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## The Influence of Organizational Culture and Work Discipline on Employee Performance at PT. First Logistics Service Central Semarang Branch

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**Abstract.** The purpose of this study is to analyze the influence of organizational culture and work discipline on the performance of employees at PT. First, Logistics Service Central Semarang Branch. This study applies Associative methods, with descriptive and causal as the type of research, as well as multiple linear regression analysis. Then using saturated samples as a sampling technique, with a total of 60 respondents. Based on descriptive analysis, it proves that organizational culture, work discipline and employee performance fall into the good category. Simultaneously, organizational culture and work discipline have a significant influence on employee performance. The magnitude of the influence of organizational culture, work discipline, on employee performance is 30% and the influence of other variables that are not studied is 70%. While organizational culture has not been able to partially influence employee performance, only work discipline has been able to partially affect employee performance.

**Keywords:** Organizational Culture; Work Discipline; Employee Performance

### A. INTRODUCTION

In today's rapidly changing and complex economic environment, every company must constantly strive to improve the competitiveness of its products in today's rapidly evolving and complex economic environment. All organizations depend on the availability and effectiveness of various resources that can be classified into financial, technological, and human resources. The most important distinguishing factor in the success or failure of an organization today is its human resources. The management tool for planning, managing and controlling is human resources. It is possible to define human resource management as the organizational procedures and policies of an organization (Aprilianti; Syarifuddin, 2022). Management and development activities run smoothly when sufficient human resources are available. Developing reliable human resources requires quality training, spiritual guidance, education and decent employment. It is important how to develop human resources who can work optimally to achieve common organizational goals (Feel, Herlambang; Rozzaida, 2018).

Organizations need workers who perform well and can create favorable circumstances and conditions as evidence of their level of performance. Employee performance is sincere behavior shown by each employee in carrying out work created based on his position in the company. Each member of the working group is always expected to complete well both in quantity and quality. Therefore, reasonable goal setting and work planning must be done to support the work process. In order to achieve as many organizational goals as possible and not just serve as a guideline for achieving goals, performance objectives should be designed in such a way that they directly affect the performance of the entire organization (Bambang; Muhni, 2022).

Employee personality and behavior can be influenced by organizational culture. An employee's work behavior will be influenced by his personality and habits, which will ultimately affect how well he performs (Maharani; Efendi, 2017). A good organizational culture will provide suitable conditions and situations for employees at work if the culture is considered appropriate and able to support employees in developing themselves and maintaining their health. Organizational culture is one strategy to be able to motivate employees in an effort to achieve maximum performance. Organizational performance that will also increase is closely related to its organizational culture (Kharishma; et al, 2019).

Arda (2017) affirming that work discipline is a guideline for carrying out work in accordance with existing standards in the company. Work discipline is very important, it has an impact on employee work efficiency to increase, in this factor researchers only found on PT staff. First, the Logistics Department of Semarang Central Branch is less aware of the importance of work discipline which greatly affects the work efficiency of employees.

In accordance with some findings from previous studies, company culture significantly and beneficially affects employee performance (Pangarso, Susanti, 2016; Malka, et al., 2020; Shaufi, et al., 2020; Syahputra, et al., 2020). Mandri; Komara; David (2018), On the other hand, showing that organizational culture has a positive and unimportant influence, indicates that the better or higher the organizational culture, the less impact it has on employee performance. Also, the results of previous studies revealed that work discipline has a beneficial and considerable impact on the performance of important employees (Khaliq; 2015; Aziz; 2018; Suharto ; Nusantara, 2018; Rosyidah; Fadah; Tobing, 2018). Munir, Fachmi, dan Sani (2020) shows that work discipline has a positive but not significant influence, so that if the better or higher work discipline will not affect employee performance.

Based on the issues raised and the differences between the findings of previous studies on the influence of culture and work discipline on employee performance, this study will fill in these differences, which will help businesses be taken into account when formulating strategies to improve employee performance, especially those related to cultural factors and work discipline in organizations. So, the purpose of this study is to find out how the influence of organizational culture and work discipline on employee performance

## **B. LITERATURE REVIEW**

### **Organizational Culture**

Organizational culture greatly influences how employees behave. The values and attitudes adopted by employees as the foundation of their behavior and mindset in the workplace constitute organizational culture as a value system (Meutia; Husada, 2019). Organizational culture according to Maharani & Efendi (2017) is a system of shared meanings owned by members of an organization that distinguishes the company from other companies. Organizational culture is described by Kharisma et al. (2019) as a set of values,

assumptions, beliefs or norms that have long been accepted and embraced by members of the organization as standards of behavior and business problem solving.

### Work Discipline

Work discipline refers to situations or ethical respect that develop from an employee's awareness of rules and standards, and it can be claimed that corrective action is taken when an employee's behavior is not in line (Siagian, 2018). According to (Rukhayati, 2018) Work discipline is a relationship-building strategy used by superiors to help employees turn habits into a kind of business so that they can gauge how sensitive a person will obey all company policies and established social norms. Work discipline is our mental way of reflecting the behavior or habits, of a group or society towards adherence to business rules or ethical standards and the principles used to achieve predetermined goals, as mentioned by (Tamba et al., 2018). Work discipline as mentioned by (Siagian, 2017) is an attitude of respect for organizational policies and norms that develop in employees. The affected personnel are able to adapt and comply with all company regulations and choices sincerely.

### Employee Performance

Started by Fachreza et al. (2018) Performance is the result of the work that an organization wants to complete by assigning individuals or groups to specific roles and responsibilities to carry out its objectives. Since there is a definite correlation between individual and group performance, then if employee performance increases, then company performance will also increase. Rani and Mayasari (2016) Employee performance is the result or form of work that can be assessed in terms of quality and quantity based on the working conditions set by the company so that it can assess the performance of these employees

## C. RESEARCH METHODOLOGY

This research is a form of quantitative research involving a survey of a large number of employees by distributing questionnaires to participants of the Central Semarang Branch of PT. First, Logistics Service became the subject of research. During this study, researchers decided to focus on PT. First, Logistic Service Semarang Central Branch as a population. But the study sample was a portion of the population.

This means that the research sample consisting of 60 respondents was determined using a saturated sampling technique. In this study there are several variables that will be studied including independent variables, namely Organizational Culture and Work Discipline while the dependent variable is Employee Performance, then these variables are formed by indicators which will later be used as a reference to make questionnaires and operationally can be seen in the following table.

**Table 1 Operational Variabel**

Variable	Indicator	Questioner Number	Scale
Organizational Culture (X1) source: Wibowo (2013:37)	1. Innovation and Risk Taking	1, 2	Interval
	2. Attention to detail	3, 4	
	3. Results orientation	5, 6	
	4. People orientation	7, 8	
	5. Team orientation	9, 10	
	6. Aggressiveness	11, 12	
	7. Stability	13, 14	
Work Discipline	1. Effective time measurement	1, 2	Interval

Variable	Indicator	Questioner Number	Scale
(X2) source: Hasibuan (2013:195)	2. Responsibilities in Work and duties 3. Attendance	3, 4 5, 6	
Employee Performance (Y) source: Mangkunegara (2014:9)	1. Work quality 2. Work quantity 3. Responsibility 4. Cooperation 5. Initiative	1, 2 3, 4 5, 6 7, 8 9, 10	Interval

Multiple Linear Regression Analysis is a method used in analysis techniques. To find out the extent of two or more variables without changing, improving, or manipulating currently existing data, researchers conducted a correlation study (Arikunto, 2010). Numbers and statistical equations were used to reveal the findings of this study.

## D. RESULTS AND DISCUSSION

### Instruments Test

#### Validity and Reliability Test

**Table 2 Validity Test Result**

No Item	r hitung	r tabel	Hasil
Organizational Culture			
Statement 1	0.615	0.252	Valid
Statement 2	0.858	0.252	Valid
Statement 3	0.535	0.252	Valid
Statement 4	0.617	0.252	Valid
Statement 5	0.678	0.252	Valid
Statement 6	0.615	0.252	Valid
Statement 7	0.678	0.252	Valid
Statement 8	0.371	0.252	Valid
Statement 9	0.871	0.252	Valid
Statement 10	0.871	0.252	Valid
Work Discipline			
Statement 1	0.439	0.252	Valid
Statement 2	0.624	0.252	Valid
Statement 3	0.624	0.252	Valid
Statement 4	0.423	0.252	Valid
Statement 5	0.484	0.252	Valid
Statement 6	0.673	0.252	Valid
Statement 7	0.423	0.252	Valid
Statement 8	0.484	0.252	Valid
Statement 9	0.530	0.252	Valid
Statement 10	0.562	0.252	Valid
Employee Performance			
Statement 1	0.283	0.252	Valid
Statement 2	0.467	0.252	Valid
Statement 3	0.616	0.252	Valid

Statement 4	0.439	0.252	Valid
Statement 5	0.494	0.252	Valid
Statement 6	0.359	0.252	Valid
Statement 7	0.534	0.252	Valid
Statement 8	0.433	0.252	Valid
Statement 9	0.616	0.252	Valid
Statement 10	0.609	0.252	Valid

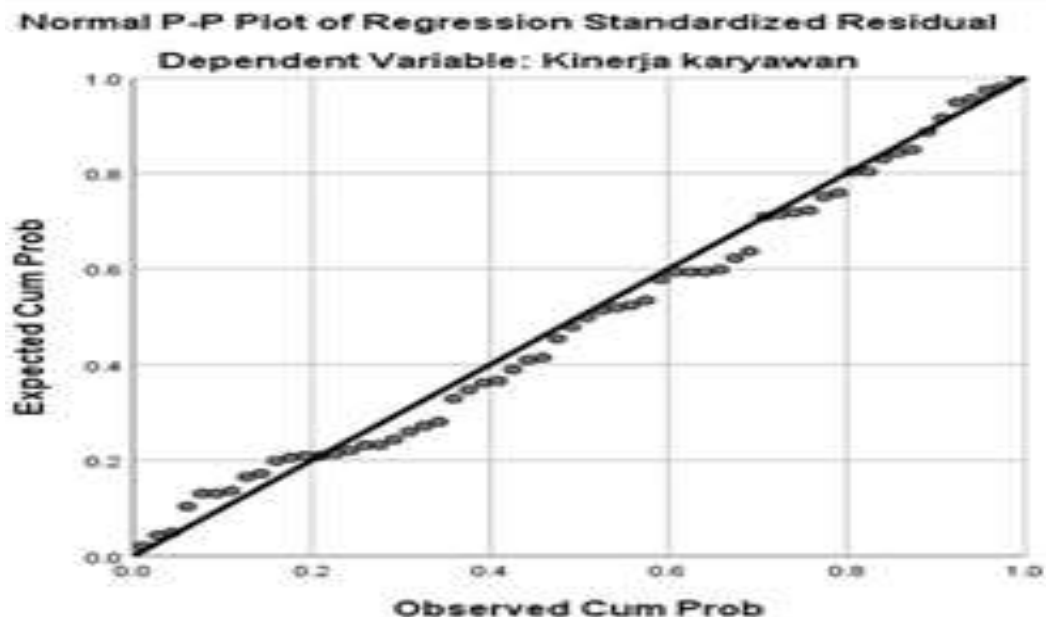
**Table 3 Reliability Test Result**

Variable	Cronbach Alpha	Standard Cronbach Alpha	Result
Organizational Culture ( $X_1$ )	0,861	0.600	Reliable
Work Discipline ( $X_2$ )	0,689	0.600	Reliable
Employee Performance (Y)	0,645	0.600	Reliable

source: data analysis by SPSS 20

The test results that we can see in table 2 and table 3 mean that all statement items have good validity and reliability when viewed all calculated values > r tables that have been set. Likewise, the results of reliability tests where all values are greater than the critical standard or the threshold requirement that must be met is > 0.60.

### Classic Assumption Test Normality Test



**Figure 1 Probability Plot Chart**

As seen in the image above, the normal probability plot chart displays a typical chart pattern. This is seen by looking at the points that surround and follow the diagonal line. Thus, it can be said that the assumption of normality is satisfied by the regression model.

## Multicollinearity Test

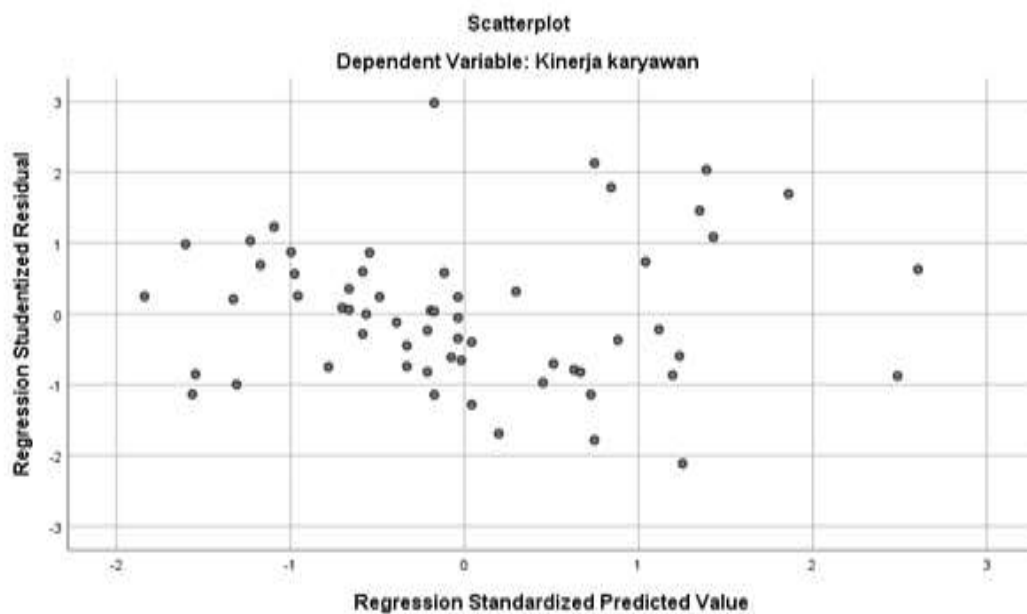
**Table 4 Multicollinearity Test Result**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	14.578	6.117		2.383	.021		
Organizational Culture	.087	.094	.103	.927	.358	.993	1.007
Work Discipline	.565	.115	.546	4.914	.000	.993	1.007

a. Dependent Variable: Employee Performance

Based on the results of the multicollinearity test, the tolerance value of the organizational culture variable of 0.993 and the value of work discipline tolerance of 0.993 are both less than 1, and the variable variance inflation factor (VIF) value of 1.007 and the VIF value of work discipline is 1.007, both less than 10. Therefore, there is no disruption of multicollinearity in this regression model.

## Heteroscedasticity Test



**Figure 2 Scatter Plot Diagram**

The points on the scatter chart do not form any pattern or have different scatter patterns, according to the results of the image above. Therefore, it can be said that the regression model does not experience heteroscedasticity disorders so that it is possible to use this regression model.



## Multiple Linear Regression

**Table 5 Multiple Linear Regression**

		Coefficients <sup>a</sup>			t	Sig.
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta		
1	(Constant)	14.578	6.117		2.383	.021
	Organizational Culture	.087	.094	.103	.927	.358
	Work Discipline	.565	.115	.546	4.914	.000

a. Dependent Variable: Employee Performance

Based on the results of the regression calculation analysis in the table above, the regression equation  $Y = 14.578 + 0.087X_1 + 0.565 X_2$ . From the above equation it can be concluded as follows: A constant quantity of 14,578 indicates that staff performance (Y) will only be worth 14,578 points if organizational culture (X1) and work discipline (X2) are not taken into account. Employee performance (Y) will change by 0.087 points for each unit of organizational culture change (X1), corresponding to the organizational culture value (X1) of 0.087. If the constant remains constant and the labor discipline variable (X2) remains intact. Work discipline (X2) is 0.565, meaning that every unit of change in work discipline (X2) there will be a change in employee performance (Y) of 0.565 points while the organizational culture variable (X1) remains.

## Hypothesis Test Partially T Test

This test is carried out by comparing the calculated t value with the value of the t table, at a significance level of 5%. If the sum t count > t table, then the proposed hypothesis is accepted.

**Table 6 Partially T Test Result**

		Coefficients <sup>a</sup>			t	Sig.
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta		
1	(Constant)	14.578	6.117		2.383	.021
	Organizational Culture	.087	.094	.103	.927	.358
	Work Discipline	.565	.115	.546	4.914	.000

a. Dependent Variable: Employee Performance

In the table above it can be seen that organizational culture does not have a significant influence on employee performance, this can be seen from the number t which is completely smaller than the t table value (1.671). Furthermore, in terms of work discipline, it has proven to have a significant effect on employee performance as seen from the calculated t value which is greater than the table t (1.671).

## Simultaneously F Test

**Table 7 Simultaneously F Test Result**  
ANOVA<sup>a</sup>

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	290.925	2	145.463	12.215	.000 <sup>b</sup>
	Residual	678.808	57	11.909		
	Total	969.733	59			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Organizational Culture

The value of F count > F table, or (12.215 > 4.00), is determined by the test results shown in the table above. This is also confirmed by the value of Sig.0.05, or (0.000 < 0.05). Despite the fact that H0 is rejected and H3 is accepted, it turns out that company culture and work discipline have a big influence on employee performance at PT. First Logistics Service

## Coefficient Determination Test

**Table 8 Coefficient Determination Test Result**  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.548 <sup>a</sup>	.300	.275	3.45093

a. Predictors: (Constant), Work Discipline, Organizational Culture

b. Dependent Variable: Employee Performance

It can be concluded from the results and findings in the table above that organizational culture and work discipline variables affect employee performance variables by 30%, while the rest (100-30.0%) = 70% are influenced by other factors that are not studied

## The Influence of Organizational Culture on Employee Performance

The results of the test mentioned above, organizational culture does not have a strong effect on employee performance. This shows that despite the supportive company culture, improved employee performance is not a given. The findings from this investigation suggest that organizational culture does not have a strong enough relationship with employee performance. Other organizational culture indicators, such as increased employee capabilities, not working effectively and efficiently, and lack of innovation, are indicators of organizational culture that need to be further improved because the results are positive but not significant. The results of this study are similar to those stated by Girsang (2019) who found that organizational culture has almost no effect on worker performance. (2014), Cecep Hidayat, Allysa Laura, and Arianty (2013).

## The Effect of Work Discipline on Employee Performance

Based on the test results, it is clear that work discipline has a significant effect on employee performance, this shows that high work discipline will also produce high performance standards for employees. Discipline is a tool that managers use to connect with employees so that they change their behavior and comply with all company policies to established standards. Company discipline has a huge influence on performance, say the higher the discipline, the higher the performance. The results of this study are in line with the results of research conducted by (Jatilaksono & Indartono, 2016); (Arif et al., 2019); (Jufrizen, 2018); (Yusnandar et al., 2020); (Jufrizen, 2016); (Arda, 2017); (Hasibuan &



Silvya, 2019); (Jufrizen & Hadi, 2021) and (Wahyudi, 2019) argue that discipline affects employee performance.

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

According to the test findings, organizational culture and work discipline were shown to have a significant effect on employee performance. This implies that employee performance will increase with a supportive business culture and good work ethic. Employee performance will improve when the organizational culture is deeply embedded in the workers. Performance will improve later when workers become aware of the culture and act in a manner consistent with it. The most important operational role for human resource management is discipline, as it allows superior work performance to be achieved when staff discipline is better. Corporate organizations fail to produce the best results without strong employee discipline. This result is supported by research conducted by Astutik (2016) which states that work discipline and organizational culture have a positive and significant effect on performance.

### **E. CONCLUSIONS AND SUGGESTIONS**

Based on descriptive analysis, it shows that organizational culture, work discipline and employee performance are included in the good category. at the same time, organizational culture and work discipline have a significant influence on employee performance. the magnitude of the influence of organizational culture and work discipline is 30%, and the influence of other variables that are not studied is 70%. although organizational culture cannot affect employee performance partially, only work discipline can partially affect employee performance

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