Analysis of Organizational Culture, Work Ability, and Work Discipline on the Performance of Civil Servants at the Civil Service
Police Unit (Satpol PP) of Medan City

Halimah Tusakdiyah Nasution, Muhammad Yalzamul Insan, Emi Wakhyuni

Abstract

This study aimed to analyze the influence of organizational culture, work ability, and work discipline on employee performance at the Civil Service Police Unit (Satuan Polisi Pamong Praja) of Medan City. The research employed a quantitative approach with an associative method, which was used to identify the relationship between independent and dependent variables. The population consisted of all civil servants (ASN) working at the Civil Service Police Unit of Medan City, totaling 68 employees. The sampling technique used was saturated sampling, meaning that the entire population was taken as the sample, resulting in 68 respondents. Primary data were collected through questionnaires distributed to the respondents and were analyzed using SPSS version 24 with multiple linear regression analysis. The results showed that, partially, organizational culture, work ability, and work discipline had a positive and significant influence on employee performance. Simultaneously, these three variables also had a positive and significant effect on performance, indicating that improvements in organizational culture, work ability, and work discipline could enhance employee performance. Among the three variables, work discipline was found to be the most dominant factor influencing employee performance. A total of 89.1% of the variation in employee performance could be explained by the three independent variables, with a very strong relationship indicated by a correlation coefficient (R) value of 0.946.

Keywords: Organizational Culture, Work Ability, Work Discipline, Employee Performance.

Halimah Tusakdiyah Nasution[1]
Program Studi Manajemen, Universitas Pembangunan Panca Budi, Indonesia e-mail: halimahtusakdiyahnasution@gmail.com[1]

Muhammad Yalzamul Insan[2], Emi Wakhyuni[3] e-mail:
myalza@dosen.pancabudi.ac.id[2] , emiwakhyuni09@gmail.com[3]
2nd International Conference on Islamic Community Studies (ICICS)
Theme: History of Malay Civilisation and Islamic Human Capacity and Halal Hub in the Globalization Era
https://proceeding.pancabudi.ac.id/index.php/ICIE/index

Introduction

The Civil Service Police Unit of Medan City is a regional apparatus responsible for enforcing local regulations, maintaining public order, and protecting the community through various activities such as inspections, public control operations, building supervision, and security support for official events [1]. The performance of civil servants (ASN) plays a crucial role in the successful execution of these duties, as it determines professionalism, responsiveness, and the effectiveness of handling issues in the field [1]. Optimal performance not only creates a safe and orderly environment but also strengthens public trust and supports bureaucratic reform through accountable, efficient, and community-oriented services in Medan City [1].

The performance of ASN employees at the Civil Service Police Unit of Medan City holds a central role in supporting efforts to maintain public order and enforce local regulations [1]. Observations indicate that several performance aspects still require improvement to achieve more optimal results. In terms of quality, accuracy and precision in carrying out tasks in the field can be further enhanced to ensure that every action complies with applicable regulations. Regarding quantity and timeliness, the diverse workload and dynamic field conditions sometimes affect the smooth completion of tasks. Efficiency in the use of resources can also be improved so that personnel and budget allocation become more targeted. Furthermore, supervisory functions and coordination among employees still need to be strengthened to support more focused and harmonious performance. Enhancing these aspects is expected to foster more professional and responsive ASN performance in supporting institutional duties [2].

Organizational culture plays an essential role in shaping behavioral patterns, work ethic, and employee integrity, including within the Civil Service Police Unit of Medan City [3]. Observations show that several organizational culture aspects still have room for improvement to better support institutional performance. In terms of exemplary leadership, leaders' behavior can be further enhanced to strengthen employees' work enthusiasm and compliance with organizational rules. Employees' understanding of the institution's vision and mission can also be deepened so that task implementation is not merely routine but aligned with the organization's strategic objectives. Additionally, opportunities for self-development through training or internal forums need to be expanded to encourage competency improvement. In the aspect of motivation, a more appreciative and supportive work environment is expected to strengthen employees' initiative, loyalty, and sense of belonging to the organization. Strengthening these elements of organizational culture is an important step in improving the quality of public services and increasing the effectiveness of local regulatory enforcement [4].

The work ability of ASN employees at the Civil Service Police Unit (Satpol PP) of Medan City is a dominant factor in supporting the implementation of regional regulation enforcement and the maintenance of public order [5]. Observations indicate that several aspects of work ability still have room for improvement to enhance the effectiveness of field operations. In terms of knowledge, understanding of local regulations and enforcement procedures can be further deepened to minimize errors during duty. Regarding skills, competencies in handling critical situations such as conflict management or crowd control must continue to be strengthened as fundamental capabilities. Work attitudes, including responsiveness and discipline, can also be improved to support smooth coordination and the execution of instructions. In addition, varying levels of work experience among employees highlight the need for continuous mentoring and training, particularly for new personnel or those with limited field exposure. Enhancing these aspects is expected to strengthen organizational performance and maintain the quality of public service delivery [6].

Work discipline is an essential aspect in supporting the quality of task implementation among employees at the Civil Service Police Unit of Medan City [7]. Observations show that several dimensions of discipline still require reinforcement to optimize employee performance.

In terms of attendance, consistency in presence and punctuality can be improved to maintain work effectiveness and team cohesion. Regarding compliance with regulations, there remains room to strengthen adherence to official rules and work procedures to uphold professionalism and public trust. Employee alertness also needs improvement to ensure that field operations are more precise and low-risk. Additionally, more consistent application of work ethics is necessary to create a harmonious work environment that supports collaboration. Strengthening work discipline is expected to serve as a crucial foundation for improving performance and the quality of public service delivery [8].

The performance of ASN employees at the Medan City Satpol PP is likely to decline if issues related to organizational culture, work ability, and work discipline are not addressed [9]. A weak organizational culture may reduce motivation, work direction, and a sense of belonging [3]. Work ability that still requires improvement including knowledge, skills, and attitudes can hinder professionalism and task effectiveness [5]. Suboptimal discipline also affects productivity and service quality [8]. If these issues remain unresolved, they may weaken the effectiveness of Satpol PP in supporting local government duties [10].

Research Methodology

This study employs an associative method with a quantitative approach aimed at assessing and testing the relationships and effects between independent variables and the dependent variable through the processing of numerical data obtained from questionnaires [11]. The research was conducted at the Civil Service Police Unit (Satpol PP) of Medan City, located at Jalan Arif Lubis No. 2, Medan City, North Sumatra. The population as well as the research sample consists of all 68 members of the State Civil Apparatus (ASN) working in the institution, using a census or saturated sampling technique, in which all members of the population are included as the sample [12].

Data were collected through the distribution of questionnaires to respondents. The collected data were then processed using SPSS version 24.0 with multiple linear regression techniques [13]. The analysis procedures include data quality testing (validity and reliability), classical assumption testing (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, and hypothesis testing through partial tests (t-test) and simultaneous tests (F-test), followed by the coefficient of determination test [14].

Table 1. Research Variables

Variable	Definition	Indicators	Scale
Organizational Culture (X_1)	Organizational culture is a set of values, norms, and practices that develop within the work environment, shaping employees' behavioral patterns and serving as a reference for acting, interacting, and carrying out tasks collectively within an institution [15].	Leader Behavior, Prioritizing Organizational Mission, Learning Processes, and Motivating Culture [15].	Likert
Work Ability (X_2)	Work ability is the capacity and competence of individuals in performing tasks, encompassing knowledge, technical competence, and the ability to complete work according to standards to ensure optimal results [16].	Knowledge, Skills, Attitudes, and Experience [16].	Likert
Work Discipline (X_3)	Work discipline refers to employees' awareness and willingness to comply with regulations, maintain work punctuality, and fulfill responsibilities in accordance with organizational provisions to ensure that work processes run effectively [17].	Attendance, Compliance with Regulations and Standards, High Alertness, and Ethical Work Behavior [17].	Likert

Employee Performance (Y)	Employee performance is the level of success in carrying out assigned duties, reflected through the quality and quantity of outputs, as well as accuracy in fulfilling responsibilities within a specific period [18].	Quantity, Time (Timeliness), Cost Emphasis, Supervision, and Interin Employee Relations [18].	Likert [18].

Results Analysis of Respondents' Answers on the Organizational Culture Variable (X_1)

The results of distributing questionnaires to 68 respondents show that Organizational Culture falls within the Good to Good Approaching Very Good category across all indicators. For the indicator of leader behavior, mean scores of 3.94 and 3.88 indicate that leaders are perceived as consistent with organizational values and serve as role models for employees. The indicator of prioritizing the organizational mission, with mean scores of 4.05 and 4.05, reflects that leaders effectively guide employees in understanding and executing the institution's mission. The learning process indicator, with mean scores of 4.15 and 4.05, demonstrates strong commitment from leaders in providing training and development opportunities. Meanwhile, the motivating culture indicator, with mean scores of 3.91 and 3.86, illustrates leadership support for new ideas and teamwork, although it remains the weakest aspect compared to other indicators. Overall, Organizational Culture is functioning well and is supported by strong leadership control. The culture has been solidly established, particularly in mission comprehension and learning processes. However, the motivation aspect with mean scores of 3.91 and 3.86 stands as the weakest point and needs to be strengthened to enhance employee creativity and participation more optimally.

Analysis of Respondents' Answers on the Work Ability Variable (X_2)

The results of distributing questionnaires to 68 respondents show that Work Ability which consists of knowledge, skills, attitudes, and experience falls within the Good to Very Good category. The knowledge indicator obtained mean scores of 4.15 and 3.91, indicating that employees possess adequate understanding of tasks and leadership instructions. The skills indicator, with mean scores of 3.94 and 4.10, reflects employees' technical and operational capabilities in executing work plans and utilizing institutional facilities. The attitude indicator recorded mean scores of 4.01 and 4.16, illustrating positive work attitudes, the ability to remain calm, and responsiveness in resolving problems. The experience indicator, with mean scores of 4.10 and 3.89, signifies that employees' tenure and experience have contributed to work effectiveness and smooth task execution. Overall, all indicators show consistent positive assessments from respondents regarding employees' Work Ability.

Analysis of Respondents' Answers on the Work Discipline Variable (X_3)

The results of distributing questionnaires to 68 respondents indicate that employees' Work Discipline falls within the Good to Very Good category across all indicators. For the attendance indicator, mean scores of 4.15 and 4.03 reflect consistent presence and commitment to not taking leave without important reasons. The compliance indicator also shows solid results, with mean scores of 4.05 and 4.04, indicating employees' ability to follow rules and work procedures systematically. The alertness indicator recorded mean scores of 4.11 and 4.13, demonstrating high caution and awareness in maintaining physical condition to support performance. Meanwhile, the ethical work indicator, with mean scores of 3.98 and 4.04, reflects mutual respect and appreciation for colleagues' opinions, although this indicator still allows room for slight improvement. Overall, all indicators show stable discipline levels that support employees' work effectiveness. Employees' Work Discipline is strong and consistent, especially in attendance and alertness, which serve as the main pillars of productivity. However, work ethics remains the most potential area for further enhancement.

Analysis of Respondents' Answers on the Employee Performance Variable (Y)

The results of distributing questionnaires to 68 respondents show that Employee Performance falls within the Good category across all six indicators. For the quality indicator, mean scores of 3.91 and 4.02 confirm that employees are able to produce work that meets

standards and maintain accuracy. The quantity indicator obtained mean scores of 4.02 and 3.94, indicating employees' ability to meet work targets. The time indicator, with mean scores of 4.00 and 4.13, affirms punctuality and efficient use of working hours. For the cost emphasis indicator, mean scores of 4.07 and 4.04 reflect employees' efforts to minimize errors and avoid waste. The supervision indicator, with scores of 4.05 and 4.00, shows adherence to procedures and positive perceptions of supervisory functions. Meanwhile, the inter-employee relations indicator recorded mean scores of 3.91 and 3.95, illustrating good teamwork and communication within the work unit. Overall, Employee Performance is stable and meets organizational standards. Employee Performance is considered solid and consistent, supported by strong timeliness and cost efficiency. However, the quality of inter-employee relations and work accuracy remain the weakest aspects and require attention to achieve optimal performance.

Data Quality Test (Validity and Reliability)

Table 2. Results of Validity and Reliability Tests

Organizational Culture (X_1)		**Work Ability (X_2)**		**Work Discipline (X_3)**		**Employee Performance (Y)**		r_{kritis}	**Description**
Simbol	r_{hitung}	**Simbol**	r_{hitung}	**Simbol**	r_{hitung}	**Simbol**	r_{hitung}		
$X_{1,1}$	**0,645**	$X_{2,1}$	**0,616**	$X_{3,1}$	**0,528**	$Y_{,1}$	**0,540**	0,3	Valid
$X_{1,2}$	**0,754**	$X_{2,2}$	**0,584**	$X_{3,2}$	**0,636**	$Y_{,2}$	**0,497**	0,3	Valid
$X_{1,3}$	**0,660**	$X_{2,3}$	**0,557**	$X_{3,3}$	**0,699**	$Y_{,3}$	**0,572**	0,3	Valid
$X_{1,4}$	**0,724**	$X_{2,4}$	**0,704**	$X_{3,4}$	**0,673**	$Y_{,4}$	**0,613**	0,3	Valid
$X_{1,5}$	**0,720**	$X_{2,5}$	**0,813**	$X_{3,5}$	**0,727**	$Y_{,5}$	**0,784**	0,3	Valid
$X_{1,6}$	**0,650**	$X_{2,6}$	**0,790**	$X_{3,6}$	**0,777**	$Y_{,6}$	**0,519**	0,3	Valid
$X_{1,7}$	**0,650**	$X_{2,7}$	**0,817**	$X_{3,7}$	**0,549**	$Y_{,7}$	**0,773**	0,3	Valid
$X_{1,8}$	**0,619**	$X_{2,8}$	**0,565**	$X_{3,8}$	**0,809**	$Y_{,8}$	**0,772**	0,3	Valid
-	-	-	-	-	-	$Y_{,9}$	**0,621**	0,3	Valid
-	-	-	-	-	-	$Y_{,10}$	**0,718**	0,3	Valid
-	-	-	-	-	-	$Y_{,11}$	**0,625**	0,3	Valid
-	-	-	-	-	-	$Y_{,12}$	**0,682**	0,3	Valid
Cronbach's Alpha		**Cronbach's Alpha**		**Cronbach's Alpha**		**Cronbach's Alpha**		**Kesimpulan Reliabilitas**	
0,895		0,897		0,892		0,909		Reliabel / Andal	

The validity test results show that each question item in every variable has a calculated rvalue greater than the critical r-value (0.3), indicating that the instrument and the resulting data are valid [12]. In addition, the Cronbach's Alpha values for all variables exceed 0.7, allowing the conclusion that the data are reliable or dependable [19].

Classical Assumption Tests (Normality, Multicollinearity, and Heteroscedasticity)

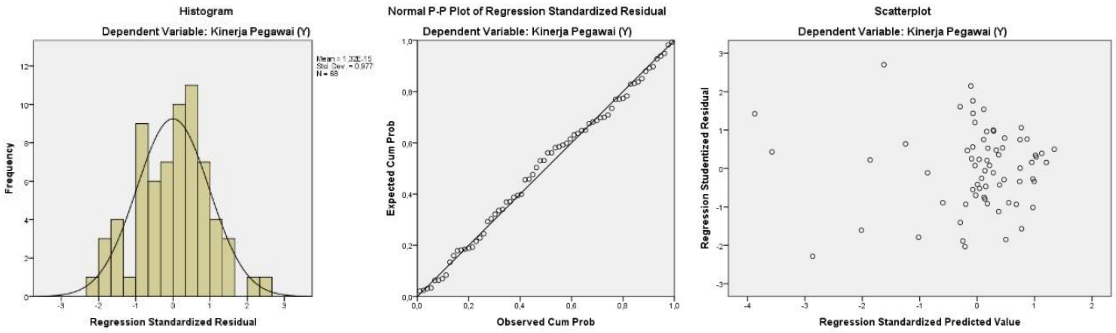

Figure 1. Histogram, P-P Plot, and Scatterplot

The results of the normality test using a histogram graph show that the data distribution forms a convex shape in the middle resembling a bell curve, with the graph peak positioned at zero [20]. The graph does not lean to the left or right, indicating that the residuals are normally distributed [21]. This confirms that the data used in this study visually meet the normality assumption [20][21].

The normality test was further examined through the P-P Plot. The results show that the 68 data points for the dependent variable Employee Performance (Y) are distributed around the diagonal line, with most points touching the line. This pattern indicates that the data consistently follow the diagonal line, meaning the data are normally distributed and meet the fundamental assumption of multiple linear regression [22].

Based on the heteroscedasticity test using the scatterplot graph, the 68 data points appear randomly scattered above and below the zero line without forming any specific pattern. The points do not cluster on one side, nor do they show a wavy or narrowing pattern. This random dispersion indicates that the regression model exhibits homoscedasticity, or is free from heteroscedasticity symptoms [12][14].

Table 3. Multicollinearity Test

Coefficients[a]						
Model		*Collinearity Statistics*				
		Tolerance	Tolerance Requirement	VIF	VIF Requirement	Multicollinearity Conclusion
1	*(Constant)*					
	Organizational Culture (X_1)	**0,256**	> 0,10	**3,906**	< 10	**No Multicollinearity Detected**
	Work Ability (X_2)	**0,214**	> 0,10	**4,684**	< 10	
	Work Discipline (X_3)	**0,248**	> 0,10	**4,033**	< 10	
a. Dependent Variable: Employee Performance (Y)						

Based on the multicollinearity test, all independent variables have tolerance values greater than 0.10 and VIF values less than 10. Thus, it can be concluded that there is no multicollinearity among the independent variables, meaning there is no correlation or similarity of data between the independent variables [11][13].

Table 4. Multiple Linear Regression Analysis and t-Test (Partial)

Coefficients[a]

	Model	**B**			***t-value***	***t-table***	***Sig.***	***Sig.*** Req..	**Conclusion of the Influence**
		Unstandardized Coefficients **Std.**		***Standardized Coefficients*** **Beta**					
			Error						
1	(*Constant*)	**1,855**	2,025		0,916		0,363		
	Organizational Culture (X_1)	**0,399**	0,107	0,297	**3,728**	1,998	**0,000**	Sig < 0,05	**Positive & Significant**
	Work Ability (X_2)	**0,461**	0,125	0,323	**3,703**	1,998	**0,000**	Sig < 0,05	**Positive & Significant**
	Work Discipline (X_3)	**0,572**	0,121	**0,383**	**4,722**	1,998	**0,000**	Sig < 0,05	**Positive & Significant**

a. *Dependent Variable*: Employee Performance (Y)

Based on the results of the multiple linear regression test, the regression equation obtained is: $\mathbf{Y = 1.855 + 0.399X_1 + 0.461X_2 + 0.572X_3 + e.}$

The constant value of 1.855 indicates that if the independent variables Organizational Culture (X_1), Work Ability (X_2), and Work Discipline (X_3) are assumed to be zero, then Employee Performance (Y) still has a value of 1.855, which is influenced by other factors outside the research model [2].

The variable Organizational Culture (X_1) has a regression coefficient of 0.399, meaning that every one-unit increase in Organizational Culture will increase Employee Performance by 0.399 units [23]. This indicates that the better the Organizational Culture, the higher the Employee Performance [23].

Meanwhile, the variable Work Ability (X_2) has a regression coefficient of 0.461. This means that a one-unit increase in Work Ability can increase Employee Performance by 0.461 units [24]. This result confirms that improvements in Work Ability lead to higher Employee Performance [24].

The variable Work Discipline (X_3) has a regression coefficient of 0.572, which also shows a positive influence on Employee Performance [25]. This signifies that the better the Work Discipline of employees, the higher the Employee Performance [25].

Overall, the most dominant variable influencing Employee Performance is Work Discipline, as it has the largest regression coefficient and Standardized Coefficients Beta value, namely 0.572 and 0.383, respectively [11].

The t-table value in the regression model is calculated using the degree of freedom formula (df) = n – k, which is 68 – 4 = 64 [12]. Based on the calculation using the formula =TINV(0.05;64) in Microsoft Excel, the t-table value obtained is 1.998 [13].

The t-test for the variable Organizational Culture (X_1) shows a t-count value of 3.728, which is greater than the t-table value of 1.998, with a significance value of 0.000 < 0.05. Thus, the alternative hypothesis (Ha) is accepted and the null hypothesis (Ho) is rejected, indicating that Organizational Culture has a significant influence on Employee Performance [26].

Next, the t-test for the variable Work Ability (X_2) shows a t-count value of 3.703 with a significance value of 0.000 < 0.05. This also meets the criterion of t-count > t-table, leading to the conclusion that Work Ability significantly influences Employee Performance, and therefore the hypothesis is accepted [27].

Meanwhile, the variable Work Discipline (X_3) obtains a t-count value of 4.722 with a significance value of 0.000 < 0.05. This result shows that Work Discipline has a positive and significant partial effect on Employee Performance, thus the hypothesis is accepted [28].

Table 5. Results of the F-Test (Simultaneous) and the Determination Test

		ANOVA[a]					**Model Summary[b]**	
Model	*df*	*F-value*	*F-table*	*Sig*	*Sig. Req..*	Conclusion	R	Adjusted R Square
1 Regression	**3**							
Residual	**64**	**183,434**	2,748	**0,000[b]**	< 0,05	**Significant**	**0,946[a]**	**0,891**
Total	67							

a. *Dependent Variable:* Employee Performance (Y)

b. *Predictors: (Constant),* Organizational Culture (X_1), Work Ability (X_2), Work Discipline (X_3)

The F-table value in the regression model was obtained using the degrees of freedom df1 = 3 and df2 = 64, resulting in a value of 2.748 [2]. Based on the results of the simultaneous Ftest, the calculated F-value was 183.434 with a significance level of 0.000 < 0.05. Since the calculated F-value is far greater than the F-table value, the alternative hypothesis is accepted, indicating that Organizational Culture, Work Ability, and Work Discipline simultaneously have a significant effect on Employee Performance [9][10].

The results of the determination test show an Adjusted R Square value of 0.891, meaning that Employee Performance can be explained by Organizational Culture, Work Ability, and Work Discipline, while the remaining 10.9% is explained by other factors or variables outside the model, such as knowledge, job design, personality, work motivation, leadership, leadership style, job satisfaction, work environment, loyalty, commitment, and others [14][18]. The correlation value (R) of 0.946 indicates a very strong relationship between Organizational Culture, Work Ability, and Work Discipline with Employee Performance, suggesting that the regression model is highly robust [22].

Discussion The Influence of Organizational Culture (X_1) on Employee Performance (Y)

Based on the results of the multiple linear regression and the t-test, it can be concluded that Organizational Culture partially has a positive and significant effect on the Employee Performance of the Civil Servants (ASN) at the Civil Service Police Unit (Satpol PP) of Medan City. Therefore, the proposed H1 hypothesis is accepted and proven true (Ha accepted and Ho rejected), as the findings align with the theoretical expectation [3].

This research supports Kasmir's theory, which states that one of the factors influencing employee performance is knowledge [18]. The findings are also consistent with several previous studies demonstrating that Organizational Culture partially has a positive and significant effect on employee performance [3][4][23][25][26][28].

The Organizational Culture implemented in the Medan City Civil Service Police Unit is proven to significantly influence Employee Performance through four key indicators: leadership behavior, emphasis on organizational mission, learning processes, and a motivating culture. Leadership behavior functions as a reference that shapes Work Discipline, as firmness, consistency in action, and transparent communication serve as behavioral models for subordinates in carrying out public order enforcement tasks [25]. At the same time, reinforcing the organizational mission such as maintaining public order, protecting citizens, and ensuring the effective implementation of regional regulations guides all work activities to remain aligned with public service priorities [4]. Such alignment strengthens task orientation and minimizes the dispersion of focus that may hinder both individual and collective productivity [3]. Thus,

leadership behavior and mission reinforcement act as structural foundations that build direction, commitment, and operational order in daily work [23].

A systematic learning process enables employees to develop technical and nontechnical competencies, such as interpreting public dynamics, communicating with citizens, and understanding administrative procedures [28]. Continuous learning enhances employees' ability to adapt to regulatory changes and improves task accuracy in the field [25]. In parallel, a motivating culture fosters intrinsic drive through recognition of achievements, appreciation of initiatives, and a supportive work environment that encourages active participation [3]. The combination of learning and motivation promotes operational innovation, such as improvements in patrol procedures or methods for handling public complaints [23]. The interaction among these four indicators demonstrates that Organizational Culture does not merely regulate behavior but also strengthens employees' capabilities and initiatives. Reinforcement of these cultural elements has a direct impact on discipline, task effectiveness, and the quality of services provided by Satpol PP Medan City [25][26].

The Influence of Work Ability (X_2) on Employee Performance (Y)

Based on the results of the multiple linear regression test and the t-test, it can be concluded that Work Ability partially has a positive and significant effect on the Employee Performance of the Civil Servants (ASN) at the Civil Service Police Unit (Satpol PP) of Medan City. Therefore, the proposed H2 hypothesis is accepted and proven true (accept Ha and reject Ho), as the research results are consistent with the proposed hypothesis [5].

These findings align with the theory proposed by Kasmir, which explains that one of the factors influencing employee performance is ability [18]. The results also correspond with several previous studies showing that Work Ability partially has a positive and significant effect on employee performance [5][6][7][24][27].

Employee Work Ability plays a significant role in improving the performance of ASN at the Medan City Civil Service Police Unit through four main indicators: knowledge, skills, attitude, and experience. Knowledge of regional regulations, enforcement procedures, and administrative mechanisms forms an essential basis for accurate operational decision-making [27]. Employees who fully understand their duties and responsibilities tend to perform actions accurately, follow procedures, and minimize corrective errors, particularly when facing public order dynamics, complaint handling, and licensing issues [5].

Technical and non-technical skills enhance the effectiveness of task execution, including the use of communication equipment, crowd control techniques, and field administrative capabilities [24]. In Satpol PP Medan, interpersonal communication skills also help de-escalate conflicts and improve the quality of public outreach. Mastery of reporting skills and operational procedures accelerates follow-up processes and increases productivity as well as the accuracy of performance documentation [6].

Work attitudes which include discipline, responsibility, integrity, and public service orientation influence how employees respond to instructions, collaborate within teams, and handle field pressure [7]. Professional and consistent attitudes contribute to operational stability and enhance public trust in Satpol PP [28]. Work experience provides adaptive advantages through practical learning gained from handling incidents, conducting patrols, and coordinating with other agencies [8]. Experienced employees more quickly recognize problem patterns, anticipate potential escalation, and apply effective resolution strategies. The interaction among these four indicators demonstrates that Work Ability forms the operational behavioral foundation of employees [6]. Improvements in any of these indicators will enhance action accuracy, productivity, and service quality, thereby making Satpol PP Medan more responsive and effective [27].

The Influence of Work Discipline (X_3) on Employee Performance (Y)

Based on the results of the multiple linear regression test and the t-test, it can be concluded that Work Discipline partially has a positive and significant effect on the Employee Performance of ASN at the Civil Service Police Unit (Satpol PP) of Medan City. Therefore, the proposed H3 hypothesis is accepted and proven true (accept Ha and reject Ho), as the research results align with the proposed hypothesis [25].

These findings are consistent with the theory proposed by Kasmir, which states that one of the factors influencing employee performance is Work Discipline [18]. Adhering to rules and norms established within an organization will enhance employee performance [5]. The results also align with several studies showing that Work Discipline partially has a positive and significant effect on employee performance [7][8][25][28].

Work Discipline contributes significantly to improving the performance of ASN at the Medan City Civil Service Police Unit through the indicators of attendance, adherence to rules and work standards, alertness, and work ethics. Good attendance reflects employees' readiness to carry out their duties according to schedule and ensures the smooth execution of patrols, complaint handling, and enforcement operations [7]. Consistent attendance also encourages balanced task distribution, preventing workload accumulation on specific individuals [28].

Adherence to rules, including compliance with working hours, official attire, facility maintenance, and operational procedures, creates standardized work patterns that facilitate supervision and evaluation [25]. In inter-agency coordination, such as with the police or transportation office, adherence to work standards enhances consistency of action, strengthens accountability, and minimizes administrative errors that may hinder field operations [27].

A high level of alertness enables employees to identify risks early, assess crowd situations, and implement preventive measures to avoid incidents [5]. In activities such as market enforcement and demonstration escorting, alertness reduces workplace accidents and accelerates responses to violations [1]. Working ethically fosters healthy professional relationships among employees and with the public [28]. Polite approaches that respect citizens' rights reduce public resistance, de-escalate conflicts, and increase trust in the institution [7]. A strong work ethic also strengthens a conducive organizational climate, encourages commitment to duties, and reduces deviant behavior [8].

The interaction among these elements of Work Discipline creates a synergistic partial influence on Employee Performance [25]. When attendance, procedural compliance, alertness, and ethics operate simultaneously, the effectiveness of task execution, accuracy of actions, and public perception of Satpol PP services improve significantly [14].

The Influence of Organizational Culture (X_1), Work Ability (X_2), and Work Discipline (X_3) Simultaneously on Employee Performance (Y)

Based on the results of the multiple linear regression test and the F-test, it can be concluded that Organizational Culture, Work Ability, and Work Discipline simultaneously have a positive and significant effect on the Employee Performance of the Civil Servants (ASN) at the Civil Service Police Unit (Satpol PP) of Medan City. Therefore, the H4 hypothesis can be accepted and is proven true (accept Ha and reject Ho), as the research findings align with the proposed hypothesis [9].

These findings are consistent with the theory proposed by Kasmir, which explains that there are 13 factors influencing performance: ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, Organizational Culture, job satisfaction, work environment, loyalty, commitment, and Work Discipline [18]. Based on this theory, at least three factors influence employee performance Organizational Culture, Work

Ability, and Work Discipline. The results also correspond with several studies showing that Organizational Culture, Work Ability, and Work Discipline simultaneously have a positive and significant effect on employee performance [9][10].

Organizational Culture, Work Ability, and Work Discipline simultaneously exert a positive and significant influence on the Employee Performance of ASN at the Medan City Civil Service Police Unit through six main indicators: quality, quantity, timeliness, cost efficiency, supervision, and interpersonal relationships. Organizational Culture shapes values, norms, and work orientations that guide collective behavior; Work Ability provides technical and intellectual capacity; and Work Discipline ensures consistency in task execution according to established procedures [10]. These three elements create a complementary structure in which culture provides direction, ability offers competence, and discipline ensures orderliness [9]. The interaction of these variables is reflected in improvements in work quality, the completion of tasks according to target quantities, timely activity completion, efficiency in budget and facility use, accuracy in supervision processes, and more harmonious working relationships [9][10].

Enhancements in work quality and quantity arise from a combination of organizational values emphasizing leadership by example, shared mission, and continuous learning, along with technical abilities such as knowledge, skills, attitude, and experience [1]. Discipline strengthens these aspects through procedural compliance, alertness while on duty, and consistent attendance [25]. Timeliness is achieved because experience and skill accelerate work processes, while Organizational Culture ensures that work priorities remain clear and relevant [7]. In terms of cost efficiency and supervision, all three variables contribute through responsible use of facilities, accurate work documentation, and adherence to standards that facilitate monitoring [4]. Furthermore, motivating organizational values, collaborative abilities, and strong work ethics foster harmonious relationships among employees, which are essential in enforcement, patrol operations, and cross-sector coordination within Satpol PP Medan [23].

Among the three variables, Work Discipline emerges as the most dominant factor due to its direct influence on operational orderliness, employee readiness, and accuracy of actions in the field [8]. Attendance, compliance with standards, alertness, and work ethics have an immediate impact on service timeliness, the number of activities completed, and the reduction of operational errors [26]. In an institution such as Satpol PP, which requires rapid response, physical presence, and intensive coordination, discipline becomes the primary determinant of task effectiveness, while Organizational Culture and Work Ability reinforce it through longterm value development and competency strengthening [9].

Conclusion

The results of the study indicate that Organizational Culture, Work Ability, and Work Discipline each have a positive and significant effect on the Employee Performance of ASN at Satpol PP Medan City, with all t-values exceeding the t-table and a significance level of 0.000. Simultaneously, these three variables also have a significant influence, as indicated by an Fvalue far above the F-table. Among them, Work Discipline is the most dominant factor, as shown by the highest beta coefficient and t-value.

The management of the Medan City Civil Service Police Unit needs to strengthen leadership exemplification, enhance employee Work Ability through relevant training, and reinforce discipline through strict attendance monitoring and consistent implementation of sanctions and rewards. Furthermore, performance quality can be improved through routine coaching, periodic performance evaluations, and constructive feedback. Reinforcing the organizational mission, establishing clear work standards, and promoting exemplary disciplined behavior among leaders will help develop employees who are more skilled, responsible, and oriented toward achieving organizational goals.

References

[1] G. J. Sianipar, P. H. Silaban, and S. I. R. Simanjuntak, "Pengaruh gaya kepemimpinan, kerjasama tim dan pengawasan kerja terhadap kinerja pegawai Satpol PP Kota Medan," *Journal Business and Management,* vol. 2, no. 2, pp. 391–406, 2024.

[2] J. S. Siagian, T. Wahyono, and R. Ahmad, "Analysis of Work Motivation, Work Environment, and Job Satisfaction Towards Employee Performance at PT Ratu Intan Cargo," *Formosa Journal of Sustainable Research,* vol. 4, no. 2, pp. 311–334, 2025.

[3] T. P. Pratama, M. Mahfudnurnajamuddin, and A. As'ad, "Pengaruh Employee Engagement dan Budaya Organisasi Terhadap Kinerja Pegawai pada Pengadilan Tinggi Agama Makassar," *Economics and Digital Business Review,* vol. 6, no. 2, pp. 1166–1177, 2025.

[4] S. Hadi, C. Ermanto, and A. Ali, "Pengaruh Komunikasi Interpersonal, Koordinasi dan Budaya Organisasi Terhadap Kinerja Pegawai Kecamatan Bogor Tengah Kota Bogor," *ANTASENA: Governance and Innovation Journal,* vol. 2, no. 1, pp. 54–67, 2024.

[5] M. Mirdhatillah, S. A. Sebayang, and T. Wahyono, "Analisis Kemampuan Kerja, Disiplin Kerja, dan Motivasi Kerja terhadap Kinerja Pegawai pada Biro Organisasi dan Sumber Daya Manusia Badan Riset dan Inovasi Nasional," *Jurnal Penelitian Inovatif,* vol. 5, no. 2, pp. 1153–1164, 2025.

[6] A. Lase, D. Lase, O. Laia, and N. A. Buulolo, "Korelasi Antara Pengetahuan, Kemampuan, dan Pengalaman Kerja dengan Kinerja Pegawai di Kantor Pengadilan Negeri Gunungsitoli," *Tuhenori: Jurnal Ilmiah Multidisiplin,* vol. 1, no. 1, pp. 1–10, 2023.

[7] L. N. Dewi, D. Suhaeli, and L. A. Hidayati, "Pengaruh Kemampuan Kerja, Motivasi Kerja, dan Disiplin Kerja terhadap Kinerja Karyawan (Studi Empiris pada Puskesmas Kecamatan Candimulyo)," *Borobudur Management Review,* vol. 3, no. 1, pp. 14–31, 2023.

[8] M. H. Wijaya and H. Supriadi, "Pengaruh Pengalaman Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Solusindo Bintang Pratama Jakarta Selatan," *Journal of Research and Publication Innovation,* vol. 2, no. 3, pp. 1657–1668, 2024.

[9] S. Amalia, N. N. Annisa, and M. G. Prasaja, "Pengaruh Kemampuan Kerja, Disiplin Kerja dan Budaya Organisasi Terhadap Kinerja Perangkat Desa di Wilayah Kecamatan Buluspesantren, Kabupaten Kebumen," *Volatilitas Jurnal Manajemen dan Bisnis,* vol. 6, no. 4, pp. 43–56, 2024.

[10] Y. A. Manilau, A. F. Gorang, H. Hermayanti, and T. L. L. Peny, "Analisis Pengaruh Disiplin Kerja, Kemampuan Kerja Dan Budaya Kerja Terhadap Kinerja Pegawai Pada Kantor Dinas Perumahan Kawasan Permukiman Dan Pertanahan Kabupaten Alor," *Jurnal Ilmiah Wahana Pendidikan,* vol. 9, no. 22, pp. 995–1009, 2023.

[11] N. Aulia, M. C. Rizky, L. A. Azahara, and A. M. Putri, "The effect of communication, motivation, and work discipline on the performance of honorary employees of the Regional Office of the Ministry of Religion of North Sumatra Province," *Journal of Research in Social Science and Humanities,* vol. 5, no. 3, 2025.

[12] R. Risnaini and E. Wakhyuni, "The effect of workload, work relationships, and work facilities on employee productivity at PT JNE Medan Main Branch," *Journal of Research in Social Science and Humanities,* vol. 5, no. 2, 2025.

[13] N. Aulia et al., "Produktivitas kerja karyawan J&T Express cabang Medan berdasarkan pengaruh beban, hubungan dan fasilitas pekerjaan," *Economics and Digital Business Review,* vol. 7, no. 1, pp. 169–182, 2025.

[14] F. W. Az-Zahra, E. Wakhyuni, and A. Taufik, "Pengaruh Pemberian Kompensasi, Peraturan yang Pasti, Serta Pengawasan Pimpinan Terhadap Peningkatan Disiplin Kerja Guru di MAN 3 Langkat," *GOVERNANCE: Jurnal Ilmiah Kajian Politik Lokal dan Pembangunan*, vol. 11, no. 1, 2024.
[15] Moekijat, *Manajemen Personalia dan Sumber Daya Manusia*. Jakarta: Pustaka, 2019.
[16] H. Kertajaya, *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta, 2021.
[17] E. Sutrisno, *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group, 2023.
[18] Kasmir, *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: Rajawali Pers, 2022.
[19] E. Wakhyuni and A. A. Dalimunthe, "Pengaruh Etika Kerja, Pengalaman Kerja, dan Budaya Kerja Terhadap Prestasi Kerja Pegawai Badan Kesatuan Bangsa, Politik dan Perlindungan Masyarakat Kabupaten Karo," *JUMANT*, vol. 12, no. 2, pp. 14–29, 2020.
[20] M. Y. Insan, S. S. Batubara, and E. S. Fitriani, "Peran Disiplin dan Motivasi Kerja dalam Meningkatkan Kepuasan Kerja Karyawan," *Maneggio: Jurnal Ilmiah Magister Manajemen*, vol. 8, no. 2, pp. 109–113, 2025.
[21] M. Y. Insan, E. S. Saputra, and N. Ramadhany, "Analisis Determinan Terhadap Kinerja Karyawan PT Perkebunan Nusantara IV," in *Scenario (Seminar of Social Sciences Engineering and Humaniora)*, Apr. 2023, pp. 365–375.
[22] M. Y. Insan and D. Damrus, "Pengaruh Kompensasi dan Stres Kerja Terhadap Kinerja Keperawatan Pada Rumah Sakit Umum Wulan Windy," *Jurnal Bisnis dan Kajian Strategi Manajemen*, vol. 4, no. 1, 2020.
[23] A. A. S. P. Wulandari, J. P. Lukman, and I. D. A. P. Wirantari, "Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Pegawai di Dinas Pendidikan, Kepemudaan dan Olahraga Kota Denpasar," *Juima: Jurnal Ilmu Manajemen*, vol. 15, no. 1, 2025.
[24] U. A. Jaya and N. Risnawati, "Pengaruh Gaya Kepemimpinan Demokratis dan Kemampuan Kerja Terhadap Kinerja Karyawan Pabrik Boneka Sukabumi," *Jurnal Ilmiah Edunomika*, vol. 8, no. 1, pp. 65–79, 2024.
[25] N. L. M. D. Yanti, N. M. D. Puspitawati, and T. Carina, "Pengaruh Budaya Organisasi, Lingkungan Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Pada JP Silver Bali, Gianyar, Bali," *VALUES*, vol. 6, no. 1, pp. 12–22, 2025.
[26] F. Fardiansyah, M. Taufik, and H. Bahar, "Pengaruh Budaya Organisasi dan Disiplin Kerja Terhadap Kinerja Tenaga Kesehatan Pada Rumah Sakit Umum Daerah Kota Kendari," *Jurnal HOMANIS: Halu Oleo Manajemen dan Bisnis*, vol. 2, no. 2, pp. 482–497, 2025.
[27] M. Gozali, T. Agustina, and Y. Handoko, "Pengaruh Motivasi, Disiplin Kerja, Kompensasi dan Kemampuan Kerja terhadap Kinerja Aparatur Sipil Negara pada Sekretariat Daerah Kabupaten Kotawaringin Barat," *Jurnal Ilmiah Riset Aplikasi Manajemen*, vol. 2, no. 1, pp. 134–148, 2024.
[28] M. J. F. S. Maksum and F. Andika, "Pengaruh Budaya Organisasi, Disiplin Kerja, dan Kompetensi Terhadap Kinerja Pegawai di MA Bahrul Ulum Tambakberas Jombang," *Management and Education Journal*, vol. 3, no. 2, pp. 96–103, 2025.