

## Work Discipline's Impact and Organizational Culture on The Performance of Employees at PT Phospatindo Perkasa Kediri

Dhimas Baskara <sup>1\*</sup>, and Nonni Yap <sup>2</sup>

<sup>1,2</sup> Fakultas Ekonomika dan Bisnis, Universitas Kadiiri

\* Corresponding author: dhimas.baskara@gmail.com

Received : 25 Februari 2024

Revised form : 27 April 2024

Accepted : 23 Mei 2024

Available Online : 30 November 2024

### ABSTRACT

This study aims to clarify how work discipline and organizational culture affect PT Employees Phospatindo Perkasa Kediri's performance. Research of this kind is quantitative. The participants in this research were PT. Phospatindo Perkasa Kediri employees. were gathered by the use of saturation sampling, which involved 40 respondents. With the use of SPSS 22 software, a questionnaire and documentation using multiple linear regression analysis were used as the data collection method in this study. The study's findings demonstrate that work discipline and corporate culture have a major, concurrent impact on worker performance. With an adjusted R-square value of 0.764, work discipline and organizational culture account for 76,4% of the total contribution. Workplace discipline significantly affects employee performance, although corporate culture has a rather negligible impact on it.

**Keywords:** Employee Performance, Organizational Culture, and Discipline.



## INTRODUCTION

Human resources lay an important role in determining the life of an organization, there the existence of human resources must be considered so that an organization or company can develop well. Until now, the human factor it self has been a factor that influences the accomplishments or shortcomings of a company or company in running its business in order to increase its profits. Likewise with employee performance, employee performance will appear if the employee has better work quality than the previous day, in order to accomplish business objectives on time.

The formation of organizational culture as described according to Robbins, starts from the philosophy of the organization's founders (they have a vision of what the organization should be like), the original culture is derived from the criteria used in hiring members/employees. Top management's actions also significantly influence how an organization's culture is shaped via their actions and words, and often determine the general climate of what is and is not acceptable behavior. How members/employees should be socialized will depend both on the level of success achieved in matching the new member/employee's values with the organization's values in the selection process and on top management's preference for socialization methods (Robbins, 2020:102).

Improvements to performance must be made because the work performance achieved is not as expected. By making performance improvements it is hoped that future organizational goals can be achieved better (Wibowo, 2023:8). If there is a robust organizational culture, employee performance will be good. A person's ability, ability to complete a task in a single working day, ability to follow rules and maintain discipline, dependability in completing tasks with little oversight, daily attendance at work in accordance with schedule, and ability all have an impact on performance. Collaborate with others to accomplish tasks and work in a way that maximizes efficiency.

There are numerous elements that affect performance, both situational and individual. Personality qualities, physical attributes, Individual characteristics include things like age, gender, educational attainment, cultural background, and other specific elements. Situational components include organizational, social, physical, and work-related characteristics. Social and organizational characteristics include things like the policies of the organization, the type of supervision and training provided, the pay scale, and the surrounding environment. Physical and labor-related characteristics include things like workspace choices, work patterns, tool design and condition, and work environment. An employee's performance is influenced by a number of factors, including pay, the work environment, corporate culture, leadership, discipline, job satisfaction, and motivation.

In addition to organizational culture, the company needs to be able to establish guidelines that let employees to face consequences for their actions. The use of work discipline is intended to enhance employee performance. Work discipline is defined as an individual's willingness and ability to obey and

comply with all regulatory norms that apply in the organization or company where they work. Furthermore, it must be bolstered by a favorable work environment, which includes one that fosters efficiency, security, safety, cleanliness, and comfort in the workplace. It also requires the presence of sufficient facilities to ensure that staff members feel secure, at ease, and content while performing their duties and responsibilities.

According Robbins, discipline is self-control and organized behavior of employees and indicates the existence of a true work team within the organization. Employees who do not live up to expectations face consequences through disciplinary action, which also serves as a type of training that upholds company policies (Robbins, (2023: 84). Maintaining discipline is crucial for the development of an organization. It is mostly used to inspire workers to be self-disciplined in their job, both individually and in teams. Discipline is also helpful in teaching staff members how to follow and appreciate current rules, guidelines, and policies so they may perform well. Good employee work is the result of a work discipline that has been established within the employee's own work environment. Specifically, work ethics are the means by which employees can create work that complies with organizational expectations (As'ad, 2019: 152).

Disciplinary actions are frequently the result of employees' ignorance of current rules, guidelines, and policies. The leadership should offer an orientation program to the workforce as one way to combat this. In addition to offering orientation, leaders need to thoroughly explain the laws and guidelines that are frequently broken, their justification, and the repercussions. Likewise, staff members should be actively informed about any updated or modified regulations, procedures, or policies.

Disobedience, arriving late, leaving early, and not showing up for work are all examples of disciplinary issues that are typically brought on by troublesome employees. Contrary to popular thinking, which holds that discipline can negatively impact behavior, effective discipline should target conduct rather than the employee personally. This is because the goal of discipline is to increase performance.

## **LITERATURE REVIEW**

### **Organizational Culture**

The values that each employee of the company holds dear and considers essential are known as organizational culture, and they are applied in the process of resolving both internal and external issues that arise within the company. The company's founder established the concept of organizational culture, which evolved to act as a code of conduct for all employees' attitudes and behaviors. This is consistent with the advice of experts:

According to Wibowo where in "Organizational culture refers to the common standards and beliefs that are taught to new employees within a company." This theory states that corporate culture

consists of ingrained behavioral patterns, shared beliefs and emotions, and historical systems for transmitting norms and values. The idea of organizational culture has been extensively explored in management science over the past ten years. But every organization needs a fundamental structure that serves as a container for the most important element—people with morals and social standards. This suggests, implicitly, that a firm acknowledges the presence of human values. It is crucial to have a positive company culture in order to motivate employees to work at their highest potential. It appears that social glue, or organizational culture, is required for traits or personalities that vary across individuals to come together into an organizational strength (Wibowo, 2023).

This decade has seen a great deal of discussion on the idea of organizational culture in the field of management science. But every organization needs a fundamental structure that serves as a container for the most important element—people with morals and social standards. This suggests, implicitly, that a firm acknowledges the presence of human values. It is crucial to have a positive company culture in order to motivate employees to work at their highest potential. It appears that social glue, or organizational culture, is required for traits or personalities that vary across individuals to come together into an organizational strength.

Additionally, Robbins clarifies that organizational culture is about how members perceive the organization rather than whether or not they agree with it. This is because members take in organizational culture through what they observe or hear from others inside the organization. Additionally, despite having varied backgrounds or varying degrees of experience inside the company, employees generally have the same perception of the culture within the company (Robbins, (2023: 84).

#### *Characteristics of Organizational Culture*

There may be differences in the organizational cultures of two separate organizations. Similar attributes or characteristics can be observed in organizational cultures. Experts employ a wide range of words to describe different aspects of organizational culture. This demonstrates the range of attributes, features, and components that make up organizational culture. According to Robbins, organizational culture has the following traits (Robbins, 2020:102):

1. The degree to which an organization fosters creativity and daring risk-taking among its staff members is known as innovation and risk-taking courage. In addition, how the business encourages employees to take calculated risks and how they come up with ideas.
2. The level of precision, analysis, and attention to detail that employees are expected to exhibit by the organization is known as attention to detail.
3. Results-oriented, also known as outcome orientation, relates to the extent to which management focuses on the results rather than the strategies and tactics used to get there, such evaluating and assessing task execution.

4. People orientation refers to how much management choices consider how outcomes will affect individuals inside the organization. Examples of this include rewarding employees who effectively implement their ideas and supporting those who carry them out.
5. A firm that prioritizes teamwork is one that constantly assists individuals in collaborating within pre-existing teams. This includes management assistance for staff members to function as a single unit and management help to uphold connections with coworkers and other team members.
6. Aggressifitas, or aggressiveness, refers to the degree to which individuals inside the company act aggressively and competitively in order to carry out the organization's daily operations as well as the healthy collaboration amongst employees in the workplace, with employees striving to reach maximum productivity.
7. Stabilitas (stability) refers to the extent to which an organization's management practices maintain the status quo as a counterbalance to external factors such as employee potential and performance reviews administered by management to individual employees, even though seniority remains the primary consideration when determining promotions or layoffs.

#### *Formation of Organizational Culture*

The emergence of ideas or solutions which are then embedded in a culture within the company can start anywhere from individuals or groups, from the bottom or top level. In forming an organizational culture, it takes quite a long time to be implemented in a company. Inventories the sources that form organizational culture, including (Mangkunegara, 2023):

1. Company founder
2. Company owner
3. Foreign human resources
4. Outside the company
5. Individuals with a stake in the business
6. Public

Additionally, it was mentioned that the following cultural processes can lead to cultural processes:

1. Cultural Interaction
2. Cultural Clash
3. Cultural Excavation

Accepting new values in the workplace takes time and money, as culture building is not something that can be completed quickly.

Employee comprehension and belief in business ideals will shape the organization's character. These principles will serve as a guide for workers' day-to-day tasks, conduct, and decisions, resulting in

improved individual performance. Good individual performance will result in good company performance as well, supported by systems and technology, human resources, business strategy, and logistics.

#### *Functions of Organizational Culture*

There are undoubtedly valuable purposes and advantages for the organization when using organizational culture as a guide to regulate the behavior of its personnel. Koeshartono, state in their book, *Organizational Culture*, that culture serves several purposes in an organization, including the following (Koeshartono, 2019):

1. Boundaries are influenced by culture. This indicates that an organization can be distinguished from another by its culture.
2. Members of an organization gain a feeling of identity from their culture.
3. The formation of a commitment to something bigger than one's personal interests is facilitated by culture.
4. Culture stabilizes the social structure. By establishing acceptable guidelines for what workers should say and do, culture acts as a social glue to keep the company cohesive.
5. Culture serves as a framework for interpretation and a means of regulation that directs and molds workers' attitudes and actions.

#### **Work Discipline**

Hasibuan states that discipline is a person's awareness and willingness to obey all company regulations and applicable norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities, so he will obey/carry out all his duties well, not under coercion. Meanwhile, what is meant by willingness is a person's attitude, behavior and actions that are in accordance with company regulations, whether written or not (Hasibuan, 2023).

According to Siswanto, work discipline is an attitude of respecting, appreciating and obeying applicable regulations, both written and unwritten, and being able to carry them out, without avoiding sanctions if he violates the duties and authority given to him (Siswanto, 2020).

#### *Various Work Disciplines*

There are two forms of work discipline, namely preventive discipline and corrective discipline (Mangkunegara, 2023):

1. The Study of Prevention: The goal of preventive discipline is to incentivize staff members to adhere to the company's work requirements and regulations. The main objective is to support disciplined workers. Employees have the ability to safeguard themselves against company policies in a proactive manner. A system that addresses work requirements for every component of the organization's system is called preventive discipline. It is anticipated that work discipline will be easier to impose if the organizational framework is strong.

2. **Corrective Discipline:** Corrective discipline's goal is to promote staff members to adhere to rules consistently and in keeping with the policies that apply to the business. Employees who disobey rules in corrective discipline must receive sanctions in conformity with the relevant laws. Imposing sanctions has three purposes: it corrects the employee who violated the rules, upholds applicable laws, and teaches the offending party a lesson.

#### *Work Discipline Approach*

When putting a good work discipline approach into practice, there are a few things to keep in mind. First, employee performance may suffer if the implementation is done poorly. Mangkunegara lists three disciplinary approaches, which are as follows (Mangkunegara, 2023):

1. Contemporary disciplinary methodology
2. Disciplined method combined with custom
3. A deliberate strategy

#### **Employee Performance**

Performance is the amount of work that an individual or group of individuals in an organization can accomplish quantitatively, in line with their respective responsibilities and authorities, in an effort to achieve the organization's goals legally, without breaking any laws, and in line with morality or ethics. (Mangkunegara, 2023). The terms "job performance" and "actual performance," which refer to someone's actual work performance or accomplishments, are the sources of the word "performance." Employee behavior can be defined as their work performance or lack thereof (Prawirosentono, 2020).

Performance is defined as "basically what the employee has done or done" in Bintoro and Daryanto's book *Employee Work Assessment Management* (2020). Performance is the ability to successfully complete a task."

Performance is a general term that describes how well an organization operates over a given length of time (Sedarmayanti, 2019). Performance, according to Slamet, is the outcome of the work that an individual completes in the course of performing his or her obligations depending on opportunity, skill, and effort. According to the justification given above, performance is the outcome attained by an individual in completing tasks in accordance with predetermined standards and criteria, taking into account factors such as skill, experience, seriousness, and time (Slamet, 2020).

Mangkunegara posits that employee The result of an employee's efforts, both in terms of quantity and quality, is their performance., in carrying out his duties in line with the obligations assigned to him. According to the description given, an employee's performance is defined as their contribution to the organization or the outcomes of their work process (Mangkunegara, 2023).

Based on the aforementioned definitions, the researcher concludes that employee performance is the outcome of work completed by employees in line with their authority and responsibility when

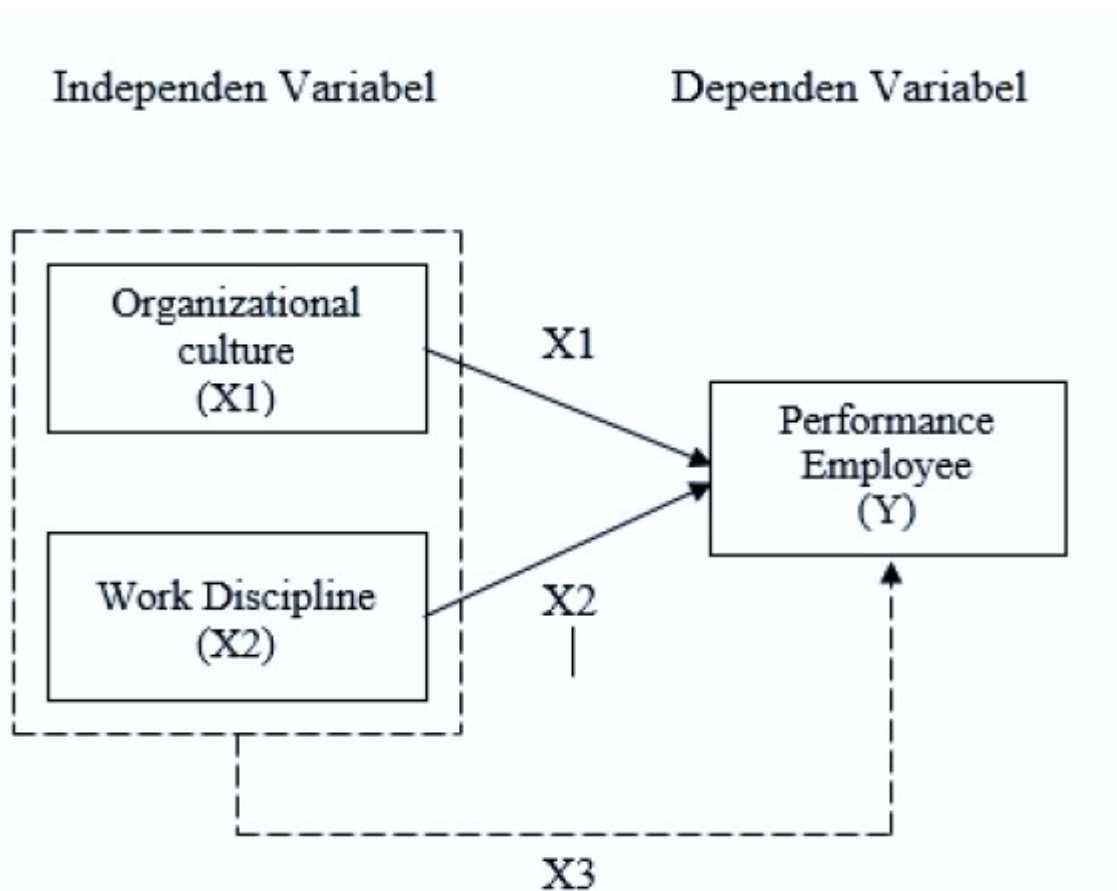
completing assigned tasks, where a work target can be completed on time or within the allotted time. offered to ensure that corporate objectives are met in a way that upholds morality and ethics.

### Hypothesis

H<sub>1</sub>: The culture of the organization has a significant influence on employee performance at PT Phospatindo Perkasa Kediri

H<sub>2</sub>: Work discipline partially has a substantial impact on worker performance at PT Phospatindo Perkasa Kediri.

H<sub>3</sub>: Workplace discipline and corporate culture both have a significant influence on employee performance at PT Phospatindo Perkasa Kediri.



Source: Processed Primary Data, 2023

**Figure 1. Conceptual Framework**



## RESEARCH METHODS

### Research Types

This kind of study employs quantitative techniques, namely those that provide a detailed description of the research object. As stated by (Sugiyono, 2019). All study data in the form of numbers and statistical analysis are done utilizing quantitative approaches. This quantitative method's computations are predicated on the survey that was distributed to participants. With 40 respondents, the study's population is small, and each responder makes up the sample. Since there are less than 100 respondents in the community, the sampling method uses a saturation sampling methodology, in which every member of the population is sampled.

### Population and Sample

Sugiyono defines a population as a generic region made up of subjects or things with certain attributes chosen by researchers to be researched in order to make conclusions. The 40 employees of PT Phospatindo Perkasa Kediri make up the population in this instance (Sugiyono, 2019).

Includes a description of the study variables, operational definitions of the variables, the research design, the research subjects, methods for collecting and analyzing data, and more. The technique section should not take up more than 20% of the total paper length. The author is expected to provide as much detail as feasible about the research procedure employed in this section. In the approaches section, refrain from explicitly quoting definitions from books.

### Sampling Techniques

This research uses a non-probability sample design, which uses a purposive sampling method (purposive or judgmental sampling). The criteria for respondents to be studied are employees at PT Phospatindo Perkasa Kediri. The technique for determining samples based on chance or incidental sampling is a technique for determining samples based on chance, that is, anyone who coincidentally/incidentally meets the researcher can be used as a sample, if it is deemed that the person who is met by chance is suitable as a data source.

### Data Source

#### *Primary data*

Primary data is data obtained directly from research subjects, namely at PT Phospatindo Perkasa Kediri.

### Secondary data

Secondary data is data that has been collected by researchers through second parties. According to Bawono, Archival research incorporating historical events or data acquired indirectly are examples of secondary data. Information derived from books, magazines, journals, the internet, and other social media that supplements original data is known as secondary data (Bawono, 2019).

## RESULTS

### Data Analysis

**Table 1. Kolmogorov-Smirnov Normality Test**

		UnstandardizedResidual
N		40
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.78986719
Most Extreme Differences	Absolute	.138
	Positive	.098
	Negative	-.138
Test Statistic		.138
Asymp. Sig. (2-tailed)		.054 <sup>c</sup>

Source: data processed, 2024

It is possible to conclude that the data is normally distributed according to the above table's normality statistical test, it shows Kolmogorov-Smirnov with a significance of 0.054, which is higher than 0.05.

### Test of Reliability

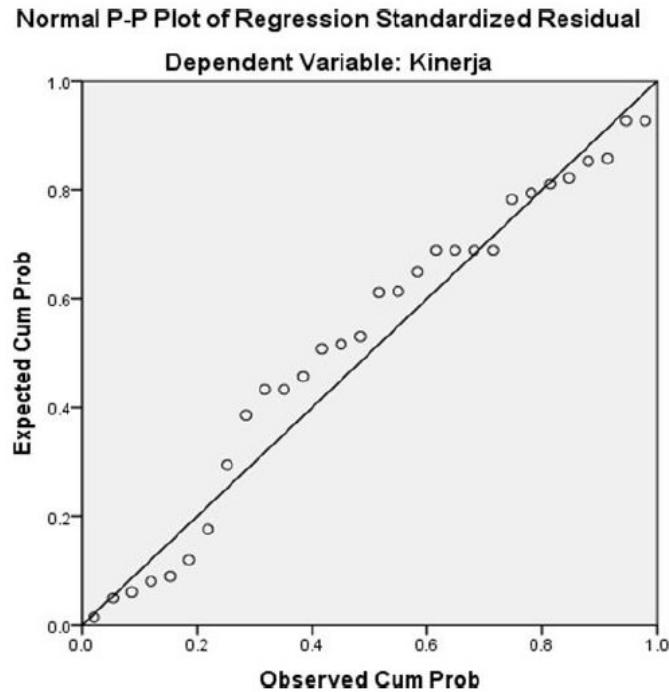
**Table 2. Results of Reliability Testing**

Variable	<i>Cronbach's Alpha</i>	Information
Culture inside the organization	0,764	Reliable
Workplace discipline	0,780	Reliable
worker productivity	0,895	Reliable

Source: data processed, 2024

It is evident from the above table that every variable investigated has a Cronbach Alpha value greater than 0.70. Thus, it can be said that every variable used in this research has been found to be dependable.

### Test of Normalcy



Source: data processed, 2024

**Figure 2. P-Plot Normality Test**

The purpose of the normality test is to determine if the residual or confounding variables in the regression model have a normal distribution. It is well known that the residual values are assumed to have a normal distribution by the t and f tests. For small samples, the statistical test will be deemed invalid if this assumption is not met. The normality test in this study makes use of the Normal Probability Plot (P-Plot).

Drawing conclusions from the aforementioned image, a typical p-plot graph shows the points distributed around the diagonal line, with the spread being neither excessively wide nor too small. It can be concluded that the regression model is appropriate for use and conforms to normalcy.

Aside from that, the non-parametric Kolmogorov-Smirnov (K-S) statistical test is another tool that can be used to assess normality. The data is considered normal if the Kolmogorov-Smirnov test significance value is higher than 0.05 (Ghozali, 2019).

## CONCLUSION

The following conclusions can be made in light of the investigation and debate on the impact of work discipline and organizational culture on employee performance:

1. The test results on the organizational culture variable ( $X_1$ ) partially show that there is no significant influence on the employee performance variable (Y). of  $\alpha = 0.05$ , with a value of  $2.425 > 1.994$  and a significance value of 0.018, which is less than the value of 0.094.
2. Based on the test results on the work discipline variable ( $X_2$ ), it partially shows that there is a significant influence on the employee performance variable (Y) with  $t_{count} > t_{table}$  where  $4.264 > 1.994$
3. The second independent variable, namely organizational culture ( $X_1$ ) and work discipline ( $X_2$ ), together (simultaneously) influence the employee performance variable (Y).

## SUGGESION

Based on the analysis and discussion of the conclusions above, suggestions that can be made are:

1. For companies, It is intended that this research will serve as a resource, input, or point of reference for further enhancing employee performance, as doing so will enable the organization to fulfill its vision, mission, and goals. The author can make the following recommendations in light of the study's findings:
  - a. In the work discipline variable, the factor that influences the level of employee work discipline is that employees ask permission if they are not coming to work and follow the rules set by the company. For this reason, PT Phospatindo Perkasa Kediri can provide motivation and direction to employees to provide clear reasons if they cannot come to work and provide advice to employees to always follow the company rules.
  - b. In the employee performance variable, the factor that influences the level of employee performance is that employees maximize the time available at work. For this reason, PT Phospatindo Perkasa Kediri can provide motivation and enthusiasm to employees not to waste existing working hours and utilize the available time to complete work to support good work results.
2. It is intended that scholars will utilize this study as a guide for future research on the effects of work discipline and organizational culture on employee performance.

## CREDIT AUTHORSHIP CONTRIBUTION STATEMENT

**Dhimas Baskara:** Conceptualization, Supervision, Data Curation, Formal Analysis, Project Administration, Writing-original Draft, and Writing-review Editing. **Nonni Yap:** Conceptualization,

Resources, Software, Validation, Visualization, Funding Acquisition, Investigation, Writing-original Draft, and Writing-review Editing.

### **DECLARATION OF COMPETING INTEREST**

The author declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

### **ACKNOWLEDGMENTS**

The authors would like to thank the anonymous referees for their helpful comments and suggestions.

### **DATA AVAILABILITY**

Data will be made available in request.

### **FUNDING**

This research is support by all authors and independent funding.

### **REFERENCES**

- [1] As'ad, M. (2019: 152). As'ad, Moh. (2019). Psikologi Industri: Seri Ilmu Sumber Daya Manusia. Yogyakarta: Liberty.
- [2] Bawono. (2019). Multivariate Analysis dengan SPSS. Salatiga: STAIN Salatiga press
- [3] Hasibuan. ( 2023). Manajemen: Dasar, Pengertian dan Masalah. Jakarta: Bumi Aksara
- [4] Mangkunegara. (2023). Manajemen Sumber Daya Manusia. Bandung: PT. Rosdakarya.
- [5] Prawirosentono. (2020). Manajemen Sumber Daya Manusia, Kebijakan Kinerja Karyawan. Yogyakarta: BPFE.
- [6] Robbins. ((2023: 84)). Perilaku Organisasi: Edisi Spuluh. Jakarta: Salemba.
- [7] Robbins. (2020). Perilaku Organisasi: Buku 2. Jakarta: Salemba.
- [8] Siswanto. ( 2020). Manajemen Tenaga Kerja Indonesia Pendekatan Administratif dan Operasional. Jakarta: Bumi Aksara
- [9] Sugiyono. (2019). Statistika untuk Penelitian. Bandung: CV Alfabeta.
- [10] Wibowo. (2023). Manajemen Kinerja. Jakarta: PT Raja Grafindo Persada.

