

The Influence Of Organizational Culture And Work Discipline On Employee Performance At PT. Korda Anak Sapek

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ABSTRACT

The purpose of this study is to ascertain how work discipline and organizational culture affect employee performance. This study employs a quantitative approach with a sample size of 35 employees from PT. Korda Anak Sapek as the object of the investigation. Saturated samples are used in the sampling process, and statistical hypothesis testing, multiple linear regression analysis, validity testing, reliability testing, and testing of classical assumptions are among the data analysis techniques used. The study's findings indicate that work discipline and organizational culture both have a partial impact on employee performance, that these two factors have an impact on performance simultaneously, and that both work discipline and organizational culture have an impact on performance.

Keywords: Organizational Cultural, Work Discipline, Employee Performance

1. Introduction

Human resources play a critical role in accomplishing a predetermined goal during the implementation of government operations. In a government institution, human resources play a crucial role in identifying the elements that contribute to productivity. By using effective and efficient human resource management, the process of reaching productivity can be overcome.

Government organizations must use an effective and efficient human resource management strategy to carry out a vision and mission that includes a number of work activities that can affect the achievement of employee work performance with dependable resources.

Feel, Herlambang, and Rozzaid (2018) state that “government and development activities will run smoothly with reliable resources.” Government organizations are expected to be able to manage the quality of human resources in order to produce trustworthy human resources.

Employees who have entered the workforce, are educated, skilled, loyal, and able to contribute are considered to be high-quality human resources. They are also accountable for completing primary tasks and functions in accordance with predefined goals. The availability of high-quality resources may have an impact on worker performance.

“Performance is the outcome of work that can be achieved by an individual or group of individuals in a company in accordance with their respective authority and responsibilities in achieving organizational goals legally, does not violate the law, and does not conflict with morals and ethics,” state Afandi and

Bahri in Tresina (2023). Performance is the accomplishment of work results by each person or group within an organization in accordance with their authority and responsibility, while also legally adhering to regulations, abiding by rules, and not transgressing moral or ethical standards in the service of the organization's objectives.

Governmental institutions will, however, not always operate in accordance with their objectives when attaining organizational goals. Employee performance issues are a common occurrence in government institutions, particularly at PT. Korda Anak Sapek, where they are reported to occur frequently. Issues with this performance may negatively affect government institutions' reputation and ability to carry out their mandated tasks. The performance phenomenon at PT. Korda Anak Sapek, which spans the last five months from January 2023 to June 2023, demonstrates an increase and decrease in this regard. Numerous factors that affect employee performance levels and either raise or lower them have an impact on these results.

According to the author's pre-survey and interview results, a number of factors, such as a lack of work discipline, a lack of socialization among coworkers, a lack of employee capability to complete tasks, and others, contribute to the decline in employee performance levels. If any of the aforementioned factors are not good, it will be difficult to complete the work and the implementation of the activities will be disrupted. In this instance, government agencies must focus on improving worker performance in order to meet set objectives, one of which is establishing a positive organizational culture.

“Organizational culture, which is felt in the work environment, reflects the traits and characteristics resulting from organizational activities carried out consciously or unconsciously and is considered to influence the behavior and personality of the organization,” according to Robbins in Feel, Herlambang, and Rozzaid (2018). Melville Herskowitz claims that “culture is a structure that describes beliefs, behavior, knowledge, sanctions, and values that regulate the way of life of organizational members” in Feel, Herlambang, and Rozzaid (2018). Thus, it can be said that an organization's culture is a reflection of the qualities and traits that are thought to affect its members' behavior and characteristics. Culture describes the values, attitudes, knowledge, norms, and consequences that govern an organization's members' way of life, either intentionally or inadvertently. It doesn't matter if employees are drawn to certain qualities or not; organizational culture is more about how to perceive, comprehend, and feel the qualities that represent the qualities that are felt in the workplace.

It is impossible to divorce an organization's success from its ability to have a productive and successful organizational culture. Patterns of conduct, attitudes, information, rules, and moral principles that, whether intentionally or inadvertently, represent the traits and attributes of the people within an organization comprise its culture.

However, PT. Korda Anak Sapek's organizational culture implementation has not yet reached its full potential because of recurring issues. These issues include low employee socialization and communication, which makes conflicts common and cooperation difficult to establish, as well as low levels of initiative and responsibility in learning a task that has not yet been mastered, which makes completion of a task challenging. postponed or compelled to move to a different division without work obligations.

It is therefore expected of all government institutions to be able to establish a positive organizational culture. Discipline is one element that affects a goal's success. According to Feel, Herlambang, and

Rozzaid (2018), discipline is a tool used to train employees' personalities so they consistently exhibit positive performance, attitudes, behavior, and lifestyle choices. This is accomplished through a training process.

"In general, discipline shows a condition or attitude of respect in employees toward company rules and regulations," states Sutrisno in Umala (2017). We can therefore conclude that discipline is a system of laws and rules that act as a contract between government organizations and their workers, which must be complied with by not disobeying or breaking the terms of the agreement. However, in general, issues with work discipline are common in government institutions, like PT. Korda Anak Sapek. When employees are working to complete a task, they appear to be slow, which causes the job to be completed later than expected. They also frequently act carelessly and negligently, which results in work that is not carefully done, not the best. Aside from that, workers frequently exhibit a lack of awareness of the laws and policies that have been put in place. As a result, employees with poor discipline may often be slow to finish tasks and have inflexible attitudes towards doing so. This demonstrates that employee behavior and disciplinary action are inextricably linked, particularly in the case of time management, work completion, and regulatory compliance.

Performance

According to Sutrisno in Andayani and Tritayasa (2019), "Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities or about how a person is expected to function and behave appropriately with the tasks that have been assigned to him as well as the quantity, quality, and time used in carrying out the tasks." In Harahap and Tritayasa (2020), Bernardin & Russell list the following as a few indicators of employee performance:

1. **Quality:** When it comes to aligning the intended objectives of an activity with its optimal method of execution, the level of results obtained from carried out activities is almost flawless.
2. **Quantity:** the total amount produced in terms of units and completed activity cycles.
3. **Timeliness:** the extent to which an activity is finished within the allotted time frame, as evaluated from the perspective of output results coordination and making the most use of the time available for other tasks. **Effectiveness:** the degree to which the organization makes the most use of its human resources in order to maximize profits or minimize losses for each unit of resource utilization.
4. **Organizational Commitment:** the degree to which workers are dedicated to their roles within the company and their obligations thereto.

Organization Culture

Company objectives can be met by an effective organizational culture. As per Sutrisno's statement in Telmanier (2018), "Organizational culture can be defined as a system of values, norms, and belief systems that have been upheld by members of the organization for a long period, serving as a benchmark or a guide for member behavior." Instruments for resolving issues that emerge within the company. According to Hartano in Sanjaya (2023), the following work culture indicators are used to raise employee performance:

1. Originality
2. Tenacity
3. Cooperation;
4. Honesty
5. Reasoning

Discipline

Hamali in Daulay, Kurnia, and Maulana (2019), Employees that possess discipline have a respectful attitude toward company policies and procedures, which motivates them to voluntarily follow them. Workplace discipline is a strategy or way that an organization keeps itself afloat. Put policies into place to help the organization reach its objectives. If everyone follows company policies and procedures with discipline and obedience, then the rules will be enforced. Agustini in Daulay, Kurnia, and Maulana (2019) states that there are essentially a variety of indicators that affect how disciplined employees are in an organization, such as:

1. Attendance percentage The quantity of workers in the company who show up to work and are known for having low absenteeism
2. Work protocols All members of the organization are required to abide by rules or regulations.
3. Compliance with higher-ups If you want to achieve good results, do as your superiors say.
4. Awareness of work attitude: the ability to perform well under voluntary, non-coercive circumstances.
5. Accountability Workers' readiness to accept accountability for their work's outcomes, the infrastructure and facilities they use, and their conduct at work

2. Materials and Method

The author employed quantitative methods as one type of research in this study. Research techniques in the form of numbers and statistical analysis are known as quantitative methods. In order to gather data for the study, the author distributes statement/questionnaires pertaining to the variables under investigation along with conducting interviews. Following processing and analysis of the respondent data, conclusions from the study findings will be made.

The population included in this study consisted of all 35 employees of PT. Korda Anak Sapek. The population size was taken relatively small in this study in order to make very small-scale generalizations, so all members of the population and employees of PT. Korda Anak Sapek were included in the saturated sample.

Because SPSS 26 has numerous features that can be used to solve statistical problems, the author uses it as a data processing technique in this research. Numerous analytical test instruments are employed, such as validity and reliability tests for instruments, multiple linear analysis, classical assumption tests for heteroscedasticity, multicollinearity, and normality, partial t test and simultaneous f test for hypotheses, and R-squared determination tests for tests of determination.

3. Result

Instrument Test

Validity Test Result

A good indicator of a measuring tool's validity is its ability to measure the object being measured. The purpose of the validity test, according to Ghozali in Rachmadani (2018), is to gauge a questionnaire's validity. If the statements on a questionnaire can be used to express something that the questionnaire is measuring, then the questionnaire is considered valid.

In order to test the instrument, the author of this study distributed questionnaires through the media. Three variables organizational culture, work discipline, and employee performance each with fifteen statements or questions comprise the research questionnaire.

A total of thirty-five employees of PT. Korda Anak Sapek were given the questionnaire. The r table is 0.333 when $n - 2 = 35 - 2 = 33$ is the value of n in the r table.

The calculated r for each statement or question item from each variable organizational culture, work discipline, and employee performance given to respondents is greater than the r table, as can be seen from the validity test results. Thus, it can be said that all statement items and/or questions are legitimate and can be used in subsequent studies.

Reliability Test Result

Measuring the reliability of the data from the research instrument comes next, after the validity of the instrument has been established. A questionnaire's reliability can be measured in order to determine a variable or construct. The purpose of this reliability test is to evaluate the consistency of data over a predetermined length of time, specifically to ascertain the degree of dependability or trustworthiness of the measurements employed. (Rachmadani, 2018). If the Cronbach Alpha value of a questionnaire is greater than 0.60, it can be considered reliable.

Each statement or question item from the variable instrument used is able to obtain consistent data, as shown by the reliability test results. This means that if the statement is asked again, the answer obtained will be largely similar to the previous response. Since the values of the three variable instruments organizational culture, work discipline, and employee performance all exceed the Cronbach Alpha threshold of 0.60.

Classical Assumption Test Results Normality Test Results

The purpose of the normality test, according to Ghozali in Rachmadani (2018), is to determine whether or not the model in the regression of the dependent variable and independent variables has a normal distribution. Norm probability plots of studies that employ more dependable data testing techniques may or may not show a normal distribution. A normal or nearly normal distribution of the data is a good indicator of a regression model. Examining the distribution of data (points) on the graph's diagonal axis can help determine whether the data is normal.

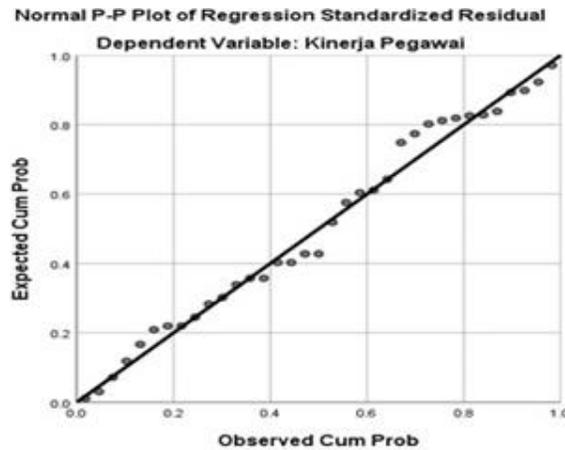
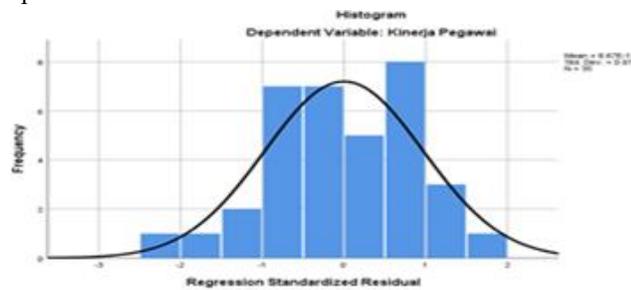


Figure 1. Normality Test Results Using P-Plot

The image above illustrates the relationship between work discipline and organizational culture variables on employee performance. The data exhibits a normal distribution pattern, with the data spreading along a diagonal line. Accordingly, the regression model in this study demonstrates that it has passed the normalcy assumption test.



Sumber : Data yang diolah di SPSS 26
Gambar Histogram Hasil Uji Normalitas

Figure 2. Histogram of Normality Test Results

It is evident from the image above that the histogram of the data normality test results for the employee performance variables used contains data that is either normal or very close to normal. This is demonstrated by the fact that the residuals are deemed normal, the histogram image forms a normal curve, and the normality assumption is satisfied.

Tabel Kolmogorov-Smirnov Test Hasil Uji Normalitas

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.02042236
Most Extreme Differences	Absolute	.098
	Positive	.089
	Negative	-.098
Test Statistic		.098
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.

Sumber : Data yang diolah di SPSS 26

Figure 3. Tabel of Normality Test Result *Kolmogorov-Smirnov*

As can be seen from the above table, the Asymp output results were obtained in the Kolmogorov-Smirnov test. Given that the sig (2-tailed) of 0.200 is larger than 0.05 and smaller than 1, the data is thought to be normally distributed.

Multicollinearity Test Results

The purpose of the multicollinearity test, according to (Thoifah, 2015), is to determine whether the independent variables in the regression model are correlated. The relationship between the independent and dependent variables will be thrown off if there is a high correlation among the independent variables. Regression models of high quality should not exhibit multicollinearity. The tolerance value and VIF (Variance Inflation Factor) value both indicate multicollinearity. The tolerance value must be greater than 0.1 and the VIF value less than 10 in order to be free of multicollinearity issues (Ghozali in Thoifah, 2015).

Tabel Hasil Uji Multikolinieritas

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1	(Constant)	30.106	13.988		2.152	.039		
	Budaya Organisasi	.288	.230	.240	1.252	.220	.682	1.465
	Disiplin Kerja	.264	.191	.265	1.383	.176	.682	1.465

a. Dependent Variable: Kinerja Pegawai

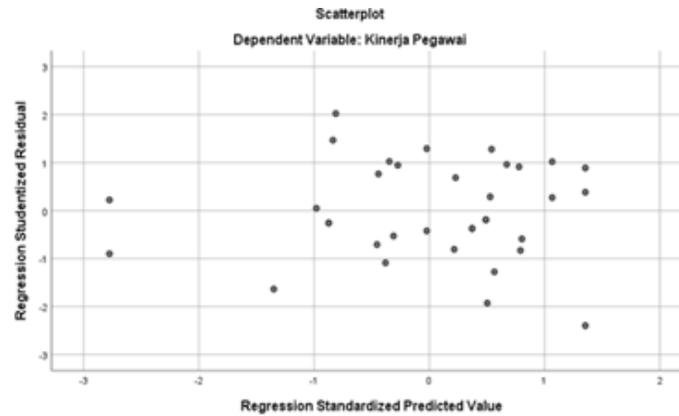
Sumber : Data yang diolah di SPSS 26

Figure 4. Tabel of Normality Test Result Multikolinieritas

The table above indicates that each independent variable, organizational culture and work discipline, has a tolerance value of 0.682 > 0.01 and a VIF value of 1.465 < 10, indicating that there is no multicollinearity in the data that is currently available from each independent variable. As a result, it can be concluded that the regression model does not contain multicollinearity and can be used in this research.

Heteroscedasticity Test Results

The difference in variable variations in all observations and errors that arise in a systematic relationship based on the magnitude of one or more independent variables in a way that the errors are not random is known as heteroscedasticity, according to Thoifah (2015). Significance coefficients can be used to explain the criteria used to determine whether or not there is heteroscedasticity between observational data. A predefined coefficient level ($\alpha=5\%$) must be used to compare the significance coefficient. Heteroscedasticity is considered to be absent if the significance coefficient (probability value) is higher than the designated significance level.



Gambar Scatterplot Hasil Uji Heteroskedastisitas
 Sumber : Data yang diolah di SPSS 26

Figure 5. Scatterplot of Heteroscedasticity Test Results

The image above illustrates how the heteroscedasticity test, as seen in the scatterplot, indicates that there is no discernible pattern in the distribution of the data and that the points are dispersed randomly above and below the number 0 (zero) on the Y axis. This demonstrates that the regression model satisfies the heteroscedasticity assumption and lacks heteroscedasticity.

Results of Multiple Linear Regression Analysis

Multiple linear regression analysis techniques are employed in this study as a statistical analysis tool intended to investigate variables influencing both the independent and dependent variables (Rachmadani 2018).

The goal of this analysis process is to ascertain how organizational culture and work discipline, among other factors, affect employee performance.

Tabel Hasil Uji Regresi Linier Berganda

		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta		
1	(Constant)	30.106	13.988		2.152	.039
	Budaya	.288	.230	.240	1.252	.220
	Organisasi					
	Disiplin Kerja	.264	.191	.265	1.383	.176

a. Dependent Variable: Kinerja Pegawai

Sumber : Data yang diolah di SPSS 26

Figure 6. Multiple Linear Regression Test Results

The aforementioned table illustrates that when the dependent variable (employee performance) is not impacted by other variables, specifically the independent variables (work discipline and organizational culture), a constant value is obtained, meaning that the dependent variable remains unchanged. The regression test's findings indicate that work discipline and organizational culture, the independent variables, positively affect employee performance, the dependent variable. This means that for every unit increase in the organizational culture variable, employee performance increases by.

Employee performance will be impacted by a work discipline score of 0.264 and a 0.288, assuming that other variables are not looked at in this study. Consequently, it can be said that at PT. Korda Anak Sapek Workplace discipline and organizational culture have a beneficial relationship that affects

employee performance. This demonstrates that employee performance will have a higher positive value the better the organizational culture and work discipline are.

Statistical Hypothesis Test Results

T Test Results (Partially)

The t test seeks to ascertain the degree of influence that the independent and dependent variables have on one another. The significant value of t is compared with the level of trust in order to determine whether each independent variable organizational culture and work discipline, for example has a significant impact on employee performance. H0 is accepted if sig t is greater than 0.05. H0 is rejected in the event that sig t is less than 0.05. According to Gozali and Haryadi (2017), if H0 is rejected, there is a significant relationship between the independent and dependent variables.

The t test criteria involves two directions (0.05) and is conducted at the $\alpha = 5\%$ level. $T(a/2 ; n-k-1) = 0.05/2 ; 35-2-1 = 0.025 ; 32$ is the value of the t table for n, and the t table is 2.036. The percentage point of the t distribution yields the t table value of 2.036.

It is determined that the independent variable is partially significant to the dependent variable if the calculated t is greater than the t table, in which case Ha is accepted and H0 is rejected. In contrast, the independent variable has no partial influence on the dependent variable if the t table is smaller than the t table.

Tabel Hasil Uji T (Secara Parsial) Budaya Organisasi (X1)

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	36.163	13.467		2.685	.011
	Budaya Organisasi	.468	.193	.389	2.425	.021

a. Dependent Variable: Kinerja Pegawai

Sumber : Data yang diolah di SPSS 26

Figure 7. Table of T Test Results (Partially) Organizational Culture (X1)

Drawing from the test results presented in the above table, it can be inferred that organizational culture has a partial impact on employee performance at PT because the calculated t is greater than the t table (2,425 > 2,036). Korda Anak Sapek.

Tabel Hasil Uji T (Secara Parsial) Disiplin Kerja (X2)

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	40.733	11.211		3.633	.001
	Disiplin Kerja	.398	.159	.400	2.506	.017

a. Dependent Variable: Kinerja Pegawai

Sumber : Data yang diolah di SPSS 26

Figure 8. Table of T Test Results (Partially) Work Discipline (X2)

The calculated t is greater than the t table, i.e., 2,506 > 2,036, based on the t test results in the above table. This suggests that work discipline has a partial impact on employee performance at PT. Korda Anak Sapek

F Test Results (Simultaneous)

The f statistical test, according to Ghozali in Rachmadani (2018), essentially indicates whether or not every independent variable included in the model has a combined impact on the dependent variable. The F test is used to compare one dependent variable, employee performance, against all independent variables, such as organizational culture and work discipline.

The f test criteria is conducted in two directions (0.05) at the $\alpha = 5\%$ level. The f table is 3.29 when the table f value for n is $t(a/2 ; n-k-1) = 0.05/2 ; 35-2-1 = 0.025 ; 32$. The percentage point of the f distribution yields the f table value of 3.29.

The independent variable influences the dependent variable simultaneously if the calculated F is greater than the F table, rejecting H0 and accepting Ha. However, if the calculated F is less than the F table, the independent variable and the dependent variable are not influenced at the same time.

The calculated F is greater than the F table, $3.977 > 3.29$, based on the F test results in the above table. This means that organizational culture and work discipline together (simultaneously) influence employee performance at PT. Korda Anak Sapek.

Coefficient of Determination Test Results (R-Square)

The goal of the coefficient of determination test is to assess how well the model can account for changes in the dependent variable. When evaluating the first hypothesis, the value (Adjusted R 2) indicates the coefficient of determination, which is used to determine the degree to which organizational culture and work discipline are independent variables and how much of an impact they have on employee performance. The interval for the value (Adjusted R 2) is 0 to 1. When the Adjusted R 2 value is near to 1, it indicates that nearly all of the information required to predict the dependent variable can be obtained from the independent variable. Conversely, a small value for (Adjusted R 2) indicates that the independent variable's capacity to explain the dependent variable is severely constrained. Due to the wide variations between individual observations, cross-sections typically have low coefficients of determination, whereas time series data typically have high coefficients of determination (Ghozali in Rachmadani 2018).

Tabel Hasil Uji Koefisien Determinasi

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446 ^a	.199	.149	4.144

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

Sumber : Data yang diolah di SPSS 26

Figure 9. Table Of Coefficient Of Determination Test Results

It is evident from the above table that the R Square coefficient value of 19.9%, or 0.199, has an influence. Thus, it can be inferred that this value indicates a strong correlation between organizational culture variables and performance. Additionally, R Square yields a value of 0.199, indicating a direct impact of the independent variable on the dependent variable, resulting in a value of 19.9% when expressed as a percentage.

4. Discussion

The author will now address the outcomes, which are as follows, based on the explanation of the data analysis results given above:

- 1) Data can be considered valid if a statement or questionnaire question can reveal something that is being measured, according to the findings of instrument test analysis through validity testing. The statement or question is deemed valid if the computed r is higher than the r in the table. However, the statement or question is deemed invalid if the computed r is less than the table r . All of the statement items and questions in the questionnaire have calculated r values that are greater than the r table, according to the validity test results that have been examined. This indicates that all of the statement items and questions in the questionnaire are deemed valid and can be used to conduct additional research.
- 2) Data is considered reliable if the Cronbach Alpha value is more than 0.60, as determined by the reliability testing results of the instrument test analysis. Based on the analysis of the reliability test results, it is evident that every statement or question item from the variable instrument utilized has a Cronbach's Alpha value higher than 0.60. This demonstrates that every statement and question item in the variable instrument used can produce consistent data, meaning that if the statement is asked again, the results will be largely similar to those of the previous answer.
- 3) The findings of the multicollinearity, heteroscedasticity, and normalcy tests, which were used to evaluate the classical assumption, indicate that the normalcy assumption has been satisfied. This is demonstrated by the P-Plot results, which indicate that the distribution pattern is normally distributed along a diagonal line; the histogram results, which indicate that the histogram image forms a normal curve; and the Kolmogorov-Smirnov Test results, which indicate the Asymp output results. Given that the sig (2-tailed) of 0.200 is less than 1 and greater than 0.05, the data is thought to be normally distributed. The tolerance value >0.01 , or 0.682, and the VIF value <10 , or 1.465, indicate that there was no multicollinearity in this study, according to the multicollinearity test results. The results of the heteroscedasticity test indicate that there is no discernible pattern in the distribution of the data and that the points are dispersed randomly above and below the number 0 (zero) on the Y axis in the scatterplot. Thus, it can be said that the regression model in this study satisfied the heteroscedasticity assumption and did not exhibit heteroscedasticity.
- 4) The multiple linear regression analysis results indicate that the independent variables (work discipline and organizational culture) have a positive effect on the dependent variable (employee performance). This means that, assuming that other variables are not looked at in this study, employee performance will be impacted for every unit increase in the organizational culture variable (0.288) and work discipline variable (0.264). Thus, it can be said that organizational culture and work discipline at PT. Korda Anak Sapek positively impact employee performance. This demonstrates that employee performance will have a higher positive value the better the work discipline and organizational culture are.
- 5) According to the results of the t test analysis, it can be observed that the organizational culture t test produced a t count that was higher than the t table, specifically $2,425 > 2,036$, leading to the conclusion that organizational culture has a partial impact on workers' performance at PT.

- Korda Anak Sapek. However, the work discipline t test results revealed that the t count was higher than the t table, specifically $2,506 > 2,036$, leading to the conclusion that work discipline has a partial impact on employees' performance at PT. Korda Anak Sapek.
- 6) The F test analysis results indicate that the computed F value is higher than the F table, specifically $3.977 > 3.29$. Therefore, it can be inferred that work discipline and organizational culture have an impact on employee performance concurrently at PT. Sapek Children's Korda Cash Tours & Travel.
 - 7) The influence of the R Square coefficient value is 0.199, or 19.9%, according to the analysis results of the coefficient of determination (R-Square) test. Therefore, it can be said that this value indicates a strong correlation between organizational culture variables and performance. R Square also yields a value of 0.199, indicating a direct impact of the independent variable on the dependent variable, which results in a value of 19.9% when expressed as a percentage.

5. Conclusions

The author can make the following deductions in light of the analysis and discussion's findings:

1. The results of the t test where the calculated t value is greater than the t table, $2,425 > 2,036$, demonstrate that organizational culture partially influences employee performance. The results of the t test where the calculated t value is greater than the t table, $2,506 > 2,036$, demonstrate that work discipline partially influences employee performance.
2. Work discipline and organizational culture both (simultaneously) affect employee performance, as demonstrated by the F test results, where the computed F value ($3.977 > 3.29$) is higher than the F table.

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