

Analysis of the Influence of Work Culture on Employee Performance at the Regent's Office in the General Section of the Regional Secretariat of Langkat Regency

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ABSTRACT

This study aims to analyze the influence of work culture on employee performance at the Regent's Office of the General Section of the Langkat Regency Regional Secretariat. The method used is quantitative with a population of 70 employees taken as a sample (total sampling). Data was collected through questionnaires and analyzed using simple linear regression. The results of the study showed that work culture had a positive and significant effect on employee performance with a regression coefficient value of 0.483, t-count value of 5.427 > t-table, and significance of 0.000. The contribution of work culture to performance is 30.0%. In conclusion, improving work culture will be followed by improving employee performance. It is recommended that agencies strengthen the result orientation and creativity of employees to improve performance.

INTRODUCTION

In the dynamics of modern organizations, human resources (HR) have long been placed as the most decisive strategic asset. More than just a production factor, HR is the main driver of the organization's wheels, idea owners, and policy executors. The success of an agency, both private and public, depends heavily on the quality and capacity of its employees. As stated by (Sinambela, 2021), human resources are potentials that play a very important role in achieving the agency's goals. Therefore, sustainable human resource development is a necessity in order to obtain quality labor, which in turn will produce work output as desired. This is the main foundation for every organization that wants to develop and be relevant in the midst of changing times.

Organizations, as a gathering place for individuals with diverse backgrounds, characters, and behaviors, need an effective coordination system. This diversity, if not managed properly, can be a source of conflict and inefficiency. However, if orchestrated correctly, these differences can actually synergize into a powerful collective force in achieving common goals. (Ramadhani et al., 2023) emphasized that through careful HR planning, employee performance can be improved, which ultimately leads the organization to achieve the targets that have been set. Optimal performance, which is in line with organizational standards, is the dream of every entity, and improving the capabilities of HR is the key to making it happen.

In the government environment, the demand for professional, effective, and efficient employee performance is becoming increasingly prominent. Government agencies are not only required to carry out administrative functions, but also provide excellent public services. The Regent's Office, as the center of district government, has a very strategic role in this regard. Specifically, the General Section of the Langkat Regency Regional Secretariat carries out a vital task in supporting the smooth running of the government. Based on the Regent's Regulation, this section is responsible for administrative services for the leadership, financial management, household, equipment, and protocols. The smooth running of these functions greatly determines the effectiveness of the work of the Regent and all other regional apparatus, so that the performance of employees in the General Section is a very important highlight.

However, the reality on the ground is often not as ideal as expected. Based on pre-surveys and initial observations conducted by researchers at the General Section of the Langkat Regency Regional Secretariat, a number of problems were identified that indicated that employee performance was not optimal. Phenomena such as employees who are still absent without information, late coming to the office, and the habit of leaving early, are signals that there are fundamental problems in discipline and commitment. Furthermore, there are also weaknesses in terms of stakeholders' commitment to work programs, especially related to planning and budgeting, as well as the limitations of staff in developing creativity and reasoning ideas. These indications indicate that there is a gap between expectations for high performance and the reality that occurs.

One of the crucial factors that is strongly suspected of influencing performance is the work culture that grows and develops in the organization. Work culture is not just a written rule, but a system of shared values, beliefs, and habits that shape the perspective and behavior of employees at work. (Sedarmayanti, 2018) Define work culture as a habit that is carried out repeatedly by employees, which although they do not always have strict sanctions, are morally agreed upon as a guideline in carrying out work. A positive work culture, such as integrity, initiative, teamwork, and results-orientedness, will be a solid foundation for the creation of superior performance. Conversely, a negative work culture, such as a tolerance for procrastination or low initiative, will be a major obstacle to productivity.

A good work culture will instill a meaning in the work itself. When employees interpret their duties not just as an obligation, but as part of a meaningful contribution to the organization and society, they will grow in enthusiasm and seriousness to give their best (Busri & Loliyani, 2023). This is in line with the concept that work culture is based on shared values, which are then processed into expected managerial attitudes and behaviors. In the General Section of the Langkat Regency Regional Secretariat, building a strong and positive work culture is a must, considering the complexity and great responsibility it carries. The question is, to what extent has the current work culture affected employee performance in the environment?

The importance of work culture in boosting performance has been proven by many previous researches. Research conducted by (Ahmad Muflih et al., n.d.) consistently shows that work culture has a positive and significant influence on employee performance. These findings reinforce the argument that investing in the formation and strengthening of work culture is a strategic step for increasing organizational productivity. However, on the other hand, there are also different research results, such as from (Adha et al., 2024), which actually found that work culture had a negative and insignificant effect on performance. The inconsistency of this research result is an interesting academic gap (research gap) to review, especially in the context of government organizations in Langkat Regency.

The inconsistency of previous research results indicates that the influence of work culture on performance is contextual. Other factors such as organizational characteristics, leadership type, individual employee characteristics, and the external environment can moderate or mediate the relationship. Therefore, re-examining the influence of work culture in a specific organizational setting, namely in the General Section of the Langkat Regency Regional Secretariat, is very relevant. This is not only to answer research inconsistencies, but also to provide appropriate and applicable recommendations for improving performance in the institution.

In addition to work culture, another factor that is no less important is the individual abilities of employees. Work ability, which includes knowledge, skills, and attitudes, is a basic capacity that every employee must have to be able to carry out their duties effectively. Mondy, (DINI, 2025) emphasizing that mental ability, emotional intelligence, and tacit knowledge can be significant differentiators between high-performing and low-performing employees. The phenomenon of a lack of functionally educated staff in developing creativity and reasoning ideas in the General Section, as expressed in the identification of problems, is an indication that this aspect of the ability needs serious attention. Without adequate skills, no matter how positive a work culture may not be able to produce optimal performance.

LITERATURE REVIEW

Basic Concept of Employee Performance

Employee performance is a central element in the study of human resource management because it is a benchmark for the success of individuals in carrying out their roles in the organization. Definitively, performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Anwar Prabu, 2017). This definition emphasizes that performance is not just an activity, but a measurable output and becomes the basis for evaluating employees' contributions to the achievement of organizational goals. In a broader perspective, performance is also defined as the result of employee achievements that have been achieved in accordance with their main functions in a certain period (Wibowo, 2017), so that its existence is periodic and needs to be monitored continuously.

Another view suggests that performance is a translation of *performance* which means the work of a worker, a management process, or an organization as a whole, where the work must be concretely proven and can be compared with predetermined standards (Abdul et al., 2020). This shows that performance is relative to applicable standards, so every organization needs to have clear parameters to assess it. In addition, performance is also understood as a comparison between real work results and set work standards (Dessler, 2013), which hints at the existence of gap analysis as part of the evaluation. (Rivai, 2020) adding that employee performance is a real behavior that each employee displays as a work achievement that is produced in accordance with his or her role in the organization. Variations in performance between employees are caused by differences in abilities, so the quality and quantity of work produced also vary.

From these various definitions, it can be concluded that employee performance is the result of work achieved by a person in carrying out the tasks assigned to him, based on knowledge, skills, and attitudes, and measured in a certain period based on the standards that have been set by the organization. Good performance reflects the effectiveness and efficiency of employees in carrying out their functions, and ultimately contributes to the achievement of overall organizational goals.

Factors Affecting Employee Performance

Employee performance does not stand alone, but is influenced by various complex and interinteracting factors. (Anwar Prabu, 2017) grouping those factors into three main categories. First, individual factors which include ability or intelligence, educational background, and employee demographics. Second, psychological factors such as perception, attitude (*attitude*), job satisfaction, personality, learning, and work motivation. Third, organizational factors that include leadership, rewards, structure, and job characteristics. These three factors together form the foundation that determines the high and low performance of an employee. Individual abilities become basic capital, but without motivation and adequate organizational environmental support, these abilities will not be optimal.

(Judge & Robbins, 2013) It offers a similar perspective by mentioning three main factors that affect performance, namely individual factors (physical, mental, knowledge, and skill abilities), organizational factors (systems adopted such as leadership, compensation, training, and organizational governance), and environmental factors (conduciveness of the work environment). A conducive work environment will create a harmonious atmosphere that supports productivity, while an unconducive environment can trigger conflicts and unfavorable relationships between co-workers. (Herminingsih & Magfuroh, 2024) Adding that organizational commitment, leadership, work stress, organizational culture, involvement in the organization, and job satisfaction are also significant factors that affect performance.

The Concept of Work Culture in Organizations

Work culture is one of the organizational factors that has a strategic role in shaping employee behavior. In simple terms, work culture can be interpreted as a way of looking at or giving meaning to work ((Adha et al., 2024). The work culture of state apparatus, for example, is understood as a perspective and mood that fosters strong confidence based on the values they believe in, and has high enthusiasm and seriousness to realize the best work achievements. In practice, work culture includes patterns of values, attitudes, behaviors, karsa and work, including instruments, work systems, technology, and language used. Culture is also related to the perception of values and the environment that gives birth to meaning and outlook on life, which will influence attitudes and behaviors at work.

(Cipta & Asita, n.d.) Affirming that work culture is a set of behavior patterns that are inherent in each individual in an organization. Building a culture means improving and maintaining positive sides, as well as getting used to certain patterns of behavior in order to create new and better forms. Hasibuan (2020) defines work culture as a habit that is repeated by employees in an organization; Violations of this habit do not always receive strict sanctions, but are morally agreed as a habit that must be obeyed in order to carry out work to achieve goals.

From the description above, it can be understood that work culture is a behavior that is carried out repeatedly by every individual in an organization and has become a habit in the implementation of work. A positive work culture will create an environment conducive to increased productivity, while a negative work culture can be a major obstacle to achieving organizational goals. Therefore, efforts to build and maintain a strong work culture are very valuable long-term investments.

The Relationship Between Work Culture and Employee Performance

Work culture is closely related to employee performance because it serves as a common frame of reference that directs individual behavior in the organization. A positive work culture will instill values such as integrity, initiative, cooperation, and results-orientedness, which in turn will encourage employees to work better. (Malayu, H. S. & Hasibuan, 2017) emphasizing that a good work culture will have a positive impact on improving employee performance, because work culture is a person's perspective in giving meaning to work. Thus, the work culture fosters strong belief based on values that are believed, having high spirits, and seriousness to realize the best achievements.

The formation of a positive work culture does not happen instantly, but through a long process that involves internalizing values and habits. (Satato et al., 2022) Explains that work culture differs from one organization to another because the foundations and behavioral attitudes reflected by each person in the organization are different. A work culture that is formed positively will be beneficial because every member of the organization needs constructive brainstorming, opinions, and even criticism for mutual progress. On the other hand, work culture will have bad consequences if employees in an organization have differences of opinion that are not managed properly. To improve work culture takes years and starts from the attitude and behavior of the leader which is then followed by his subordinates.

METHODOLOGY

Research Design

This research is designed using a quantitative approach, which is a research method based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, statistical data analysis with the aim of testing the hypothesis that has been determined (Sugiyono, 2017). The quantitative approach was chosen because this study aims to measure empirically how much influence work culture has on employee performance, which requires statistical testing of numerical data obtained from respondents. The research design used is causality research, which is research that aims to determine the cause-and-effect relationship between independent variables, namely work culture (X), and dependent variables, namely employee performance (Y). With this design, the researcher wants to prove whether the work culture variable is really a factor that affects the high and low performance of employees within the Regent's Office of the General Section of the Lalat Regency Regional Secretariat.

This study uses a survey method, where information is collected from respondents using questionnaires as the main instrument. The survey method is seen as appropriate because it allows researchers to reach all members of the population that are the subject of the study, as well as collect factual data on employees' perceptions of the work culture in their agencies and their assessment of their performance. The collected data will then be analyzed using statistical techniques to obtain an objective picture of the relationship between the variables studied.

Location, Population, and Research Sample

This research was carried out at the Langkat Regent Office, precisely in the General Section of the Regional Secretariat which is located at Jalan Tengku Amir Hamzah Number 1, Stabat, Langkat Regency, North Sumatra. The selection of this location is based on the consideration that various phenomena related to work culture and employee performance have been identified in the location, such as employees who are late to enter, leave early, and lack of initiative at work, which is an important background for this research. This location is also easily accessible to researchers, making it easier to collect data and field observation.

The population in this study is all employees who work in the General Section of the Langkat Regency Regional Secretariat. Based on the data obtained, the number of population is 70 people. According to (Sugiyono, 2016), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. Given the relatively small population, which is less than 100 people, this study uses a total sampling technique, where all members of the population are used as research samples. This technique is in line with opinion (Sugiyono, 2017) which states that if the population is less than 100 people, then it is better to take the whole as a sample so that the study becomes a population study. Thus, the sample in this study amounted to 70 employees, consisting of 43 people from the Leadership Administration Sub-Division, Expert Staff and Personnel, 12 people from the Finance Sub-Division, and 15 people from the Household and Equipment Sub-Division.

Operational Definitions of Variables and Measurements

This study involves two main variables, namely work culture as an independent variable (X) and employee performance as a dependent variable (Y). Operational definitions are necessary to avoid differences in perception and ensure that each variable can be measured appropriately. Work culture is defined as a habit that is carried out repeatedly by employees in an organization, which although it does not always have strict sanctions, is morally agreed upon as a guideline in the execution of work to achieve goals (Malayu, H. S. & Hasibuan, 2017). Indicators used to measure work culture include integrity, creativity and innovation, initiative, learners, active participation, selflessness, discipline, cooperation, results-orientation, and stability (Hasibuan, 2020).

Meanwhile, employee performance is defined as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Anwar Prabu, 2017). Indicators used to measure employee performance include work quantity, work quality, knowledge about work, creativity, willingness to cooperate, awareness and reliability, initiative, and personal quality. These two variables will be measured using a Likert scale with five levels of answers, namely strongly agree (score 5), agree (score 4), disagree (score 3), disagree (score 2), and strongly disagree (score 1). The use of the Likert scale aims to obtain data that is ordinal but can be quantified so that it facilitates further statistical analysis.

Data Collection Techniques

Data collection techniques are a strategic step in research because the main goal of research is to obtain valid and reliable data. In this study, the data collection techniques used were questionnaires or questionnaires, limited interviews, and documentation. Questionnaires are the main technique used to collect primary data from respondents. The questionnaire is structured with statements that reflect the indicators of each variable. Respondents were asked to choose one of five available answer alternatives according to their perceptions and experiences. The distribution of the questionnaire was carried out directly to all employees who were the research samples, accompanied by a brief explanation of the procedures for filling out and the purpose of the research in order to obtain objective answers.

Limited interviews are used as a complementary technique to dig deeper into the actual conditions in the field, especially those related to the phenomenon of work culture and performance. Interviews were conducted with several employees and leaders to obtain confirmation of the questionnaire data and understand the broader context. Documentation techniques are used to collect the necessary secondary data, such as the agency's profile, organizational structure, number of employees, as well as attendance data and performance reports relevant to the research. This secondary data is useful for enriching the analysis and providing a more comprehensive picture of the object of the research.

Instrument Quality Test

Before the research instrument is used to collect actual data, a trial is first carried out to determine the validity and reliability of the questionnaire. The validity test aims to measure the extent to which the measuring instrument is able to measure what you want to measure (Akmal & Ghozali, 2017). Validity testing is carried out by correlating the score of each statement item with the total score using the product moment correlation technique. An item is declared valid if the value of the correlation coefficient is positive and greater than 0.30 or the significance value is less than 0.05. In this study, the validity test will be carried out with the help of SPSS software to ensure that each statement item truly reflects the concept of work culture and employee performance to be measured.

Furthermore, a reliability test is carried out to show the consistency of the measuring instrument in measuring the same symptoms on another occasion. The reliability of the instrument was tested using Cronbach's Alpha method. An instrument is declared reliable if Cronbach's Alpha value is greater than 0.60 (Akmal & Ghozali, 2017). A reliable instrument will produce reliable and consistent data even if it is used repeatedly on different respondents under the same conditions. This validity and reliability testing is an important step to ensure that the data obtained is truly accurate and scientifically accountable.

Data Analysis Techniques

Data analysis in this study was carried out through several stages, starting from descriptive analysis to hypothesis testing. Descriptive analysis is used to describe or describe the data that has been collected as it is, without intending to draw generally applicable conclusions (Sugiyono, 2017). The data obtained from the respondents will be presented in the form of frequency and percentage distribution tables to provide an overview of the respondents' response tendencies to work culture variables and employee performance. Furthermore, to find out the general tendency of the answers, the calculation of average scores categorized into a certain range of scores will be used.

After the descriptive analysis, classical assumption testing is carried out as a prerequisite before conducting regression analysis. Normality tests are performed to test whether the residual in the regression model is normally distributed. A good regression model is one that has a normal or near-normal distributed residual. Normality testing is done using the Kolmogorov-Smirnov test or by looking at the normal probability plot graph. The linearity test is carried out to find out whether the relationship between work culture and employee performance is linear. The heteroscedasticity test aims to test whether there is an inequality of variance from one residual observation to another. A good regression model is one that does not contain heteroscedasticity.

The hypothesis test in this study used simple linear regression analysis because it only involved one independent variable (work culture) and one dependent variable (employee performance). This analysis aims to find out how much influence work culture has on employee performance and the direction of its influence. The regression equation used is $Y = a + bX + e$, where Y is employee performance, a is constant, b is the regression coefficient, X is the work culture, and e is the term error. The t-test is used to test the significance of the influence partially, with the criterion that if the calculated t-value is greater than the t-table and the significance value is less than 0.05, then the hypothesis that the work culture has an effect on employee performance is accepted.

In addition, the determination coefficient (R^2) is used to measure how much work culture variables contribute in explaining the variation in employee performance variables. The R^2 value ranges from 0 to 1, where a value close to 1 indicates that the work culture provides almost all the information needed to predict employee performance. All statistical analysis in this study will be carried out using the help of SPSS software to ensure accuracy and ease of data processing.

RESEARCH RESULT

Descriptive Analysis of Research Variables

This research was carried out at the Regent's Office of the General Section of the Langkat Regency Regional Secretariat with the involvement of 70 employees as respondents. To answer the formulation of the first problem regarding the influence of work culture on employee performance, a descriptive analysis of the two variables was carried out to describe the respondents' perception of the statements submitted in the questionnaire.

Descriptive Analysis of Work Culture Variables

Work culture variables are measured through 10 indicators developed by (Anwar Prabu, 2017), including integrity, creativity and innovation, initiative, learners, active participation, selflessness, discipline, cooperation, results-oriented, and stability. Based on the results of data processing, respondents' responses to work culture variables are presented in Table 1 below.

Table 1. Descriptive Statistics of Work Culture Variables

Yes	Statement	ST	T	K	S	S	Tota						
		S	S	S	S	S	l	F	%	F	%	F	%
1	I have always consistently upheld the value of truth	0	0	0	0	44	62,8	1	27,1	7	10,0	7	10
							6	9	4		0	0	0
2	I am able to create new things in work	0	0	0	0	24	34,2	4	61,4	3	4,29	7	10
							9	3	3			0	0
3	I have more willingness to act than it takes	0	0	0	0	4	5,71	3	51,4	3	42,8	7	10
								6	3	0	6	0	0
4	I always try to develop professional	0	0	0	0	24	34,2	9	12,8	3	52,8	7	10
							9		6	7	6	0	0

	competencies													
5	I actively participate in organizational activities	0	0	0	0	24	34,2	3	42,8	1	22,8	7	10	
							9	0	6	6	6	0	0	
6	I work sincerely and dedicatedly	0	0	0	0	2	2,86	3	44,2	3	52,8	7	10	
								1	9	7	6	0	0	
7	I always obey the rules and procedures of work	0	0	0	0	5	7,14	1	24,2	4	68,5	7	10	
								7	9	8	7	0	0	
8	I work closely with colleagues to achieve goals	0	0	0	0	2	2,86	3	44,2	3	52,8	7	10	
								1	9	7	6	0	0	
9	I focus on achieving the organization's targets	0	0	0	0	44	62,8	1	27,1	7	10,0	7	10	
							6	9	4		0	0	0	
10	I am able to maintain performance in the organization	0	0	0	0	24	34,2	4	61,4	3	4,29	7	10	
							9	3	3			0	0	

Source: Processed Research Data, 2025

Based on Table 1, in general, respondents gave positive responses to all work culture indicators. This can be seen from the dominance of yes and strongly agree with each statement. The discipline indicator (statement 7) obtained the highest percentage in the category of strongly agree, which was 68.57%, which indicates that most employees have high awareness in obeying work rules and procedures. Meanwhile, the orientation indicator in the results (statement 9) still shows a diversity of answers with 62.86% of respondents stating that they disagree, which means that there are still employees who are not fully focused on achieving the organization's targets.

Descriptive Analysis of Employee Performance Variables

Employee performance variables are measured through 8 indicators developed by (Anwar Prabu, 2017), including the quantity of work, quality of work, knowledge of work, creativity, willingness to cooperate, awareness and reliability, initiative, and personal qualities. The respondents' responses to the performance variables are presented in Table 2 below.

Table 2. Descriptive Statistics of Employee Performance Variables

No	Statemen t	ST	T	K	S	S	Tota						
		S	S	S	S	S	l	F	%	F	%	F	%
1	I was able to achieve the target number of jobs set	0	0	0	0	2	2,86	4	64,2	2	32,8	7	10
								5	9	3	6	0	0
2	My work is in accordance with the expected quality standards	0	0	0	0	2	2,86	3	54,2	3	42,8	7	10
								8	9	0	6	0	0
3	I have extensive knowledge of my field of work	0	0	0	0	2	2,86	2	41,4	3	55,7	7	10
								9	3	9	1	0	0
4	I am able to come	0	0	0	0	17	24,2	4	58,5	1	17,1	7	10
								9	1	7	2	4	0

	up with creative ideas in solving problems												
5	I am willing to work with colleagues	0	0	0	0	2	2,86	3	48,5	3	48,5	7	10
								4	7	4	7	0	0
6	I am reliable in terms of attendance and completion of work	0	0	0	0	2	2,86	4	60,0	2	37,1	7	10
								2	0	6	4	0	0
7	I have the initiative to carry out new tasks	0	0	0	0	10	14,2	4	68,5	1	17,1	7	10
								9	8	7	2	4	0
8	I maintain personal personality and integrity at work	0	0	0	0	3	4,29	1	27,1	4	67,1	7	10
								9	4	7	4	0	0

Source: Processed Research Data, 2025

Table 2 shows that the majority of respondents gave a positive assessment of their performance. The personal quality indicator (statement 8) occupies the highest position with 67.14% of respondents saying they strongly agree, which indicates that employees have integrity and good personality at work. However, in the creativity indicator (statement 4) there are still 24.29% of respondents who say they disagree, which means that there are still employees who feel that they are not optimal in putting forward creative ideas to solve work problems.

The Influence of Work Culture on Employee Performance

To answer the first problem regarding whether work culture affects employee performance, a simple regression analysis and a partial test (t-test) were carried out. The results of data processing are presented in Table 3 below.

Table 3. Results of Simple Regression Test and t-Test of the Influence of Work Culture on Employee Performance

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	17,245	3,215		5,364 0,000
Work Culture	0,483	0,089	0,548	5,427 0,000

a. *Dependent Variable: Employee Performance*

Source: Data Processing Results, 2025

Based on Table 3, the simple linear regression equation is obtained as follows:

$$Y = 17.245 + 0.483X$$

The equation can be interpreted as follows:

1. The constant value of 17.245 states that if there is no influence of the work culture variable ($X = 0$), then the employee performance value is 17.245 units.
2. The regression coefficient for the work culture variable of 0.483 is positive, meaning that every increase in work culture of 1 unit will be followed by an increase in employee performance of 0.483 units. Thus, work culture has an influence in the same direction as employee performance, namely the better the work culture, the better the employee performance.

Partial Hypothesis Testing (t-test)

Hypothesis testing was carried out to determine the significance of the influence of work culture on employee performance. The hypotheses proposed are:

- a. H_0 : *Work culture does not have a significant effect on employee performance.*
- b. H_1 : *Work culture has a significant effect on employee performance.*

Test criteria:

- a. *If t-count > t-table or significance < 0.05, then H_0 is rejected and H_1 is accepted.*
- b. *If t-count < t-table or significance > 0.05, then H_0 is accepted and H_1 is rejected.*

With the significance level $\alpha = 0.05$ and the degree of freedom (df) = $n - 2 = 70 - 2 = 68$, a t-table value of 1.667 is obtained. Based on Table 3, the t-calculation value for the work culture variable is 5.427 with a significance value of 0.000.

Since the t-count (5.427) > the t-table (1.667) and the significance value (0.000) < 0.05, H_0 is rejected and H_1 is accepted. This proves that partially, work culture has a positive and significant effect on the performance of employees at the Regent's Office of the General Section of the Lalat Regency Regional Secretariat.

Coefficient of Determination (R²)

The determination coefficient is used to find out how much contribution or contribution the work culture variable has in explaining the variation in employee performance variables. The results of the determination coefficient analysis are presented in Table 4 below.

Table 4. Coefficient of Determination

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.548A	0,300	0,290	2,035

a. Predictors: (Constant), Work Culture

Source: Data Processing Results, 2025

Table 4 shows the value of R Square (coefficient of determination) of 0.300. This means that the work culture variable is able to explain the variation or change in the employee performance variable by 30.0%. In other words, the contribution of work culture to employee performance is 30.0%, while the remaining 70.0% is influenced by other factors outside of work culture that were not studied in this study, such as employee ability, organizational commitment, leadership, work motivation, and other environmental factors.

DISCUSSION

The results of this study prove that work culture has a positive and significant influence on employee performance at the Regent's Office of the General Section of the Langkat Regency Regional Secretariat. This finding was obtained based on the results of simple regression analysis which showed a regression coefficient value of 0.483 with a t-calculation value of 5.427 which was greater than the t-table of 1.667 and a significance level of $0.000 < 0.05$. Thus, the hypothesis that states that work culture has a positive and significant effect on employee performance is acceptable.

The positive influence shown by the regression coefficient means that any improvement in the quality of work culture will be followed by an improvement in employee performance. On the other hand, if the work culture decreases, employee performance will tend to decline. This indicates that work culture is one of the important determinants that needs serious attention from management in an effort to increase productivity and organizational effectiveness.

This finding is in line with the concept put forward by (Malayu, H. S. & Hasibuan, 2017) that work culture is a habit that is repeated by employees in an organization and becomes a guideline in the implementation of work to achieve goals. A positive work culture will instill values such as integrity, discipline, cooperation, and results-oriented, which in turn will encourage employees to work better. Further, (Pramudya et al., 2023) emphasizing that a good work culture will have a positive impact on improving employee performance because work culture shapes a person's perspective in giving meaning to work, which then fosters strong belief, high spirit, and seriousness to realize the best achievements.

The results of this study also strengthen the opinion (Nugroho, 2024) which states that work culture is a set of behavior patterns that are inherent in each individual in the organization. Building a culture means improving and maintaining positive aspects and habituating certain patterns of behavior in order to create new and better forms. In the context of government organizations, the work culture of state apparatus is understood as a perspective and mood that fosters strong confidence based on the values they believe in, and has high enthusiasm and seriousness to realize the best work achievements.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussion on the influence of work culture on employee performance at the Regent Office of the General Section of the Lalat Regency Regional Secretariat, the following conclusions were obtained: Work culture has been proven to have a positive and significant effect on employee performance. This is evidenced by a regression coefficient value of 0.483 and a t-calculation value of 5.427 > t-table of 1.667 and a significance of $0.000 < 0.05$. This means that any improvement in the quality of work culture will be followed by an improvement in employee performance, and vice versa. The contribution of work culture to employee performance was 30.0%, while the remaining 70.0% was influenced by other factors outside of this study. Indicators of discipline, cooperation, and dedication have gone well, but the orientation to results and creativity still needs to be improved. Thus, strengthening a positive work culture is an important strategy in an effort to improve employee performance in local government agencies.

ADVANCED RESEARCH

Future research is recommended to examine the influence of work culture on employee performance by incorporating additional variables such as leadership style, job satisfaction, and employee motivation in different governmental institutions.

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