

The Influence Of Organizational Culture And Work Discipline On Customer Service At Pt. Sapek Child's Cord

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Article Information

Received: March 04, 2024

Revised: March 12, 2024

Online: March 13, 2024

ABSTRACT

This study aims to examine and analyze the influence of organizational culture and work discipline on customer service at PT. Korda Anak Sapek. This research is a quantitative study. The sampling technique used is saturation sampling, meaning all members of the population are used as samples. The number of samples used is 80 respondents. The data obtained were analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression tests, hypothesis tests, and determination coefficient tests using the SPSS program (Statistic Package for the Social Sciences). The results of the partial testing for organizational culture have a significant effect on customer service. Work discipline has a significant effect on customer service. Meanwhile, simultaneous testing for organizational culture and work discipline has a positive and significant effect on customer service at PT. Korda Anak Sapek.

Keywords: Organizational Culture, Work Discipline, and Customer Service at PT. Korda Anak Sapek

1. Introduction

Managing service quality is undeniably vital in today's fiercely competitive business environment. This significance stems from the competitive landscape wherein businesses strive to offer services aligned with customer needs, aiming to surpass their expectations. When customers perceive their needs as fulfilled and encounter service that exceeds their expectations, it cultivates a sense of satisfaction in their interactions with the service provider. This notion resonates with the perspective of Zeithaml and Bitner as cited in (Rambat Lupiyoadi, 2016: 246), emphasizing that "customer satisfaction primarily hinges on the customer's perception of service quality." The integration of these principles underscores the indispensable role of human resources in organizations, highlighting the importance of ensuring their effective functioning to accomplish organizational objectives, particularly in service-oriented enterprises.

PT. Korda Anak Sapek, a growing travel service provider, receives support from reliable vendors across various sectors including airlines, hotels, tourist spots, car rentals, and tourist buses. With a team of seasoned professionals boasting over a decade of experience in the tourism industry, the company is dedicated to delivering satisfactory services to its clientele. It attends to diverse travel needs of consumers, ranging from locating budget-friendly flight tickets, arranging comfortable



accommodations, offering competitively priced and high-quality tour packages, to furnishing information about captivating tourist destinations. This emphasis on customer service stems from the pivotal role played by human resources in executing organizational activities and operational strategies. Moreover, besides human resources, fostering a positive organizational culture is essential to enhance organizational performance. Organizational culture represents a set of values that are embraced, learned, implemented, and continually evolved within the organization.

The culture within an organization has the ability to influence employees, molding them into individuals who may work at varying paces and possess different characteristics, such as diligence or affability. Consequently, the significance of organizational culture within the service sector, as an integral component of a company's structure, cannot be overstated. Strong organizational cultures tend to correlate with high performance, while weak ones typically lead to subpar results.

In order to deliver high-quality service to customers, it is essential to have a positive organizational culture that acts as a powerful force driving the company towards its objectives. The term "organizational culture" pertains to the values upheld within a company while conducting its operations. It encompasses a collection of systems with commonly understood meanings, adhered to by every member, thereby setting one organization apart from another (Robbins, 2017).

Organizational culture facilitates the integration and dissemination of prevalent social norms among all levels of employees. It acts as a cohesive force dictating appropriate behaviors and actions within the PT. Korda Anak Sapek environment. It is imperative for every employee to familiarize themselves with, comprehend, and adhere to the culture upheld within PT. Korda Anak Sapek. This ensures optimal performance, high efficiency, and compliance with organizational standards, thereby preventing any form of misconduct or deviation.

The performance of employees at PT. Korda Anak Sapek mirrors the company's culture. They are expected to adhere to the organization's vision and mission, which are encapsulated in the 5S service behavior guidelines: smile, greet, be courteous, and be patient. These guiding principles reflect the company's culture and are ingrained in employees' approach to serving customers, thereby influencing the quality of service provided. Moreover, other core values that shape the culture at PT. Korda Anak Sapek include delivering timely and effective service, prioritizing customer needs and satisfaction, ensuring fairness and impartiality in service delivery, demonstrating sincerity and authenticity in interactions, and fostering teamwork to ensure customer satisfaction.

Besides organizational culture, it is crucial for companies to establish circumstances that foster employee discipline in the workplace. Work discipline among employees entails their willingness and preparedness to adhere to and follow all the rules and regulations within the organization or company they are employed in.

Discipline plays a vital role in the development of organizations, primarily by motivating employees to maintain self-discipline when performing tasks, both individually and collectively. Furthermore, discipline helps educate employees to adhere to and value existing rules, procedures, and policies, which ultimately leads to improved performance. One of the advantages of discipline for employees is the creation of a positive work environment, which boosts their motivation to fulfill their duties enthusiastically, resulting in the delivery of excellent service to customers.

At times, the primary reason for employees' misconduct is their insufficient understanding of the current regulations, procedures, and policies. To tackle this challenge, management can implement orientation programs for the staff. Beyond orientation sessions, it is crucial for leaders to meticulously clarify frequently breached rules, offering explanations for their necessity and outlining the associated consequences. Likewise, any alterations or updates to rules/procedures or policies should be conveyed to the staff through engaging discussions.

Typical disciplinary problems stemming from employees consist of lateness, early departure, absence, and non-adherence. It is crucial that effective discipline targets behaviors rather than individuals themselves, as the objective of discipline is to enhance performance. There is a positive association between discipline and performance, which challenges the notion that discipline might negatively affect behavior.

Excellent employee performance results from the internalization of work discipline by employees themselves, to the point where they recognize the probability that their invested energy and efforts will lead to performance aligned with the organization's expectations (Moh, As'ad, 2014).

Based on observations at PT. Korda Anak Sapek regarding its prevailing culture, data suggests that some employees have not fully embraced the established culture, despite efforts to socialize work culture values. This is linked to employees' lack of professionalism, including displaying inappropriate attitudes or behaviors towards customers/clients, limited innovation in service delivery, insufficient competitiveness in their work, and the company's longstanding presence contributing to a relatively slow adaptation of the organizational culture at PT. Korda Anak Sapek to changes. Hence, it is crucial to have professional and innovative employees to ensure the achievement of high-quality performance.

Additionally, concerning employee discipline matters, the situation noted at PT. Korda Anak Sapek regarding discipline levels involves a significant occurrence of employees arriving late and leaving early. This leads to a decline in the quality of service delivered to customers. For example, the frequency of absences due to leave or sickness is viewed as overly excessive and unjustifiable. For a service-oriented organization like PT. Korda Anak Sapek, these challenges greatly impede operational efficiency, thereby impacting the standard of service offered to customers.

2. Materials and Method

The sampling technique utilized in this research is Saturation Sampling, where the entire population is chosen as the sample. As a result, there were 80 participants in this study. Data collection was conducted through the distribution of questionnaires, and the response scale utilized was a Likert scale with a range from 1-5.

Sugiyono (2017) asserted that data analysis involves processing gathered data for subsequent interpretation. The method of data analysis utilized in this research is Multiple Linear Regression analysis.

3. Result and Discussion

Validity test

Validity testing is performed by comparing the calculated r_{value} with the table r_{value} and for the value of the Degree of Freedom (df: $n-2$) with n being the sample size. To assess whether the indicators of the variables are valid or not, the Corrected Item-Total Correlation value is compared with the table

r_{value} , where if the calculated r_{value} is greater than the table r_{value} and positive, then the statement is considered valid.

No	Pearson Correlation		
	Pelayana Pelanggan	Budaya Organisasi	Disiplin Kerja
1	0,713	0,819	0,870
2	0,747	0,737	0,766
3	0,694	0,761	0,765
4	0,782	0,730	0,821
5	0,533	0,731	0,673
6	0,801	0,659	0,731
7	0,810	0,655	0,817
8	0,754	0,788	0,869
9	0,687	0,684	0,779
10	0,721	0,701	0,728

Figure 1. Tabel Pearson Correlation

The comparison of the Pearson Correlation (*product moment correlation*) value with r_{tabel} value at a 95% confidence level, $\alpha=5\%$ or 0.05, yielded r_{tabel} value of 0.3081. Therefore, since the calculated value is greater than $r_{value} > r_{tabel}$, all items in the research instrument are considered valid.

Reliability Test

Reliability testing is conducted to determine whether the research instrument is reliable and trustworthy. The main idea behind the concept of reliability is the extent to which the results of a measurement can be trusted. Reliability testing is carried out after validity testing of the valid questions. The reliability test value of the instrument is then compared to the predetermined reliability coefficient value (Cronbach's Alpha) > 0.60 . If the reliability coefficient value is > 0.60 , it can be concluded that the research variable instrument has a good level of reliability.

No	Variabel	Cronbach Alpha	N of Items	Ket.
1	Pelayana Pelanggan (Y)	0,900	10	Reliabel
2	Budaya Organisasi (X1)	0,899	10	Reliabel
3	Disiplin Kerja (X2)	0,930	10	Reliabel

Figure 2. Tabel Reliability

Based on the reliability test results table, it is evident that the reliability coefficient values for all variables are greater than 0.60 (Cronbach's alpha > 0.60). Therefore, it can be concluded that all constructs in each statement variable in this questionnaire are reliable because they have Cronbach Alpha values greater than 0.60.

Normality Test

Data normality testing is conducted to determine whether the dependent and independent variables in the regression model have a normal distribution or not. Good data is characterized by a normal distribution. The results of the normality test can be seen in the table below.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.55467513
Most Extreme Differences	Absolute	.070
	Positive	.066
	Negative	-.070
Test Statistic		.070
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Figure 3. Tabel One-Sample Kolmogorov-Smirnov Test

Based on the test results using the one-sample Kolmogorov-Smirnov (one-sample K-S) test method, the value of Asymp. Sig. (2-tailed) is obtained as 0.200, which is greater than 0.05 (0.200 > 0.05). Thus, it can be concluded that the residual values are normally distributed, allowing for data analysis or hypothesis testing using relevant statistical techniques.

Partial Testing (T-Test)

This test is conducted to determine the ability of each independent variable to influence the dependent variable. The results of the t-test can be seen in the table below.

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	6.931	3.015	2.299	.024
	Budaya Organisasi	.555	.084	.548	6.573 .000
	Disiplin Kerja	.291	.067	.360	4.318 .000

a. Dependent Variable: Pelayanan Pelanggan

Figure 4. Tabel T-Test

The outcomes of the statistical examinations concerning the variables of organizational culture (X1) and work discipline (X2) on customer service (Y) are outlined as follows:

1. The partial test results reveal that the impact of organizational culture on customer service produced a computed t_{value} of 6.573 and t_{table} significance level of $\alpha = 5\%$ with two tails and degrees of freedom $df = n - 2$ ($80 - 2$) = 78, the critical t_{value} is 1.991. This indicates that the computed t_{value} surpasses the critical t_{table} ($t_{value} > t_{table}$) ($6.573 > 1.991$) with a significant value of 0.000, which is < 0.05 ($0.000 < 0.05$). Consequently, the null hypothesis (H_0) is refuted, and the alternative hypothesis (H_a) is accepted, concluding that organizational culture (X1) significantly influences customer service (Y) at PT. Korda Anak Sapek. These results align with the findings of Deni Mardiana et al. (2023), which suggest a significant association between

organizational culture and service performance. A positive organizational culture fosters motivation and favorable work outcomes, while a negative one hampers organizational goals, impeding work operations within the organization.

2. The partial test results indicate that the effect of work discipline on customer service yielded a calculated t_{value} of 4.318 and t_{table} significance level of $\alpha = 5\%$ with two tails and degrees of freedom $df = n - 2$ ($80 - 2$) = 78, the critical t_{value} is 1.991. This shows that the computed t_{value} exceeds the critical t_{table} ($t_{value} > t_{table}$) ($4.318 > 1.991$) with a significant value of 0.000, which is < 0.05 ($0.000 < 0.05$). Hence, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted, indicating that work discipline (X_2) has a significant partial impact on customer service (Y) at PT. Korda Anak Sapek. These findings corroborate the study by Evinda Deviana & Suhaila Husna (2020), which highlights the positive and significant partial effect of work discipline on service quality at the Social Welfare Office of Deli Serdang Regency. Work discipline is highly advantageous in enhancing employee productivity, thus benefiting them in the long term. Proper disciplinary measures can motivate employees to enhance performance, ultimately leading to commendable individual achievements in serving customers.

Simultaneous Testing (F-Test)

The F-test is used to determine the simultaneous (together) significant influence of independent variables on the dependent variable. The results of the t-test can be seen in the table below :

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1101.967	2	550.984	82.287	.000 ^b
	Residual	515.583	77	6.696		
	Total	1617.550	79			

a. Dependent Variable: Pelayanan Pelanggan

b. Predictors: (Constant), Disiplin Kerja, Budaya Organisasi

Figure 5. Anova Table

The F-test results reveal that the calculated F_{value} is 82.287, with a significance level of 0.000, at a 5% error rate and a two-tailed test (regression - df - 2). Meanwhile, the critical F_{value} based on the F_{table} table at a significance level of 5% is 3.12. Therefore, it is concluded that the calculated F_{value} is greater than the critical F_{table} ($82.287 > 3.12$). Furthermore, considering the significant probability value $sig \leq 0.05$ ($0.000 < 0.05$), the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_0) is rejected. This indicates that there is a significant positive influence between organizational culture and work discipline simultaneously on customer service at PT. Korda Anak Sapek.

These research findings are consistent with the study by Chyntia & Adiputra (2020), which indicates that organizational culture and work discipline together have a positive and significant effect on employee performance.

This implies that if an organization has a good culture, it will also improve the quality of customer service, and vice versa. Similarly, when employees have good work discipline, their performance will improve, resulting in better customer service.

Coefficient of Determination Test

The coefficient of determination test is conducted to determine the magnitude of the coefficient value, which indicates the extent of variation in the dependent variable that can be explained by its independent variables. In other words, this coefficient of determination is used to measure how far the independent variables used in this study explain its dependent variable.

Model	R	R Square	Adjusted R	Std. Error of the	Durbin-Watson
			Square	Estimate	
1	.825 ^a	.681	.673	2.588	1.687

a. Predictors: (Constant), Disiplin Kerja, Budaya Organisasi

b. Dependent Variable: Pelayanan Pelanggan

Figure 6. Table Determination

In the table above, the overall regression analysis results show an R Square value of 0.681, indicating that the correlation or relationship between customer service and organizational culture and work discipline has a correlation level of 68.1%. This figure identifies that 68.1% of customer service can be explained by organizational culture and work discipline, while the remaining 31.9% is explained by other unexamined factors.

Multiple Linear Regression Analysis

Multiple linear regression analysis is utilized to test whether there is an influence of independent variables, namely talent management (X1) and work motivation (X2), on employee performance (Y). The results of multiple linear regression analysis can be seen in the table below.

Model	Coefficients ^a				
	B	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1	(Constant)	6.931	3.015	2.299	.024
	Budaya Organisasi	.555	.084	.548	6.573
	Disiplin Kerja	.291	.067	.360	4.318

a. Dependent Variable: Pelayanan Pelanggan

Figure 7. Table Multiple Linear Regression

Based on the table above, the equation for multiple linear regression can be obtained as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 6,931 + 0,555 X_1 + 0,291 X_2 + e$$

From the results of the multiple linear regression test, there is an equation that shows the regression coefficients of both independent variables (β_1, β_2) with positive signs (+). This means that if the variables of organizational culture and work discipline are fulfilled, it will result in an increase in the customer service variable, and conversely, if they are negative (-), it means that if the variables of organizational culture and work discipline are not fulfilled, it will result in a decrease in the customer service variable. From this equation, it can be explained that:

- 1) If the value of the variables consisting of organizational culture and work discipline is zero, then the customer service variable will remain at 6.931 because the constant value shows a value of 6.931.

- 2) The coefficient value of organizational culture (X1) at 0.555 indicates that the organizational culture variable (X1) significantly influences customer service; if the organizational culture improves, customer service can increase.
- 3) The coefficient value of work discipline (X2) at 0.291 indicates that the work discipline variable (X2) significantly influences customer service; if employee work discipline improves, customer service can increase.

4. Conclusions

Organizational culture has a partial effect on customer service at PT. Korda Anak Sapek. This is evidenced by obtaining a calculated t_{value} of $6.573 > t_{table}$ 1.991 and a significance level of $0.000 < 0.05$.

Work discipline has a partial effect on customer service at PT. Korda Anak Sapek. This is evidenced by obtaining a calculated t_{value} of $4.318 > t_{table}$ 1.991 and a significance level of $0.009 < 0.05$.

Organizational culture and work discipline have a simultaneous effect on customer service at PT. Korda Anak Sapek. This is evidenced by the obtained F_{value} of $82.287 > F_{table}$ 3.12 and a significance level of $0.000 < 0.05$.

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