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# The Influence of Organizational Culture and Work Discipline on Employee Performance

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## ABSTRACT

*This study discusses the influence of organizational culture and work discipline on the performance of employees of PT. Megahputra Sejahtera Suzuki Pettarani Makassar. This research approach uses quantitative research. The data used in this study are primary data obtained from questionnaires. The sample of this research is the employees of PT. Megahputra Sejahtera Suzuki Pettarani Makassar, totaling 52 people. Data collection was carried out using a questionnaire. Data analysis used validity test, reliability test, classical assumption test, multiple linear regression analysis. Partial test, simultaneous test, and determination test. The results of the study found that organizational culture has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Simultaneously organizational culture and work discipline have a positive and significant influence on employee performance at PT. Megahputra Sejahtera Suzuki Pettarani Makassar.*

## INTRODUCTION

Increasing company performance is one sign of the company's success; in improving employee performance, it is necessary to have an excellent organizational culture and work discipline. Discipline is adherence to established and written rules; the success of an organization or institution in achieving its goals is inseparable from its human resources. Human resources will organize and manage other resources owned by the organization to help achieve organizational goals. (Dessler & Varrkey, 2005) defines human resource management in that organizational leaders must link the implementation of human resource management with organizational strategies to link performance and develop an organizational culture that will support the application of innovation and flexibility. The company must have competent human resources and have high performance in carrying out the tasks assigned by the organization. Human resource management functions to manage the human element; therefore, human resources will be a determining factor for the company's success. Humans are the driving force and determinants of the realization of the company's organizational goals. (Moeljono, 2003) argues that high productivity will be achieved by companies that have an influential organizational culture. Therefore, to improve efficiency, effectiveness, and professionalism, good human resource management is needed.

Organizational culture plays an essential role in achieving company goals and is one of the keys to the company's success in the current Covid-19 epidemic. Building a corporate solid organizational culture related to the current situation is one of the most effective ways to adapt to the current pandemic situation and have sufficient capabilities. According to (TFCW Sutrisno, 2018) organizational culture is reflected in how employees do everything related to a job. The culture in the organization will affect how workers work and behave and make workers have the same views/perceptions in carrying out activities. Because this relationship must occur with the many changes that occur in the order of life, starting from social and organizational life. Even working methods have been replaced by social distancing and always following health and safety protocols. Schein, (2010) defines organizational culture as a pattern of basic assumptions

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that are found, created, or developed by a particular group with the intention that organizations learn to cope with / deal with problems that arise as a result of external adaptation and integration that has gone quite well. Hence, it needs to be taught to new members as the correct way to understand, think and feel about these problems. On the other hand, (Basalamah et al., 2020), HR practitioners need to understand the objectives, policies, and practices used for recruitment and selection practices. As shown, if an organization adopts better recruitment and selection practices, it will positively impact company performance and efficiency. Based on (E. Sutrisno, 2010), organizational culture is an invisible social force that can move people to carry out work activities; an organizational culture managed as a management tool will affect and become a driving force for employees to work. Behave positively, dedicatedly, and productively. A solid or positive organizational culture will affect the organization's performance so that it supports company goals; on the other hand, weak or negative ones will hurt the achievement of an organization's goals.

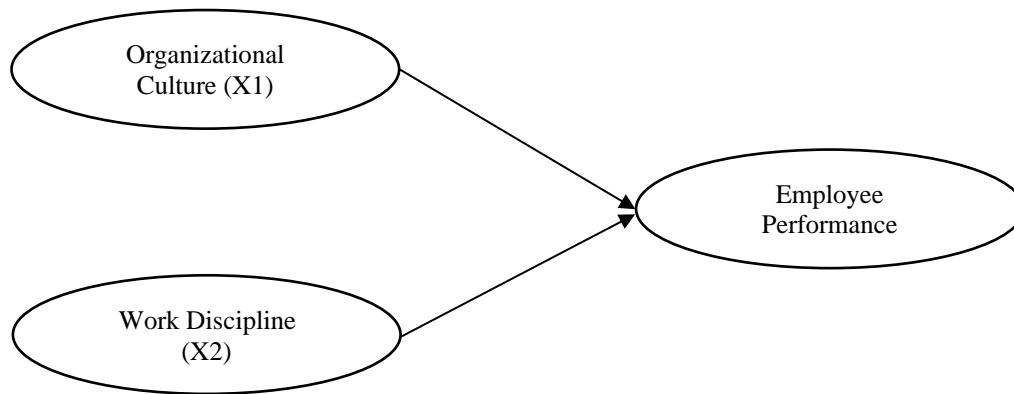
A discipline is crucial for a company where it includes rules that must be obeyed by employees and serves to communicate with employees so that employees are willing to carry out what is recommended by superiors and comply with established company regulations. Discipline is expected to make work as efficient as possible (Jumady, 2020). The application of work discipline is shown, such as anticipating employees who arrive late at work and appeals to all employees of PT. Megahputra Sejahtera continues to improve the discipline of health protocols to prevent Covid-19 from being more careful with small things, such as maintaining distance, using masks during working hours, and maintaining hand hygiene. (Newstrom et al., 1993); (Prihantoro, 2015) Discipline is a management action to encourage the implementation of organizational standards. This is training that leads to efforts to justify and involve knowledge of employee attitudes and behavior so that the willingness of employees to lead to better cooperation and achievement. With good employee discipline, the employee's performance will also be carried out well to increase productivity and achieve company goals because work discipline affects employee performance (Mangkuprawira & Hubeis, 2007). The success of an organization is greatly influenced. By the individual performance of its employees. Where the employee's performance is also influenced by work discipline.

Performance is a translation of performance that results from one's work (Sedarmayanti, 2010). This is a management process or an organization as a whole, and the work results can be shown concretely and can be measured or compared with the standards set by the organization (Jannah & Jumady, 2020). Performance is an employee's ability to complete a job charged by him or her in a certain period that can be demonstrated in absolute terms and can be measured based on the provisions set by the organization (Nasir et al., 2021). The results of the research hypothesis testing (Wuryani et al., 2021) showed that the decision support system (DSS) about situational leadership and significant positive effect on work motivation. DSS on situational leadership could motivate the work in various ways to achieve organizational goals that have been determined. This indicates a close relationship between leadership style (situational), motivation, and the achievement of organizational goals and employee performance. Effectiveness occurs with work motivation; with the help of DSS, the leadership style will be more effective in building relevant closeness with subordinates. (Robbins, 2006) states that indicators that affect performance are knowledge of regulations which is the ability of employees to understand tasks related to their work. Managerial skills are the ability of employees to cooperate with colleagues, be optimistic about teamwork, the willingness to assist work team members in completing work. The quality of work results from measuring the orientation of employees towards the quality of work produced and the abilities and skills that are completed using predetermined standards; and The quantity of work is the amount of employee productivity in a certain period.

Research (Girsang, 2019) shows that organizational culture has no effect on employee performance at a hospital in Medan. However, organizational culture and commitment have a significant effect on employee performance. Novziransyah, (2017) revealed that overall, of the ten variables/indicators of organizational culture, it turns out that the reward system variables and communication patterns have a significant effect on employee performance. Meanwhile, variables/indicators that do not affect employee performance are individual initiatives, tolerance for risky actions, direction, integration, management support, control, value identity, tolerance for conflict. Wijaya, (2016) discusses the effect of compensation and organizational culture on employee performance in his research, revealing the study results that organizational culture influences employee performance. Hanny & Adiputra, (2020) show the research results that organizational culture has a positive and significant effect on employee performance. Likewise, work discipline has a positive but insignificant effect on employee performance. Gusmiarni's research results (2020) show that partially

organizational culture on employee performance has a positive and significant effect, and work discipline has a positive and significant effect on employee performance.

Based on several theoretical foundations and previous research, there are still various kinds of research results. This study will review the influence between organizational culture variables and work discipline on employee performance. From the theory and previous research that has been presented, the theoretical framework in this study is as follows:



**Figure 1. Research Model**

**H1 :** Organizational culture affects employee performance

**H2 :** Work discipline affects employee performance.

## METHOD

This study was conducted at PT. Megahputra Sejahtera with a population of 52 people. The entire population will be used as the research sample because the population is still reachable in the distribution and survey taking (Sugiyono, 2014). The research data were collected by distributing questionnaires by providing a list of questions to the respondents. The research questionnaire was structured based on the variables and indicators discussed in the previous section, which consisted of Cultural variables (seven-question items), Work Discipline variables (five-question items), and employee performance variables (five-question items).

Analysis of research data this time using the SPSS v 25 application. Before use, a questionnaire in the study must be tested first. Instrument testing was carried out to determine whether the instrument that was prepared was a good result because the good or bad of the instrument would affect the correctness of the data and determine the quality of the results in a study. The trial instruments in this study were two essential requirements that apply to a questionnaire, namely that it must be valid and reliable (Sunyoto, 2011). Testing the validity of the data in this study was carried out statistically, namely calculating the correlation between each question and the total score using Product Moment Pearson Correlation. The data is declared valid if the calculated value, which is the value of the corrected item-total correlation from the table, is significant 0.05 (5%). A reliability test is used to show the extent to which a measuring instrument can be trusted or relied upon. Reliability shows whether the measurement results are consistent or not. Cronbach's Alpha measures reliability. According to (Ghozali, 2011) a constructor variable is reliable if Cronbach's Alpha gives a value above 0.60. After passing the validity & reliability test, each statement from the respondent is declared appropriate to be continued and analyzed. The next test in this study is the normality test, heteroscedasticity test, and multicollinearity test. Continued by R<sup>2</sup>, Test F (simultaneous) and t-test (partial) was conducted to answer the research hypothesis that sees the massive influence of each - each variable independent on the variable dependent either partially or simultaneously (Malhotra, 2019). The data analysis process uses multiple regression method with the formula:

$$Y = a + b_1X_1 + b_2X_2 + e .$$

Description :

- Y = Employee Performance  
 $b_1 - b_2$  = Regression coefficient  
 a = Constant  
 e = Standard error  
 $X_1$  = Organizational culture  
 $X_2$  = Work Discipline

**Table 1. Definition and measurement of variables**

Variable	Indicator	Question Items	Scale
<b>Organizational culture (X1)</b>	Innovation and the Courage to Take Risks; Pay attention to the details; Result Orientation; Orientation of People; Team Orientation; Aggressiveness; Stability	1. Employees understand what needs to be done for the organization to be successful in the long term.	Ordinal
		2. The organization actively encourages each unit to cooperate with other units.	
<b>Work Discipline (X2)</b>	Obey and obey the use of working hours which include; Obeying the rules of conduct at work; responsibilities and ways of relating to other work units; and follow disciplined health protocols; Commitment and loyalty to the organization.	3. Organizations see failure as an opportunity to learn and get better.	Ordinal
		4. The organization continually compares progress and goals set.	
<b>Employee performance (Y)</b>	Understanding of the main tasks and functions; Innovation; Work speed; Work accuracy; Cooperation	5. It is easy to reach consensus even on difficult issues.	Ordinal
		6. Input from customers directly influences various organizational decisions.	
		7. Comments and recommendations from customers often lead to improvement.	
		1. Employees in this office come and go always on time.	
		2. Employees always work according to established work procedures.	
		3. Senanatisa employees prioritize the work standards that have been set.	
		4. Employees can complete work on time.	
		5. Help colleagues when needed.	
		1. Employees are able to complete tasks before the specified deadline.	
		2. Employees can to work well with colleagues.	
		3. Employees are careful in doing every given job.	
		4. Employees have alternative solutions when facing problems at work.	
		5. Employees can take the initiative to solve problems at work.	

## RESULT & DISCUSSION

### Result

A questionnaire is reliable if the respondent's answer to the question is consistent over time (Ghozali, 2011). According to Nunnally (1960) a variable is said to be reliable if the Cronbach's Alpha value is > 60% (Ghozali, 2011). The variable of organizational culture ( $X_1$ ), leadership style ( $X_2$ ) and work performance (Y), Cronbachs Alpha value if it is 60% higher, according to (Sekaran & Bougie, 2016) reliability is less than

0.6, is not good, while 0, 7 is acceptable and above 0.8 is good. The results of the validity & reliability test in this study are presented in table 2:

**Table 2. Validity and Reliability Test Result**

Code	Correlation Total Items	R Standard	R-table (n = 52)	Info	Coefficient Reliability	Cronbach Alpha	Info
<b>Organizational culture (X1)</b>							
X1.1	0,860	0,30		Valid			
X1.2	0,665	0,30		Valid			
X1.3	0,688	0,30		Valid			
X1.4	0,501	0,30	0,2681	Valid	0,749	0,60	Reliabel
X1.5	0,803	0,30		Valid			
X1.6	0,815	0,30		Valid			
X1.7	0,671	0,30		Valid			
<b>Work Discipline (X2)</b>							
X2.1	0,632	0,30		Valid			
X2.2	0,728	0,30		Valid			
X2.3	0,752	0,30	0,2681	Valid	0,803	0,60	Reliabel
X2.4	0,783	0,30		Valid			
X2.5	0,739	0,30		Valid			
<b>Employee performance (Y)</b>							
Y1	0,769	0,30		Valid			
Y2	0,802	0,30		Valid			
Y3	0,768	0,30	0,2681	Valid	0,790	0,60	Reliabel
Y4	0,727	0,30		Valid			
Y5	0,659	0,30		Valid			

The summary results regarding multiple regression analysis and Hypothesis Test in this study are presented in Table 3:

**Table 3. Hypothesis Test Results**

Variable	Regression Coefficient		T-count	Sig.
	B	Std. Error		
(Constant)	-2,773	3,134	-,885	.381
Organizational culture (X1)	,529	,112	4,715	.000
Work Discipline (X2)	,365	,121	3,027	.004
R	0,700 <sup>a</sup>			
R <sup>2</sup>	0,490			
T-table	1,692			
F-table	3,28			
F-Calculated	23,559			

## Discussion

Organizational culture is a belief, attitude, and values that are generally owned, which arise in the organization. Put, culture is how we do things. Based on the indicators on the organizational culture variables, all of them have a positive and significant effect because, generally, employees understand what needs to be done in order for the organization to be successful in the long term. The indicator that scores the most is the "attention to detail" indicator, where it can be concluded that respondents actively encourage each unit to cooperate with other units. However, other indicators have a fairly good average value on organizational culture on employee performance. This research strengthens the research conducted by (Novziransyah, 2017; Jufrizen & Rahmadhani, 2020), which shows a significant influence of organizational culture variables on

employee performance variables. However, this study is different from the results of research (Nasir et al., 2021), which revealed that organizational culture does not influence employee performance; this is due to several factors, including in carrying out a job, employees do most of it individually or personally.

Discipline is a management action to encourage the implementation of organizational standards; this is training that leads to efforts to justify and involve knowledge of employee attitudes and behaviors so that the willingness of employees to lead to better cooperation and achievement. Employee work discipline at PT. Megahputra Sejahtera Suzuki Pettarani Makassar has an important role in improving employee performance. Work discipline is a provision that every employee at PT. Megahputra Sejahtera Suzuki Pettarani Makassar in carrying out every work activity because the high work discipline of employees can encourage these employees to work more efficiently so that employee performance can also increase. Based on the work discipline variable indicators, all of them have a positive and significant effect because, in general, the employees of PT. Megahputra Sejahtera fulfill all the indicators in the work discipline variable. The indicator that scores the most is the indicator "Commitment and loyalty to the organization." It can be concluded that senate employees can prioritize the work standards that have been determined. However, on other indicators, the average respondent's answer has good answers to the work discipline variable on employee performance. This research is in line with research conducted by (Gusmiarni, 2020) where the results of the study show that work discipline has a positive and significant effect on employee performance.

## CONCLUSION

Organizational culture and work discipline have a positive and significant effect on employee performance at PT. Megahputra Sejahtera simultaneously or partially. This study shows that these variables need to be considered to experience increased performance for organizational progress continuously. Organizational culture has a dominant influence over work discipline, and this will play an essential role in directing employees to do work to achieve company goals. Meanwhile, work discipline will stimulate employee enthusiasm to do work sincerely without feeling pressured to cause work stress. The results of this study suggest that the organizational culture that exists in the company always runs well with informing employees about success at work. The leaders in each division pay more attention to work related to the rules set and give sanctions to employees who violate the rules in the company. The performance of employees in this company can be formed through good organizational culture and discipline because these two factors can improve employee performance results to achieve company goals. Companies also feel the need to discipline their employees as much as possible, which can improve performance. An improved organizational culture will spur employees to provide better performance. Future research is expected to use other variables to research more deeply, such as Work Motivation, Leadership Style, and Job Satisfaction, supported by the latest theories and research. This research was only conducted at the PT. Megahputra Sejahtera, so the results and conclusions given with this study do not reflect all offices' results in existing transportation sales services, especially in Makassar City, South Sulawesi. Periodic and structured testing is required for each object of research. This is inseparable from the limitations of each study conducted.

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