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## Optimizing the performance of civil servants in the covid-19 pandemic era through discipline, motivation and work culture in Indonesia

**Abstract:** The phenomenon of the global crisis due to the Covid-19 pandemic did not discourage employees in the Indramayu Regional Secretary's Indonesia environment to improve their performance. The factors causing the decline and increase in employee performance in this study are discipline, motivation and work culture.

Quantitative approach and survey method on as many as 104 state civil servants (ASN) as respondents were determined to be a sample of 140 overall population. Descriptive and inferential statistics in this multivariate model are used as analytical tools to obtain measurable results. To strengthen the research results, both partial and simultaneous hypothesis tests are needed.

The result is that work culture is partially the most dominant and effective influence on employee performance, compared to discipline and motivation, although simultaneously the effect remains

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significant. However, the researcher hopes that other external variables need to be added to improve the performance of employees at the Indramayu Regional Secretariat more perfectly.

Keywords: Discipline; Motivation; Work Culture; Performance; Civil Servants

JEL Classifications: H7; J3; J6; N3

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Contributions: The authors have made equal contributions to this study.

Data availability statement: The data set is available from the authors on request.

## 1. Introduction and Brief Literature Review

In the age of the Covid-19 pandemic that hit the country of a thousand islands, employee performance in almost all sectors, including government institutions, has fluctuated (Fikri & Azhar, 2020; Bawono et al., 2020). Many employees or employees for about a year - from April to December 2020 when the positive rate increased due to the Covid-19 pandemic were employed at home through Work from Home (WFH) (Wang et al., 2021; Izzah, 2020). Even the use of technology, such as finger prints, is enforced to measure the attendance of employees both in the office and at home (Adinugraha et al., 2021).

Employee productivity as measured by the level of employee performance during this multidimensional crisis (Saluy et al., 2021) provides valuable lessons in order to improve motivation, discipline, and work culture at the same time (Qomariah et al., 2020; Sapta et al., 2021; Suprapti et al., 2020; Men, 2021). However, employees working at home does not mean that the level of discipline (Narayanamurthy & Tortorella, 2021; Parker, 2020), employee motivation or employees decreases (Tønnessen et al., 2021). This is certainly very influential in improving employee performance (Sa'adah et al., 2020). In addition to motivational factors, discipline and work culture, other factors, such as the cost of living, abilities, family demands, security, incentives, and rewards have also influenced the Covid-19 pandemic era (Bahagia & Putri, 2020; Camilleri, 2021). However, the motivation factor seems to be very decisive in improving the performance of employees especially in this era of uncertainty (Zhang et al., 2020; Al-Marzouqi & Ben Yahia, 2021; Yu, 2021), and discipline is also an important factor in supporting performance levels (Wong, 2021).

On the other hand, due to the high exposure to covid-19, many employees are less passionate about doing work (Ambikapathy & Ali, 2020), even though motivation and discipline are determining factors in improving employee performance (Prodanova & Kocarev, 2021; Troll et al., 2021), including the Regional Secretariat of Indramayu Regency. This paper intends to explain how discipline, motivation and work culture affect the performance of employees at the Regional Secretariat of Indramayu Regency during the Covid-19 pandemic, as can be seen in Figure 1. It is hoped that the findings in this paper can contribute to thinking in order to improve employee performance in the era of recession due to the pandemic.

Yu et al., (2021) in a study noted that the motivational factors that drive employee innovation in working at home (WFH). Yücel (2021) emphasized that in order to improve employee performance, it is necessary to reduce turnover in the workplace in addition to facilitating adequate facilities and infrastructure, as well as leadership that is exemplary by its employees. Therefore, it is necessary to clarify what factors can affect performance in the covid-19 pandemic era. In this case, the author wants to theoretically emphasize the relationship between discipline, motivation and work culture with employee performance.

## 2. The work discipline has a relationship with employee performance

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In research by Sulila (2019) and Sudirman et al. (2019) before the Covid-19 pandemic found that work discipline contributed greatly to employee performance, in addition to motivation. Similarly, Efendi et al. (2020) in an article confirmed that work discipline whether moderated by motivation or not still shows its significance to employee performance. According to Astuti & Amalah (2020) work discipline is an important factor in improving employee performance. They found this when conducting research Working for the Herly Ariawan Public Appraisal Service and Partners certainly before the Covid-19 pandemic. The same thing was also found by Sonjaya et al. (2019) in an article that although in the normal era before covid-19 compensation had little impact on employee performance work discipline together with training appeared to contribute greatly to employee performance.

Fahmi & Sanika (2019) emphasized the findings above that work discipline greatly affects employee performance under any circumstances. This finding was made by employees of PT. Kereta Api Indonesia (Persero), a state-owned company, although it is recognized that the covid-19 pandemic has not yet spread. As a result, from several studies on work discipline, its effect on performance shows positive significance (Razak et al., 2018). But in the era of the Covid-19 pandemic, does work discipline still contribute significantly to the performance of employees? This needs to be traced to its track record and phenomenon.

There are also many studies on work discipline and its relationship with performance, including Jone (2020) in an article explaining that discipline as an ethical element in the current era of disruption is very important in supporting performance improvement. Similarly, Gelles et al. (2020) and Casciano (2020) agree that in order to overcome the global crisis due to the Covid-19 pandemic, it is necessary to discipline ourselves in order to increase effectiveness at work in this era of uncertainty and uncertainty (disruption).

Iptian et al. (2020) also emphasized that work effectiveness can be measured by employee performance results which are determined by work discipline. Based on 40 respondents on employees of PT. Tirta Kencana Tata Warna Bengkulu, it was found that work discipline greatly affects employee performance both partially and simultaneously with compensation. According to Dhillon et al. (2021) employee work discipline is very much used as the main reason in labor recruitment, even though in the era of the Covid-19 pandemic work discipline is still very much needed. From several research results, both before and after the Covid-19 pandemic, it is stated that work discipline affects employee performance so that following hypothesis proposed:

H1 = Discipline in the workplace has a significant positive effect on the performance of employees

### 3. Motivation with employee performance

Talking about motivation, many researchers state that motivation can make work easier (Wahyuni et al., 2020). Among the researchers, for example Kuswati (2020) and Parashakti et al. (2020) explain that motivation is able to influence employee performance, although its contribution is quite adequate. Even Chien et al., (2020) a confirmed that 398 hotel employees in Mongolia who were the target of the study stated that motivation, which is an internal element in themselves, contributes importantly to improving their performance. Febrianti et al. (2020) suggest that employee performance can increase or not depending on motivation both directly and indirectly. Zhang et al. (2020) in their research stated that out of 646 employees, both low-income and high-income, stated that productivity at work was due to a motivation embedded in them. Ariyanti et al. (2021) and Ghosh et al. (2020) also claim that in the era of the Covid-19 pandemic, work motivation will greatly affect their performance in any form of work either directly or indirectly.

In an article, Pancasila et al. (2020) also illustrates that work motivation factors both directly and indirectly, even being a mediator, have a significant positive effect on employee performance.

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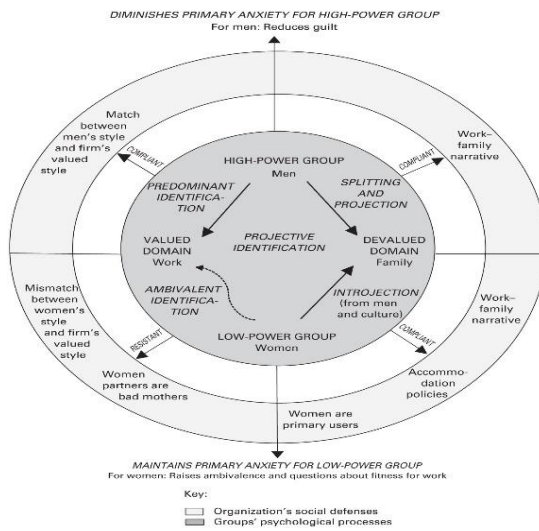
Pangastuti et al. (2020); Hasanah & Lo (2020); Andikan & Darmanto (2020); Hartati (2020); and Riyanto et al. (2021) confirmed that employee performance is effectively influenced by motivation, especially in the face of increasingly sophisticated technological transformation. However, Lindawati & Parwoto (2021) found the opposite that motivation to work does not play a significant role in performing, but when this factor becomes an intermediate variable, it has a positive impact. It seems that technological changes in global digitalization in the banking world are not ideal for employee motivation, let alone the uncertainty of their fate. Therefore, the hypotheses proposed in this study are:

H2 = There is a significant positive effect of motivation on employee performance.

#### 4. Work culture with employee achievement

In the writing of Abdullah (2020) entitled "Relationship the work culture and training programs within performance" confirms that work culture convincingly contributes positively to employee performance at the Palembang Aviation Training Center, including the training program itself. Saban et al. (2020); and Upadhyay & Kumar (2020) also state that work culture both directly and indirectly can affect employee performance in normal situations and conditions. Some researchers, such as Astuti et al. (2020); Shahriari & Allameh (2020); Nguyen et al. (2020); Sudibjo & Nasution (2020); Diana et al. (2021) stated the same thing that apart from work motivation, work culture is able to encourage employee performance in a better direction.

Sunarsi (2019) even long before the global crisis due to the Covid-19 pandemic confirmed that work culture is positively significant in influencing employee performance both partially and simultaneously with other factors. In contrast to the researchers above, Amrainy & Nawangsari (2021) in their research stated that work culture partially did not contribute significantly to employee performance. Therefore, he hopes that work culture along with other factors needs to be improved so that it can improve organizational goals. Likewise, Sinha & Dhall (2020) emphasized that it turns out that work culture does not necessarily affect employee performance, unless work culture is supported by other factors, such as the work environment and others. See figure 2 below:



Source: Padavic et al. (2020)

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**Figure 1. The operation of an asymmetrical social defense system**

From figure 1 above, it is clear that work culture needs to involve male and female employees which requires sacrifices from both parties, especially the family. According to Sarwar et al. (2020) to create a work culture that can improve employee performance needs to be supported by other factors that cannot stand alone. However, Dahlila & Frinaldi (2021) emphasized that even in the era of the Covid-19 pandemic, work culture must still be an important element in supporting employee performance. Therefore, in this study it is necessary to propose hypotheses both partially and simultaneously the impact of culture on employee performance:

H3 = Significant positive work culture influence on employee performance

H4 = Discipline, motivation and work culture together affect employee performance

**5. Research Methods and Materials**

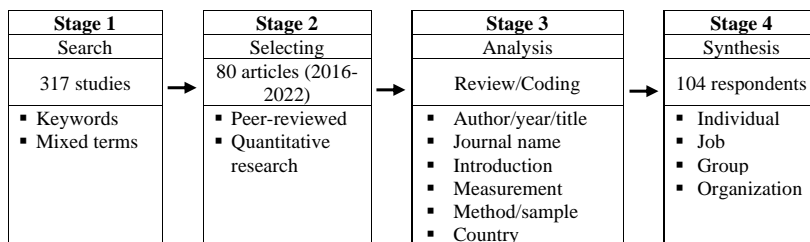
**5.1 Methods**

The research method used a quantitative approach (Strijker et al., 2020) with a survey method (Lo et al., 2020) on employees at the Regional Secretariat of Indramayu Regency during the Covid-19 pandemic through direct introductions with 104 respondents with a margin of error of 5% through the Slovin formula (Natalia & Sandroto, 2020) from 140 populations, who were given questionnaires while maintaining health protocols set by the government.

**Research materials**

Research materials come from primary data (Hernán et al., 2019) collected in the form of questionnaires distributed to be filled in by respondents who have been determined using a Likert scale. Secondary data comes from selected articles that have been published in journals both nationally indexed by Sinta, as well as reputable and non-reputable international journals to support the theory and illustrate the ideas and ideas of researchers. The steps of this research can be seen in table 1 below:

**Table 1 Research Steps**



Source: Torraco (2016)

**5.2 Statistical Analysis**

Statistical tests used descriptive statistics and inferential statistics (Amrhein et al., 2019). Descriptive statistics were used to describe each variable with respect to gender, age, education, and tenure of respondents, as well as mean, maximum and minimum values (Mishra et al., 2019; Guetterman, 2019), as shown in Table 2. While inferential statistics were used to test the hypothesis of the research model with various requirements surrounding it (Tong, 2019; Guetterman, 2019). This research model is multivariate with multiple linear regression analysis test because it is convergent

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(Fricker et al., 2019), where three independent variables affect one dependent variable in a causal associative form formulated in the form of a mathematical equation as follows:

$$Y = f(X_1, X_2, \text{ and } X_3), \text{ becoming } Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3 X_3 + \epsilon$$

## 6. Results

### 6.1 Descriptive Statistics

The results of this study show the characteristics of respondents totaling 104 as a sample with various types of characteristics through processed data using SPSS version 23.0 software are shown in Table 2 below:

Table 2 Descriptive Statistical Test Results

Gender	Quantity	Percentage
Male	56	53,8 %
Female	48	46,2 %
<b>Total</b>	<b>104</b>	<b>100</b>
Age	Quantity	Percentage
a. 20 - 30 years old	2	1,9 %
b. 31 - 40 years old	16	15,4 %
c. Above 40	86	82,7 %
<b>Total</b>	<b>104</b>	<b>100</b>
Respondent Education	Quantity	Percentage
a. High school or equivalent	54	51,92 %
b. Bachelor (D1/D2/D3) or equivalent	5	4,81 %
c. Bachelor (S1) or equivalent	44	42,31 %
d. Postgraduate / Specialist I	0	0
e. Others	1	0,96 %
<b>Total</b>	<b>104</b>	<b>100</b>
Length of Service	Quantity	Percentage
a. 1 - 5 years	6	5,8 %
b. 6 - 10 years	14	13,5 %
c. 11 - 19 years	34	32,6 %
d. Above 20 years	50	48,1
<b>Total</b>	<b>104</b>	<b>100</b>

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In table 2 above, the sample amounted to 104 respondents from employees at the Indramayu Regional Secretariat with 56 respondents (53%) male, and 48 (46.2%) female respondents with a dominant age of 86 people (82.7%) above 40 years. While seen from the education of respondents, most employees are dominated by employees with high school education or equivalent as many as 54 (51.92%) people, while those with bachelor's degree (S1) or equivalent are 44 people (42.31%), those with bachelor's degree either Di / D2 / D3 or equivalent are only 5 people (4.81%), and others are only 1 person (0.96%).

The employee tenure is dominated by above 20 years as many as 50 people (48.1%), and the tenure above 11-19 years as many as 34 people (32.6%) and so on. While seen from the average value and Std. Deviation as in table 3 below:

Table 3 Average value and Std. Deviation

		Statistic	Std. Error	Bootstrap <sup>a</sup>			
				Bias	Std. Error	95% Confidence Interval	
						Lower	Upper
Disiplin_X1	N	104		0	0	104	104
	Range	27					
	Minimum	28					
	Maximum	55					
	Mean	45,43		,01	,45	44,59	46,28
	Std. Deviation	4,636		-,062	,495	3,626	5,563
	Skewness	-,491	,237	,149	,520	-1,130	,788
Motivasi_X2	N	104		0	0	104	104
	Range	33					
	Minimum	22					
	Maximum	55					
	Mean	43,52		,01	,51	42,48	44,51
	Std. Deviation	5,411		-,071	,605	4,164	6,497
	Skewness	-1,352	,237	,085	,430	-1,998	-,303
Budaya_X3	N	104		0	0	104	104
	Range	23					
	Minimum	32					
	Maximum	55					
	Mean	44,26		,01	,46	43,39	45,22
	Std. Deviation	4,940		-,037	,382	4,153	5,640
	Skewness	-,123	,237	,011	,205	-,505	,307
Kinerja_Y	N	104		0	0	104	104
	Range	22					
	Minimum	33					
	Maximum	55					
	Mean	45,24		-,01	,37	44,52	45,95
	Std. Deviation	3,910		-,047	,344	3,171	4,521
	Skewness	-,357	,237	,034	,333	-,945	,429
Valid N (listwise)	N	104		0	0	104	104

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

From Table 3 shows statistical data from the average value of each variable, it can be seen that the highest average value is 45.43 on the work discipline variable (X1) with a Std. Deviation of 4.636 followed by the performance variable (Y) of 45.24 average value with the smallest Std. Deviation is the smallest at 3.910. Meanwhile, the motivation (X2) and culture (X3) variables have an average value of 43.52 and 44.26 respectively with a Std. Deviation of 5.411 the largest and 4.940. The Standard Error on each variable is equal to the skewness of 0.237 of the total number of respondents of 104 people.

## 6.2 Inferential Statistics

The results of descriptive statistics are able to describe each independent variable and the dependent variable with its characteristics, mean value and standard deviation. Then in inferential statistics as a continuation of descriptive statistics that explain the relationship of influence between the independent variable and the dependent variable using a confidence level (PV) of 95%, and an error rate of 5% ( $\alpha = 0.05$ ), assuming that all model requirements have been tested starting from the



validity and reliability of data instruments, normality and without possible multicollinearity between independent variables.

Based on the results of multiple linear regression statistical tests with multivariate models, the value of R (Vuong et al., 2020) and KD can be seen in table 4 below:

**Table 4 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,805 <sup>a</sup>	,649	,638	2,352

a. Predictors: (Constant), Culture\_X3, Discipline\_X1, Motivation\_X2

The results of statistical tests in table 4 show that the contribution (R) of the influence of discipline, motivation and work culture on employee performance in Indramayu Regional Secretariat, Indonesia is very high (in the interval 0.800 - 1.000, in Hespanhol et al., (2019) with a magnitude of influence (KD) 63.8%. While the results of hypothesis testing are obtained as shown in Table 5 below:

**Table 5 Hypothesis Test Statistic t**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.473	2.436		5,530	,000
Discipline_X1	,181	,069	,214	2,602	,011
Motivation_X2	,140	,062	,194	2,261	,026
Culture_X3	,394	,068	,498	5,836	,000

Source: Primary data processed, 2021

Table 5 explains that at a confidence level (PV) of 95% and an error rate of 0.05 shown in Sig., mentioned above and t-count (t-count of 1.660 from 104 respondents), a value of 2.602 was obtained for the work discipline variable (X1), 2.261 for the work motivation variable (X2), and 5.836 for the work culture variable (X3) on employee performance in the Indramayu Regional Secretariat. This means that partially work culture is very dominant in its influence on employee performance with an error rate smaller than 0.05, even in the Covid-19 pandemic. Meanwhile, discipline and work motivation each have a significant positive effect following below.

Beta standard coefficients show values of  $\beta_1 = 0.214$ ;  $\beta_2 = 0.194$ ; and  $\beta_3 = 0.498$ , which means that each coefficient is above 0.100 below 1.000, with a constant level ( $\alpha$ ) of 13.473 so that it can be included in the multiple linear regression model equation, namely:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

$$Y = 13.473 + 0.214 X_1 + 0.194 X_2 + 0.498 X_3 + \epsilon$$

Partially, each of the discipline, motivation and work culture variables has a significant positive effect on employee performance even in the midst of the Covid-19 pandemic. And, work culture is clearly more dominant in its influence than the other two variables. It's just that there are still 36.2% of variables outside the study that are still in question. While the statistical results of simultaneous hypothesis testing with the F test, the results can be seen in table 6 below:

**Table 6 Hypothesis F Test Statistic**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1021,756	3	340,585	61,563	,000 <sup>a</sup>
Residual	553,235	100	5,532		
Total	1574,990	103			

a. Dependent Variable: Performance\_Y

b. Predictors: (Constant), Culture\_X3, Discipline\_X1, Motivation\_X2

Table 6 above shows the statistical results of the F-count test, which is 61.5631 with a significance level of less than 0.05 according to the standard F-table of 2.370, it can be concluded that overall the independent variables have a significant effect on employee performance in the Indramayu Regional Secretariat, without a doubt even though it is still in the midst of a global crisis due to the Covid-19 pandemic.

Practically, as shown in tables 5 and 6 above, this study determined that the involvement of discipline, motivation, and work culture on employee performance at the Indramayu Regional Secretariat both partially and simultaneously, even during the Covid-19 pandemic, had a positive and significant contribution. This means that employees, both men and women who are elderly (over 40 years old) and young, still seem to obey the rules, even though attendance must also be pringer printed. This is also confirmed by Putra & Ruslan (2021), whose research explains that work discipline is a determining factor in improving employee performance.

In the research of Utari et al. (2020) published in PalArch's Journal of Archaeology of Egypt/Egyptology confirms that the work discipline variable, whether moderated by compensation or not, still contributes to improving employee performance. According to Kate (2021) when surveying 100 police officers at Palopo Police Station, it is clear that work discipline, as well as work motivation, greatly affects performance both partially and simultaneously significantly positive.

Ahmad et al. (2021) in an article entitled "The Analysis on the Effect of Motivation and Working Environment on Working Discipline and Employee Performance", also stated the same thing where the target employees with the status of State Civil Apparatus (PNS) were 153. Employees still maintain discipline and motivation at work so that they are able to improve performance, both partially and simultaneously discipline and motivation contribute to performance in the office. Bjurlemark & Johansson (2021) and Rosnaida (2019) state the same thing that motivation is still an important factor in improving employee performance, although of course it needs maximum support from direct and indirect superiors.

Apart from discipline and motivation, work culture also has a significant positive impact on the performance of the workforce (Saputra & Suharsono, 2021). According to Chayarlis & Frinaldi (2021), it states that work culture has a very large involvement in employee performance. Even other variables, such as competence, and work environment are not as great as work culture in influencing employee performance. Nanun for Yogi & Frinaldi (2020) that work culture is an important factor that is sometimes needed because it has little effect when faced with work productivity, when moderated by technological variables. However, it has a big effect when work culture is directly on employee benefits. It can be concluded, therefore, that disciplining, motivation and work culture both practically and theoretically, directly indirectly and partially or from this, it can be concluded that disciplining and disciplining together have a significant effect on how well people perform. Although there are few findings that state otherwise.

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## 7. Conclusion

The aim of the study was to have a look at the effect of discipline in the classroom, motivation and work culture on the performance of Indramayu Regional Secretariat employees both partially and at the same time. The results showed that some and simultaneously. The three independent variables consisting of discipline, motivation and work culture influence the performance of the employees of the Regional Secretariat as the dependent variable, as proposed in the research hypothesis.

The contribution is very positive and significant, even of the two independent variables, work culture has an effective and most dominant influence. This finding needs to be followed up by related parties in order to maintain the work culture. In addition, it is necessary to encourage the discipline and motivation of employees at the Indramayu Regional Secretariat Indonesia to increase, even though it is effective.

Researchers hope that civil servants even in the era of the Covid-19 pandemic will continue to maintain their performance by always improving discipline, motivation, culture, competence and other external factors while still obeying applicable regulations.

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## Revisi Terakhir

### Optimizing the performance of civil servants in the covid-19 pandemic era through discipline, motivation and work culture in Indonesia

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**Abstract:** The phenomenon of the global crisis due to the Covid-19 pandemic did not discourage employees in the Indramayu Regional Secretary's Indonesia environment to improve their performance. The factors causing the decline and increase in employee performance in this study are discipline, motivation and work culture.

Quantitative approach and survey method on as many as 104 state civil servants (ASN) as respondents were determined to be a sample of 140 overall population. Descriptive and inferential statistics in this multivariate model are used as analytical tools to obtain measurable results. To strengthen the research results, both partial and simultaneous hypothesis tests are needed.

The result is that work culture is partially the most dominant and effective influence on employee performance, compared to discipline and motivation, although simultaneously the effect remains significant. However, the researcher hopes that other external variables need to be added to improve the performance of employees at the Indramayu Regional Secretariat more perfectly.

Keywords: Discipline; Motivation; Work Culture; Performance; Civil Servants

JEL Classifications: H7; J3; J6; N3

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## 8. Introduction and Brief Literature Review

In the age of the Covid-19 pandemic that hit the country of a thousand islands, employee performance in almost all sectors, including government institutions, has fluctuated (Fikri & Azhar, 2020; Bawono et al., 2020). Many employees or employees for about a year - from April to December 2020 when the positive rate increased due to the Covid-19 pandemic were employed at home through Work from Home (WFH) (Wang et al., 2021; Izzah, 2020). Even the use of technology, such as finger prints, is enforced to measure the attendance of employees both in the office and at home (Adinugraha et al., 2021).

Employee productivity as measured by the level of employee performance during this multidimensional crisis (Saluy et al., 2021) provides valuable lessons in order to improve motivation, discipline, and work culture at the same time (Qomariah et al., 2020; Sapta et al., 2021; Suprapti et al., 2020; Men, 2021). However, employees working at home does not mean that the level of discipline (Narayanamurthy & Tortorella, 2021; Parker, 2020), employee motivation or employees decreases (Tønnessen et al., 2021). This is certainly very influential in improving employee performance (Sa'adah et al., 2020). In addition to motivational factors, discipline and work culture, other factors, such as the cost of living, abilities, family demands, security, incentives, and rewards have also influenced the Covid-19 pandemic era (Bahagia & Putri, 2020; Camilleri, 2021). However, the motivation factor seems to be very decisive in improving the performance of employees especially in this era of uncertainty (Zhang et al., 2020; Al-Marzouqi & Ben Yahia, 2021; Yu, 2021), and discipline is also an important factor in supporting performance levels (Wong, 2021).

On the other hand, due to the high exposure to covid-19, many employees are less passionate about doing work (Ambikapathy & Ali, 2020), even though motivation and discipline are determining factors in improving employee performance (Prodanova & Kocarev, 2021; Troll et al., 2021), including the Regional Secretariat of Indramayu Regency. This paper intends to explain how discipline, motivation and work culture affect the performance of employees at the Regional Secretariat of Indramayu Regency during the Covid-19 pandemic, as can be seen in Figure 1. It is hoped that the findings in this paper can contribute to thinking in order to improve employee performance in the era of recession due to the pandemic.

Yu et al., (2021) in a study noted that the motivational factors that drive employee innovation in working at home (WFH). Yücel (2021) emphasized that in order to improve employee performance, it is necessary to reduce turnover in the workplace in addition to facilitating adequate facilities and infrastructure, as well as leadership that is exemplary by its employees. Therefore, it is necessary to clarify what factors can affect performance in the covid-19 pandemic era. In this case, the author wants to theoretically emphasize the relationship between discipline, motivation and work culture with employee performance.

## 9. The work discipline has a relationship with employee performance

In research by Sulila (2019) and Sudirman et al. (2019) before the Covid-19 pandemic found that work discipline contributed greatly to employee performance, in addition to motivation. Similarly, Efendi et al. (2020) in an article confirmed that work discipline whether moderated by motivation or not still shows its significance to employee performance. According to Astuti & Amalah (2020) work discipline is an important factor in improving employee performance. They found this when

conducting research Working for the Herly Ariawan Public Appraisal Service and Partners certainly before the Covid-19 pandemic. The same thing was also found by Sonjaya et al. (2019) in an article that although in the normal era before covid-19 compensation had little impact on employee performance work discipline together with training appeared to contribute greatly to employee performance.

Fahmi & Sanika (2019) emphasized the findings above that work discipline greatly affects employee performance under any circumstances. This finding was made by employees of PT. Kereta Api Indonesia (Persero), a state-owned company, although it is recognized that the covid-19 pandemic has not yet spread. As a result, from several studies on work discipline, its effect on performance shows positive significance (Razak et al., 2018). But in the era of the Covid-19 pandemic, does work discipline still contribute significantly to the performance of employees? This needs to be traced to its track record and phenomenon.

There are also many studies on work discipline and its relationship with performance, including Jone (2020) in an article explaining that discipline as an ethical element in the current era of disruption is very important in supporting performance improvement. Similarly, Gelles et al. (2020) and Casciano (2020) agree that in order to overcome the global crisis due to the Covid-19 pandemic, it is necessary to discipline ourselves in order to increase effectiveness at work in this era of uncertainty and uncertainty (disruption).

Iptian et al. (2020) also emphasized that work effectiveness can be measured by employee performance results which are determined by work discipline. Based on 40 respondents on employees of PT. Tirta Kencana Tata Warna Bengkulu, it was found that work discipline greatly affects employee performance both partially and simultaneously with compensation. According to Dhillon et al. (2021) employee work discipline is very much used as the main reason in labor recruitment, even though in the era of the Covid-19 pandemic work discipline is still very much needed. From several research results, both before and after the Covid-19 pandemic, it is stated that work discipline affects employee performance so that following hypothesis proposed:

H1 = Discipline in the workplace has a significant positive effect on the performance of employees

## 10. Motivation with employee performance

Talking about motivation, many researchers state that motivation can make work easier (Wahyuni et al., 2020). Among the researchers, for example Kuswati (2020) and Parashakti et al. (2020) explain that motivation is able to influence employee performance, although its contribution is quite adequate. Even Chien et al., (2020) a confirmed that 398 hotel employees in Mongolia who were the target of the study stated that motivation, which is an internal element in themselves, contributes importantly to improving their performance. Febrianti et al. (2020) suggest that employee performance can increase or not depending on motivation both directly and indirectly. Zhang et al. (2020) in their research stated that out of 646 employees, both low-income and high-income, stated that productivity at work was due to a motivation embedded in them. Ariyanti et al. (2021) and Ghosh et al. (2020) also claim that in the era of the Covid-19 pandemic, work motivation will greatly affect their performance in any form of work either directly or indirectly.

In an article, Pancasila et al. (2020) also illustrates that work motivation factors both directly and indirectly, even being a mediator, have a significant positive effect on employee performance. Pangastuti et al. (2020); Hasanah & Lo (2020); Andikan & Darmanto (2020); Hartati (2020); and Riyanto et al. (2021) confirmed that employee performance is effectively influenced by motivation, especially in the face of increasingly sophisticated technological transformation. However, Lindawati & Parwoto (2021) found the opposite that motivation to work does not play a significant role in performing, but when this factor becomes an intermediate variable, it has a positive impact. It seems that

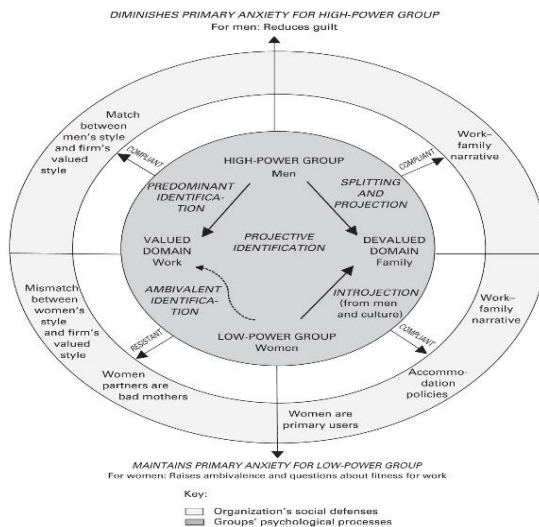
technological changes in global digitalization in the banking world are not ideal for employee motivation, let alone the uncertainty of their fate. Therefore, the hypotheses proposed in this study are:

H2 = There is a significant positive effect of motivation on employee performance.

### 11. Work culture with employee achievement

In the writing of Abdullah (2020) entitled "Relationship the work culture and training programs within performance" confirms that work culture convincingly contributes positively to employee performance at the Palembang Aviation Training Center, including the training program itself. Saban et al. (2020); and Upadhyay & Kumar (2020) also state that work culture both directly and indirectly can affect employee performance in normal situations and conditions. Some researchers, such as Astuti et al. (2020); Shahriari & Allameh (2020); Nguyen et al. (2020); Sudibjo & Nasution (2020); Diana et al. (2021) stated the same thing that apart from work motivation, work culture is able to encourage employee performance in a better direction.

Sunarsi (2019) even long before the global crisis due to the Covid-19 pandemic confirmed that work culture is positively significant in influencing employee performance both partially and simultaneously with other factors. In contrast to the researchers above, Amrainy & Nawangsari (2021) in their research stated that work culture partially did not contribute significantly to employee performance. Therefore, he hopes that work culture along with other factors needs to be improved so that it can improve organizational goals. Likewise, Sinha & Dhall (2020) emphasized that it turns out that work culture does not necessarily affect employee performance, unless work culture is supported by other factors, such as the work environment and others. See figure 2 below:



Source: Padavic et al. (2020)

Figure 1. The operation of an asymmetrical social defense system

From figure 1 above, it is clear that work culture needs to involve male and female employees which requires sacrifices from both parties, especially the family. According to Sarwar et al. (2020) to create a work culture that can improve employee performance needs to be supported by other factors

that cannot stand alone. However, Dahlila & Frinaldi (2021) emphasized that even in the era of the Covid-19 pandemic, work culture must still be an important element in supporting employee performance. Therefore, in this study it is necessary to propose hypotheses both partially and simultaneously the impact of culture on employee performance:

H3 = Significant positive work culture influence on employee performance

H4 = Discipline, motivation and work culture together affect employee performance

## 12. Research Methods and Materials

### 12.1 Methods

The research method used a quantitative approach (Strijker et al., 2020) with a survey method (Lo et al., 2020) on employees at the Regional Secretariat of Indramayu Regency during the Covid-19 pandemic through direct introductions with 104 respondents with a margin of error of 5% through the Slovin formula (Natalia & Sandroto, 2020) from 140 populations, who were given questionnaires while maintaining health protocols set by the government.

#### Research materials

Research materials come from primary data (Hernán et al., 2019) collected in the form of questionnaires distributed to be filled in by respondents who have been determined using a Likert scale. Secondary data comes from selected articles that have been published in journals both nationally indexed by Sinta, as well as reputable and non-reputable international journals to support the theory and illustrate the ideas and ideas of researchers. The steps of this research can be seen in table 1 below:

**Table 1 Research Steps**

Stage 1	Stage 2	Stage 3	Stage 4
Search	Selecting	Analysis	Synthesis
317 studies	80 articles (2016-2022)	Review/Coding	104 respondents
<ul style="list-style-type: none"> <li>▪ Keywords</li> <li>▪ Mixed terms</li> </ul>	<ul style="list-style-type: none"> <li>▪ Peer-reviewed</li> <li>▪ Quantitative research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Author/year/title</li> <li>▪ Journal name</li> <li>▪ Introduction</li> <li>▪ Measurement</li> <li>▪ Method/sample</li> <li>▪ Country</li> </ul>	<ul style="list-style-type: none"> <li>▪ Individual</li> <li>▪ Job</li> <li>▪ Group</li> <li>▪ Organization</li> </ul>

Source: Torraco (2016)

### 12.2 Statistical Analysis

Statistical tests used descriptive statistics and inferential statistics (Amrhein et al., 2019). Descriptive statistics were used to describe each variable with respect to gender, age, education, and tenure of respondents, as well as mean, maximum and minimum values (Mishra et al., 2019; Guetterman, 2019), as shown in Table 2. While inferential statistics were used to test the hypothesis of the research model with various requirements surrounding it (Tong, 2019; Guetterman, 2019). This research model is multivariate with multiple linear regression analysis test because it is convergent (Fricker et al., 2019), where three independent variables affect one dependent variable in a causal associative form formulated in the form of a mathematical equation as follows:

$$Y = f(X_1, X_2, \text{ and } X_3), \text{ becoming } Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

## 13. Results

### 13.1 Descriptive Statistics

The results of this study show the characteristics of respondents totaling 104 as a sample with various types of characteristics through processed data using SPSS version 23.0 software are shown in Table 2 below:

Table 2 Descriptive Statistical Test Results

Gender	Quantity	Percentage
Male	56	53,8 %
Female	48	46,2 %
<b>Total</b>	<b>104</b>	<b>100</b>
Age	Quantity	Percentage
d. 20 - 30 years old	2	1,9 %
e. 31 - 40 years old	16	15,4 %
f. Above 40	86	82,7 %
<b>Total</b>	<b>104</b>	<b>100</b>
Respondent Education	Quantity	Percentage
f. High school or equivalent	54	51,92 %
g. Bachelor (D1/D2/D3) or equivalent	5	4,81 %
h. Bachelor (S1) or equivalent	44	42,31 %
i. Postgraduate / Specialist I	0	0
j. Others	1	0,96 %
<b>Total</b>	<b>104</b>	<b>100</b>
Length of Service	Quantity	Percentage
e. 1 - 5 years	6	5,8 %
f. 6 - 10 years	14	13,5 %
g. 11 - 19 years	34	32,6 %
h. Above 20 years	50	48,1
<b>Total</b>	<b>104</b>	<b>100</b>

In table 2 above, the sample amounted to 104 respondents from employees at the Indramayu Regional Secretariat with 56 respondents (53%) male, and 48 (46.2%) female respondents with a dominant age of 86 people (82.7%) above 40 years. While seen from the education of respondents, most employees are dominated by employees with high school education or equivalent as many as 54 (51.92%) people, while those with bachelor's degree (S1) or equivalent are 44 people (42.31%), those with bachelor's degree either Di / D2 / D3 or equivalent are only 5 people (4.81%), and others are only 1 person (0.96%).

The employee tenure is dominated by above 20 years as many as 50 people (48.1%), and the tenure above 11-19 years as many as 34 people (32.6%) and so on. While seen from the average value and Std. Deviation as in table 3 below:

Table 3 Average value and Std. Deviation

		Statistic	Std. Error	Bootstrap <sup>a</sup>			
				Bias	Std. Error	95% Confidence Interval	
						Lower	Upper
Disiplin_X1	N	104		0	0	104	104
	Range	27					
	Minimum	28					
	Maximum	55					
	Mean	45,43		,01	,45	44,59	46,28
	Std. Deviation	4,636		-,062	,495	3,626	5,563
	Skewness	-,491	,237	,149	,520	-1,130	,788
Motivasi_X2	N	104		0	0	104	104
	Range	33					
	Minimum	22					
	Maximum	55					
	Mean	43,52		,01	,51	42,48	44,51
	Std. Deviation	5,411		-,071	,605	4,164	6,497
	Skewness	-1,352	,237	,085	,430	-1,998	-,303
Budaya_X3	N	104		0	0	104	104
	Range	23					
	Minimum	32					
	Maximum	55					
	Mean	44,26		,01	,46	43,39	45,22
	Std. Deviation	4,940		-,037	,382	4,153	5,640
	Skewness	-,123	,237	,011	,205	-,505	,307
Kinerja_Y	N	104		0	0	104	104
	Range	22					
	Minimum	33					
	Maximum	55					
	Mean	45,24		-,01	,37	44,52	45,95
	Std. Deviation	3,910		-,047	,344	3,171	4,521
	Skewness	-,357	,237	,034	,333	-,945	,429
Valid N (listwise)	N	104		0	0	104	104

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

From Table 3 shows statistical data from the average value of each variable, it can be seen that the highest average value is 45.43 on the work discipline variable (X1) with a Std. Deviation of 4.636 followed by the performance variable (Y) of 45.24 average value with the smallest Std. Deviation is the smallest at 3.910. Meanwhile, the motivation (X2) and culture (X3) variables have an average value of 43.52 and 44.26 respectively with a Std. Deviation of 5.411 the largest and 4.940. The Standard Error on each variable is equal to the skewness of 0.237 of the total number of respondents of 104 people.

### 13.2 Inferential Statistics

The results of descriptive statistics are able to describe each independent variable and the dependent variable with its characteristics, mean value and standard deviation. Then in inferential statistics as a continuation of descriptive statistics that explain the relationship of influence between the independent variable and the dependent variable using a confidence level (PV) of 95%, and an error rate of 5% ( $\alpha = 0.05$ ), assuming that all model requirements have been tested starting from the

validity and reliability of data instruments, normality and without possible multicollinearity between independent variables.

Based on the results of multiple linear regression statistical tests with multivariate models, the value of R (Vuong et al., 2020) and KD can be seen in table 4 below:

**Table 4 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,805 <sup>a</sup>	,649	,638	2,352

a. Predictors: (Constant), Culture\_X3, Discipline\_X1, Motivation\_X2

The results of statistical tests in table 4 show that the contribution (R) of the influence of discipline, motivation and work culture on employee performance in Indramayu Regional Secretariat, Indonesia is very high (in the interval 0.800 - 1.000, in Hespanhol et al., (2019) with a magnitude of influence (KD) 63.8%. While the results of hypothesis testing are obtained as shown in Table 5 below:

**Table 5 Hypothesis Test Statistic t**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.473	2.436		5,530	,000
Discipline_X1	,181	,069	,214	2,602	,011
Motivation_X2	,140	,062	,194	2,261	,026
Culture_X3	,394	,068	,498	5,836	,000

Source: Primary data processed, 2021

Table 5 explains that at a confidence level (PV) of 95% and an error rate of 0.05 shown in Sig., mentioned above and t-count (t-count of 1.660 from 104 respondents), a value of 2.602 was obtained for the work discipline variable (X1), 2.261 for the work motivation variable (X2), and 5.836 for the work culture variable (X3) on employee performance in the Indramayu Regional Secretariat. This means that partially work culture is very dominant in its influence on employee performance with an error rate smaller than 0.05, even in the Covid-19 pandemic. Meanwhile, discipline and work motivation each have a significant positive effect following below.

Beta standard coefficients show values of  $\beta_1 = 0.214$ ;  $\beta_2 = 0.194$ ; and  $\beta_3 = 0.498$ , which means that each coefficient is above 0.100 below 1.000, with a constant level ( $\alpha$ ) of 13.473 so that it can be included in the multiple linear regression model equation, namely:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

$$Y = 13.473 + 0.214 X_1 + 0.194 X_2 + 0.498 X_3 + \epsilon$$

Partially, each of the discipline, motivation and work culture variables has a significant positive effect on employee performance even in the midst of the Covid-19 pandemic. And, work culture is clearly more dominant in its influence than the other two variables. It's just that there are still 36.2% of variables outside the study that are still in question. While the statistical results of simultaneous hypothesis testing with the F test, the results can be seen in table 6 below:

**Table 6 Hypothesis F Test Statistic**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1021,756	3	340,585	61,563	,000 <sup>a</sup>
Residual	553,235	100	5,532		
Total	1574,990	103			

a. Dependent Variable: Performance\_Y

b. Predictors: (Constant), Culture\_X3, Discipline\_X1, Motivation\_X2



Table 6 above shows the statistical results of the F-count test, which is 61.5631 with a significance level of less than 0.05 according to the standard F-table of 2.370, it can be concluded that overall the independent variables have a significant effect on employee performance in the Indramayu Regional Secretariat, without a doubt even though it is still in the midst of a global crisis due to the Covid-19 pandemic.

Practically, as shown in tables 5 and 6 above, this study determined that the involvement of discipline, motivation, and work culture on employee performance at the Indramayu Regional Secretariat both partially and simultaneously, even during the Covid-19 pandemic, had a positive and significant contribution. This means that employees, both men and women who are elderly (over 40 years old) and young, still seem to obey the rules, even though attendance must also be pringer printed. This is also confirmed by Putra & Ruslan (2021), whose research explains that work discipline is a determining factor in improving employee performance.

In the research of Utari et al. (2020) published in PalArch's Journal of Archaeology of Egypt/Egyptology confirms that the work discipline variable, whether moderated by compensation or not, still contributes to improving employee performance. According to Kate (2021) when surveying 100 police officers at Palopo Police Station, it is clear that work discipline, as well as work motivation, greatly affects performance both partially and simultaneously significantly positive.

Ahmad et al. (2021) in an article entitled "The Analysis on the Effect of Motivation and Working Environment on Working Discipline and Employee Performance", also stated the same thing where the target employees with the status of State Civil Apparatus (PNS) were 153. Employees still maintain discipline and motivation at work so that they are able to improve performance, both partially and simultaneously discipline and motivation contribute to performance in the office. Bjurlemark & Johansson (2021) and Rosnaida (2019) state the same thing that motivation is still an important factor in improving employee performance, although of course it needs maximum support from direct and indirect superiors.

Apart from discipline and motivation, work culture also has a significant positive impact on the performance of the workforce (Saputra & Suharsono, 2021). According to Chayarlis & Frinaldi (2021), it states that work culture has a very large involvement in employee performance. Even other variables, such as competence, and work environment are not as great as work culture in influencing employee performance. Nanun for Yogi & Frinaldi (2020) that work culture is an important factor that is sometimes needed because it has little effect when faced with work productivity, when moderated by technological variables. However, it has a big effect when work culture is directly on employee benefits. It can be concluded, therefore, that disciplining, motivation and work culture both practically and theoretically, directly indirectly and partially or from this, it can be concluded that disciplining and disciplining together have a significant effect on how well people perform. Although there are few findings that state otherwise.

#### **14. Conclusion**

The aim of the study was to have a look at the effect of discipline in the classroom, motivation and work culture on the performance of Indramayu Regional Secretariat employees both partially and at the same time. The results showed that some and simultaneously. The three independent variables consisting of discipline, motivation and work culture influence the performance of the employees of the Regional Secretariat as the dependent variable, as proposed in the research hypothesis.

The contribution is very positive and significant, even of the two independent variables, work culture has an effective and most dominant influence. This finding needs to be followed up by related parties in order to maintain the work culture. In addition, it is necessary to encourage the discipline and motivation of employees at the Indramayu Regional Secretariat Indonesia to increase, even though it is effective.

Researchers hope that civil servants even in the era of the Covid-19 pandemic will continue to maintain their performance by always improving discipline, motivation, culture, competence and other external factors while still obeying applicable regulations.

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## Optimizing the Performance of Civil Servants in the Covid-19 Pandemic Era Through Discipline, Motivation and Work Culture in Indonesia

Abdul Aziz<sup>1</sup>, Diah Dharmayanti<sup>2</sup>, Wahyu Purbo Santoso<sup>3</sup>, Yusuf Setyadi<sup>4</sup>, Ratih Anggoro Wilis<sup>5</sup>, Joko Suhariyanto<sup>6</sup>

### **Abstract**

*The phenomenon of the global crisis due to the Covid-19 pandemic did not discourage employees in the Indramayu Regional Secretary's Indonesia environment to improve their performance. The factors causing the decline and increase in employee performance in this study are discipline, motivation and work culture. Quantitative approach and survey method on as many as 104 state civil servants (ASN) as respondents were determined to be a sample of 140 overall population. Descriptive and inferential statistics in this multivariate model are used as analytical tools to obtain measurable results. To strengthen the research results, both partial and simultaneous hypothesis tests are needed. The result is that work culture is partially the most dominant and effective influence on employee performance, compared to discipline and motivation, although simultaneously the effect remains significant. However, the researcher hopes that other external variables need to be added to improve the performance of employees at the Indramayu Regional Secretariat more perfectly.*

**Keywords:** Discipline; Motivation; Work Culture; Performance; Civil Servants

**JEL Classifications:** H7; J3; J6; N3

### 1. Introduction and Brief Literature Review

In the age of the Covid-19 pandemic that hit the country of a thousand islands, employee performance in almost all sectors, including government institutions, has fluctuated (Fikri & Azhar, 2020; Bawono et al., 2020). Many employees or employees for about a year - from April to December 2020 when the positive rate increased due to the Covid-19 pandemic were employed at home through Work from Home (WFH) (Wang et al., 2021; Izzah, 2020). Even the use of technology, such as finger prints, is enforced to measure the attendance of employees both in the office and at home (Adinugraha et al., 2021).

Employee productivity as measured by the level of employee performance during this

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multidimensional crisis (Saluy et al., 2021) provides valuable lessons in order to improve motivation, discipline, and work culture at the same time (Qomariah et al., 2020; Sapta et al., 2021; Suprapti et al., 2020; Men, 2021). However, employees working at home does not mean that the level of discipline (Narayanamurthy & Tortorella, 2021; Parker, 2020), employee motivation or employees decreases (Tønnessen et al., 2021). This is certainly very influential in improving employee performance (Sa'adah et al., 2020). In addition to motivational factors, discipline and work culture, other factors, such as the cost of living, abilities, family demands, security, incentives, and rewards have also influenced the Covid-19 pandemic era (Bahagia & Putri, 2020; Camilleri, 2021). However, the motivation factor seems to be very decisive in improving the performance of employees especially in this era of uncertainty (Zhang et al., 2020; Al-Marzouqi & Ben Yahia, 2021; Yu, 2021), and discipline is also an important factor in supporting performance levels (Wong, 2021).

On the other hand, due to the high exposure to covid-19, many employees are less passionate about doing work (Ambikapathy & Ali, 2020), even though motivation and discipline are determining factors in improving employee performance (Prodanova & Kocarev, 2021; Troll et al., 2021), including the Regional Secretariat of Indramayu Regency. This paper intends to explain how discipline, motivation and work culture affect the performance of employees at the Regional Secretariat of Indramayu Regency during the Covid-19 pandemic, as can be seen in Figure 1. It is hoped that the findings in this paper can contribute to thinking in order to improve employee performance in the era of recession due to the pandemic.

Yu et al., (2021) in a study noted that the motivational factors that drive employee innovation in working at home (WFH). Yücel (2021) emphasized that in order to improve employee performance, it is necessary to reduce turnover in the workplace in addition to facilitating adequate facilities and infrastructure, as well as leadership that is exemplary by its employees. Therefore, it is necessary to clarify what factors can affect performance in the covid-19 pandemic era. In this case, the author wants to theoretically emphasize the relationship between discipline, motivation and work culture with employee performance.

## **2. The Work Discipline has a Relationship with Employee Performance**

In research by Sulila (2019) and Sudirman et al. (2019) before the Covid-19 pandemic found that work discipline contributed greatly to employee performance, in addition to motivation. Similarly, Efendi et al. (2020) in an article confirmed that work discipline whether moderated by motivation or not still shows its significance to employee performance. According to Astuti & Amalah (2020) work discipline is an important factor in improving employee performance. They found this when conducting research Working for the Herly Ariawan Public Appraisal Service and Partners certainly before the Covid-19 pandemic. The same thing was also found by Sonjaya et al. (2019) in an article that although in the normal era before covid-19 compensation had little Impact on employee performance work discipline together with training appeared to contribute greatly to employee performance.

Fahmi & Sanika (2019) emphasized the findings above that work discipline greatly affects employee performance under any circumstances. This finding was made by employees of PT. Kereta Api Indonesia (Persero), a state-owned company, although it is recognized that the covid-19 pandemic has not yet spread. As a result, from several studies on work discipline, its effect on performance shows positive significance (Razak et al., 2018). But in the era of the Covid-19 pandemic, does work discipline still contribute significantly to the performance of

employees? This needs to be traced to its track record and phenomenon.

There are also many studies on work discipline and its relationship with performance, including Jone (2020) in an article explaining that discipline as an ethical element in the current era of disruption is very important in supporting performance improvement. Similarly, Gelles et al. (2020) and Casciano (2020) agree that in order to overcome the global crisis due to the Covid-19 pandemic, it is necessary to discipline ourselves in order to increase effectiveness at work in this era of uncertainty and uncertainty (disruption).

Iptian et al. (2020) also emphasized that work effectiveness can be measured by employee performance results which are determined by work discipline. Based on 40 respondents on employees of PT. Tirta Kencana Tata Warna Bengkulu, it was found that work discipline greatly affects employee performance both partially and simultaneously with compensation. According to Dhillon et al. (2021) employee work discipline is very much used as the main reason in labor recruitment, even though in the era of the Covid-19 pandemic work discipline is still very much needed. From several research results, both before and after the Covid-19 pandemic, it is stated that work discipline affects employee performance so that following hypothesis proposed:

**H1** = *Discipline in the workplace has a significant positive effect on the performance of employees*

### **3. Motivation with Employee Performance**

Talking about motivation, many researchers state that motivation can make work easier (Wahyuni et al., 2020). Among the researchers, for example Kuswati (2020) and Parashakti et al. (2020) explain that motivation is able to influence employee performance, although its contribution is quite adequate. Even Chien et al., (2020) a confirmed that 398 hotel employees in Mongolia who were the target of the study stated that motivation, which is an internal element in themselves, contributes importantly to improving their performance. Febrianti et al. (2020) suggest that employee performance can increase or not depending on motivation both directly and indirectly. Zhang et al. (2020) in their research stated that out of 646 employees, both low-income and high-income, stated that productivity at work was due to a motivation embedded in them. Ariyanti et al. (2021) and Ghosh et al. (2020) also claim that in the era of the Covid-19 pandemic, work motivation will greatly affect their performance in any form of work either directly or indirectly.

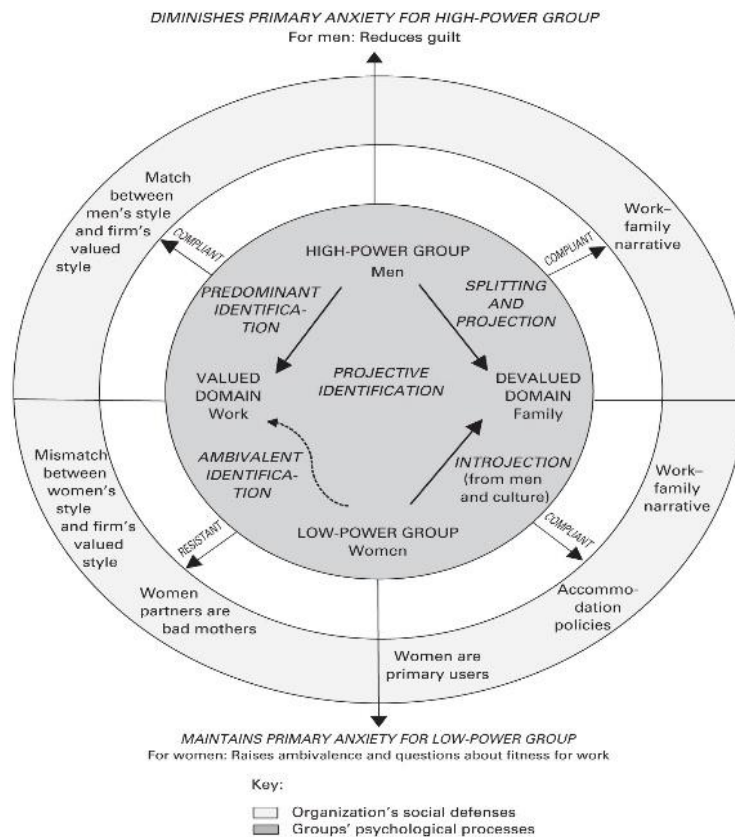
In an article, Pancasila et al. (2020) also illustrates that work motivation factors both directly and indirectly, even being a mediator, have a significant positive effect on employee performance. Pangastuti et al. (2020); Hasanah & Lo (2020); Andikan & Darmanto (2020); Hartati (2020); and Riyanto et al. (2021) confirmed that employee performance is effectively influenced by motivation, especially in the face of increasingly sophisticated technological transformation. However, Lindawati & Parwoto (2021) found the opposite that motivation to work does not play a significant role in performing, but when this factor becomes an intermediate variable, it has a positive impact. It seems that technological changes in global digitalization in the banking world are not ideal for employee motivation, let alone the uncertainty of their fate. Therefore, the hypotheses proposed in this study are:

**H2** = *There is a significant positive effect of motivation on employee performance.*

### **4. Work Culture with Employee Achievement**

In the writing of Abdullah (2020) entitled "Relationship the work culture and training programs within performance" confirms that work culture convincingly contributes positively to employee performance at the Palembang Aviation Training Center, including the training program itself. Saban et al. (2020); and Upadhyay & Kumar (2020) also state that work culture both directly and indirectly can affect employee performance in normal situations and conditions. Some researchers, such as Astuti et al. (2020); Shahriari & Allameh (2020); Nguyen et al. (2020); Sudibjo & Nasution (2020); Diana et al. (2021) stated the same thing that apart from work motivation, work culture is able to encourage employee performance in a better direction.

Sunarsi (2019) even long before the global crisis due to the Covid-19 pandemic confirmed that work culture is positively significant in influencing employee performance both partially and simultaneously with other factors. In contrast to the researchers above, Amrainy & Nawangsari (2021) in their research stated that work culture partially did not contribute significantly to employee performance. Therefore, he hopes that work culture along with other factors needs to be improved so that it can improve organizational goals. Likewise, Sinha & Dhall (2020) emphasized that it turns out that work culture does not necessarily affect employee performance, unless work culture is supported by other factors, such as the work environment and others. See figure 2 below:



**Figure 1.** The Operation of an Asymmetrical Social Defense System.

**Source:** Padavic et al. (2020).

From figure 1 above, it is clear that work culture needs to involve male and female employees

which requires sacrifices from both parties, especially the family. According to Sarwar et al. (2020) to create a work culture that can improve employee performance needs to be supported by other factors that cannot stand alone. However, Dahlila & Frinaldi (2021) emphasized that even in the era of the Covid-19 pandemic, work culture must still be an important element in supporting employee performance. Therefore, in this study it is necessary to propose hypotheses both partially and simultaneously the impact of culture on employee performance:

**H3** = *Significant positive work culture influence on employee performance*

**H4** = *Discipline, motivation and work culture together affect employee performance*

## 5. Research Methods and Materials

### 1.1 Methods

The research method used a quantitative approach (Strijker et al., 2020) with a survey method (Lo et al., 2020) on employees at the Regional Secretariat of Indramayu Regency during the Covid-19 pandemic through direct introductions with 104 respondents with a margin of error of 5% through the Slovin formula (Natalia & Sandroto, 2020) from 140 populations, who were given questionnaires while maintaining health protocols set by the government.

### Research Materials

Research materials come from primary data (Hernán et al., 2019) collected in the form of questionnaires distributed to be filled in by respondents who have been determined using a Likert scale. Secondary data comes from selected articles that have been published in journals both nationally indexed by Sinta, as well as reputable and non-reputable international journals to support the theory and illustrate the ideas and ideas of researchers. The steps of this research can be seen in table 1 below:

**Table 1** Research Steps.

Stage 1	Stage 2	Stage 3	Stage 4
Search	Selecting	Analysis	Synthesis
317 studies	80 articles (2016-2022)	Review/Coding	104 respondents
<ul style="list-style-type: none"> <li>▪ Keywords</li> <li>▪ Mixed terms</li> </ul>	<ul style="list-style-type: none"> <li>▪ Peer-reviewed</li> <li>▪ Quantitative research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Author/year/title</li> <li>▪ Journal name</li> <li>▪ Introduction</li> <li>▪ Measurement</li> <li>▪ Method/sample</li> <li>▪ Country</li> </ul>	<ul style="list-style-type: none"> <li>▪ Individual</li> <li>▪ Job</li> <li>▪ Group</li> <li>▪ Organization</li> </ul>

**Source:** Torraco (2016).

### 1.2 Statistical Analysis

Statistical tests used descriptive statistics and inferential statistics (Amrhein et al., 2019). Descriptive statistics were used to describe each variable with respect to gender, age, education, and tenure of respondents, as well as mean, maximum and minimum values (Mishra et al., 2019; Guetterman, 2019), as shown in Table 2. While inferential statistics were used to test the

hypothesis of the research model with various requirements surrounding it (Tong, 2019; Guetterman, 2019). This research model is multivariate with multiple linear regression analysis test because it is convergent (Fricker et al., 2019), where three independent variables affect one dependent variable in a causal associative form formulated in the form of a mathematical equation as follows:

$$Y = f(X_1, X_2, \text{ and } X_3), \text{ becoming } Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

## 6. Results

### 1.3 Descriptive Statistics

The results of this study show the characteristics of respondents totaling 104 as a sample with various types of characteristics through processed data using SPSS version 23.0 software are shown in Table 2 below:

**Table 2** Descriptive Statistical Test Results.

Gender		Quantity	Percentage
Male		56	53,8 %
Female		48	46,2 %
Total		104	100
Age		Quantity	Percentage
a.	20 - 30 years old	2 16 86	1,9 %
b.	31 - 40 years old		15,4 %
c.	Above 40		82,7 %
Total		104	100
Respondent Education		Quantity	Percentage
a.	High school or equivalent	54 5 44 0 1	51,92 %
b.	Bachelor (D1/D2/D3) or equivalent		4,81 %
c.	Bachelor (S1) or equivalent		42,31 %
d.	Postgraduate / Specialist I		0,96 %
e.	Others		
Total		104	100
Length of Service		Quantity	Percentage
a.	1 - 5 years	6 14 34 50	5,8 %
b.	6 - 10 years		13,5 %
c.	11 - 19 years		32,6 %
d.	Above 20 years		48,1 %
Total		104	100

In table 2 above, the sample amounted to 104 respondents from employees at the Indramayu Regional Secretariat with 56 respondents (53%) male, and 48 (46.2%) female respondents with a dominant age of 86 people (82.7%) above 40 years. While seen from the education of respondents, most employees are dominated by employees with high school education or equivalent as many as 54 (51.92%) people, while those with bachelor's degree (S1) or equivalent are 44 people (42.31%), those with bachelor's degree either Di / D2 / D3 or equivalent are only 5 people (4.81%), and others are only 1 person (0.96%).

The employee tenure is dominated by above 20 years as many as 50 people (48.1%), and the



tenure above 11-19 years as many as 34 people (32.6%) and so on. While seen from the average value and Std. Deviation as in table 3 below:

**Table 3** Average Value and Std. Deviation.

		Statistic	Std. Error	Bootstrap <sup>a</sup>			
				Bias	Std. Error	95% Confidence Interval	
						Lower	Upper
Disiplin_X1	N	104		0	0	104	104
	Range	27					
	Minimum	28					
	Maximum	55					
	Mean	45,43		,01	,45	44,59	46,28
	Std. Deviation	4,636		-,062	,495	3,626	5,563
	Skewness	-,491	,237	,149	,520	-1,130	,788
Motivasi_X2	N	104		0	0	104	104
	Range	33					
	Minimum	22					
	Maximum	55					
	Mean	43,52		,01	,51	42,48	44,51
	Std. Deviation	5,411		-,071	,605	4,164	6,497
	Skewness	-1,352	,237	,085	,430	-1,998	-,303
Budaya_X3	N	104		0	0	104	104
	Range	23					
	Minimum	32					
	Maximum	55					
	Mean	44,26		,01	,46	43,39	45,22
	Std. Deviation	4,940		-,037	,382	4,153	5,640
	Skewness	-,123	,237	,011	,205	-,505	,307
Kinerja_Y	N	104		0	0	104	104
	Range	22					
	Minimum	33					
	Maximum	55					
	Mean	45,24		-,01	,37	44,52	45,95
	Std. Deviation	3,910		-,047	,344	3,171	4,521
	Skewness	-,357	,237	,034	,333	-,945	,429
Valid N (listwise)	N	104		0	0	104	104

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

From Table 3 shows statistical data from the average value of each variable, it can be seen that the highest average value is 45.43 on the work discipline variable (X1) with a Std. Deviation of 4.636 followed by the performance variable (Y) of 45.24 average value with the smallest Std. Deviation is the smallest at 3.910. Meanwhile, the motivation (X2) and culture (X3) variables have an average value of 43.52 and 44.26 respectively with a Std. Deviation of 5.411 the largest and 4.940. The Standard Error on each variable is equal to the skewness of 0.237 of the total number of respondents of 104 people.

### 1.4 Inferential Statistics

The results of descriptive statistics are able to describe each independent variable and the dependent variable with its characteristics, mean value and standard deviation. Then in inferential statistics as a continuation of descriptive statistics that explain the relationship of influence between the independent variable and the dependent variable using a confidence level (PV) of 95%, and an error rate of 5% ( $\alpha = 0.05$ ), assuming that all model requirements have been tested starting from the validity and reliability of data instruments, normality and without possible multicollinearity between independent variables.

Based on the results of multiple linear regression statistical tests with multivariate models, the value of R (Vuong et al., 2020) and KD can be seen in table 4 below:



**Table 4 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,805 <sup>a</sup>	,649	,638	2,352

a. Predictors: (Constant), Culture\_X3, Discipline\_X1, Motivation\_X2

The results of statistical tests in table 4 show that the contribution (R) of the influence of discipline, motivation and work culture on employee performance in Indramayu Regional Secretariat, Indonesia is very high (in the interval 0.800 - 1.000, in Hespanhol et al., (2019) with a magnitude of influence (KD) 63.8%. While the results of hypothesis testing are obtained as shown in Table 5 below:

**Table 5 Hypothesis Test Statistic t**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	13,473	2,436		5,530	,000
Discipline_X1	,181	,069	,214	2,602	,011
Motivation_X2	,140	,062	,194	2,261	,026
Culture_X3	,394	,068	,498	5,836	,000

Source: Primary data processed, 2021

Table 5 explains that at a confidence level (PV) of 95% and an error rate of 0.05 shown in Sig., mentioned above and t-count (t-count of 1.660 from 104 respondents), a value of 2.602 was obtained for the work discipline variable (X1), 2.261 for the work motivation variable (X2), and 5.836 for the work culture variable (X3) on employee performance in the Indramayu Regional Secretariat. This means that partially work culture is very dominant in its influence on employee performance with an error rate smaller than 0.05, even in the Covid-19 pandemic. Meanwhile, discipline and work motivation each have a significant positive effect following below.

Beta standard coefficients show values of  $\beta_1 = 0.214$ ;  $\beta_2 = 0.194$ ; and  $\beta_3 = 0.498$ , which means that each coefficient is above 0.100 below 1.000, with a constant level ( $\alpha$ ) of 13.473 so that it can be included in the multiple linear regression model equation, namely:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

$$Y = 13.473 + 0.214 X_1 + 0.194 X_2 + 0.498 X_3 + \epsilon$$

Partially, each of the discipline, motivation and work culture variables has a significant positive effect on employee performance even in the midst of the Covid-19 pandemic. And, work culture is clearly more dominant in its influence than the other two variables. It's just that there are still 36.2% of variables outside the study that are still in question. While the statistical results of simultaneous hypothesis testing with the F test, the results can be seen in table 6 below:

**Table 6 Hypothesis F Test Statistic**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1021,756	3	340,585	61,563	,000 <sup>b</sup>
Residual	553,235	100	5,532		
Total	1574,990	103			

a. Dependent Variable: Performance\_Y

b. Predictors: (Constant), Culture\_X3, Discipline\_X1, Motivation\_X2

Table 6 above shows the statistical results of the F-count test, which is 61.5631 with a significance level of less than 0.05 according to the standard F-table of 2.370, it can be concluded that overall the independent variables have a significant effect on employee performance in the Indramayu Regional Secretariat, without a doubt even though it is still in the midst of a global crisis due to the Covid-19 pandemic.

Practically, as shown in tables 5 and 6 above, this study determined that the involvement of discipline, motivation, and work culture on employee performance at the Indramayu Regional Secretariat both partially and simultaneously, even during the Covid-19 pandemic, had a positive and significant contribution. This means that employees, both men and women who are elderly (over 40 years old) and young, still seem to obey the rules, even though attendance must also be pringer printed. This is also confirmed by Putra & Ruslan (2021), whose research explains that work discipline is a determining factor in improving employee performance.

In the research of Utari et al. (2020) published in PalArch's Journal of Archaeology of Egypt/Egyptology confirms that the work discipline variable, whether moderated by compensation or not, still contributes to improving employee performance. According to Kate (2021) when surveying 100 police officers at Palopo Police Station, it is clear that work discipline, as well as work motivation, greatly affects performance both partially and simultaneously significantly positive.

Ahmad et al. (2021) in an article entitled "The Analysis on the Effect of Motivation and Working Enironment on Working Discipline and Empolyee Performance", also stated the same thing where the target employees with the status of State Civil Apparatus (PNS) were 153. Employees still maintain discipline and motivation at work so that they are able to improve performance, both partially and simultaneously discipline and motivation contribute to performance in the office. Bjurlemark & Johansson (2021) and Rosnaida (2019) state the same thing that motivation is still an important factor in improving employee performance, although of course it needs maximum support from direct and indirect superiors.

Apart from discipline and motivation, work culture also has a significant positive impact on the performance of the workforce (Saputra & Suharsono, 2021). According to Chayarlis & Frinaldi (2021), it states that work culture has a very large involvement in employee performance. Even other variables, such as competence, and work environment are not as great as work culture in influencing employee performance. Nanun for Yogi & Frinaldi (2020) that work culture is an important factor that is sometimes needed because it has little effect when faced with work productivity, when moderated by technological variables. However, it has a big effect when work culture is directly on employee benefits. It can be concluded, therefore, that disciplining, motivation and work culture both practically and theoretically,

directly indirectly and partially or from this, it can be concluded that disciplining and disciplining together have a significant effect on how well people perform. Although there are few findings that state otherwise.

## 7. Conclusion

The aim of the study was to have a look at the effect of discipline in the classroom, motivation and work culture on the performance of Indramayu Regional Secretariat employees both partially and at the same time. The results showed that some and simultaneously. The three independent variables consisting of discipline, motivation and work culture influence the performance of the employees of the Regional Secretariat as the dependent variable, as proposed in the research hypothesis.

The contribution is very positive and significant, even of the two independent variables, work culture has an effective and most dominant influence. This finding needs to be followed up by related parties in order to maintain the work culture. In addition, it is necessary to encourage the discipline and motivation of employees at the Indramayu Regional Secretariat Indonesia to increase, even though it is effective.

Researchers hope that civil servants even in the era of the Covid-19 pandemic will continue to maintain their performance by always improving discipline, motivation, culture, competence and other external factors while still obeying applicable regulations.

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