



# Study of influence of Work Discipline and Organizational Culture on Employee Performance

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## ABSTRACT

*Success in the labor market necessitates skills and abilities, devotion, hard work, and honesty at work. A successful individual must have thoughts and attitudes that value work as a noble pursuit for human existence. Organizational success must be matched with high-quality human resources. To obtain good resources, it is vital to increase work discipline among employees so that they may be disciplined in all aspects that would benefit the organization, one of which is work discipline, which is time discipline in performing job. The goal of this study is to determine the significant influence, both concurrently and partially, of the Work Discipline variable and the Organizational Culture variable on the Employee Performance variable, as well as to determine which of the Work Discipline variables and the Organizational Culture variable has the most dominant influence. This research employs explanatory research. Primary data is collected through questionnaires, interviews, observations, and documentation, whereas secondary data is the company's history and organizational structure. The data was analyzed using multiple linear regression. The study's findings indicate that work discipline and corporate culture have a considerable impact on employee performance, both partially and simultaneously. Furthermore, the Work Discipline variable has the most significant impact on the employee performance variable.*

**Keywords:** Organizational Culture, Performance, Work Discipline,

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## 1. INTRODUCTION

The presence of Human Resources is crucial for the company's current and future viability. Human resources plays a crucial role in shaping a company's business procedures. A corporation need people that can proficiently and productively execute a task in order to accomplish its objectives. To achieve optimal performance, it is imperative to have employees who possess strong work discipline and adhere to a positive organizational culture. In order to remain competitive in the face of increasing employment competition, it is essential for individuals to acquire and master specific skills and competencies. Achieving success in a job competition necessitates possessing skills and abilities, demonstrating dedication, exerting effort, and maintaining honesty in the workplace. In order to be successful, an individual must possess perspectives and dispositions that regard work as a dignified aspect of human existence. An organization's success is contingent upon the presence of high-quality human resources. In order to obtain high-quality resources, it is imperative to enhance the level of work discipline among employees. This will ensure that employees adhere to strict standards in all aspects, thereby benefiting the firm. One crucial aspect of work discipline is time management, specifically in the execution of tasks. Discipline refers to the act of reprimanding or penalizing subordinates for their violation of rules or procedures. Work discipline refers to the ability of employees to exercise self-control, carry out tasks effectively, and adhere to established regulations within an organization or firm.

In addition to labor discipline, a corporation also possesses an organizational culture. Each organization must cultivate a distinct work culture. Not all members of an organization may feel at ease with the organizational culture present in a corporation. Therefore, it is necessary for every individual to acclimate themselves to the corporate culture in order to have a sense of ease and comfort. Organizational culture refers to the fundamental framework established and embraced by an organization for the purpose of guiding its actions and problem-solving approaches. Through these structures, employees has the capability to adjust to the surroundings and bring together all individuals inside the firm. In order to enhance employee performance, it is imperative to underscore the impact of work discipline and

organizational culture on employees, fostering a favorable work culture to cultivate a sense of ease and unwavering dedication to the company, so ensuring optimal service delivery. By successfully implementing these two factors, the organization will be able to effectively accomplish its defined objectives. The purpose of this study is to analyze and determine the partially significant influence of discipline variables on employee performance variables, the partially significant influence of organizational culture variables on employee performance variables, the simultaneous significant influence of work discipline variables and organizational culture variables on performance variables, and which work discipline variables. Organizational culture characteristics have the greatest influence on performance variables.

## **2. THEORETICAL BASIS**

Sinungan (2000) defines discipline as a cognitive disposition that manifests in the conduct or behavior of individuals, groups, or communities, characterized by adherence or submission to regulations established by either the government or ethical, societal norms and rules, specifically pertaining to work-related circumstances. Hasibuan (2006) states that good discipline is indicative of a person's strong feeling of responsibility towards the responsibilities they have been assigned. This fosters ardor and zeal for work and renders the company's objectives attainable. Consequently, every organization consistently strives to guarantee that employees maintain a high level of work discipline. An individual in a managerial role is seen to be effective in leadership when their subordinates have a high level of discipline.

Organizational culture, as described by Roberts and Timothy (2008:256), refers to a system of shared meaning among members that distinguishes one organization from others. An organization sustains a set of key features that form a system of shared meaning. Organizational culture, as defined by Schein (1992:12), refers to the fundamental framework that an organization adopts for its actions and problem-solving approaches. Through these structures, employees possess the capability to adjust to their surroundings and foster cohesion among members of the firm. Hence, it is imperative to instruct all members, especially new ones, in the proper methodology of analyzing, conceptualizing, and emoting in response to the challenges they encounter.

According to Mangkunegara (2002), performance is the outcome of work, which includes both the quality and number of tasks completed by an individual in accordance with their assigned obligations. Employee performance, as defined by Suprihanto (in Srimulyo, 1999), refers to the outcomes of an employee's efforts within a specific timeframe, measured against predetermined benchmarks, such as standards, targets, or goals, that have been established and agreed upon in advance. A study conducted by Prawatya and Raharjo (2012) demonstrates that work discipline has a favorable and significant impact on employee performance. Furthermore, Nugroho's (2012) research demonstrates that work discipline is the primary factor that significantly impacts employee performance.

The research conducted by Prawatya and Raharjo (2012) demonstrates that work discipline has a favorable and significant impact on employee performance. The majority of participants indicated that they were accountable for the assigned responsibilities. This fosters a strong sense of discipline among employees. The impact of organizational culture on employee performance is both positive and substantial. The majority of employees endeavor to uphold a state of tranquility and ease in the workplace, both in their interactions with colleagues and superiors.

Mangkunegara (2002) defines performance as the outcome of an individual's labor, encompassing both the quality and number of tasks completed in accordance with assigned obligations. Research conducted by Sumaki et al. in 2015. Employee performance is influenced by organizational culture and communication. Furthermore, company culture exerts a beneficial influence on employee performance. Rivai and Basri (2005:50) conducted a study. Performance refers to the outcome or overall measure of success achieved by an individual in completing activities within a particular timeframe, in comparison to different potential outcomes, such as predetermined work standards, targets, goals, or agreed-upon criteria. A study conducted by Prawatya and Raharjo (2012) demonstrates that work discipline has a favorable and significant impact on employee performance. Furthermore, Nugroho's (2012) research demonstrates that work discipline is the primary factor that significantly impacts employee performance.

### 3. RESEARCH METHOD

This study employs explanatory research as its research methodology. Explanatory research, also known as explanation, is a type of research that aims to characterize the cause-and-effect relationship between variables by testing hypotheses that have been created beforehand (Singarimbun, 2009: 66). The research employs primary data gathering techniques, specifically questionnaires, interviews, observations, and documentation. Secondary data sources include the company's historical records and organizational structure. The employed data analysis technique is linear multiple regression analysis. Meanwhile, the sample size consisted of 40 individuals. The term "population" in this study refers specifically to the 200 employees of PT. State Savings Bank (Persero), Tbk Malang Branch Office.

### 4. RESEARCH RESULT

#### 4.1 Classic Assumption Test

##### 4.1.1 Normality test

The variable regression results show that the data distribution points for the three variables remain attached to the standard line along the diagonal. This shows that the three variables have normally distributed data. This research uses Normal PP Plots. The research results show that the regression model is usually distributed. This is proven by the line depicting the data following the diagonal line.

##### 4.1.2 Test Multicollinearity

Based on the research results, it is known that the regression model does not have multicollinearity. This is proven by a VIF value of less than ten and a Tolerance value of more than 0.1.

##### 4.1.3 Heteroscedasticity Test

The research results show that the regression model does not have heteroscedasticity. This is proven by the fact that there is no clear pattern, and the points are spread above and below the number 0 on the Y axis, so heteroscedasticity does not occur.

##### 4.1.4 Coefficient of Determination Results

The R Square findings show a value of 0.458. These findings show that work discipline and organizational culture influence 45.8 percent of employee performance, whereas the remaining 54.2 percent is attributed to factors outside this model. Furthermore, multiple regression analysis reveals that the independent variables (work discipline and organizational culture) have a rather strong association with the dependent variable, with  $R = 0.677$  or 67.7%.

##### 4.1.5 Dominant Influence

Based on this table, the work discipline variable is the dominant variable that influences employee performance. This is indicated by the Standardized Coefficients Beta value of the work discipline variable being more significant than the organizational culture variable ( $0.544 > 0.214$ ).

#### 4.2 Hypothesis test

##### 4.2.1 Simultaneous Influence of Work Discipline and Organizational Culture on Employee Performance

The results of the F statistical test show that the calculated F value is 32.489 while the F table value is 3.115; because the calculated F is greater than the F table, this means that the simultaneous testing shows that work discipline and organizational culture together have a significant influence on employee work productivity.

##### 4.2.2 Partial Influence of Work Discipline and Organizational Culture on Employee Performance

To determine the influence of each work discipline and organizational culture variable that influences employee performance, a t-test is used by comparing the count value with the stable. The t distribution table is searched at  $\alpha = 5\%: 2 = 2.5\%$  (2-sided test) with degrees of freedom (df)  $nk-1$  or  $80-2-1 = 77$  (n is the amount of data, and k is the number of independent variables). With a 2-sided test (significance = 0.025), the results obtained for the t table were  $+1.991 / -1.991$ .

## 5. DISCUSSION

The study reveals that the modified R Square value is 0.458. These findings suggest that work discipline and organizational culture have a significant impact on 45.8 percent of employee performance. Conversely, the remaining 54.2 percent can be attributed to external factors not accounted for in this model, including the work environment, motivation, and job training. The findings of the multiple regression analysis indicate a significant and robust association between the independent variables of work discipline and organizational culture, and the dependent variable. Specifically, the correlation coefficient (R) is 0.677, which corresponds to a strong relationship of 67.7%. According to a limited test, it is established that the variable of work discipline (X1) has a substantial impact on the variable of employee performance (Y). The significance of this is determined by comparing the calculated t value (2.201) to the critical t value from the t table (1.991). Additionally, the variable representing organizational culture (X2) has a considerable impact on the variable representing employee performance (Y). This is determined by comparing the calculated t value (5.605) with the critical t value from the t table (1.991), and finding that the calculated value is more significant.

Through concurrent testing, it has been established that both work discipline and corporate culture exert a substantial impact on employee performance. The results of the F statistical test indicate a value of 32.489 with a significance level of 0.000. The F statistic has a reduced p-value of 0.05, indicating its statistical significance. Simultaneous testing reveals that work discipline and corporate culture have a substantial impact on employee performance. The research findings are derived from the conditions observed at the Bank BTN Malang Branch Office. In order to enhance and sustain optimal staff performance, the organization enforces stringent work discipline requirements. Additionally, the organization offers incentives or prizes to employees who are able to consistently create work that exceeds the company's quality standards. Implementing work discipline and fostering an organizational culture are intended to ensure that all employees adhere to the standardized business norms in order to achieve the predetermined goals for the firm's advancement. Work discipline encompasses punctuality in terms of attendance and completion of tasks, adherence to company work regulations such as wearing prescribed clothing or uniforms, refraining from fraudulent activities that lead to financial losses for the company, and performing tasks in accordance with established standards. Relevant Standard Operating Procedures (SOP).

Organizational culture include the ability to voice positive thoughts or innovations, teamwork and synergy among employees and work units to achieve optimal performance, and consistency in fulfilling obligations. This study provides more evidence to corroborate the findings of Sumaki et al. (2015) in their research titled "The Impact of Work Discipline, Organizational Culture, and Communication on Employee Performance at PT. PLN Sulutenggo Area Manado Area." The research findings indicate that work discipline, company culture, and communication together have an impact on employee performance. The findings of this study also corroborate Prawirosentono's (1999:27) assertion that performance is influenced by four factors: effectiveness and efficiency, authority, discipline, and initiative. In addition, the findings of this study also corroborate the viewpoint expressed by Mangkunegara (2002), which posits that individuals with high performance exhibit traits such as a strong sense of personal accountability, willingness to take and endure risks, realistic goal-setting, and a comprehensive work strategy. In order to achieve its objectives, it is essential to incorporate specific feedback into all work operations and actively seek opportunities to implement the planned strategies. Every individual engaged in a task or activity must possess a distinct objective and intention. Similarly, the employees of a corporation have a certain objective, particularly since it has been premeditated in advance.

Typically, employed individuals anticipate receiving concrete forms of compensation, such as salary, pay, and allowances, to fulfill their everyday need. In the absence of fulfilling these demands, employees will be unable to perform effectively. Therefore, in order to enhance employee performance, several elements such as work discipline and the organizational culture established by the company must exert impact. Work discipline and organizational culture are crucial determinants of employee performance since they are indispensable for the prosperity of the company and the development of competent and well-rounded human resources. Employees that exhibit ethical behavior and prioritize the overall interests of the organization will have a beneficial impact on workplace collaboration.

## 6. CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusion

Based on the analysis conducted throughout the research, the findings indicate that work discipline and corporate culture have a substantial effect on employee performance. According to the F test results, work discipline and company culture have a simultaneous influence on employee performance. According to the multiple linear regression test results, the work discipline variable is an independent variable that has a significant influence on employee performance factors. According to the multiple linear regression test results, the work discipline variable is an independent variable that has a significant influence on employee performance factors. This is demonstrated by the work discipline variable's higher Standardized Coefficients Beta value compared to the organizational culture variable.

### 5.2 Suggestions

According to the research findings, work discipline influences employee performance. To increase employee performance, stricter supervision is required, as well as direct supervision from each leader in their individual work groups. The study's findings indicate that organizational culture influences employee performance. As a result, in order to improve employee performance, it is necessary to increase employee understanding in terms of clarity regarding comfort at work by providing training and introduction to work so that employees are familiar with the work assigned to them, as well as pay attention to the difficulties experienced by employees in carrying out their work, which is charged to him by conducting an evaluation of the employee's work once every three months. According to the research findings, work discipline characteristics have a greater impact on employee performance. As a result, if a firm wishes to boost employee performance further, it must pay greater attention to their work discipline by continuously executing company standards, increasing the company's key values, and instilling them in employee conduct.

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