

The Influence of Organizational Culture, Work Discipline, Training Programs and Trust on Employee Performance

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ABSTRACT

Purpose – This study aims to determine the effect of organizational culture, work discipline, training programs and trust on employee performance. **Methodology/approach** – The population in this study were all Civil Servants in Functional Positions at the Ministry of Cooperatives and SMEs of the Republic of Indonesia totaling 253 employees. The sampling technique used proportional random sampling with the Slovin formula with an error margin of 5% with a sample size of 155 respondents. The data analysis method used in this study was multiple linear regression. **Findings** – The results of this study are that there is a significant positive effect of Organizational Culture on Employee Performance. There is a significant positive effect of Work Discipline on Employee Performance. There is a significant positive effect of Training Programs on Employee Performance. There is a significant positive effect of Trust on Employee Performance. Simultaneously there is a significant positive effect of organizational culture, work discipline, training programs, and trust on employee performance.

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INTRODUCTION

The changing world that is facing the era of the industrial revolution 5.0 is experiencing the development of digital technology that demands superior human resources (HR) in the digital field. This needs to be considered by organizations in order to be able to compete in facing global challenges. For this reason, organizations must run their businesses with strategic thinking and actions and have new innovations in an effort to improve the development and performance of their employees. In addition, organizations also need to optimize all aspects related to their operational activities, including improving employee performance. One aspect and supporting factor that must be considered so that organizational goals are achieved is human resources. Human resources are important assets that have the ability to develop and determine the success of the organization in the long term. As the main driver of the organization, human resources must be managed optimally, given extra attention, and fulfill their rights. Organizations must also have human resources whose abilities have been tested, have adequate skills, are loyal to the organization, and are enthusiastic in achieving organizational goals. If the organization cannot respond to this properly, it will have an impact on the continuation of activities in the organization.

Human resource management is also needed by the Ministry of Cooperatives and SMEs as a government institution in achieving the desired goals. In accordance with Law Number 5 of 2014

concerning State Civil Apparatus, the objective of HR management is to create a professional, competent, and competitive State Civil Apparatus. State Civil Apparatus as a profession has an obligation to manage and develop itself, be accountable for its performance, and apply the principle of merit in the implementation of State Civil Apparatus management. Based on the performance data of the Ministry of Cooperatives and SMEs, there are several main performance indicators used to assess the effectiveness and efficiency of the ministry's performance in achieving development goals and targets. These indicators include the Bureaucratic Reform Index, ASN Professionalism Index, ASN Merit System Index, and Budget Implementation Performance Indicator Value (IKPA). The Bureaucratic Reform Index measures the quality of the implementation of bureaucratic reform which is evaluated by the Bureau of Human Resources Organization Performance Management of the Ministry of Cooperatives and SMEs. The evaluation components of the implementation of bureaucratic reform consist of lever components and outcome components. The target for the Bureaucratic Reform Index is level A (Score 80-90 with a Satisfactory predicate). However, the realization of this index in 2021 was BB (Good), and remained at the BB (Good) level with a Very Good predicate for 2022 and 2023. Employee performance is a very important factor for the Ministry of Cooperatives and SMEs. Employee performance as a manifestation of an employee's work behavior which is displayed as work achievement according to their role in an organization within a certain period of time. This is because employee performance is a determinant of the success and survival of the organization. Based on Law Number 46 of 2011 concerning the Principles of Civil Servants, every Civil Servant (PNS) is required to be able to provide the best possible service to the community. In order to carry out government duties and economic development properly, Civil Servants (PNS) are needed who are professional, honest, fair, and responsible.

Functional Position is a technical position that is not listed in the organizational structure, but is very necessary in carrying out the main tasks of the organization. The criteria for functional positions vary depending on the type of position at the Supervising Agency/Parent Agency. However, in general, several criteria must be met, namely having a diploma in accordance with the assignment, having good work performance scores, having the specified credit points, having performance, integrity, ethics, and responsibility, and civil servants in functional positions of expertise must have good integrity and morality, be physically and mentally healthy, have a minimum of a Bachelor's degree or Diploma IV, and a minimum work performance score of good. Based on data from the performance report of employees of the Ministry of Cooperatives and SMEs for Functional Positions for the 2021-2023 period, there are several assessment elements used to assess employee performance, namely integrity, cooperation, communication, orientation towards results, public service, self-development and others, managing change, decision making, and unifying the nation. The average employee performance in 2021 was 79% in the Sufficient category, in 2022 in the Good category (85%), and in 2023 in the Good category (81%). Although employee performance in 2023 was in the good category, the facts on the ground show that the performance of employees in Functional Positions at the Ministry of Cooperatives and SMEs has not been optimal. Based on the results of an interview with one of the personnel employees, there were several problems such as the quality of employee performance that did not meet the standards set by the agency, errors in data management, report preparation, and lack of employee initiative in completing their tasks. In addition, work discipline is also an important factor in employee performance. Good employee discipline will help achieve organizational goals, while low discipline will slow down the achievement of organizational goals. At the Ministry of Cooperatives and SMEs, employee discipline rules have been enforced, including rules on work hours. However, there is still a phenomenon of work discipline problems such as employees who are late for work, go home early, and do not wear uniforms according to the rules. Low levels of employee discipline will affect employee performance, where high levels of absenteeism will have a negative impact on employee performance in completing their work in order to achieve organizational goals. Based on employee absence data from the Ministry of Cooperatives and SMEs, there has been an increase in the number of employees who are late for work, go home early, and are absent without a clear reason.

To improve employee performance, a training program is needed that is in accordance with the needs of the organization. Job training is a process of teaching certain skills and attitudes so that employees become more skilled and able to carry out their responsibilities according to predetermined standards. However, based on data from training participants at the Ministry of Cooperatives and SMEs,

there are still some employees who have not participated in the training program, so that the knowledge they have is only obtained autodidactically.

Trust is also an important factor that affects employee performance. Trust within the agency will create effective teamwork, which has an impact on improving agency performance. However, based on observations, there are several problems with organizational trust at the Ministry of Cooperatives and SMEs, such as lack of support from leaders for new ideas or employee complaints, unclear policies, and a less conducive work environment. In building organizational performance, employee trust is needed. Trust involves a person's willingness to behave because of the belief that their partner will deliver what is expected. Organizational trust has many positive effects on the organization and employees, such as increasing employee morale and loyalty, and reducing negative conflicts within the organization.

Research conducted by Aboyassin & Sultan (2018); Guan & Frenkel (2019); Kant & Maheswaran (2021) provided results that training programs significantly and positively affect employee performance. This is different from the results of research conducted by Prasetya et al (2021); Priyanto (2018); and Sinaga et al (2019) which showed that training programs did not have a significant effect on employee performance. Research by Caniago & Sudarmi (2021) and Prasetyo et al. (2018), trust has a significant effect on employee performance. This is different from the results of research conducted by Arbaan & Addury (2022); Mukri & Indrawati (2019) which shows that trust does not have a significant effect on employee performance

Based on previous studies, there are several differences in results regarding the influence of organizational culture, work discipline, training programs, and trust on employee performance. Several studies show that organizational culture, work discipline, training programs, and trust have a significant effect on employee performance, while other studies show the opposite results. This shows that there is still a research gap that needs to be studied further to understand the factors that influence employee performance in more depth.

LITERATURE REVIEW

Employee Performance

Khoreva and Wechtler (2017) stated that employee performance is the level at which employees achieve job requirements. According to Robbins (2017:260) Performance is a result achieved by employees in their work according to certain criteria for a job. According to Sverke et al (2019) Employee performance is defined as measurable and controlled individual behavior that contributes to organizational goals. Nguyen (2020) stated that employee performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Organizational Culture

Dungers (2023) states that organizational culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on that are developed over a long period of time by the founders, leaders, and members of the organization that are socialized and taught to new members and applied in organizational activities in producing products, serving consumers, and achieving organizational goals. Robbins & Judge (2017) states that organizational culture is a norm and values that are formed and applied by a company to influence the characteristics or behavior in leading its employees so that they can complete tasks on time and guide employees in achieving organizational goals. Schein (2015:98) states that organizational culture is a collection of inherent and unconscious beliefs and norms accepted by members that direct their behavior and provide a basis for a common understanding of their world.

Work Discipline

Matthew et al (2022) stated that Discipline is basically a management action to encourage members of the organization to obey various rules and regulations that apply in an organization. According to Robbins (2015) Discipline is a management action to encourage members of the organization to meet the demands of various provisions that must be obeyed by employees. Mondy & Martocchio (2016) stated that work discipline is a tool used by leaders or organizations to change employee behavior to obey all company regulations and applicable norms. Dube & Zhu (2021) define Discipline as a procedure that corrects or punishes workers for violating regulations or procedures. According to Costinot & Bahmani-Oskooee (2023) Work discipline is defined as the implementation of management to strengthen organizational guidelines.

Training Program

According to Kant & Maheswaran (2021) Training is a well-structured teaching method to adapt or build recognition/skills/approaches through education. According to Dessler (2015:323) Training is a short-term educational process that uses systematic and organized procedures where non-managerial individuals learn technical knowledge and skills for specific purposes. According to Lawrence, Chad, & Zutter (2015) Job training is an activity to improve employee performance efforts in current jobs or future positions. According to Aboyassin & Sultan (2018), Training can be defined as a systematic and planned process to increase the level of skills, abilities, knowledge, attitudes and behaviors in order to be able to do work effectively. Yimam (2022) states that Training is a continuous process to improve employee quality. Zajac, Woods, & Salas (2019) argue that training is defined as various introduction efforts to develop workforce performance in the jobs they carry out or also something related to their work.

Trust

According to Colquitt et al (2019) Trust is a person's readiness to believe the actions or intentions of others positively. Robbins and Judge (2018) state that trust is a psychological state that exists when someone agrees to make themselves able to serve others because they have positive expectations about how something will change. According to McShane & Glinow (2018) Trust is a person's positive expectations of others that contain risks. Trust means risking their trust in someone or a group of people, and vice versa. According to Davis & Bryant (2010) trust is the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other party will take certain actions that are important to the trustor (the individual who trusts) regardless of their ability to monitor or control the other party. Vanhala (2020) defines trust in an organization as an evaluation of the organization's trust as felt by employees, namely the belief that they will take action that benefits or at least does not harm them. According to Agarwal (2013) Trust is a general expectation held by individuals or groups that the words, promises, oral, or written statements of other individuals or groups can be relied on. Yu, Tsai, and Dai (2018) stated that organizational trust is the willingness of an organization based on culture and communication behavior in relationships and transactions, to be vulnerable to other individuals, groups, or organizations based on the belief that they are competent, honest, open, caring, reliable, and identified with the goals of norms and values.

METHOD

From the research objectives, this research is descriptive, namely a study that aims to explain the characteristics of the research variables. From the type of study (type of investigation), this type of research is verification or causality (causal study), because this study wants to find the cause or causal relationship of one or more problems. The population in this study were all Civil Servants in Functional Positions at the Ministry of Cooperatives and SMEs of the Republic of Indonesia. The accessible population was 253 employees. The number of samples used in this study was 155 respondents. Data collection by means of questionnaires by distributing questionnaires with Google Form. Data Analysis Method with Multiple Linear Regression.

RESULT

Normality Test

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			155
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		12.10425506
Most Extreme Differences	Absolute		.080
	Positive		.030
	Negative		-.080
Test Statistic			.080
Asymp. Sig. (2-tailed) ^c			.017
Monte Carlo Sig. (2-tailed) ^d	Sig.		.057
	99% Confidence Interval	Lower Bound	.014
		Upper Bound	.021

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on Table 1, it can be seen that the Asymp. Sig (2-tailed) value of 0.057 at the 0.05 level means that it is greater at the 0.05 level of significance. So it can be concluded that the data tested in this study are normally distributed, which means that the data tested in this study are normally distributed.

Multicollinearity Test

Table 2 Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	40.199	5.739		7.004	.000		
	Organizational Culture	.217	.057	.237	3.831	.000	.649	1.540
	Work Discipline	.089	.044	.137	2.004	.047	.530	1.886
	Training Program	.137	.039	.222	3.545	.001	.634	1.578
	Trust	.244	.041	.392	5.992	.000	.580	1.724

a. Dependent Variable: Employee Performance

Table 2 shows The results of this multicollinearity test indicate that there is no indication of multicollinearity as a problem in this regression model, because all Tolerance values are quite high (more than 0.1) and VIF is below the threshold of 10. This means that all independent variables (Organizational Culture, Work Discipline, Training Program, Trust) do not have a very high linear correlation with each other, and each makes an independent contribution to the dependent variable (Employee Performance).

Heteroscedasticity Test

Table 3 Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.907	3.695		2.140	.034
	Organizational Culture	-.008	.037	-.022	-.221	.826
	Work Discipline	.013	.028	.053	.472	.637
	Training Program	.011	.025	.045	.444	.658
	Trust	-.006	.026	-.026	-.239	.812

a. Dependent Variable: AbsRes

Table 3 shows Since all Sig. values for the independent variables are greater than 0.05, there is no indication of heteroscedasticity in this model. In other words, the residual variance tends to be constant (homoscedastic), and there is no evidence that this model is affected by heteroscedasticity. This indicates that this regression model does not experience problems related to the non-uniform distribution of errors across the range of predictor values.

Multiple Linear Regression Test

Table 4 Multiple Linear Regression Test Results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40.199	5.739		7.004	.000
	Organizational Culture	.217	.057	.237	3.831	.000
	Work Discipline	.089	.044	.137	2.004	.047
	Training Program	.137	.039	.222	3.545	.001
	Trust	.244	.041	.392	5.992	.000

a. Dependent Variable: Employee Performance

In Table 4, the path coefficient values in the standardized coefficients (Beta) column can be seen. So that the following equation is obtained: $Z = 40.199 + 0.237X_1 + 0.137X_2 + 0.222X_3 + 0.392Y$

The interpretation of the equation is as follows:

1. The constant value of 40.199 indicates that if all independent variables, namely Organizational Culture, Work Discipline, Training Programs and Trust are considered constant, Employee Performance will remain positive.
2. The beta coefficient value for the organizational culture variable is 0.237. This means that for every one unit increase in the organizational culture variable, employee performance will increase by 0.237 with the assumption that the other independent variables in the model above are constant.
3. The beta coefficient value for the work discipline variable is 0.137. This means that for every increase in the work discipline variable by one unit, employee performance will increase by 0.137, assuming that the other independent variables in the model above are fixed.
4. The beta coefficient value for the training program variable is 0.222. This means that for every increase in the training program variable by one unit, employee performance will increase by 0.222, assuming that the other independent variables in the model above are fixed.

5. The beta coefficient value for the trust variable is 0.392. This means that for every increase in the trust variable by one unit, employee performance will increase by 0.392, assuming that the other independent variables in the model above are fixed.

Determination Coefficient

Table 5 Results of Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	0.627	0.617	12.265

a. Predictors: (Constant), Trust, Organizational Culture, Training Program, Work Discipline

Based on Table 5, it appears that the output of Adjusted R Square is 0.617. This means that 61.7% of the Employee Performance variable (Z) can be explained by the variables Organizational Culture (X1), Work Discipline (X2), Training Program (X3), and Trust (Y), so that the remaining 38.3% or 0.383 is influenced by other variables which are factors that are not in this study.

Hypothesis Testing

Table 6 Hypothesis Testing

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40.199	5.739		7.004	.000
	Organizational Culture	.217	.057	.237	3.831	.000
	Work Discipline	.089	.044	.137	2.004	.047
	Training Program	.137	.039	.222	3.545	.001
	Trust	.244	.041	.392	5.992	.000

a. Dependent Variable: Employee Performance

Because Sig. < 0.05, we reject H_0 and accept H_2 , meaning Organizational Culture has a significant effect on Employee Performance. Because Sig. < 0.05, we reject H_0 and accept H_2 , meaning Work Discipline has a significant effect on Employee Performance. Because Sig. < 0.05, we reject H_0 and accept H_3 , meaning Training Program has a significant effect on Employee Performance. Because Sig. < 0.05, we reject H_0 and accept H_1 , meaning Trust has a significant effect on Employee Performance.

Table 7 Simultaneous Tests

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37967.154	4	9491.789	63.102	.000 ^b
	Residual	22563.001	150	150.420		
	Total	60530.155	154			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Trust, Organizational Culture, Training Program, Work Discipline

Based on Table 7 shows the ANOVA results, the regression model that combines Trust, Organizational Culture, Training Program, and Work Discipline as a whole is significant in explaining Employee Performance. This is evidenced by the very small Sig. value (0.000), which indicates that this model is better than the model without independent variables.

Discussion

The Influence of Organizational Culture on Employee Performance

In accordance with the statistical hypothesis, there is a direct positive influence between Organizational Culture (X1) on Employee Performance (Y) with a calculated t value = 3.831, while the t table at the significant level $\alpha = 0.05$ is 1.975 and the calculated t value > t table, then H_0 is rejected H_1 is accepted. Thus, it can be said that there is a significant positive direct influence of Organizational Culture on Employee Performance, so that strengthening Organizational Culture is predicted to improve Employee Performance. This finding is in line with previous research conducted by Mariyanto, Entang, and Widodo Sunaryo (2019) entitled "The Relationship between Organizational Culture and Transformational Leadership with Employee Performance (Case Study of Employees of the UPT BPPSDMP Ministry of Agriculture in Bogor)". Providing a conclusion that there is a very strong and significant relationship ($r = 0.848$, $p < 0.05$) between organizational culture and employee performance. The higher the organizational culture, the higher the employee performance is predicted.

The Effect of Work Discipline on Employee Performance

In accordance with the proposed statistical hypothesis, there is a positive direct effect between work discipline (X2) on employee performance (Y) with a calculated t value = 2.004, while the t table at the significance level $\alpha = 0.05$ is 1.975 and the calculated t value > t table, then H_0 is rejected H_2 is accepted. Thus, it can be said that there is a significant positive direct effect of Work Discipline on Employee Performance, so that strengthening Work Discipline is predicted to improve Employee Performance. This finding is in line with previous research conducted by Budiarkah, Widodo Sunaryo, and Nancy Yusnita (2023) entitled "The Effect of Work Motivation and Work Discipline on Employee Performance Through Job Satisfaction Mediation (Empirical Study at the Regional Public Drinking Water Company (Perumdam) Tjm Sukabumi Regency)". Provides the conclusion that there is a positive and significant influence ($\text{Beta} = 0.884$, $p < 0.05$) between work discipline and employee performance.

The Effect of Training Programs on Employee Performance

In accordance with the statistical hypothesis, there is a positive direct effect between training programs (X3) on employee performance (Y) with a t-test value = 3.545, while t-table at a significant level of $\alpha = 0.05$ is 1.975 and the t-test value > t-table, then H_0 is rejected H_3 is accepted. Thus, it can be said that there is a significant positive direct effect between Training Programs on Employee Performance, so that strengthening Training Programs is predicted to improve Employee Performance. This finding is in line with previous research conducted by Guan and Frenkel (2018: pp. 163-183) entitled "How perceptions of training impact employee performance Evidence from two Chinese manufacturing firms". It was concluded that there is a strong and significant relationship ($r = 0.761$, $p < 0.05$) between training and employee performance. The higher the level of job training, the higher the employee performance is predicted to be.

The Influence of Trust on Employee Performance

In accordance with the statistical hypothesis, there is a direct positive influence between Trust (Y) on Employee Performance (Y) with a calculated t value = 5.992, while the t table at the significance level $\alpha = 0.05$ is 1.975 and the calculated t value > t table, then H_0 is rejected H_4 is accepted. Thus, it can be said that there is a significant positive direct influence of Trust on Employee Performance, so that strengthening Trust is predicted to improve Employee Performance. This finding is in line with previous research conducted by Rahman et al (2021) entitled "The Influence of Organizational Trust on Employee Performance through Organizational Commitment as a Mediating Variable (Applied Study on Mobile Phone Companies in Egypt)". It was concluded that there is a strong and significant relationship ($r = 0.997$, $p < 0.05$) between organizational trust and employee performance. The higher the level of organizational trust, the higher the employee performance is predicted.

The Influence Of Organizational Culture, Work Discipline, Training Programs And Trust On Employee Performance

Based on the results of the ANOVA test results, the regression model that combines Trust, Organizational Culture, Training Program, and Work Discipline as a whole is significant in explaining Employee Performance. This is evidenced by the very small Sig. value (0.000), which indicates that this model is better than the model without independent variables. The results of this study are in line with research conducted by Santi & Badar which states that training, discipline, and organizational culture have a simultaneous effect on employee performance.

CONCLUSION

The results of this study are that there is a significant positive effect of Organizational Culture on Employee Performance. There is a significant positive effect of Work Discipline on Employee Performance. There is a significant positive effect of Training Programs on Employee Performance. There is a significant positive effect of Trust on Employee Performance. Simultaneously there is a significant positive effect of organizational culture, work discipline, training programs, and trust on employee performance.

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