encouraging cross-sectoral management or employee coordination, maintaining management cohesion, supporting and securing every management decision, and complementing each other. This is the common goal in creating a work culture. Work culture generally serves to develop employees' perspectives or establish values that support or influence consistent attitudes and behaviors, as well as dedication to becoming accustomed to a particular work style in their respective workplaces. It strongly believes in and commits to representing specific ideals, such as being accustomed to producing high-quality work that meets organizational or customer standards or expectations, being effective or productive, and being efficient.

H2: Work culture significantly influences the performance of Village Devices in the Kalumpang sub-district of South Hulu Sungai Regency.

Individual Behavior

According to Tahir (2014), a person's behavior depends on how well they integrate with their environment. A parking attendant serving parked cars, a mail carrier delivering letters to addresses, an insurance agent visiting homes and offering insurance services, a nurse in a hospital, and a manager in the workplace making decisions are examples of how this concept is understood. Undoubtedly, each person will exhibit different personalities depending on their position, and their diverse backgrounds influence how they behave.

According to Robin (2003), "Employee behavior is the quality and behavior that can be found in every individual or within an organization with leadership dynamics. Personality, self-esteem, self-monitoring, and the tendency to take risks are aspects of employee behavior." Furthermore, Handyaningrat (2001) argues, "Behavior is what we do, not why we do it." Therefore, everything we do is behavior. Our actions shape our habits, personalities, and behaviors. Employee behavior in the workplace refers to the routine actions performed by employees.

H3: Individual behavior significantly influences the performance of Village Apparatus in Kalumpang District, South Hulu Sungai Regency.

METHOD

This type of research is correlational research that will examine the relationship between the variables of work discipline (X1), work culture (X2), individual behavior (X3), and Performance (Y). The research subjects, as well as the population, consist of 35 Village Apparatus from Kalumpang District, and a census approach is used for sampling since there are only 35 participants in the population, resulting in a total sample of 35 respondents. The data sources use primary data and secondary data, with data collection techniques involving observation, interviews, questionnaires, and literature review. The data analysis technique includes testing the validity and reliability of the instruments, classical assumption tests, and hypothesis testing using multiple linear regression.

RESULT AND DISCUSSION

Based on the results of the validity and reliability testing of the instruments, it is known that the questionnaire items are valid and reliable. The testing of classical assumptions, including normality, heteroscedasticity, and multicollinearity, has met the criteria, allowing the hypothesis testing to proceed using Multiple Linear Regression analysis. The results of the analysis are as follows:

Table 1. Multiple Linear Regression analysis

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	16.64	6.239		2.668	.012
		6				
	Disiplin Kerja (X1)	.131	.075	.192	1.745	.091
	Budaya Kerja (X2)	-.179	.085	-.236	-2.108	.043
	Perilaku Individu (X3)	.607	.086	.783	7.049	.000

a. Dependent Variable: Kinerja (Y)

Sources: Data Output SPSS 26, 2022

The research results indicate that work discipline does not have a significant partial effect on performance, with a contribution value of only 4.6%, even though the respondents' answers were in the good category.

The Impact of Work Discipline on Performance

Time discipline is crucial to implement in an organization. Time is something very valuable. Someone who can utilize time effectively and allocate it properly in completing tasks can determine success. If someone can finish a task on time, they can move on to the next task in the following time, making it more effective and efficient. Regarding time discipline, the majority of respondents stated that they arrive and leave on time. They also inform their superiors if they are unable to attend. They can also perform tasks well according to the designated schedule and plans communicated at the beginning of the year. Only a few respondents mentioned that they do not inform their superiors if they are unable to attend. Regarding behavioral discipline, respondents stated that they work according to their job descriptions. They dress neatly and professionally, speak politely, maintain cleanliness in the office environment, and refrain from smoking. Respondents also mentioned that they can collaborate with others in their work and utilize office facilities effectively. However, in terms of reporting their work results and evaluating their work, some respondents have not reported to the village head. This indicates a weakness in terms of reporting and evaluating the work of village officials, which needs to be emphasized and improved. Overall, the respondents have responded well to this discipline. Work discipline does not have an impact on performance because the village officials have already been disciplined from the beginning. It could also be because they are contract employees, and therefore have maintained discipline effectively. These research findings are supported by a study by [Pambayun \(2020\)](#), which states that work discipline does not affect the performance of village officials because discipline is an obligation for every employee, and they have consciously applied discipline in any situation.

The Influence of Work Culture on Performance

The research results indicate that work culture does not have a significant impact on performance, with a contribution value of only 0.6% in partial influence. This is also supported by the distribution of respondents' answers, which only fall into the category of moderately good. Most of the respondents have been working (providing services) in accordance with established procedures, and they are ready to contribute together to achieve government goals and adhere to regulations as a collective commitment, although some still lack open and communicative attitudes. Work culture refers to the attitudes and behaviors of village officials that are believed to be true and have become habitual in their daily tasks and work. This work culture is expected to be beneficial for individuals and groups to play a role, actualize themselves, and work according to rules and shared commitments. [Nawawi \(2003\)](#) states that work culture is a repeated behavior without strict sanctions for violations, so it is

carried out based on moral awareness rooted in habits and shared commitments. The work culture of village officials in Kalumpang District does not influence their performance because they have agreed upon and implemented it well, and it has become a habit that they perform consciously. However, teamwork needs to be improved so that they can contribute and collaborate effectively, as they are accustomed to individual work according to their job descriptions. If there are tasks that require teamwork, their contribution and cooperation have not been well-established. These research findings are consistent with a study conducted by [Febriningrum \(2021\)](#), which stated that work culture does not affect the performance of village officials in the Madiun district.

The Influence of Individual Behavior on Performance

The research results indicate that individual behavior has a significant partial influence on performance, with a contribution value of 58.8%. This is also supported by the distribution of respondents' answers, which fall into the category of good. Individual behavior is also the most dominant variable in improving performance. Most of the respondents state that they already feel part of the organization in their workplace and are able to respond to failures in their work. They are also able to perform their tasks optimally and feel that they are given the opportunity to express their opinions/solutions when encountering problems, and they take organizational issues at their workplace personally. Competence and a sense of ownership play a significant role in performance. Therefore, it is crucial to continually maintain and even enhance individual behavior. These research findings are further supported by studies conducted by [Anasari \(2015\)](#), [Eka \(2015\)](#), [Syahida \(2018\)](#), [\(Istifadah & Santoso, 2019\)](#) and [Wahyudi et al. \(2022\)](#), which state that work behavior has an influence on performance, and the higher the level of work behavior, the higher the performance achieved.

CONCLUSION

The conclusions that can be drawn from the research findings are Individual behavior has a significant partial influence on performance, while work discipline and work culture do not have a significant partial influence on the performance of village officials in Kalumpang District, Hulu Sungai Selatan Regency. Individual behavior is the main variable that influences the performance of village officials in Kalumpang District, Hulu Sungai Selatan Regency. The above findings indicate that the level of work discipline and work culture among village officials in Kalumpang Subdistrict, Hulu Sungai Selatan Regency, is already good, thus it can be said that the performance of these village officials is also good. Work discipline has become an obligation for village officials. In addition, the work culture among village officials in Kalumpang Subdistrict has been collectively agreed upon and has become a good habit, all of which are done with self-awareness. However, it is not impossible for a decrease in performance to occur if work discipline and work culture are not maintained properly.

SUGGESTION

Based on the above findings, the researcher offers the following suggestions as input for stakeholders are as follows:

practical suggestions

1. Continuous improvement of individual behavior can enhance the performance of village officials, making it crucial to be pursued consistently.
2. Village officials should strive to improve their work discipline.
3. Village officials should maintain shared commitment and actively participate in creating a conducive work environment.
4. The sub-district head and village head should provide continuous support to village officials in upholding their shared commitment to delivering excellent public services.

Theoretical suggestions

Further research can explore other variables such as motivation, leadership style, role overload, or other variables that may influence performance apart from work discipline, work culture, and individual behavior.

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