



The Effect of Organizational Culture and Work Discipline on Performance

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Abstract

This research investigates the intricate relationship among organizational culture, work discipline, and employee performance within the specific setting of PT Sabrina Jaya Kabupaten Mamuju. By using a multiple linear regression analysis, this study aims to clarify the influence of these factors on the performance of employees. The results of the study indicate that organizational culture has a negligible beneficial impact ($\beta = 0.123$) on performance, but work discipline has a large positive effect ($\beta = 0.444$). The results of the simultaneous significance test highlight the combined impact of corporate culture and work discipline on employee performance ($F = 19.329, p < 0.001$). The results of this study highlight the significance of cultivating a supportive organizational culture and using efficient work discipline tactics in order to maximize employee performance. Nevertheless, the lack of a statistically significant correlation between organizational culture and performance necessitates more investigation. This study makes a significant contribution to the comprehension of the intricate dynamics that influence employee performance and provides vital insights for the development of organizational strategies.

Introduction

The human resources of a business are considered a vital asset in the endeavor to accomplish goals. Competent and competitive staff may be achieved via the efficient management and methodical development of human resources. In the dynamic and ever-changing context of the contemporary day, the process of selecting capable and competitive human resources need more vigilance. The Human Resource Development (HRD) function, which is an integral aspect of organizational management, has significant importance in the process of personnel selection, especially inside firms. Hamali (2016) posits that the strategic approach to human resources includes considerations of skills, motivation, development, and organizational management. The significance of their quality is on par with other assets and money. This highlights the need of proficient human resource management, with a particular emphasis on the HRD function. This function encompasses several techniques such as planning, recruiting, selection, training, development, remuneration, career progression, safety, health, and industrial relations. These strategies are designed to jointly achieve the objectives of the firm and improve the well-being of stakeholders.

According to Kasmir (2016), the concept of Human Resource Management (HRM) may be defined as a complete process that encompasses several elements, including planning, recruiting, training, development, remuneration, and industrial relations. The significance of human resources in achieving corporate goals and promoting stakeholder welfare is emphasized by this comprehensive approach. This viewpoint is reiterated by Wibowo (2016),

who emphasizes the importance of knowledge, capability, and work experience inside businesses, illustrating the direct correlation between these variables and employee performance.

The presence of an effective organizational culture plays a crucial role in fostering unity among members of an organization by establishing a common ground via shared values, norms, beliefs, and assumptions. The establishment of a collective identity promotes collaboration in the pursuit of mutually agreed-upon goals. The selected Quranic verses (Yunus 47-49) underscore the concept of predetermined human life and the need of collaboration within organizational structures. The concept of organizational culture serves as a guiding framework for the development and implementation of strategies, as well as the execution of plans, by ensuring that all efforts are directed towards the attainment of organizational goals.

According to Mangkunegara (2011), capacity is comprised of anticipated knowledge (IQ) and training. The presence of experience enhances an individual's ability, hence positively influencing the level of performance in executing job tasks. The aforementioned aspects, namely information, capacity, and experience, play a pivotal role in shaping the performance and efficiency of employees. This study seeks to investigate the dynamic relationship between organizational culture, work discipline, and employee performance, with a specific focus on PT Sabrina Jaya Mamuju as a case study. The rationale for choosing this particular case study is based on the underlying assumption that a well defined corporate culture and strong work discipline may have a substantial impact on employee performance, eventually leading to the overall success of the business.

Methods

The study was carried out at PT Sabrina Jaya located in Rimuku Village, Mamuju Regency. The selection of the place was determined based on its alignment with the study goals. The research included a duration of two months in order to thoroughly gather the necessary data. This research used two distinct kinds of data. The qualitative data in this study included of descriptive narratives and explanations pertaining to the performance of employees at PT Sabrina Kabupaten Mamuju. In contrast, quantitative data refers to numerical information that is subjected to analytical techniques for processing. The numerical data presented in this study was collected from the staff of PT Sabrina Jaya Kabupaten Mamuju.

The data sources were classified into main and secondary data. The primary data consisted of the participants' replies obtained via questionnaires, observations, and interviews. Secondary data refers to information that is obtained from written documents and the responses provided by individuals on surveys. The research sample consisted of 32 individuals who were employed at PT Sabrina Jaya Kabupaten Mamuju. Given that the population size was below 100, the study used a census sampling approach, whereby the whole population was treated as the sample. This methodology provided a thorough and inclusive portrayal of the whole population. The data collection methods employed in this study encompassed document analysis, observation, and questionnaires. Document analysis involved the examination of pertinent written records. Observation entailed conducting direct on-site assessments at PT Sabrina Jaya Kabupaten Mamuju. Questionnaires were distributed among research participants to gather structured responses.

The research used many methodologies for data processing and analysis. The researchers used descriptive analysis as a method to synthesize and display the data that was gathered, enabling a concise representation of the study results. Furthermore, a series of tests were carried out to assess the quality of the data. The correctness of the questionnaire was assured by the

implementation of a validity test, which included measuring correlations. Additionally, the consistency of the data produced through repeated usage of the measurement instrument was evaluated using a reliability test.

The primary method used for data analysis in this study was multiple linear regression analysis. This methodology evaluated the association between the dependent and independent variables. The regression equation was used to examine the relationship between Employee Performance (Y) and two independent variables, namely Organizational Culture (X1) and Work Discipline (X2). Both partial significance tests, namely the T-Test, and simultaneous significance tests, specifically the F-Test, were used to assess the individual and collective influence of independent factors on the dependent variable

Results and Discussion

Results of Multiple Linear Regression Analysis

Multiple linear regression analysis aimed to understand the combined effects of the independent variables on the dependent variable, specifically the relationship between organizational culture and work discipline on employee performance. The outcomes of the analysis are summarized in Table 1.

Table 1. Results of Multiple Linear Regression Analysis

Independent Variables	Unstandardized Coefficients	Standardized Coefficients
	Beta	T
(Constant)	9.465	3.307
Organizational Culture (X1)	0.123	0.117
Work Discipline (X2)	0.444	0.690

The constant value in the multiple linear equation ($a = 9.465$) suggests that when the values of organizational culture and work discipline remain unchanged (equal to zero), employee performance also remains constant at 9.465. The regression coefficient for organizational culture ($b_1 = 0.123$) indicates that organizational culture positively influences employee performance. An increase of one unit in organizational culture leads to a 0.123 increase in work discipline and subsequently in employee performance. The regression coefficient for work discipline ($b_2 = 0.444$) suggests that work discipline positively influences employee performance. A one-unit increase in work discipline results in a 0.444 increase in employee performance.

Partial Significance Test (T-Test)

The results of the partial significance test are presented in Table 2:

Table 2: Results of Partial Significance Test (T-Test)

Independent Variables	Unstandardized Coefficients	Standardized Coefficients
	Beta	T
(Constant)	9.465	3.307
Organizational Culture (X1)	0.123	0.117
Work Discipline (X2)	0.444	0.690

For the variable of organizational culture (X1), the calculated t-value is 0.748 with a significance value of 0.000 ($\alpha = 0.05$). As the calculated t-value (0.748) is greater than the

tabulated t-value (2.048), organizational culture is found to have a significant influence on work discipline and subsequently on employee performance at PT Sabrina Jaya Kabupaten.

For the variable of work discipline (X2), the calculated t-value is 4.429 with a significance value of 0.000 ($\alpha = 0.05$). Similarly, the calculated t-value (4.429) surpasses the tabulated t-value (2.048), indicating that work discipline significantly influences employee performance at PT Sabrina Jaya Kabupaten.

Simultaneous Significance Test (F-Test)

The results of the simultaneous significance test (F-Test) are summarized in Table 3:

Table 3. Results of Simultaneous Significance Test (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	62.508	2	31.254	19.329	0.000
Residual	43.659	27	1.617		
Total	106.167	29			

The calculated F-value (19.329) is greater than the tabulated F-value (3.35) with a significance level of 0.000 (< 0.05). This indicates that organizational culture significantly influences work discipline and subsequently employee performance at PT Sabrina Jaya Kabupaten.

Organizational Culture and Employee Performance

The results of the multiple linear regression analysis provided insights into the relationship between organizational culture and employee performance. The coefficient for organizational culture (X1) was found to be 0.123, indicating a positive influence on employee performance. This suggests that a stronger organizational culture contributes to improved work discipline and subsequently enhances employee performance. The significance level (0.748) indicates that the relationship is not statistically significant, which implies that other factors might be at play in determining the influence of organizational culture on employee performance.

These findings align with previous research. According to Schein (1990), organizational culture encompasses the shared values, beliefs, and norms within an organization, shaping employee behavior and performance. When employees resonate with the organization's culture, they tend to exhibit higher levels of engagement and dedication, resulting in enhanced performance (Hofstede, 1980). However, the non-significant relationship observed in this study could be attributed to the complexity of organizational culture and its multifaceted impact on performance.

Work Discipline and Employee Performance

The coefficient for work discipline (X2) was significant at 0.000, indicating a substantial positive influence on employee performance. This suggests that a stronger sense of work discipline among employees leads to better performance outcomes. Work discipline is often associated with adherence to rules, punctuality, and conscientiousness, all of which contribute to an employee's effectiveness and overall performance (Aryee et al., 2002). The significant impact observed in this study reinforces the idea that fostering work discipline can lead to improved employee performance.

These findings are in line with prior research that emphasizes the importance of work discipline in organizational contexts. Researchers have found that work discipline plays a pivotal role in managing employee behavior, productivity, and overall organizational performance (Steel, 2007). Employees with high levels of work discipline are more likely to accomplish tasks

efficiently, meet deadlines, and maintain a consistent work ethic, which ultimately enhances their individual and collective performance.

Combined Impact and Implications

The simultaneous significance test (F-test) further confirmed that both organizational culture and work discipline jointly influence employee performance. The F-value (19.329) was significantly higher than the critical F-value (3.35), indicating that the combined effect of these variables on employee performance is statistically significant. This result highlights the importance of considering organizational culture and work discipline together when examining factors that contribute to employee performance.

The findings of this study hold valuable implications for organizations seeking to enhance employee performance. By nurturing a positive and adaptive organizational culture, organizations can create an environment where employees are motivated, engaged, and aligned with the company's goals (Cameron & Quinn, 2006). Additionally, promoting work discipline through clear expectations, effective communication, and performance management strategies can lead to improved employee productivity and efficiency (Robbins & Coulter, 2012).

Conclusion

The empirical inquiry conducted to examine the relationship between organizational culture and employee performance yielded a coefficient of 0.123, suggesting a positive association; nevertheless, this effect was found to be statistically insignificant. This proposition implies that while organizational culture has the capacity to augment employee performance by fostering better work discipline, there may be other unquantified factors that might influence this association. The aforementioned findings are consistent with existing scholarly literature that emphasizes the complex characteristics of corporate culture and its potential influence on employee conduct and results.

In contrast, the analysis of work discipline revealed a notable coefficient of 0.444, underscoring the crucial significance of this variable in relation to employee performance. The findings support the notion that cultivating a culture characterized by timeliness, strict adherence to regulations, and conscientiousness may have a substantial positive impact on both individual and group performance. This statement aligns with previous studies that emphasize the significant role of work discipline in influencing employee conduct and the overall performance of a business.

The F-test, which was conducted to assess the significance of the variables, provided further support for the interdependence of these factors. The F-value of 19.329, which was shown to be statistically significant, indicates that both corporate culture and work discipline have a combined impact on employee performance. The aforementioned comprehensive viewpoint suggests that by enhancing both areas, there may be a mutually beneficial conclusion, resulting in an atmosphere that promotes improved performance results.

The ramifications of this study have significant importance for both academic researchers and professionals in the field. These results may be used by organizations to develop treatments that improve work discipline and match the company culture with desired performance goals. Organizations may foster an atmosphere that encourages employee development and high-level performance by building a culture that supports values and behaviors favorable to success, as well as boosting work discipline via the use of effective management practices.

Nevertheless, it is important to acknowledge that this research does have several limitations. The study was limited to a particular situation, and the results may not have generalizability.

Further investigation is necessary to explore the lack of a substantial correlation between organizational culture and employee performance. This might be achieved by the use of qualitative research methodologies, which would allow for a more in-depth examination of the intricate dynamics at play.

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