

The Influence of Organizational Culture, Leadership and Work Discipline on Employee Performance at the Youth and Sports Department of North Sumatra Province

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Abstract: This research aims to examine the influence of organizational culture, leadership and work discipline on employee performance at the Youth and Sports Department of North Sumatra Province . This research uses associative research with a quantitative approach to determine the relationship or influence between one variable and another. Quantitative data is data expressed in the form of numbers. This research was conducted to examine the influence of organizational culture, leadership and work discipline on employee performance and test hypotheses with a sample size of 91 employees at the Youth and Sports Department of North Sumatra Province. The results of this research show that the Organizational Culture Variable (X1) is known to have a Sig value. $0.001 < 0.05$ and calculated t value = $7.345 > t \text{ table} = 1.663$. So it can be stated that Organizational Culture has a positive and significant effect on the Employee Performance variable, the Leadership Variable (X2) is known to have a Sig value. $0.013 < 0.05$ and calculated t value = $5.601 > t \text{ table} = 1.663$. So it can be stated that Leadership has a positive and significant effect on the Employee Performance variable, the Work Discipline Variable (X3) is known to have a Sig value. $0.000 < 0.05$ and calculated t value = $6.244 > t \text{ table} = 1.663$. So it can be stated that Work Discipline has a positive and significant effect on the Employee Performance variable and the Organizational Culture, Leadership and Work Discipline variables. It is known to have a Sig value. $0.000 < 0.05$ and the calculated F value is 7.342. So it can be stated that Organizational Culture, Leadership and Work Discipline have a positive and significant effect on the Employee Performance variable.

Keywords: Organizational Culture, Leadership, Work Discipline, Employee Performance

Introduction

In this modern era, humans as a resource play a very important role in the progress of an organization. The main problem in human resource management that deserves attention is employee performance. Because the success of a company or agency is influenced by the employee's performance. In a government agency, employee performance is very important to support and help achieve the work targets of each employee, therefore the institution must always control its employees to see whether their employees are working well in order to be able to improve their performance more effectively and efficiently to achieve their work targets. (Jufrizen et al., 2021).

According to (Daryanto & Bintoro, 2017) performance is the result of employee work in terms of quality and quantity achieved by an employee in carrying out work assigned by a superior. According to (Kasmir, 2018) performance is the result of a person's work and work behavior over a period, usually one year. Performance can be measured by the ability to complete the tasks and responsibilities given. According to (Sutrisno, 2014) employee performance is the result of employee work which can be seen in the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization.

The performance of existing employees greatly influences the success of an organization. If employee performance is good, company performance will increase. On the other hand, if employee performance is poor, it can cause a decline in company performance. Human resources are the company's most important assets because of their role as implementing subjects for company policies and operational activities. In order for a company to continue to exist, it must have the courage to face challenges and their implications, namely facing change and winning the competition. In order for employee performance to be achieved well, companies need to pay attention to employee discipline because discipline plays an important role in improving an employee's performance.

Performance is the result of a person's work in quality and quantity that has been achieved by an employee in carrying out tasks according to the responsibilities given (Mangkunegara, 2013) Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out his main duties and functions as an employee in accordance with the responsibilities assigned or given to him. Employee performance is influenced by several factors, namely: compensation, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication and other factors (SP Siagian, 2016).

Based on the expert opinion above, one of the factors that influences employee performance is leadership. Leadership is the behavior that a person shows when he tries to influence other people (S. Hasibuan & Bahri, 2018). Leadership is built by a leader, meaning that the way a leader acts in influencing group members forms a leader's leadership. Leadership makes a big contribution to reducing employee performance. If a company has potential and talented employees but is not led by a wise superior, this will result in the employee's potential being wasted.

Apart from leadership, organizational culture is also something that influences performance in a company. Organizational culture is the values, principles, traditions and ways of working shared by members, whether good or bad (Robbins, 2014). Culture does not only refer to the customs and culture of a region in Indonesia, but can also be the characteristics of an organization. This characteristic of an organization can be said to be organizational culture. In an organization, the performance of the organization's individuals greatly influences the goals the organization wants to achieve. Therefore, it is hoped that each individual organization can provide good performance for their organization. Performance is a multimedical construct that includes many factors that influence it (Indajang et al., 2020).

Another factor that also influences performance is work discipline. Work discipline is a work rule that must be obeyed by every employee who works in a company (Sutrisno, 2014). Work discipline must also be built within employees so that they can become more disciplined individuals. Talking about discipline is not only about having to obey applicable regulations, following company norms, but more importantly by applying it to yourself, no matter how the company sets strict rules that must be obeyed, employees will definitely find loopholes to break these rules, so basically by instilling the character of being aware of

discipline will be more effective than having to implement strict rules that every employee must obey.

The North Sumatra Province Youth and Sports Service (DISPORA SUMUT) is one of the Regional Apparatus Organizations that oversees the Youth and Sports section in North Sumatra Province.

The results of the research that the author found in the field of North Sumatra's DISPORA employees are inseparable from problems regarding their performance, this is characterized by a decline in the quality of work such as the work results of employees who only achieve their minimum targets, a decrease in the quantity of work marked by a lack of employees who are willing to work overtime, often delaying work so that work is not reported on time, and there is a lack of ability to collaborate between one employee and another, all of these things indicate that there has been a decline in performance at DISPORA SUMUT.

Reporting from Waspada.co.id, for more than a year serving as Head of the North Sumatra Youth and Sports Service (Kadispora), Ir Ardan Noor MM, is considered to have had no breakthrough in advancing the world of youth and sports in North Sumatra. There are indications that the North Sumatra Kadispora has failed to coordinate sports stakeholders to produce sports achievements in North Sumatra.

Another problem that the author found was regarding several habits in the company (organizational culture) which caused a decline in employee performance. Old employees do not share the knowledge they have with new employees, so new employees work only with the company guidelines provided during the training period. thus resulting in inefficient work results they produce. New employees are infected with the habits of old employees who like to take extra breaks, don't want to do overtime and delay work, which results in employees not performing optimally.

Literature Review and Hypothesis Development

Employee Performance

Performance is a universal concept and is the effectiveness of operations and employees based on previously established standards and criteria. Because organizations are basically run by humans, actual performance is human behavior in playing the roles they carry out within an organization to produce the desired actions and results (Jufrizen, Lumbanraja, et al., 2017).

A company as an organization has a goal, namely making a profit. Organizations can operate because of activities or activities carried out by employees in the organization. Because by improving employee performance, company performance will automatically increase. The better a person's performance in the company, the more profits the company will receive (Jufrizen & Rahmadhani, 2020).

Performance of a function to complete tasks and abilities. To complete a task or job, a person must have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it. Performance is the real behavior displayed by each person as a work achievement produced by members of the organization in accordance with their role in the organization. So in this case the performance of organizational management is very important in an organization's efforts to achieve its goals. Performance is important for organizations because employee performance leads to business success (Jufrizen, Farisi, et al., 2017).

Basically, an organization not only expects human resources to be capable and skilled, but more importantly, an organization expects its employees to be willing to work diligently and have the desire to achieve optimal work results. This is because the success of an organization will be determined by human or employee factors in achieving organizational goals. An employee who has good performance can support the achievement of the goals set by the organization (Jufrizen & Sitorus, 2021).

According to (Jufrizen & Hadi, 2021) Performance is the work that a person does in accordance with their respective authority and responsibilities within a company in order to achieve organizational goals.

According to (Wirawan, 2013) performance is the output produced by the functions or indicators of a job or profession within a certain time.

According to (M. Hasibuan, 2013) performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience and seriousness as well as time.

According to (Mangkuprawira et al., 2017) performance is the result of certain planned work processes at the time and place of the employee and organization concerned.

According to (M. Hasibuan, 2016), performance is the result of work achieved by a person based on job requirements. Requirements are usually called work standards, namely the level at which a particular job is expected to be completed and compared to the goals or targets to be achieved.

According to (Pohan & Yusnandar, 2022) performance is the overall result or level of achievement of an employee during a certain period in carrying out the work and company goals.

According to (Gultom, 2014) Performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience and seriousness as well as time. This performance is a combination of three important factors, namely a worker's ability and interest in work, acceptance and explanation, delegation and tasks and roles as well as a worker's level of motivation. The higher the level of these three factors, the greater the employee's performance.

Based on the expert opinion above, it can be concluded that performance management is a management style in managing performance-oriented resources that carries out an open and continuous communication process by creating a shared vision and an integrated strategic approach as a driving force to achieve organizational goals. Performance management is a process that can encourage the development and improvement of performance towards better and better quality, through continuous communication between leaders and employees in line with what is expected by the organization.

Organizational culture

Culture or culture comes from the Sanskrit language, namely buddahayah, which is the plural form of buddhi (mind and reason) which is interpreted as things related to the human mind and reason. Here it seems to emphasize the collective aspect that culture is the result of the work of a number of minds and not just one individual mind (Jufrizen et al., 2018).

In English, culture comes from the word culture which comes from the Latin word colere, namely managing or working. Organizational culture is the values, principles, traditions and ways of working shared by members, then states that organizational culture is a pattern of thinking. basics taught to new personnel as a way to feel, think and act correctly from day to day (Robbins, 2014).

According to (Stephen et al., 2018) argue that organizational culture refers to a system of shared meaning held by members that differentiates the organization from other organizations. This system of shared meaning, if observed more closely, is a set of main characteristics valued by the organization (Yusnandar et al., 2020).

Based on several expert opinions above, it can be concluded that organizational culture is a set of systems or habits, whether written or not, that are adhered to by an organization in implementing organizational principles.

Leadership

The goal of leadership is to help people to re-establish, maintain, increase their motivation. So, a leader is a person who helps others to obtain the desired results. Leaders act in ways that facilitate productivity, high morale, energetic response, quality work skills, commitment, efficiency, little weakness, satisfaction, presence and continuity in the organization (TS Siagian & Khair, 2018).

Leadership is an important factor that determines employee performance and the organization's ability to adapt to environmental changes. Effective leadership must provide direction to the efforts of all workers in achieving organizational goals (Jufrizen, 2017).

A leader who is considered good emphasizes fulfilling promises, rewards and support as motivational techniques and acts in a warm and helpful manner, showing concern and appreciation for subordinates. Leaders who are considered bad threaten, belittle, behave without consideration, and determine and structure their roles and the roles of their subordinates to achieve goals.

According to (S. Hasibuan & Bahri, 2018) explains that leadership is the behavior that a person shows when he tries to influence other people. According to him, in leadership there are supporting staff to encourage creative energy within the institution to achieve the goals that have been set.

Work Discipline

According to (Tupti & Lesmana, 2021) work discipline is the obedient attitude of employees towards the work rules that exist in the company to achieve company goals.

According to (Ardiana et al., 2021) , employee discipline is the characteristic of an employee who consciously complies with the rules and regulations of a particular organization. Discipline greatly influences employee and company performance. Discipline should be seen as a form of training for employees in implementing company rules. The more disciplined, the higher the employee's work productivity and company performance.

Meanwhile, according to (Mangkunegara, 2013) , work discipline is an attitude of a person's willingness and readiness to obey and comply with all norms and regulations that apply around them. The regulations relating to work discipline are as follows:

- a. Attendance is the level of employee absenteeism and the accuracy of entry times, in accordance with the working hours set by the company.
- b. Responsibility is the ability to carry out company duties and regulations.
- c. Attitude is the basic rules regarding dress and behavior when carrying out work.
- d. Norms are regulations about what employees can and cannot do while in the company and serve as a reference for behavior.

Based on several opinions above, it can be concluded that employee work discipline is an attitude or behavior that shows compliance, obedience, awareness of a person or group of

employees in obeying all existing regulations, so that it can be hoped that the work carried out can run effectively and efficiently for the success of a company in achieving performance goals.

Method

Types of research

The type of research used in this research is associative research. According to (Juliandi et al., 2015) associative research is correlational research using two or more variables to determine the relationship or influence between one variable and other variables.

This study uses a quantitative approach. Quantitative data is data expressed in the form of numbers. The aim of quantitative research is to develop and use mathematical models, theories that are associated with the phenomena that occur.

Population and Sample

According to (Sugiyono, 2013) population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. So population is not only people, but also objects and other natural objects. Population is also not just the number of objects/subjects being studied, but includes all the characteristics/traits possessed by other subjects or objects.

The population in this study was 91 employees of the Youth and Sports Department of *North Sumatra Province*. (Sugiyono, 2013) states that the sample is part of the population based on the characteristics possessed by the population. In this study, the population was all employees of the Youth and Sports Department of *North Sumatra Province* in all divisions, namely 91 people.

Definition of Operational Variables

Operational Definition of Variables is an effort made to detect variables related to research problems and to facilitate understanding in research. The operational definitions of the variables used in this research are as follows:

Table 1. Variable Operational Definition

No.	Variable	Definition	Indicator	Scale
1	Organizational culture (X ₁)	Organizational culture refers to a system of shared meaning held by members that differentiates the organization from other organizations (Stephen et al., 2018).	1. Innovative 2. Attention 3. Results Oriented 4. Aggressive <i>Source:</i> (Tampubolon, 2013)	<i>Likert</i>
2	Leadership (X ₂)	Leadership is the behavior that a person shows when he tries to influence other people. (S. Hasibuan & Bahri, 2018).	1. Collaboration ability 2. Effectiveness capabilities 3. Delegating Tasks 4. Delegating Time <i>Source:</i> (Rivai, 2018)	<i>Likert</i>

3	Work Discipline (X ₃)	Work Discipline is the obedient attitude of employees towards the work rules that exist in the company to achieve company goals (Tupti & Lesmana, 2021) .	1. Presence 2. Obedience 3. Vigilance 4. Ability to collaborate <i>Source: (Enny, 2019)</i>	<i>Likert</i>
4	Employee Performance (Y)	Performance is the result of work in terms of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them.	1. Quantity 2. Quality 3. Efficiency 4. Accuracy <i>Source: (Wirawan, 2013)</i>	<i>Likert</i>

Data collection

In this research, data collection was carried out by collecting primary data in the form of a questionnaire. In obtaining data in this research, researchers used field research. The main data for this research was obtained through field research, the researcher obtained data directly from the first party (primary data).

In this study, the research subjects were employees of the Youth and Sports Department of North Sumatra Province. Primary data was obtained using a structured list of questions with the aim of collecting information from employees of the Youth and Sports Department of North Sumatra Province as respondents in the research. The data source in this research is the score for each variable indicator obtained from filling out a questionnaire that was distributed to employees of the Youth and Sports Department of North Sumatra Province as respondents.

Descriptive Statistical Testing

Descriptive statistics provide an overview or description of data seen through the average value (mean), standard deviation, variance, maximum, minimum. This test was carried out to simplify and provide a description of the research variables, namely Organizational Culture, Leadership, Work Discipline and Employee Performance. The results of descriptive statistical tests are presented in the table below:

Table 2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational culture	91	13	20	17.77	1,700
Leadership	91	13	20	17.84	1,875
Work Discipline	91	13	20	17.76	1,846
Employee Performance	91	14	20	18.00	1,626
Valid N (listwise)	91				

Source: SPSS Output 21, 2023

From the table above, several things can be explained as follows:

1. The Organizational Culture variable (X1) has a maximum value of 20, a minimum value of 13 with an average value of 17.77 and a standard deviation value of 1.700 with a total sample of 91 samples or n=91.
2. The Leadership variable (X2) has a maximum value of 20, a minimum value of 13 with an average value of 17.84 and a standard deviation value of 1.875 with a total sample of 91 samples or n=91.
3. The Work Discipline variable (X3) has a maximum value of 20, a minimum value of 13 with an average value of 17.76 and a standard deviation value of 1.846 with a total sample of 91 samples or n=91.
4. The Employee Performance variable (Y) has a maximum value of 20, a minimum value of 14 with an average value of 18.00 and a standard deviation value of 1.626 with a total sample of 91 samples or n=91.

Classical Assumption Testing

Normality test

The normality test is carried out with the aim of finding out whether the research data is normally distributed or not. One of the requirements for a good regression model is that the data to be tested is normally distributed. The normality test in this study used the One-Sample Kolmogorov-Smirnov test, provided that if the significance level is greater than 5% or 0.05 then the data is normally distributed. Meanwhile, if the significance level is less than 5% or 0.05 then the data is not normally distributed. The results of the One-Sample Kolmogorov-Smirnov normality test are presented in the table below:

Table 3. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		91
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	1.07572050
Most Extreme Differences	Absolute	,058
	Positive	,058
	Negative	-,032
Kolmogorov-Smirnov Z		,552
Asymp. Sig. (2-tailed)		,921

a. Test distribution is Normal.

b. Calculated from data.

Source: SPSS Output 21, 2023

The table above shows that the data used in this research meets the requirements as normally distributed data. This can be seen in the Asymp Sign value. (2-tailed) for the unstandardized residual is 0.921 which is greater than the significance value of 0.05. This means that the normality test is met.

Multicollinearity Test

The multicollinearity test aims to find out whether there is a correlation or not in the independent variables in the regression model. A good regression model is one where there is no correlation between independent variables.

To detect this, a multicollinearity test can be carried out by looking at the Tolerance and Variance Inflation Factor (VIF) values provided that if the Tolerance value is > 0.1 and

the VIF value is < 10 then the regression model is free from symptoms of multicollinearity. The results of the multicollinearity test are presented in the table below:

Table 4, Coefficients ^a

Model	Collinearity Statistics	
	Tolerance	Tolerance
(Constant)		
Organizational culture	,567	1,765
Leadership	,438	2,283
1		
Work Discipline	,625	1,601

a. Dependent Variable: Employee Performance

Source: SPSS Output 21, 2023

The table above shows that in the research data used there are no symptoms of multicollinearity. This can be seen from the overall tolerance value of the independent variables, which is more than 0.1 and the VIF value is less than 10. .

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one observation to another. The heteroscedasticity test can be detected by looking at whether there is a certain pattern in the scatter plot graph between SRESID on the Y axis and ZPRED on the heteroscedasticity.

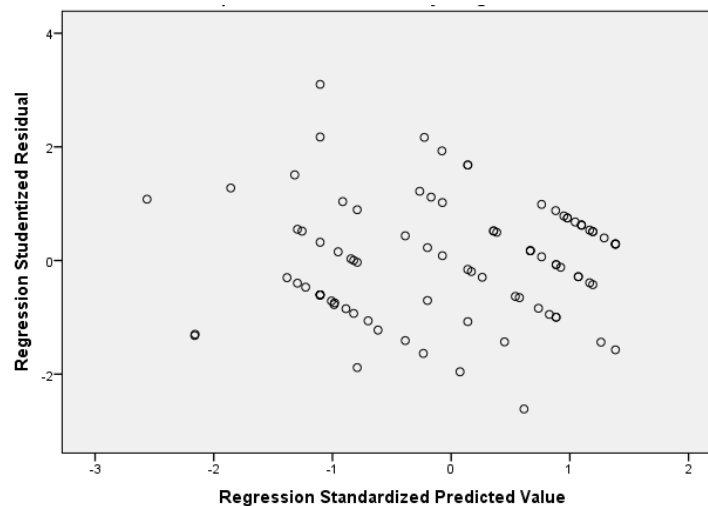


Figure 1. Scatterplot
Dependent Variable : Emloyee Performance

Based on the image above, it can be concluded that the data does not experience heteroscedasticity because the points in the scatter plot do not form a clear pattern, and the points are spread above and below the number 0 on the Y axis.

Testing Hypothesis

Coefficient of Determination Test (R^2)

The R square coefficient (R^2) is used to measure the closeness of the relationship between the dependent variable and the independent variable. The coefficient of determination value is 0 to 1. If R^2 is close to 1, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable and have a strong influence on the dependent variable. The results of the coefficient of determination are seen in the table below:

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,750 ^a	,862	,847	1049

a. Predictors: (Constant), Taxpayer Awareness

Source: SPSS Output 21, 2023

The table above shows the Adjust R^2 value of 0.862 or 86.2%. This shows that 86.2% of the Employee Performance variables can be explained by the independent variables in this research, namely the Implementation of Organizational Culture, Leadership and Work Discipline . Meanwhile, the remaining 0.138 or 13.8% is influenced by other variables not used in this research.

t Test (Partial)

The t test is used to partially determine whether each independent variable has a significant influence on the dependent variable. The partial test uses a significance level of 5% or 0.05 where the independent variable is considered to have an effect on the dependent variable if the significance value (Sig.) is less than 5% or 0.05. The t-test results are presented in the table below :

Table 6. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
(Constant)	4,513	1,378		3,275	,002
Organizational culture	,116	,090	,122	7,345	,001
Leadership	,149	,093	,172	5,601	,013
Work Discipline	,494	,079	,560	6,244	,000

a. Dependent Variable: Employee Performance

Source: SPSS Output 21, 2023

From the table above, the conclusion of the t-test results is as follows:

1. The Organizational Culture Variable (X1) is known to have a Sig value. $0.001 < 0.05$ and calculated t value = $7.345 > t \text{ table} = 1.663$. So it can be stated that Organizational Culture has a positive and significant effect on the Employee Performance variable.
2. The Leadership Variable (X2) is known to have a Sig value. $0.013 < 0.05$ and calculated t value = $5.601 > t \text{ table} = 1.663$. So it can be stated that leadership has a positive and significant effect on the employee performance variable.

3. The Work Discipline Variable (X3) is known to have a Sig value. $0.000 < 0.05$ and calculated t value = $6.244 > t \text{ table} = 1.663$. So it can be stated that Work Discipline has a positive and significant effect on the Employee Performance variable.

F Test (Simultaneous)

The F test aims to test the influence of dependent variables together on the independent variable. The results of the F test are presented in the table below:

Table 7. ANOVA ^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	133,854	3	44,618	37,273	,000 ^b
Residual	104,146	87	1,197		
Total	238,000	90			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Organizational Culture, Leadership

Source: SPSS Output 21, 2023

The table above shows the calculated F value of 7.342 and the Sig value. 0,000. So it can be concluded that Organizational Culture, Leadership and Work Discipline jointly influence employee performance .

Discussion

The Influence of Organizational Culture on Employee Performance

The Organizational Culture Variable (X1) is known to have a Sig value. $0.001 < 0.05$ and calculated t value = $7.345 > t \text{ table} = 1.663$. So it can be stated that Organizational Culture has a positive and significant effect on the Employee Performance variable.

Every organization has a different culture. Each has its own philosophy of business principles, its own way of solving problems and making decisions, and has its own beliefs, behavior and thought patterns, business practices and personality (Wahyudi & Tupti, 2019).

According to (Robbins, 2014) organizational culture is the values, principles, traditions and ways of working that are shared by members, then suggests that organizational culture is a basic pattern of thinking that is taught to new personnel as a way to feel, think and act appropriately. true from day to day. This system of shared meaning, when examined more closely, constitutes a set of key characteristics valued by the organization.

This is supported by the results of research conducted by (Kuswinton, 2020) stating that there is an influence between organizational culture and performance and the results of research conducted by (Yusnandar et al., 2020), (Yusnandar et al., 2020), (Siswadi et al. al., 2020) and (Saripuddin, 2017) state that there is a relationship between organizational culture and performance and the results of research conducted by (Lesmana et al., 2023) state that organizational culture can influence employee performance.

Influence Leadership on Employee Performance

The Leadership Variable (X2) is known to have a Sig value. $0.013 < 0.05$ and calculated t value = $5.601 > t \text{ table} = 1.663$. So it can be stated that leadership has a positive and significant effect on the employee performance variable.

Leadership is important in an organization and company in achieving the desired goals of an organization or company. Leadership also influences employee performance in the company or organization. Good leadership can produce good results for the company and provide employees with a feeling of comfort while working. (SP Siagian, 2016) suggests that good leadership is a leader who can provide influence, information, decision making, and can provide motivation aimed at improving the organization or employees. Without good leadership, an organization or company will find it difficult to achieve optimal results.

The results of research conducted by (TS Siagian & Khair, 2018) said in their research that the results of analytical tests show that leadership influences employee performance, then the results of research conducted by (Gultom, Dedek & Arif, 2017), (Jufrizen & Lubis, 2020), and (Putra et al., 2019) stated that there is a parallel relationship between leadership and employee performance and the results of research conducted by (Aryanti, 2013) stated that a superior's ability will influence the performance of his subordinates.

Influence Work Discipline on Employee Performance

The Work Discipline Variable (X3) is known to have a Sig value. $0.000 < 0.05$ and calculated t value = $6.244 > t \text{ table} = 1.663$. So it can be stated that Work Discipline has a positive and significant effect on the Employee Performance variable.

According to (Ardiana et al., 2021), employee discipline is the characteristic of an employee who consciously complies with the rules and regulations of a particular organization. Discipline greatly influences employee and company performance. Discipline should be seen as a form of training for employees in implementing company rules. The more disciplined, the higher the employee's work productivity and company performance.

The results of research conducted by (Saripuddin & Handayani, 2016) show that there is an influence between discipline and performance and research conducted by (Jufrizen, 2018) states that there is an influence between work discipline on performance, then the results of research conducted by (Tanjung, 2015) states that there is an influence between discipline and performance.

Influence Organizational Culture, Leadership and Work Discipline on Employee Performance

Based on the calculated F value of 7.342 and the Sig value. 0,000. So it can be concluded that Organizational Culture, Leadership and Work Discipline jointly influence employee performance.

Carrying out performance appraisals is one of the functions of human resource management, so it should be carried out as well as possible. Without a performance assessment, it will certainly be difficult for management to determine, for example, how much salary or bonuses or other benefits should be given to employees. This is due to not knowing the basis for determining the quantity or size given.

Several studies show the influence of multi-variables in influencing performance, the results of research conducted by (Saripuddin & Handayani, 2016), (Kuswinton, 2020), and (Lesmana et al., 2023) show that Leadership, Organizational Culture and Work Discipline have an influence on employee performance.

Conclusion

Based on the data analysis that has been carried out, the conclusions that can be drawn from research regarding the Influence of Organizational Culture, Leadership and Work

Discipline on Employee Performance at the North Sumatra Province Youth and Sports Service are as follows:

1. The Organizational Culture Variable (X1) is known to have a Sig value. $0.001 < 0.05$ and calculated t value = $7.345 > t \text{ table} = 1.663$. So it can be stated that Organizational Culture has a positive and significant effect on the Employee Performance variable
2. The Leadership Variable (X2) is known to have a Sig value. $0.013 < 0.05$ and calculated t value = $5.601 > t \text{ table} = 1.663$. So it can be stated that leadership has a positive and significant effect on the employee performance variable.
3. The Work Discipline Variable (X3) is known to have a Sig value. $0.000 < 0.05$ and calculated t value = $6.244 > t \text{ table} = 1.663$. So it can be stated that Work Discipline has a positive and significant effect on the Employee Performance variable.
4. The variables Organizational Culture, Leadership and Work Discipline are known to have a Sig value. $0.000 < 0.05$ and the calculated F value is 7.342. So it can be stated that Organizational Culture, Leadership and Work Discipline have a positive and significant effect on the Employee Performance variable.

Suggestion

Based on the analysis, discussion and conclusions in this research, the author will provide suggestions that can be considered in the future:

1. With the completion of this research, it is hoped that future research can use this research as a reference, with different research models and on different objects. For example, in other companies, industries or institutions so that the differences can be seen.
2. Apart from that, it would be better for future research to use a larger number of respondents than this to be more accurate or add other variables to be researched and supported by the latest theories.
3. With this research, it is hoped that the North Sumatra Dispora can utilize this research as material for consideration to pay more attention to employee needs, especially leadership, given work discipline that is applied by culture. organizations run to improve employee performance.

Research Limitations

The author realizes that in this research, the author encountered several limitations, namely that this research was conducted in one agency only so it cannot be said that the results of this research apply generally to every company or other organizational body. There are many external influences that influence the answers to the questionnaire by respondents which in the end The data will be biased for the author and employee performance assessments are carried out through filling out questionnaires by the employee concerned, making it possible for bias to arise due to subjective assessments of each employee's performance.

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