

Determinants Factor Of Employee Performance: Evidence From UD Putra TS

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ABSTRACT

Good performance among team members is an important step to achieve a goal that has been implemented by an organization. Thus, an effort is needed to increase their productivity. The purpose of this study is to investigate the impact of adherence to work procedures and values embedded in the organizational structure on employee performance at UD Putra TS, Majalengka. This study focuses on UD Putra TS, Majalengka, and has a population sample of 150 employees. This study used a saturation sampling strategy, with data acquired by observation, interviews, and questionnaire distribution. The data analysis carried out by the researchers was using the linear regression method through SPSS software version 23. The analysis's findings demonstrate that organizational culture, which has also been shown to have a positive and significant impact on employee performance at UD Putra TS, Majalengka, and compliance with work procedures (work discipline) both positively and significantly affect employee performance at the school. Additionally, employee performance at UD Putra TS, Majalengka is positively and significantly impacted by both organizational culture and adherence to work processes (work discipline).

Keywords:

Employee
Performance,
Organizational
Culture, and Work
Discipline

INTRODUCTION

A company's success in accomplishing its goals is inextricably linked to the contributions of its human resources. Human resources play an important part in controlling and regulating all aspects of the firm in order to help it accomplish its goals. In the midst of increasingly fierce business competition in the current era, continuous improvement in employee performance is needed so that companies can remain competitive and relevant. This requires a company to dare to face change and to succeed in the face of competition. Performance evaluation is essential for management in assessing the achievement of company goals and planning future steps. As stated by Mundarti (2017), the role of humans as drivers and determinants of organizational direction shows the importance of attention given by leaders in ensuring optimal performance of employees.

Hasibuan (2016: 34) notes that performance refers to a person's achievement when carrying out a given responsibility, depending on ability, experience, dedication, and time invested. Good performance of employees is considered a key factor in achieving the goals and success of the company. Therefore, steps are needed to improve employee performance (Saraswati and Widnyani, 2021).

UD Putra TS is a company operating in the fields of fashion, school supplies, children's toys and others. UD Putra TS, Majalengka was founded in 2001 by Mr. H. Memet Tasmet (owner) on Cigasong-Jatiwangi market road and has opened a branch established on April 28, 2016 on Baribis-Jatiwangi street. Where the word UD itself is a log from the owner, namely the Trading Business and TS is 3 brothers. To maintain the quality of its products, the company needs skilled employees. However, based on previous surveys conducted by researchers, there are some employees who show

substandard performance, which has an impact on the quality of work that is not satisfactory.

UD Putra TS's production performance in the period from January to December 2022 experienced monthly fluctuations. There was a significant decrease in the achievement of store visits in June 2022, reaching 62.90%, while the average achievement throughout 2022 was around 64.70%. This decrease has the potential to have an impact on individual employee performance. Therefore, it is important for UD Putra TS to pay special attention to developing employees so that they understand their important role in the company's success and to support the achievement of company goals.

The amount of compliance with obligations and work discipline is an essential aspect that can have a substantial impact on employee performance (Handayani, 2020). Discipline is interpreted as consistent attendance, good completion of tasks, and compliance with company rules and applicable social norms (Hasibuan, 2016: 194). Based on the results of observations and initial interviews conducted by researchers with the personnel department at UD Putra TS related to work discipline issues, it can be observed that employees often ignore work procedures and guidelines that have been set by the company.

An employee's degree of discipline at work may have an impact on how well they perform. Numerous academics' study projects, including those by Arif et al. (2020), Handayani (2020), Lubis and Heryenzus (2020), Rahayu and Ajimat (2018), and others, have demonstrated that work discipline levels positively and significantly impact employee performance. Nevertheless, Nelizulfa (2018)'s various study findings indicated that there was no meaningful correlation between the degree of work discipline and worker performance.

According to Adhar (2020), the next factor that can influence employee performance is organizational culture. Organizational culture is a set of behaviors or standards that exist inside an organization or firm. These customs and norms govern practices that are widely recognized and must be adhered to by all members of such companies or organizations (Adhar, 2020). The results of observations and the first interview conducted by researchers with the HRD department at UD Putra TS regarding organizational culture issues are illustrated in social interaction indicators. Social interaction among employees reflects a lack of support for each other and a lack of attention to colleagues, which results in a less flexible work environment so that each employee is more focused on their own tasks.

Several recent studies have indicated that company culture can influence differences in employee performance. For example, Adhar (2020), Faisal et al. (2020), Hanny and Adiputra (2020), and Hendra (2020) found that corporate culture has a favorable and significant impact on employee performance. However, conflicting conclusions emerged from Hartono's (2019) research, which found that work culture had no substantial impact on employee performance.

By considering the context of the problem that has been explained and the background information that has been submitted, researchers feel interested in conducting a study that focuses on "Determinants Factor Of Employee Performance: Evidence From Ud Putra TS". The goal of this study is to investigate the impacts of organizational culture and work obedience on employee performance at UD Putra TS, Majalengka, based on the problem framework and setting that have been described.

METHOD

This investigation was carried out at UD Putra TS, which is located on Jalan Raya Jatiwangi-Beribis in Majalengka. The research focuses on work discipline, company culture, and employee performance. The population for this study was 150 employees at UD Putra TS, and sampling was done using the saturated sample approach. Data were acquired using observation, interviews, and questionnaires. This study seeks to assess the impact of work discipline and organizational culture variables on employee performance at UD Putra TS. This study used a multiple linear regression equation.

1. Work Discipline

According to Hasibuan (2016: 23), discipline is a very vital aspect in human resource management and is the main factor in achieving goals because without good discipline, achieving goals optimally becomes difficult. Discipline is described as an individual's willingness and awareness to follow all social standards and conventions that apply in the workplace.

2. Organizational Culture

Robbins (2017: 248) defines organizational culture as the foundation of thinking that directs organizational strategy in managing employees and customers. It is also emphasized that organizational culture is a structure of shared meaning formed by individuals in the organization, which in turn becomes a characteristic that distinguishes the organization from others.

3. Employee Performance

Hasibuan (2016: 34) defines performance as the output of work that a person has completed in accordance with the tasks given, which is based on skills, experience, dedication, and time used. Fahmi (2016: 226) explains performance as a result produced by an organization, be it profit or non-profit orientation, over a certain period of time. Meanwhile, Nawawi (2016: 63) stated that performance is achievement, achievement, and work ability shown by a person.

Figure 1 below shows the research model image.

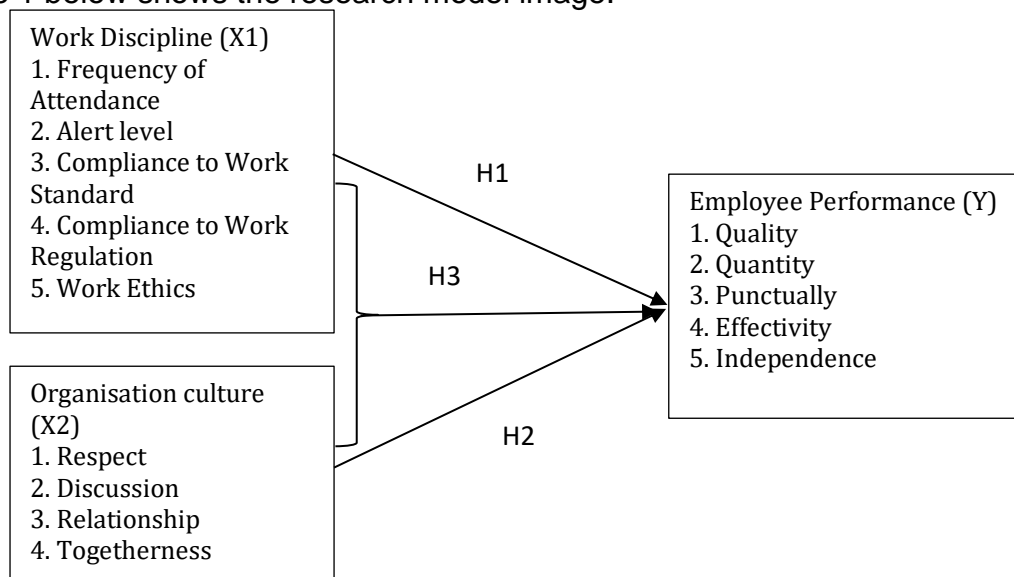


Figure 1 Research Model

Source: Results of Researchers' Thoughts (2021) Hypothesis

H1: Work discipline positively impacts employee performance at UD Putra TS.

H2: Organizational culture positively impacts employee performance at UD Putra TS.

H3: Work discipline and organizational culture influence employee performance at UD Putra TS.

RESULTS AND DISCUSSION

Results of tests for validity and reliability

Test Instruments

Based on the validity analysis, it is possible to conclude that all questions relating to work discipline, organizational culture, and employee performance in this study have good validity. This is evident by the item-total correlation that has been corrected and exceeds the value of 0.30 for each question.

The reliability test results showed that Cronbach's alpha value for work discipline was 0.960, for organizational culture was 0.931, and for employee performance was 0.935. All of these variables have a Cronbach Alpha coefficient above 0.6, which indicates a high level of reliability. As a result, it is possible to infer that all variables employed in this study are dependable and can serve as genuine research instruments.

Classical Assumption Test

Normality Test

Based on the analysis of normality conducted using the Kolmogorov-Smirnov method, it was found that the value of asymptotic (2-tailed) significance is 0.082, which exceeds the value of 0.05. From these results, it can be concluded that the distribution of these variables tends to be normal.

Multicollinearity Test

After doing a multicollinearity study, it was determined that the tolerance value for independent variables such as work discipline and organizational culture surpassed 0.10, while the Variance Inflation Factor (VIF) value was less than or equal to 10. Based on these findings, it can be stated that there is no evidence of significant multicollinearity amongst the independent variables employed in the regression model.

Heteroskedasticity Test

After conducting a heteroscedasticity evaluation, it was found that the significance value for absolute residual (ABRES) partially exceeded 0.05. The coefficient for labor discipline is 0.735, while for organizational culture it is 0.403. Based on these findings, we can conclude that the regression model does not exhibit significant heteroscedasticity and so can be trusted to predict the dependent variable.

Test the hypothesis

Multiple Linear Regression Analysis At UD Putra TS, Majalengka, researchers utilized SPSS version 23.0 for Windows to investigate how work discipline and organizational culture affect employee performance. Multiple linear regression analysis results indicate that work discipline and job satisfaction have a partial influence on employee performance at UD Putra TS, Majalengka, as shown in Table 1 below.

Table 1 Multiple Linear Regression Analysis Results

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	3,066	2,136		1,435	0,157
Work Discipline	0,488	0,098	0,528	4,964	0,000
Organizational Culture	0,420	0,137	0,327	3,072	0,003
R					0,745
R Square					0,556
Adjusted R Square					0,539
F					32,507
Significance F					0.000b

Source: Data in processing (2024)

From the results of Table 1, the multiple regression equation becomes:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$EP = 3.066 + 0.488WD + 0.420OC$$

From the equation mentioned above, it can be interpreted as follows:

The constant value of 3.066 indicates that when work discipline (X1) and organizational culture (X2) are both zero (0), then employee performance (Y) at UD Putra TS, Majalengka will increase by 3,066 units.

In this context, a b1 value of +0.488 indicates that if work discipline (X1) is increased by one unit (1) and organizational culture (X2) remains unchanged, then employee performance (Y) will increase by 0.488 units. This means that any improvement in work discipline can improve employee performance at UD Putra TS, Majalengka.

A b2 value of +0.420 indicates that if organizational culture (X2) is improved by one unit (1) and work discipline (X1) remains unchanged, then employee performance (Y) will increase by 0.420 units. This means any improvement in organizational culture can improve employee performance at UD Putra TS, Majalengka.

Multiple Correlation Analysis

From the data listed in Table 1, a correlation value (R) of 0.745 is obtained. This correlation value of 0.745 is included in the range of 0.60 to 0.799, which shows a strong relationship between work discipline and organizational culture on employee performance at UD Putra TS, Majalengka.

Multiple Determination Analysis

Based on the data in Table 1, the Adjusted R Square has a value of 0.539, which is comparable to 53.9%. That is, the factors investigated in this study can explain approximately 53.9% of the variation in the relationship between work discipline and organizational culture on employee performance at UD Putra TS, Majalengka, while the remaining 46.1% is influenced by factors outside the scope of the study.

Test F

Table 1 shows that the Fcalculate value is 32.507 with a significance level of 0.000, which is less than $\alpha = 0.05$. This shows that the model utilized in this investigation is appropriate. This research suggests that work discipline and organizational culture have a simultaneous impact on employee performance at UD Putra TS, Majalengka.

Test t

The t test is used to assess the partial or individual influence of the independent variable on the dependent variable. Based on the data listed in Table 1, the t-test results calculated through SPSS can be described as follows:

- 1) The test results revealed that the computed value for the work discipline variable was 4.964, with a t-test significance value of 0.000, which was less than α (significance level) = 0.05. These findings support the rejection of H0 and acceptance of H1. Specifically, work discipline has a favorable and considerable influence on employee performance at UD Putra TS, Majalengka, hence the first hypothesis (H1) is accepted.
- 2) The study yielded a computed value of 3.072 for the organizational culture variable, with a t-test significance value of 0.003 (less than α = 0.05). These findings support the rejection of H0 and acceptance of H1. At UD Putra TS, Majalengka, organizational culture has a favorable and considerable impact on employee performance, hence the second hypothesis (H2) can be accepted.

Discussion

The Impact of Work Discipline on Employee Performance.

The results showed that the level of discipline in the workplace contributed positively and significantly to employee productivity at UD Putra TS, Majalengka. This result confirms that the existence of strong discipline at UD Putra TS, Majalengka correlates with improved employee performance. Discipline is considered a crucial factor that supports the smooth operation of the organization. A high level of discipline is the key to achieving company goals, employee satisfaction, and community sustainability. As stated by Mangkunegara (2017: 129), work discipline is the implementation of management in strengthening organizational rules and regulations. These findings are consistent with previous research conducted by Arif et al. (2020), Handayani (2020), Lubis and Heryenzus (2020), and Rahayu and Ajimat (2018), which all showed that workplace discipline has a favorable and significant impact on employee performance.

The Impact of Organizational Culture on Employee Performance

From the results of the study, it was concluded that organizational culture had a positive and significant effect on staff performance at UD Putra TS, Majalengka. This shows that the stronger the organizational culture at UD Putra TS, Majalengka, the higher the performance of its staff. Organizational culture refers to the shared values held by the members of the organization (Robbins, 2016), which facilitate adjustment to existing rules and encourage the necessary transformation. By having a strong organizational culture, members of the organization can carry out their activities more smoothly. This finding is in line with previous studies conducted by Adhar (2020), Faisal, et al (2020), Hanny and Adiputra (2020), and Hendra (2020), which also concluded that organizational culture has a positive and significant impact on employee performance.

The Impact of Work Discipline and Organizational Culture on Employee Performance

The results showed that discipline at work and organizational culture had a significant impact on employee productivity at UD Putra TS, Majalengka. A high level of productivity of employees is considered important in achieving company goals.

Therefore, steps are needed to improve employee performance, as mentioned by Saraswati and Widnyani (2021). Discipline is considered a major factor in achieving company goals by ensuring that employees understand and carry out their duties well. In the context of organizations, discipline is considered important for smooth operations, where disciplined employees will remain productive without having to be constantly supervised. Therefore, companies need to consider an organizational culture that is in accordance with applicable norms, because a strong organizational culture can influence employee behavior and performance, reflecting the values held by the organization. This finding is consistent with prior study by Putri (2020), Rizky et al. (2020), and Astutik (2016), who all found that workplace discipline and organizational culture had a significant impact on employee performance.

CONCLUSION

The investigation at UD Putra TS, Majalengka, reveals significant correlations between workplace discipline and employee performance. Employees who adhere to established workplace rules and standards demonstrate higher levels of productivity and efficiency. Moreover, the presence of a robust organizational culture within the company further amplifies these effects. The shared values, beliefs, and practices embedded within the organization not only guide employee behavior but also contribute to a sense of belonging and commitment, which in turn enhances overall performance outcomes.

Furthermore, the study underscores the synergistic relationship between workplace discipline and organizational culture in shaping employee performance at UD Putra TS, Majalengka. While effective disciplinary measures set clear expectations and boundaries, a strong organizational culture reinforces these standards by promoting accountability, teamwork, and continuous improvement. By recognizing and leveraging the interplay between discipline and culture, organizations can create an environment conducive to sustained high performance and foster a sense of purpose and fulfillment among their employees.

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