



Implications of Organizational Culture and Work Discipline on The Performance of PT 'X' Employees

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Abstract: The researcher will conduct a study entitled "Implications of Organizational Culture and Work Discipline on Employee Performance at PT. 'X'". The population in this study were all employees of PT 'X', the number of samples used in the study followed the slovin formula, totaling 109 respondents. To obtain research results that are in accordance with the research objectives, the data analysis method uses multiple regression with two independent variables, namely Organizational Culture and Employee Discipline and one dependent variable, namely Employee Performance. The tools used are SPSS 24 for Windows. Based on research data that has been obtained from the results of an analysis regarding the influence of organizational culture and work discipline on employee performance at PT 'X' it is concluded the simultaneous test (f-test) this study concluded that together organizational culture and work discipline have implications for employee performance in a positive and significant way for employee performance at PT. 'X'.

Keywords: Organizational Culture, Performance, Work Discipline.

INTRODUCTION

Human Resources Development, as an organizational asset can be done in various ways, one of which is through the implementation of organizational culture. Organizational culture is a system that can be trusted and studied, applied and further developed on a regular basis. Work discipline is a person's ability to work regularly, diligently continuously and work in accordance with applicable rules by not violating the rules that have been set. Performance is the quantity or quality of the work of individuals or groups within the organization in carrying out the main tasks and functions that are guided by the norms, standard operating procedures, criteria and measures that have been set within the organization. External Factors Organizational Culture is anything that has a major impact on the organization and culture when viewed from outside the organization. While comprehensive organizational culture is a model of fundamental assumptions that have been

studied by groups within an organization as a model for solving problems in adjusting external factors and integrating internal factors, which are proven valid and taught to new members of the organization with the aim of understanding, thinking and feeling the problems that will arise. Currently, companies are facing difficulties in organizational culture, such as the lack of courage for each individual to develop sustainable innovations and difficulties in developing ideas due to the limited space for ideas to express opinions. If there are difficulties in employee performance, such as conflicts with superiors and subordinates, low job satisfaction with the company and problem solving observed because individuals do not have innovative ideas to solve problems, come late because they do not have a disciplined attitude towards problems and follow company rules. At the same time discipline to achieve daily production goals or goods goals that need to be completed every day. This is because employees lack the initiative to learn new things about the machines they manage, so that goods that should not be sent to other parties are actually sent by responsible employees, which is a violation of company regulations, disrespectful actions and employee attendance lists. which is not satisfactory. Based on the description above, the researcher will conduct a study entitled "Implications of Organizational Culture and Work Discipline on Employee Performance at PT. 'X'".

LITERATURE REVIEW

Organizational Culture

Culture comes from the Sanskrit language, namely buddhayah, which is the plural form of buddhi (mind or reason) which can be interpreted as matters concerning the mind and human mind. According to English, culture is called culture which comes from the Latin word Colere, which is to process or work on. Can be interpreted as cultivating land or farming. Meanwhile, the organization comes from the Greek term "organon" and in other terms organum which means a tool, part of a member or body. According to (Afandi, 2017) states organizational culture is a pattern of values, assumptions, beliefs, organizational philosophy that exist in the organization. Sedarmayanti, (2017) states, organizational culture is a shared system carried out by members, in a pattern of beliefs, norms, attitudes and values that are usually owned in an organization. Furthermore, Anogara, (2018) stated that organizational culture is a rule that is believed jointly by members of the organization and is used as a basis for acting and behaving so that it can be guided as the basis for achieving common goals.

Discipline

The word discipline comes from the Latin word discere which means to study, then comes the word discipline which means to teach or train. Discipline is very important for organizational growth and is mainly used to encourage self-discipline in both individual and group work. Discipline also functions to train employees to follow and enjoy existing rules, procedures and practices to work well. According to (Budiman and Saerang, 2018) work discipline is an individual's awareness and willingness to comply with all company regulations and applicable standards. Jasman & Beby, (2019) employee discipline is a form of training aimed at increasing and changing the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work with other employees and improve work performance. Furthermore Supriyanto et al., (2020) Work discipline is the awareness and willingness of employees to comply with all company regulations and social norms.

Employee Performance

Employee performance is a person's performance or overall success in completing tasks during a certain period of time compared to different opportunities, such as standard work products, goals or objectives previously set and mutually agreed upon. (Nasir et al., 2021).

According to (Burhannudin et al., 2019) employee performance is the result of work both in quantity and quality obtained from completing tasks according to authority and responsibility. Nurkhotimah, (2022) employee performance is the result of work carried out by a person or group of people in an organization, in accordance with their own authority and responsibility, to achieve organizational goals legally, without breaking the law, not contrary to morality and ethics.

METHODS

The population in this study were all employees of PT 'X', the number of samples used in the study followed the slovin formula, totaling 109 respondents. To obtain research results that are in accordance with the research objectives, the data analysis method uses multiple regression with two independent variables, namely Organizational Culture and Employee Discipline and one dependent variable, namely Employee Performance. The tools used are SPSS 24 for Windows.

RESULT AND DISCUSSION

An instrument is said to be valid if it can measure what is desired. The value of r table is found by the formula $df = n - 2$, with a significance level of the 2-way test at a significant value of 0.05. therefore, the value of $df = 109 - 2 = 107$, then the value of r table is 0.1882. Among these results, the questionnaire can be declared valid if the results of the questionnaire validity test have an r-count value that is greater than the r-table value. The reliability test determines the limits or consistency of the instruments used. Reliability is a measure of the stability and consistency of respondents in answering questions related to the constructs of questions which are a dimension of a variable arranged in a questionnaire form. The results of the reliability test using SPSS version 24 are as follows:

Tabel 1. Reliability Test

No	Variable	Alpha Cronchbach	Criteria	Note
1	Organisational Culture	0,702	0,600	Realibel
2	Work Dicipline	0,647	0,600	Realibel
3	Employee Performance	0,615	0,600	Realibel

Source: Data analysis 2023

Table 1 shows that Cronbach's alpha value for organizational culture variables is 0.702, work discipline is 0.647 and employee performance is 0.615. Thus it can be concluded that this research question is reliable because it has a Cronbach alpha value of > 0.600 . From the results of data analysis using SPSS, with Multiple Regression analysis the results are obtained as in the table below:

Table 2. Multiple Regression Analysis

Coefficientsa					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Organisational Culture	.065	.108	.075	.602	.548
Work Dicipline	.374	.121	.384	3.094	.003

Source: Data analysis 2023

Based on table 2 above, it can be concluded that the constant value is 27.591, organizational culture is 0.65 and work discipline is 0.374. From this value, it is obtained a regression to determine the effect of organizational culture and work discipline variables on

employee performance in obtaining the equation of the test results of multiple linear regression analysis as follows:

$$Y = 27.591 + 0.65 X_1 + 0.374 X_2$$

Based on the equation above, it can be concluded as follows: Constant Value, from this equation is 27.591, meaning, if the variables of organizational culture and work discipline are assumed to be absent or equal to 'zero', then employee performance has a value of 27.591. Whether this value is included in the category, low, medium or high cannot be used as a measure of employee performance. This value indicates that although organizational culture and work discipline are not implemented at PT 'X', the employee performance already exists with a value of 27,951. From the results of the analysis, the coefficient value of organizational culture is 0.65. This means that every 1% increase in value, the employee's performance also increases by 0.65. The work discipline coefficient value is 0.374. This means that for every 1% increase, employee performance also increases by 0.374. The results of the partial test (T test) are as follows:

Tabel 3. Hypothesis Testing
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	27.591	4.223		6.533	.000
Organisational Culture	.065	.108	.075	.602	.548
Work Dicipline	.374	.121	.384	3.094	.003

Source: Data analysis 2023

The results of hypothesis testing show that: Organizational culture variable (X_1) obtained a t-count value of 0.602 which is smaller than the t-table of 1.98197 with a significance value of 0.548 greater than 0.05. Then H_0 is accepted or H_a is rejected, meaning that partially organizational culture (X_1) has no effect and is not significant on the performance of employees (Y) PT 'X'. The work discipline variable (X_2) obtained a t-count value of 3.094 which is greater than the t-table of 1.98197 with a significant value of 0.003 less than 0.05. Then H_0 is rejected or H_a is accepted, which means that work discipline (X_2) partially and significantly affects the performance of employees (Y) PT 'X'. Simultaneous testing of the implications of the two independent variables on the dependent variable is carried out using the Simultaneous test or F test, the results are shown in the table below

Tabel 4. Simultaneous Test (F Test)

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.162	2	12.581	12.745	.000b
	Residual	104.637	106	.987		
	Total	129.798	108			

Source: Data analysis 2023

From the results of the table above, it can be seen that the f-count value of 12.745 is greater than the f-table of 3.08 with a significant value of 0.000, less than 0.05. So it can be concluded that H_0 is rejected or H_a is accepted, meaning that organizational culture (X_1) and work discipline (X_2) have a significant effect on employee performance. To find out the level of relationship between variables, the Coefficient of Determination (R) test was carried out. The correlation coefficient is a statistical tool that can be used to compare the measurement results of two different variables to determine the degree of relationship between these

variables. In the regression analysis, it is necessary to determine what percentage of the variation in the dependent variable can be explained by the variation in the independent variables. Therefore, the coefficient of determination (R²) is used for the coefficient of determination between zero and one. When the coefficient value is close to zero, the ability of the independent variable to influence the dependent variable is very limited in this study.

Tabel 5. Determinasion Coefisien Test (R)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.440a	.194	.179	.994

Source: Data analysis 2023

Based on table 5 above, the R square value is 0.194 or 19.4%. This means that 19.4% of employee performance variables can be explained by variations of the two independent variables, namely organizational culture and work discipline. The remaining 80.6% is explained by other reasons that are outside the variables in this study.

Implications of Organizational Culture on Employee Performance, based on the test results and data analysis, the results of the partial test count show that the t-count value is 0.602, less than the t-table is 1.98197 with a significance value of 0.548, which is greater than 0.005. therefore it can be concluded that Ho is accepted or Ha is rejected, which means that organizational culture variables partially have no positive and insignificant effect on employee performance variables. This means that organizational culture does not have a big influence on the employee's performance. The effect of work discipline on employee performance, based on the test results and data analysis, the results of the partial test count show that the t-count value is 3.094 greater than the t-table of 1.98197 with a significance value of 0.003, which is smaller than 0.005. therefore it can be concluded that Ho is rejected or Ha is accepted, which means that the work discipline variable partially has a positive and significant effect on employee performance variables. This means that presence, obedience to rules brings an increase in the quantity of performance produced which has a positive impact on the company. Based on the test results and data analysis, the results of the partial test count showed that the f-count value was 12.745, which was greater than the f-table of 3.08 (f-table) with a significant value of 0.000, less than 0.005. therefore it can be concluded that Ho is rejected or Ha is accepted, meaning that organizational culture (X₁) and work discipline (X₂) have a significant effect on employee performance. Both of these indicate that together or simultaneously the variables of organizational culture and work discipline jointly or simultaneously have a significant positive effect on performance. This is supported by previous research from (Purbosari n.d.2018) showing that the independent variables of organizational culture and work discipline have a significant effect on employee performance variables. Then according to the results and analysis of the coefficient of determination that has been carried out, it shows an R Square value of 0.194 or 19.4% This means that 19.4% of the performance variable at PT. 'X' can be described by variations of the two independent variables, namely organizational culture and work discipline. The remaining 80.6% can be explained by other reasons outside the variables in this study. Each independent variable, namely organizational culture and work discipline.

CONCLUSION

Based on research data that has been obtained from the results of an analysis regarding the influence of organizational culture and work discipline on employee performance at PT 'X' it is concluded that: The implications of organizational culture on employee performance partially have no effect and are not significant on employee performance at PT. 'X'; Implications of work discipline on employee performance partially work discipline has significant implications for employee performance at PT. 'X'; Based on the results of the

simultaneous test (f-test) this study concluded that together organizational culture and work discipline have implications for employee performance in a positive and significant way for employee performance at PT. 'X'.

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