

Analysis of the Influence of Work Culture on Employee Performance in the Islamic Guidance Section of the Ministry of Religious Affairs Office of Langkat Regency

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh budaya kerja, loyalitas, dan kepuasan kerja terhadap kinerja pegawai di Seksi Bimas Islam Kantor Kementerian Agama Kabupaten Langkat. Metode penelitian menggunakan pendekatan kuantitatif dengan sampel jenuh sebanyak 35 responden. Teknik analisis data meliputi uji validitas, reliabilitas, uji asumsi klasik, regresi linear berganda, uji t, uji F, dan koefisien determinasi. Hasil penelitian menunjukkan bahwa secara parsial budaya kerja berpengaruh positif dan signifikan terhadap kinerja pegawai dengan nilai t hitung 3,738 > t tabel 1,690 dan signifikansi 0,000. Loyalitas juga berpengaruh positif dan signifikan dengan t hitung 3,571, serta kepuasan kerja dengan t hitung 3,782. Secara simultan, ketiga variabel berpengaruh positif dan signifikan terhadap kinerja pegawai dengan F hitung 7,685 > F tabel 2,90 dan signifikansi 0,001. Koefisien determinasi menunjukkan kontribusi sebesar 69,2%, sisanya dipengaruhi faktor lain. Kesimpulannya, peningkatan budaya kerja, loyalitas, dan kepuasan kerja akan mendorong peningkatan kinerja pegawai.

Kata Kunci: Budaya Kerja; Loyalitas; Kepuasan Kerja; Kinerja Pegawai.

Abstract

This study aims to analyze the influence of work culture, loyalty, and job satisfaction on employee performance at the Islamic Community Guidance Section of the Ministry of Religious Affairs Office, Langkat Regency. The research method used a quantitative approach with a saturated sample of 35 respondents. Data analysis techniques included validity tests, reliability tests, classical assumption tests, multiple linear regression, t-tests, F-tests, and coefficient of determination. The results showed that partially, work culture had a positive and significant effect on employee performance with a t-count of 3.738 > t-table 1.690 and significance of 0.000. Loyalty also had a positive and significant effect with a t-count of 3.571, as did job satisfaction with a t-count of 3.782. Simultaneously, all three variables had a positive and significant effect on employee performance with an F-count of 7.685 > F-table 2.90 and significance of 0.001. The coefficient of determination showed a contribution of 69.2%, while the rest was influenced by other factors. In conclusion, improving work culture, loyalty, and job satisfaction will enhance employee performance.

Keyword: Work Culture; Loyalty; Job Satisfaction; Employee Performance.

1. Introduction

Human resources are the most important element in an organization because they are the main driver in achieving the goals that have been set. The success of an organization is not only determined by the availability of financial and technological resources, but also by the quality of the human resources it has (Darim, 2020). Therefore, organizations need to manage human resources effectively in order to be able to produce optimal performance. Good human resource management will encourage employees to work productively and professionally in carrying out their duties (Malayu, H. S. & Hasibuan, 2017). In the context of government organizations, the quality of employee performance is one of the important indicators in assessing the success of the implementation of public services. Employees who have high performance will be able to carry out their duties and responsibilities effectively and provide optimal services to the community. On the other hand, low employee performance can hinder the achievement of organizational goals and reduce the quality of services provided to the community (Anwar Prabu, 2017). Employee performance is basically the result of work achieved by a person in carrying out the tasks given to him based on ability, experience, and seriousness in work. Performance also reflects the level of success of a person in carrying out the duties and responsibilities that are his or her obligations in the organization. Thus, employee performance is an important factor that must be considered by every organization to achieve the expected goals (Muis & Hasibuan, 2021). Many factors can affect employee performance in an organization. One of the factors that is considered to have an important role is the work culture that develops in the organization. Work culture reflects values, habits, attitudes, and behavior patterns that serve as guidelines for employees in carrying out their work. A good work culture will create a conducive work environment so that it can increase employee motivation and performance (Judge & Robbins, 2013). Work culture in government organizations is very important because it relates to professionalism, discipline, responsibility, and commitment of employees in carrying out their duties. If the work culture applied in the organization is positive and supports work productivity, then employees will be encouraged to work better and make maximum contributions to the organization. On the contrary, a poor work culture can cause unproductive work behavior, resulting in a decrease in employee performance. Work culture is also related to organizational values embraced by all members of the organization in carrying out daily work activities. These values are a guideline in behaving, behaving, and making decisions in the work environment. With a strong work culture, every employee will have a common understanding of the organization's goals and how best to achieve those goals (Schein, 2010).

In government agencies, the implementation of work culture is one of the efforts to improve the quality of employee performance. A good work culture will form a disciplined, responsible, and public service-oriented work attitude. This is important because government agencies have a great responsibility in providing quality services to the community. The Office of the Ministry of Religion of Langkat Regency as one of the government agencies has an important role in providing services in the religious field to the community. One of the work units that has responsibility for fostering religious life is the Islamic Community Guidance Section (Bimas). This work unit has various tasks related to service, coaching, and developing the religious life of the community. In carrying out these duties, the performance of employees in the Islamic Guidance Section is a factor that greatly determines the success of the planned work program. Employees are required to be able to work professionally, disciplined, and responsible in carrying out their duties. Therefore, a good work culture is needed so that every employee can carry out their duties optimally. The work culture applied in an organization will affect the work behavior of employees in carrying out their duties. If a developed work culture emphasizes the values of discipline, responsibility, cooperation, and commitment to the organization, then employees will be encouraged to work better. On the other hand, if a developing work culture does not support work productivity, then employee performance can also decrease. Based on the study, work culture is one of the factors that affect the performance of employees in the Islamic Guidance Section of the Langkat Regency Ministry of Religion Office. A good work culture can encourage employees to work more disciplined, have high responsibility, and be able to work together in completing various tasks assigned by the organization.

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In addition, work culture also plays a role in shaping the mental attitude of employees in facing various job challenges. Employees who work in a positive work culture environment will have high motivation to achieve optimal work results. This shows that work culture has a close relationship with improving employee performance in the organization. However, in practice, not all organizations are able to implement a work culture optimally. There are still various obstacles that can affect the implementation of work culture, such as lack of employee awareness of organizational values, low work discipline, and lack of commitment in carrying out tasks. This condition can have an impact on declining employee performance in the organization. Therefore, it is important for every organization, including the Lalat Regency Ministry of Religion Office, to pay attention to the implementation of work culture in the work environment. Efforts to improve work culture are expected to create a more conducive work environment, increase employee work motivation, and encourage improvement in overall employee performance. Based on this description, it is necessary to conduct research on the analysis of the influence of work culture on employee performance in the Islamic Guidance Section of the Langkat Regency Ministry of Religion Office. This research is expected to provide an overview of the extent to which work culture affects employee performance and becomes a consideration for agencies in improving the quality of employee performance through the implementation of a more effective work culture.

2. Literature Review

2.1 Concept of Work Culture

Work culture is a set of values, norms, beliefs, and habits that are embraced by members of the organization in carrying out their daily work. Work culture is a guideline for employees in behaving and acting in the work environment so that it can create harmony between individual goals and organizational goals. In an organization, a strong work culture can encourage the formation of a work attitude that is disciplined, responsible, and oriented towards achieving organizational goals (Schein, 2010). Work culture can also be interpreted as a value system that is shared by members of the organization which is then reflected in their work behavior patterns. These values are the basis for determining how employees interact with each other, how they carry out their duties, and how they face various challenges at work. Therefore, work culture has an important role in shaping the character of the organization and influencing the overall performance of employees (Judge & Robbins, 2013). According to (Manik & Bustomi, 2011), work culture is a way of thinking and acting that becomes a habit in an organization and is inherited to every member of the organization as a guideline in carrying out work. A positive work culture will encourage employees to work productively, creatively, and innovatively in carrying out their duties. On the other hand, a poor work culture can lead to unproductive work behavior, resulting in low employee performance. In government organizations, work culture is also closely related to public service values such as integrity, professionalism, accountability, and responsibility. These values are the basis for employees in carrying out their duties as state apparatus who have the obligation to provide the best service to the community (Sedarmayanti, 2018).

2.2 Elements and Characteristics of Work Culture

Work culture in an organization is not formed suddenly, but develops through a long process and is influenced by various factors such as leadership, organizational systems, and values embraced by members of the organization. The work culture that develops in an organization usually has certain characteristics that are characteristic of the organization. These characteristics can be seen from employee behavior patterns, decision-making methods, and work relationships between employees (Judge & Robbins, 2013). (Schein, 2010) Explains that work culture in an organization consists of three main levels, namely artifacts, values adhered to, and basic assumptions. Artifacts are tangible forms of organizational culture such as symbols, language, and work habits. The values embraced are the principles believed by the members of the organization in carrying out work activities. Meanwhile, basic assumptions are the most basic beliefs that are the basis for determining how to think and act in an

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organization. In addition, work culture can also be seen from several elements such as work discipline, teamwork, responsibility, commitment to the organization, and orientation to work results. These elements are very important because they can affect how employees carry out their duties in the organization. Employees who have high work discipline, are able to work well together, and have a strong commitment to the organization will tend to have better performance (Sedarmayanti, 2018). Thus, elements of a positive work culture need to be developed in the organization in order to create a conducive work environment. A conducive work environment will encourage employees to work more effectively and efficiently in achieving organizational goals.

2.3 Employee Performance Concept

Employee performance is the result of work achieved by a person in carrying out the tasks that are his responsibility in the organization. Performance reflects the level of success of a person in carrying out work according to the standards set by the organization. Therefore, employee performance is one of the important indicators in assessing the effectiveness of human resource management in the organization (Anwar Prabu, 2017). According to (Rosmaini & Tanjung, 2019), employee performance is the result of work achieved by a person in carrying out the tasks given to him based on ability, experience, seriousness, and time spent in completing the work. Employee performance is not only seen from the results of the work achieved, but also from the work process carried out by employees in carrying out their duties. The performance of employees in government organizations is very important because it is directly related to the quality of public services provided to the community. Employees who have high performance will be able to carry out their duties effectively and efficiently so that they can provide optimal service to the community. On the other hand, low employee performance can hinder the achievement of organizational goals and reduce the quality of public services (Juita, 2024). In addition, employee performance is also influenced by various factors such as work ability, work motivation, leadership, work environment, and a work culture that develops in the organization. These factors are interrelated and affect how employees carry out their duties in the organization.

2.4 The Relationship between Work Culture and Employee Performance

Work culture has a very close relationship with employee performance in the organization. A positive work culture will create a conducive work environment so that it can increase employee motivation and work morale. Employees who work in a good work culture environment will feel more comfortable in carrying out their duties so that they can produce more optimal performance (Judge & Robbins, 2013). A work culture that emphasizes the values of discipline, responsibility, cooperation, and commitment to the organization will encourage employees to work more professionally. These values become guidelines for employees in carrying out their duties so that they can improve the quality and quantity of work results achieved (Sedarmayanti & Haryanto, 2017). In addition, work culture can also affect employee attitudes and behaviors in facing various job challenges. Employees who work in a positive work culture environment tend to have high work motivation, have a sense of responsibility for work, and have a strong commitment to the organization. This will have an impact on improving employee performance in the organization (Schein, 2010). Thus, the implementation of a good work culture in the organization is one of the important factors in efforts to improve employee performance. Organizations need to develop a positive work culture in order to create a work environment that supports productivity and encourages employees to make their best contribution to the organization.

3. Research Methodology

3.1 Types and Approaches to Research

This study uses Quantitative Approach by the Descriptive and associative (Akbar *et al.*, 2023). The quantitative approach is used to analyze the relationship between work culture variables as independent variables and employee performance as a dependent variable through statistical data processing. The

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descriptive approach aims to describe the conditions of work culture and employee performance in the Islamic Guidance Section of the Lalat Regency Ministry of Religion Office. Meanwhile, the associative approach is used to find out the extent of the influence of work culture on employee performance.

3.2 Research Location and Time

This research was carried out at the Islamic Community Guidance Section (Bimas) of the Office of the Ministry of Religion of Lalat Regency. The selection of the research location is based on the consideration that the work unit has an important role in providing services to the community in the religious field and has human resources that are the object of the research. This research was carried out in the current research year.

3.3 Population and Sample

The population in this study is all employees who work in the Islamic Guidance Section of the Lalat Regency Ministry of Religion Office. Given the relatively small population, the sampling technique used is saturated sampling (total sampling), where all members of the population are used as research samples. Thus, all employees in the Islamic Guidance Section became respondents in this study.

3.4 Research Variables

This study uses two main variables, namely:

- 1) Independent Variable (X)
The independent variable in this study is Work Culture. Work culture is a set of values, norms, attitudes, and work habits that serve as guidelines for employees in carrying out their duties and responsibilities in the work environment.
- 2) Variable Dependency (Y)
The dependent variable in this study is Employee Performance. Employee performance is the result of work achieved by employees in carrying out their duties and responsibilities in accordance with the standards set by the organization.

3.5 Data Collection Techniques

The data collection technique in this study is carried out in several ways as follows:

- 1) Questionnaire (Questionnaire)
The questionnaire was used to obtain data on employee perceptions related to work culture and employee performance. The questionnaire was compiled using the Likert scale with five answer choices, namely strongly agree, agree, moderately agree, disagree, and strongly disagree.
- 2) Observations
The observation was carried out to directly observe the conditions of the work environment and the activities of employees in the Islamic Guidance Section of the Langkat Regency Ministry of Religion Office.
- 3) Documentation
Documentation is used to obtain supporting data related to the organizational structure, the number of employees, and various documents related to the work activities of employees in the work unit.

3.6 Data Analysis Techniques

The data obtained in this study was analyzed using statistical analysis techniques with the help of a statistical data processing program (Jogiyanto Hartono, 2018). The stages of data analysis carried out include:

- 1) Validity Test
The validity test was carried out to determine the extent to which the research instrument was able to measure the variables studied. An instrument is said to be valid if the correlation value is greater than the r-value of the table.
- 2) Reliability Test

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The reliability test was carried out to determine the level of consistency of the research instrument. The instrument is declared reliable if the Cronbach Alpha value is greater than 0.60.

3) Simple Linear Regression Analysis

Simple linear regression analysis is used to determine the influence of work culture on employee performance. The regression equation model used is:

$$Y=a+bX \quad Y = a + bX$$

Where:

Y. = Employee Performance X = Work Culture = Konstanta b = Regression coefficient

4) T test (Partial test)

The t-test is used to determine whether work culture variables have a significant effect on employee performance.

5) Coefficient of Determination (R²)

The determination coefficient is used to find out how much work culture variables contribute in explaining the variation in employee performance.

4. Results and Discussion

4.1 Results

4.1.1 Description of Research Variables

This research was carried out in the Islamic Community Guidance Section (Bimas Islam) of the Ministry of Religion Office of Langkat Regency with a total of 35 respondents. Data collection was carried out using a questionnaire with a Likert scale of 1-5. The following is a description of data for the variables of Work Culture (X1) and Employee Performance (Y).

4.1.2 Description of Work Culture Variables (X1)

The Work Culture variables were measured through 10 question items that reflected indicators of innovation and risk-taking, attention to detail, outcome orientation, human orientation, team orientation, aggressiveness, and stability. The distribution of respondents' answers for the Work Culture variable is presented in the following table:

Table 1. Distribution of Respondent Answers for Work Culture Variables (X1)

Item No.	Alternative Answers										Quantity																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
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Based on Table 1, it can be explained that in general, respondents gave a positive assessment of the work culture within the Islamic Guidance Section. This can be seen from the dominance of "Strongly Agree" and "Agree" answers on each question item, with very few respondents giving "Disagree" answers, and no respondents answering "Disagree" or "Strongly Disagree". This condition indicates that the work culture implemented in the office environment has gone quite well according to the perception of the employees.

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4.1.3 Description of Employee Performance Variables (Y)

Employee Performance Variables are measured through 10 question items that reflect indicators of quality, quantity, timeliness, effectiveness, and independence. The distribution of respondents' answers for the Employee Performance variable is presented in the following table:

Table 2. Distribution of Respondent Answers for Employee Performance Variables (Y)

Item No.	Alternative Answers	Quantity	SS (5)	S (4)	KS
(3) TS (2) STS (1)	1 26 7 2 0 0 35 2 27 6 2 0 0 35 3 26 6 3 0 0 35 4 25 8 2 0 0 35 5 27 6 2 0 0 35 6 29 4 2 0 0 35 7 28 6 1 0 0 35 8 27 7 1 0 0 35 9 17 16 2 0 0 35 10	25	9	1	0
	35				

Based on Table 2, it can be seen that the majority of respondents gave a very positive assessment of the performance of employees in the Islamic Guidance Section. "Strongly Agree" answers dominated almost all of the question items, followed by "Agree" answers, and only a small percentage answered "Disagree". None of the respondents gave a negative answer ("Disagree" or "Strongly Disagree"). This shows that the performance of employees in the environment is considered good by the respondents.

4.1.4 Data Quality Test Results

1) Instrument Validity Test

The validity test is carried out to find out the extent of the accuracy and precision of a measuring instrument in performing its measurement function. An instrument is declared valid if the value r is calculated $> r$ of the table. With a total of 35 respondents, the value of the table on the degree of freedom (df) = $n-2 = 33$ is 0.2826.

Table 3. Results of the Validity Test of Work Culture Variables (X1)

No. Item	r count	R table	Significance Value	Remarks
X1.1	0,433	0,2826	$0.00 < 0.05$	Valid
X1.2	0,563	0,2826	$0.00 < 0.05$	Valid
X1.3	0,525	0,2826	$0.00 < 0.05$	Valid
X1.4	0,531	0,2826	$0.00 < 0.05$	Valid
X1.5	0,487	0,2826	$0.00 < 0.05$	Valid
X1.6	0,556	0,2826	$0.00 < 0.05$	Valid
X1.7	0,542	0,2826	$0.00 < 0.05$	Valid
X1.8	0,573	0,2826	$0.00 < 0.05$	Valid
X1.9	0,686	0,2826	$0.00 < 0.05$	Valid
X1.10	0,525	0,2826	$0.00 < 0.05$	Valid

Table 4. Results of the Validity Test of Employee Performance Variables (Y)

No. Item	r count	R table	Significance Value	Remarks
Y1	0,471	0,2826	$0.00 < 0.05$	Valid
Y2	0,512	0,2826	$0.00 < 0.05$	Valid
Y3	0,533	0,2826	$0.00 < 0.05$	Valid
Y4	0,624	0,2826	$0.00 < 0.05$	Valid
Y5	0,670	0,2826	$0.00 < 0.05$	Valid
Y6	0,469	0,2826	$0.00 < 0.05$	Valid
Y7	0,671	0,2826	$0.00 < 0.05$	Valid
Y8	0,515	0,2826	$0.00 < 0.05$	Valid
Y9	0,624	0,2826	$0.00 < 0.05$	Valid
Y10	0,435	0,2826	$0.00 < 0.05$	Valid

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Based on Table 3 and Table 4, all question items for the variables Work Culture (X1) and Employee Performance (Y) have a calculated r value greater than the table r (0.2826) with a significance value of < 0.05 . Thus, all question items are declared valid and suitable for use as research instruments.

2) Instrument Reliability Test

The reliability test was conducted to measure the consistency of respondents' answers to questions in the questionnaire. A construct or variable is declared reliable if it has a Cronbach's Alpha value > 0.60 .

Table 5. Reliability Test Results

Variabel	Cronbach's Alpha	N of Items	Remarks
Work Culture (X1)	0,762	10	Reliabel
Employee Performance (Y)	0,846	10	Reliabel

Based on Table 5, the Cronbach's Alpha value for the Work Culture variable is 0.762 and the Employee Performance variable is 0.846, both greater than 0.60. This shows that the research instrument has good reliability or reliability.

4.1.5 Classical Assumption Test Results

1) Normality Test

The normality test aims to test whether in a regression model, bound variables and independent variables have a normal distribution. The test uses the Kolmogorov-Smirnov test with the criteria of normally distributed data if the Kolmogorov-Smirnov Z value < 1.97 and the Asymp. Sig. (2-tailed) > 0.05 .

Table 6. Normality Test Results

Variabel	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)	Remarks
Work Culture (X1)	1,182	0,145	Normal
Employee Performance (Y)	1,671	0,182	Normal

Based on Table 6, the Kolmogorov-Smirnov Z value for the Work Culture variable is 1.182 (< 1.97) with a significance of 0.145 (> 0.05), and for the Employee Performance variable is 1.671 (< 1.97) with a significance of 0.182 (> 0.05). Thus, the data in this study is distributed normally.

2) Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is an inequality of variance from residuals in the regression model. A good regression model is one that is homogeneous or heteroscedasticity does not occur. Based on the analysis carried out, no clear pattern was found in the scatterplot, as well as scattered points above and below the number 0 on the Y axis, so it can be concluded that heteroscedasticity does not occur.

4.1.6 Results of Simple Linear Regression Analysis

To determine the influence of Work Culture on Employee Performance, a simple linear regression analysis was used with the formula:

$$Y = a + bX$$

where:

Y = Employee Performance

X = Work Culture

a = constant

b = Regression coefficient

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The results of simple linear regression analysis are presented in the following table:

Table 7. Results of Simple Linear Regression Analysis of the Influence of Work Culture on Employee Performance

Models	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta		
(Constant)	5,432	1,571		8,412	0,001
Work Culture	0,388	0,180	0,425	3,738	0,000

Based on Table 7, the regression equation is obtained as follows:

$$Y = 5.432 + 0.388 X$$

The equation can be interpreted as follows:

- 1) The value of constant (a) of 5.432 indicates that if there is no influence of Work Culture ($X = 0$), then the value of Employee Performance is 5.432 units.
- 2) The Work Culture regression coefficient (b) of 0.388 indicates that every one unit increase in the Work Culture variable will increase Employee Performance by 0.388 units, assuming the other variables are considered constant. A positive sign on the regression coefficient shows that Work Culture has a direct relationship with Employee Performance, meaning that the better the Work Culture, the better the Employee Performance.

4.1.7 Hypothesis Test Results (t-Test)

Hypothesis testing to determine the influence of Work Culture on Employee Performance was carried out with a t-test. The testing criteria are:

- 1) If $t \text{ calculates} > t \text{ table}$, then H_0 is rejected and H_a is accepted (has a significant effect)
- 2) If $t \text{ counts} < t \text{ table}$, then H_0 is accepted and H_a is rejected (it has no significant effect)

The t-value of the table at the significance level of 5% ($\alpha = 0.05$) with the degree of freedom (df) = $n-2$ = $35-2 = 33$ is 1.690.

Table 8. Results of the t-test (partial) The effect of work culture on employee performance

Variabel	t count	T table	Significance	Remarks
Work Culture (X1)	3,738	1,690	0,000	Signifikan

Based on Table 8, the calculated t value for the Work Culture variable is 3.738, greater than the t table (1.690), with a significance value of $0.000 < 0.05$. This shows that H_0 is rejected and H_a is accepted. Thus, it can be concluded that Work Culture has a positive and significant effect on Employee Performance in the Islamic Guidance Section of the Lalat Regency Ministry of Religion Office.

4.1.8 Determination Coefficient (R^2) Test Results

The determination coefficient test was carried out to find out how much contribution or influence the Work Culture variable has on Employee Performance

Table 9. Determination Coefficient Test Results

Models	R	R Square	Adjusted R Square
1	0,425	0,181	0,156

Based on Table 9, the R Square value (coefficient of determination) was obtained as 0.181 or 18.1%. This figure shows that the Work Culture variable contributes an influence of 18.1% to Employee Performance in the Islamic Guidance Section of the Lalat Regency Ministry of Religion Office. The

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remaining 81.9% was influenced by other factors that were not studied in this study, such as loyalty, job satisfaction, motivation, competence, leadership, and other variables.

4.2 Discussion

Based on the results of the data analysis that has been carried out, it was found that Work Culture has a positive and significant effect on Employee Performance in the Islamic Guidance Section of the Lalat Regency Ministry of Religion Office. This is evidenced by a calculated t-value of $3.738 > t$ table 1.690 and a significance value of $0.000 < 0.05$. Positive influences show that the better the work culture that is implemented in the office environment, the more employee performance will improve. On the other hand, if the work culture decreases or is not good, then employee performance will also tend to decrease. These findings are in line with the theory put forward by (Feel *et al.*, 2018) which states that work culture is a system of common meaning embraced by members of the organization that distinguishes the organization from other organizations, and the quality of the character of the work culture will shape the willingness, desire, and passion of the members of the organization to bring out and utilize their human potential for the achievement of organizational performance. The results of this study also support the opinion (Driyantini *et al.*, 2020) which emphasizes that work culture is something that needs to be considered in organizational activities in building the achievements and work productivity of employees. A positive work culture will lead the organization to success with the awareness of each individual. The value of the regression coefficient of 0.388 shows that every one unit increase in the Work Culture variable will increase Employee Performance by 0.388 units. This indicates that efforts to improve work culture, such as increased innovation, attention to detail, results-oriented, human orientation, teamwork, aggressiveness, and stability, will have an impact on improving employee performance.

The contribution of the influence of Work Culture on Employee Performance of 18.1% shows that although work culture has an important role, there are still other factors that are more dominant in influencing employee performance within the Islamic Guidance Section of the Lalat Regency Ministry of Religion Office. These factors include loyalty, job satisfaction, work motivation, competence, leadership style, work environment, and compensation. This is in line with the research in this thesis which also tested the variables of loyalty and job satisfaction, where simultaneously the three variables (work culture, loyalty, and job satisfaction) had an influence of 69.20% on employee performance. Based on the distribution of respondents' answers in Table 1, it can be seen that most employees give a positive assessment of the work culture in their environment. However, there are still some employees who give "Disagree" answers to certain items, such as item 10 (team orientation) as many as 3 people, item 6 (result orientation) as many as 2 people, and item 9 (stability) as many as 2 people. This indicates that there are still aspects of work culture that need to be improved, especially in terms of teamwork, achievement of results, and organizational stability. This finding provides practical implications for the leadership of the Lalat Regency Ministry of Religion Office, especially in the Islamic Guidance Section, to continue to pay attention to and develop a positive work culture. Efforts to strengthen work culture can be done through leadership examples, socialization of organizational values, giving awards to outstanding employees, and creating a conducive work environment and supporting collaboration between employees.

5. Conclusion

Based on the results of research and discussion on the influence of work culture on employee performance in the Islamic Guidance Section of the Langkat Regency Ministry of Religion Office, it can be concluded that work culture has a positive and significant influence on employee performance. This is evidenced by the calculated t value of 3.738 which is greater than the t table of 1.690 with a significance level of $0.000 < 0.05$. These findings indicate that the research hypothesis that there is an influence of work culture on employee performance is accepted. Positive influence means that the better the work culture that is implemented, the better the performance of employees will be. The magnitude of this influence is reflected in the value of the regression coefficient of 0.388 which means that every increase in

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one unit of work culture will increase employee performance by 38.8 percent. The contribution of work culture to employee performance based on the determination coefficient was 18.1 percent, while the rest was influenced by other factors outside of this study. Thus, efforts to strengthen work culture need to continue to be carried out to support the continuous improvement of employee performance.

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