
THE INFLUENCE OF WORK DISIPLINE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN PT. YAMAHA MUSIC MANUFACTURING ASIA

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Abstract

Work discipline and organizational culture are important issues that have always been the main focus of every company, because they are closely related to overall performance. Many things are done by the organization in order to improve the work discipline of its employees and improve organizational culture, one of which is to commit to implementing mutually agreed provisions. Because with a high commitment to implement all existing provisions, this will have an impact on the decreasing number of errors that arise, so that it will have a significant effect on the company's performance. PT. Yamaha Music Manufacturing Asia is a manufacturing company that produces musical instruments, where most of its production is intended for overseas markets. Not much different from what is experienced by other manufacturing companies, PT. Yamaha Music Manufacturing Asia also has problems with discipline issues and the implementation of a quality organizational culture. The purpose of this study was to determine the effect of work discipline and organizational culture on the performance of employees of PT. Yamaha Music Manufacturing Asia. This study uses a quantitative approach with data collection methods by distributing questionnaires to 165 employees of the production department of PT. Yamaha Music Manufacturing Asia. The results showed that there was a significant influence, work discipline variables and organizational culture on the performance of employees of PT. Yamaha Music Manufacturing Asia by 70.7%.

Keyword :

Work Discipline,
Organizational Culture,
Employee Performance, PT.
Yamaha Music Manufacturing
Asia

1. Introduction

Increased employee performance can be achieved with work discipline as well as from

the application of organizational culture that is carried out with high commitment. Discipline is the most important function of resource

management, because the better the employee's work discipline, the higher the performance that can be achieved. Without good discipline, it is difficult for organizations to get the best results. One way to overcome mistakes and negligence caused by incompetence and delay is with discipline. Priansa (2019) states that work discipline is a person's awareness and loyalty in obeying all company regulations and applicable social norms. The regulations imposed by the company are needed to guide employees to create good order in the company

Meanwhile, as we all know that organizational culture is the basic foundation of shared values and assumptions that govern how an employee behaves in dealing with problems and opportunities within an organization. A very strong organizational culture has the potential to improve performance, and vice versa if an organizational culture is weak, it will result in decreased employee performance. Bangun (2012) states that organizational culture is a shared perception held by members of the organization as an organizational value system adopted by members of the organization, which then affects the way members work and behave, so that the value system or meaning system is able to distinguish organizations that are one organization to another.

2. Literature Review

Work Discipline

Work discipline shows that employees have terms or respect for the company's rules and regulations. Therefore, if the rules and regulations that exist in the company are ignored or often violated, employee discipline will be bad. On the other hand, if employees comply with company regulations, it illustrates a good condition of discipline. Singodimedjo in Sutrisno (2017) states that "Discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the regulations that apply around him". Meanwhile, according to Hasibuan (2017) "Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms". Added by Sastrohadiwiryo and Syuhada (2019) Work discipline as an attitude of respect, respect, obedience, and obedience to the applicable regulations, both written and unwritten and able

to carry out them and not evading to receive sanctions if employees violate their duties and authority given to him.

Organizational culture

Robbins and Judge (2015) state that organizational culture is a system of shared meaning held by organizational members that distinguishes the organization from other organizations. Edison et al. (2020) adds that organizational culture is the result of the process of merging the cultural style and or behavior of each individual that was brought before into a new norm and philosophy, which has the energy and pride of the group in dealing with certain things and goals.

Meanwhile, Sinambela (2019) states that organizational culture is a set of values and behavioral norms that are accepted and understood jointly by members of the organization as the basis for the rules of behavior that are accepted and understood jointly by members of the organization as the basis for the rules of behavior contained in the organization to do their whole job. Tannady (2017) states that organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers.

Added by Griffin and Moorhead (2013), organizational culture is a set of shared values that are often taken for granted to help organizational members understand which actions are considered acceptable and which are unacceptable. These values are often communicated through stories and other symbolic means.

Employee performance

Wales and Wenas (2017) argue that performance is the result or level of success of a person as a whole during a certain period of time a certain task in carrying out a task compared to work standards, targets or criteria that have been previously determined and have been mutually agreed upon. Tannady (2017) states that performance is the result of work in quality and quantity achieved by an employee or a department or an organization in carrying out its duties and targets in accordance with the

responsibilities given to him in a certain assessment period. Meanwhile, Sodikin et al. (2017) stated that performance is the result of total and quality work achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Mangkunegara (2020) added that performance is the level of achievement of results for carrying out their duties in accordance with the responsibilities given to them. Manik (2017) explains that performance is the level of achievement of results (quantity) on the implementation of a particular task.

3. Research Methodology

Population

Sugiyono (2013) states that the population is a generalization area consisting of objects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions are drawn. The population is the total number of units or individuals whose characteristics are to be studied. The population in this study is limited by the scope of employees of the Electrical Parts 2 production department with a total of 165 people.

Data collection technique

The implementation of this research data collection was carried out with the following methods:

1. Field Research (Field Research)

Field research is research that is carried out directly in order to obtain data that is closely related to this research. Data from the field was obtained by providing a questionnaire submitted to respondents, namely employees of the Electrical Parts 2 production department at PT. Yamaha Music Manufacturing Asia.

2. Library Research (Library Research)

Library research is data obtained by reading literature, reference materials, lecture materials, and other research results that have to do with the object under study. This is done in order to gain additional knowledge about the problem being discussed.

Validity and reliability test

Validity test

Test the validity by doing a correlation between the score of the statement or question

item with the total score of the construct or variable by doing a significance test by comparing the calculated r value with the r table. R calculated is obtained from the degree of freedom ($df = n - 2$) whose results can be seen from the calculated r with significance for the 2-way test. To test whether each variable indicator is valid or not, it can be seen from the Cronbach alpha output display in the correlated item column – total correlation (r count) $>$ r table and has a positive value, then the item indicator statement or question can be declared valid (Ghozali 2018).

Reliability Test

The reliability test is intended to measure the questionnaire which is an indicator of the variables. Question items are said to be reliable if a person's answers to questions are consistent. If the answers are inconsistent, then it is declared unreliable. To measure the reliability test, use the Cronbach Alpha (α) facility.

Data Analysis Techniques

To analyze the research data, statistical analysis techniques were used. The statistics used were descriptive and inferential statistics. Descriptive statistics were used for single variables. While inferential statistics were used to test research hypotheses using path analysis. Hypothesis testing uses a significance level of $= 0.05$. Based on the hypothetical model made that the endogenous variable in this study is employee performance (Y), while the exogenous variables are; work discipline ($X1$), and organizational culture ($X2$).

4. Research Hypothesis

Based on the literature review, previous research, and the above framework, the research hypothesis can be formulated as follows:

H1: There is an influence between work discipline on the performance of employees of PT.

Yamaha Music Manufacturing Asia

H2: There is an influence between organizational culture on the performance of employees of PT. Yamaha Music Manufacturing Asia

H3: Work discipline and organizational culture simultaneously affect the performance of

employees of PT. Yamaha Music Manufacturing Asia

Description of respondent identity or profile is one of the data analysis techniques used to provide an overview of the identity of respondents in this study by grouping research respondents into several groups including: gender, age, work period and education level.

Result
Respondent Profile

Respondent Profile Based on Gender					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Laki-laki	25	15.2	15.2	15.2
	Perempuan	140	84.8	84.8	100.0
	Total	165	100.0	100.0	
Respondent Profile Based on Age					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	< 20 tahun	45	27.3	27.3	27.3
	21 - 30 tahun	68	41.2	41.2	68.5
	31 - 40 tahun	39	23.6	23.6	92.1
	41 - 50 tahun	13	7.9	7.9	100.0
	Total	165	100.0	100.0	
Respondent Profile Based on Work Period					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	1 - 5 tahun	86	52.1	52.1	52.1
	6 - 10 tahun	20	12.1	12.1	64.2
	11 - 15 tahun	38	23.0	23.0	87.3
	16 - 20 tahun	21	12.7	12.7	100.0
	Total	165	100.0	100.0	
Respondent Profile Based on Education					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	SMA	147	89.1	89.1	89.1
	Diploma	6	3.6	3.6	92.7
	Strata satu (S1)	12	7.3	7.3	100.0
	Total	165	100.0	100.0	

Validity Test

Work Discipline Validity Test

The validity test of the Work Discipline questionnaire was carried out by comparing the calculated r value with r table with $df = n-2$. In this study, testing 50 respondents with

$df = 50 - 2 = 48$ and $\alpha = 0.05$, then the two-way r table is 0.2787. If the r count of each statement item is greater than r table, then the statement can be said to be valid. The analysis of this research can be seen in the calculation results in the following table:

Work Discipline Validity Test Output					
	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>	Note
DK_1	41.44	8.823	.336	.803	Valid
DK_2	41.32	8.998	.454	.795	Valid
DK_3	41.64	8.153	.503	.786	Valid
DK_4	41.52	8.704	.342	.804	Valid
DK_5	41.52	8.663	.356	.802	Valid
DK_6	41.44	8.088	.622	.774	Valid
DK_7	41.90	7.602	.519	.786	Valid
DK_8	41.58	8.004	.572	.778	Valid
DK_9	41.68	8.018	.548	.781	Valid
DK_10	41.76	7.696	.615	.772	Valid

Source: SPSS 2021 Data Processing

The conclusion of the validity test in table shows that the work discipline variable consisting of the 10 questions above is declared valid and fulfills the validity requirements, because all values in the correlated item column – total correlation ($r_{count} > r_{table}$).

Organizational Culture Validity Test

The validity test of the Organizational Culture questionnaire was carried out by comparing the calculated r value with r table with $df = n-2$. In this study, testing 50 respondents with $df = 50 - 2 = 48$ and $\alpha = 0.05$, then the two-way r table is 0.2787. If the r count of each statement item is greater than r table, then the statement can be said to be valid. The analysis of this research can be seen in the calculation results in the following table:

Organizational Culture Validity Test Output					
	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>	Note
BO_1	38.88	22.883	.565	.905	Valid
BO_2	38.58	22.779	.753	.897	Valid
BO_3	38.70	21.398	.766	.893	Valid
BO_4	38.68	21.814	.691	.898	Valid
BO_5	38.84	22.178	.527	.910	Valid
BO_6	38.80	21.878	.728	.896	Valid
BO_7	38.50	22.582	.685	.899	Valid
BO_8	38.92	21.177	.683	.899	Valid
BO_9	38.62	22.077	.704	.897	Valid
BO_10	38.66	21.821	.685	.898	Valid

Source: SPSS 2021 Data Processing

The conclusion of the validity test in table above shows that the organizational culture variable consisting of the 10 questions above is declared valid and fulfills the validity requirements,

because all values in the correlated item column – total correlation ($r_{count} > r_{table}$).

Employee Performance Validity Test

The validity test of the Work Discipline questionnaire was carried out by comparing the calculated r value with r table with $df = n-2$. In this study, testing 50 respondents with $df = 50 - 2 = 48$ and $\alpha = 0.05$, then the two-way r table is 0.2787. If the r count of each statement item is greater than r table, then the statement can be said to be valid. The analysis of this research can be seen in the calculation results in the following table:

Employee Performance Validity Test Output

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>	note
KK_1	30.32	14.385	.704	.916	Valid
KK_2	30.12	13.985	.827	.908	Valid
KK_3	30.66	14.719	.566	.926	Valid
KK_4	30.62	13.016	.793	.909	Valid
KK_5	30.26	13.502	.802	.908	Valid
KK_6	30.44	12.782	.831	.906	Valid
KK_7	30.06	14.262	.715	.915	Valid
KK_8	30.14	14.204	.717	.915	Valid

Source: SPSS 2021 Data Processing

The conclusion of the validity test in the table above shows that the organizational culture variable consisting of the 8 questions above is declared valid and meets the validity requirements, because all values in the correlated item column – total correlation ($r_{\text{count}} > r_{\text{table}}$).

Reliability Test

Based on the SPSS calculation, the reliability test can be presented as follows:

Reliability Test of Work Discipline Indicators (X1)

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.806	10

Source: SPSS 2021 Data Processing

From the results of the table above, it shows that the indicator of the work discipline variable has

an alpha coefficient of $0.806 > 0.700$ so that the data can be said to be reliable.

Reliability Test of Organizational Culture Indicators (X2)

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.908	10

Source: SPSS 2021 Data Processing

From the results of the table above, it shows that the indicator of the organizational culture

variable has an alpha coefficient of $0.908 > 0.700$ so that the data can be said to be reliable.

Reliability Test of Employee Performance Indicators (Y)

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.923	8

Source: SPSS 2021 Data Processing

From the results of the table above, it shows that the employee performance variable indicator has an alpha coefficient of $0.923 > 0.700$ so that the data can be said to be reliable.

Descriptive Statistics

Descriptive Statistics of Work Discipline Variables

The work discipline variable consists of 10 questions. Respondent's data were measured using five instruments used to measure participation using a scale of 1 to 5. In the table below the meaning of DK_1 to DK_10 is a statement in the questionnaire on the work discipline variable. Descriptive respondents' answers can be seen in the following table:

Distribution of Work Discipline Variable Answers

No	Pertanyaan	Frekuensi dan Persentase Jawaban					Total	Rata-rata
			STS	TS	RR	S		
Kehadiran								
1	Saya hadir ditempat kerja tepat waktu	F	0	0	1	49	115	165
		%	0%	0%	0,6%	29,7%	69,7%	100%
2	Saya meminta izin apabila tidak bisa masuk kerja	F	0	0	0	45	120	165
		%	0%	0%	0%	27,3	72,7	100%
Total Nilai Rata-Rata Indikator Kehadiran								4,71
Ketaatan pada peraturan								
3	Saya mengikuti aturan yang sudah ditetapkan perusahaan	F	0	0	1	69	95	165
		%	0%	0%	0,6%	41,8%	57,6%	100%
4	Saya selalu memanfaatkan waktu istirahat dengan baik	F	0	0	1	60	104	165
		%	0%	0%	0,6%	36,4%	63,0%	100%
Total Nilai Rata-Rata Indikator Ketaatan Pada Peraturan								4,60
Ketaatan pada standar kerja								
5	Saya bekerja sesuai dengan standar kerja yang telah ditetapkan perusahaan.	F	0	0	1	61	103	165
		%	0%	0%	0,6%	37,0%	62,4%	100%
6	Saya bertanggung jawab atas tugas yang saya kerjakan.	F	0	0	2	52	111	165
		%	0%	0%	1,2%	31,5%	67,3%	100%
Total Nilai Rata-Rata Indikator Ketaatan Pada Standar Kerja								4,64
Tingkat Kewaspadaan Tinggi								
7	Saya sangat teliti serta penuh perhitungan dalam bekerja	F	0	0	7	82	76	165
		%	0%	0%	4,2%	49,7%	46,1%	100%
8	Saya menggunakan peralatan kerja dengan hati-hati	F	0	0	1	61	103	165
		%	0%	0%	0,6%	37,0%	62,4%	100%
Total Nilai Rata-Rata Indikator Tingkat Kewaspadaan Tinggi								4,52
Etika Kerja								
9	Saya bersikap sopan dan baik kepada rekan kerja	F	0	0	1	65	99	165
		%	0%	0%	0,6%	39,4%	60,0%	100%
10	Saya memiliki etika yang baik dalam bekerja	F	0	0	2	72	91	165
		%	0%	0%	1,2%	43,6	55,2%	100%
Total Nilai Rata-Rata Indikator Etika Kerja								4,57

Based on processed data from Microsoft excel, the results of the average respondents' answers were 4.6 dominant respondents answered agree. This is because employees are more dominant in having good work discipline so that employees have confidence that the work they have done will produce better work, because employees make the best use of time, work in accordance with predetermined work standards, are

responsible for assigned tasks. done, meticulously, and carefully in carrying out his work to achieve the success of the company's production targets.

Descriptive Statistics of Organizational Culture Variables

The organizational culture variable consists of 10 questions. Respondents' answer

data was measured using five instruments used to measure participation using a scale of 1 to 5. In the table below the meaning of BO_1 to BO_10

is a statement in the questionnaire on the work discipline variable. Descriptive respondents' answers can be seen in the following table:

Distribution of Organizational Culture Variable Answers

No	Pertanyaan	Frekuensi dan Persentase Jawaban					Total	Rata-rata	
			STS	TS	RR	S			SS
Kesadaran Diri									
1	Saya selalu menyelesaikan pekerjaan tepat waktu	F	0	0	8	86	71	165	4,38
		%	0%	0%	4,8%	52,1%	43,0%	100%	
2	Saya selalu berusaha mengembangkan diri dan kemampuan saya	F	0	0	1	79	85	165	4,51
		%	0%	0%	0,6%	47,9	51,5%	100%	
Total Nilai Rata-Rata Indikator Kesadaran Diri								4,45	
Keagresifan									
3	Saya memiliki inisiatif dalam melaksanakan setiap pekerjaan	F	0	0	7	79	79	165	4,44
		%	0%	0%	4,2%	47,9%	47,9%	100%	
4	Saya selalu menetapkan rencana dan berusaha untuk menyelesaikannya dengan baik	F	0	0	7	72	86	165	4,48
		%	0%	0%	4,2%	43,6%	52,1%	100%	
Total Nilai Rata-Rata Indikator Keagresifan								4,46	
Kepribadian									
5	Saya saling memberikan salam (<i>Greeting</i>)	F	1	0	7	76	81	165	4,43
		%	0,6%	0%	4,2%	46,1%	49,1%	100%	
6	Ketika melihat rekan kerja saya kurang cakap dalam bekerja, saya selalu membantunya.	F	0	0	7	81	77	165	4,42
		%	0%	0%	4,2%	49,1%	46,7%	100%	
Total Nilai Rata-Rata Indikator Kepribadian								4,43	
Performa									
7	Saya mengutamakan pelanggan	F	0	0	3	65	97	165	4,57
		%	0%	0%	1,8%	39,4%	58,8%	100%	
8	Saya selalu berusaha berinovasi untuk menemukan hal-hal baru.	F	0	1	11	78	75	165	4,38
		%	0%	0,6%	6,7%	47,3%	45,5%	100%	
Total Nilai Rata-Rata Indikator Performa								4,47	
Orientasi Tim									
9	Dalam mengerjakan tugas-tugas tim, selalu kami diskusikan agar tujuan masing-masing dapat disinergikam	F	0	0	5	74	86	165	4,49
		%	0%	0%	3,0%	44,8%	52,1%	100%	
10	Setiap ada permasalahan dalam tim kerja, kami selesaikan dengan baik.	F	0	0	7	69	89	165	4,50
		%	0%	0%	4,2%	41,8%	53,9%	100%	
Total Nilai Rata-Rata Indikator Orientasi Tim								4,49	

Based on the table above shows that the answers of 165 respondents regarding organizational culture. Based on processed data from Microsoft excel, the results of the average respondents' answers are 4.5, the dominant respondents answered agree. This is because employees are more dominant in applying the company's organizational culture well. This is because the majority of employees follow the organizational culture of the company so that employees have self-awareness in working to get satisfaction from the results of their work, develop themselves, obey the rules, and offer products. Employees must have a high level of aggressiveness in working to establish work plans and strategies to achieve goals. Employees must also have good

personalities such as being respectful, friendly, open, sensitive to groups, and paying attention to customer satisfaction. In addition, employees also have good performance, namely having creativity, always meeting the quantity of targets to be achieved, quality, and efficiency.

Descriptive Statistics of Employee Performance Variables

Employee performance variable consists of 8 questions. Respondents' data were measured using five instruments used to measure participation using a scale of 1 to 5. In the table below the meaning of KK_1 to KK_8 is a statement in the questionnaire on employee performance variables. Descriptive respondents' answers can be seen in the following table:

Distribution of Employee Performance Variable Answers

No	Pertanyaan	Frekuensi dan Persentase Jawaban					Total	Rata-rata	
			STS	TS	RR	S			SS
Kualitas									
1	Saya menghasilkan pekerjaan yang berkualitas	F	0	0	3	78	84	165	4,49
		%	0%	0%	1,8%	47,3%	50,9%	100%	
2	Saya selalu berusaha memperbaiki kesalahan yang pernah saya lakukan dalam melaksanakan pekerjaan	F	0	0	2	69	94	165	4,56
		%	0%	0%	1,2%	41,8%	57,0%	100%	
Total Nilai Rata-Rata Indikator Kualitas								4,52	
Kuantitas									
3	Saya berhasil mencapai target dalam menyelesaikan pekerjaan.	F	0	0	10	98	57	165	4,28
		%	0%	0%	6,1%	59,4%	34,5%	100%	
4	Saya menyelesaikan pekerjaan sesuai dengan jumlah <i>schedule</i> yang telah ditetapkan.	F	0	0	13	80	72	165	4,36
		%	0%	0%	7,9%	48,5%	43,6%	100%	
Total Nilai Rata-Rata Indikator Kuantitas								4,32	
Pelaksanaan Tugas									
5	Saya memahami dan menguasai pekerjaan yang menjadi tugas pokoknya.	F	0	0	5	70	90	165	4,52
		%	0%	0%	3,0%	42,4%	54,5%	100%	
6	Saya selalu menyelesaikan pekerjaan dengan baik sesuai dengan keinginan perusahaan.	F	0	1	7	75	82	165	4,44
		%	0%	0,6%	4,2%	45,5%	49,7%	100%	
Total Nilai Rata-Rata Indikator Pelaksanaan Tugas								4,48	
Tanggung Jawab									
7	Saya mempunyai tanggung jawab dalam bekerja.	F	0	0	3	58	104	165	4,61
		%	0%	0%	1,8%	35,2%	63,0%	100%	
8	Saya menyadari kewajiban pekerjaan yang diberikan perusahaan.	F	0	0	3	67	95	165	4,56
		%	0%	0%	1,8%	40,6%	57,6%	100%	
Total Nilai Rata-Rata Indikator Tanggung Jawab								4,58	

Based on the table above shows that the answers of 165 respondents regarding employee performance. Based on processed data from Microsoft excel, the results of the average respondents' answers are 4.5, the dominant respondents answered agree. This is because the total and quality work results that have been achieved by employees in carrying out tasks according to the responsibilities given to them so that employees have fulfilled the performance appraisal based on the quality of work they have,

fulfilled the amount of work done in a period, employees carried out their work accurately and do not make mistakes, and employees are aware of the obligation to do work accurately.

Multiple Linear Regression

Analyzing problems on the influence of work discipline and organizational culture on employee performance. Based on the results of SPSS calculations, multiple regression analysis tests can be presented as follows:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.734	1.594		.461	.646
	Work Discipline	.211	.057	.203	3.696	.000
	Organizational Culture	.553	.044	.697	12.698	.000

a. Dependent Variable: Employee Performance

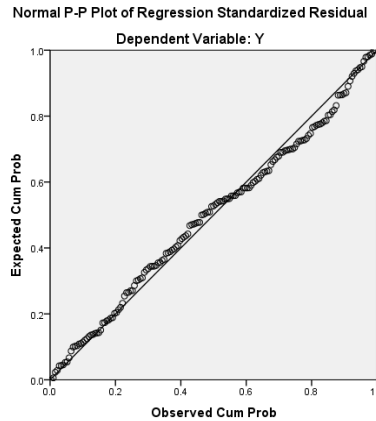
Based on the table above, it is known that (constant value) is 0.734 and the value of work discipline (X1) is 0.211 and organizational culture (X2) is 0.553. Based on the constant values and coefficients, the regression equation is obtained:

$$Y = 0.734 + 0.211 X_1 + 0.553 X_2$$

Classic assumption test

Normality test

Normality test aims to test whether in the regression the dependent variable and the independent variable both have a normal distribution or not. The normality test in this study is as follows:



Based on the picture above in the picture above, it can be seen that the points are approaching the diagonal line. If the residual data is normally distributed, then the line that describes the actual data will follow the diagonal line. Thus it can be concluded that the good data and the residual data

are normally distributed. The next residual normality test uses statistical tests using the Kolmogorov-Smirnov test, by looking at the Assym.Sig value. (2-tailed) which can be seen in the following table:

One-Sample Kolmogorov-Smirnov Test

		<i>Unstandardized Residual</i>
N		165
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.55837173
Most Extreme Differences	Absolute	.061
	Positive	.061
	Negative	-.043
Test Statistic		.061
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: SPSS 2021 Data Processing

Based on the probability if the probability value > 0.05 then H1 is accepted and if the probability value is <0.05 then H0 is rejected. From the results of the table above, it can be seen that the value of Assymp.sig. (2-tailed) of 0.200 > 0.05 so it can be said that the residual data is normally distributed. Thus the residual normality test which was carried out by graphical analysis and the Kolmogorov-Smirnov Z test, it can be concluded that these two methods show good results and thus the residual data is normally distributed and the regression model has met the assumption of normality.

Multicollinearity Test

Used to detect the presence or absence of symptoms of a relationship between independent variables, namely work discipline and organizational culture. Multicollinearity test needs to be done because the number of independent variables in this study is more than one. This can be seen in the Tolerance and Variance Inflationary Factor (VIF) values. If the tolerance value is > 0.10 and the VIF value is < 10, it can be concluded that there is no multicollinearity.

Multicollinearity Test Result

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Discipline	.600	1.667
	Organizational Culture	.600	1.667

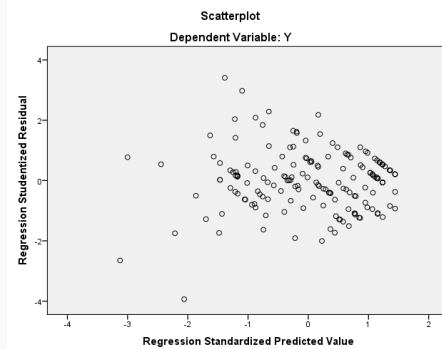
a. *Dependent Variable:* Employee Performance

From the table above, it is known that the tolerance value for all independent variables, namely work discipline and organizational culture is $0.600 > 0.10$ and the VIF value is $1.667 < 10$. Thus, it can be believed that there are no symptoms of multicollinearity or there is no correlation between work discipline and organizational culture.

Heteroscedasticity Test

Coefficient of Determination Test

The table above shows that the coefficient of determination from the



summary model. In this study using adjusted r square because there are two independent variables.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.707	.703	2.57412

a. Predictors: (Constant), organizational culture, work discipline

Based on the table above, it shows that the magnitude of the r square number or the coefficient of determination is 0.707 and the adjusted r square value is 0.703. The conclusion is that the Employee Performance (KK) variable can be explained by using Work Discipline and Organizational Culture of 70.7% while the rest

($100\% - 70.7\% = 29.3\%$) is due to other variables outside this model.

F Test

In this study, the model feasibility test or f test was used to determine the independent variable affecting the dependent variable. The feasibility test of the model with the f test can be seen in the following table:

Model Feasibility Test (F Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2587.310	2	1293.655	195.237	.000 ^b
	Residual	1073.424	162	6.626		
	Total	3660.733	164			

a. *Dependent Variable:* Employee Performance

b. *Predictors:* (Constant), Organizational Culture, Work Discipline

Based on the output (f test) in table 4.15, it can be discussed the feasibility test of the model in this study as follows:

1. F arithmetic is obtained from the output of 195.237 while f table is obtained at 3.05 (sig 0.05, $df_1 = \text{number of variables} - 1$ ($3 - 1$) = 2,

and $df_2 = n - k - 1$ ($165 - 2 - 1$) = 162. Because $f_{\text{arithmic}} > f_{\text{table}}$ ($195.237 > 3.05$), the conclusion is H_0 is rejected and H_a is accepted.

2. Sig output is known to be 0.000. Because sig output (0.000) < sig α (0.05), the conclusion is H_0 is rejected and H_a is accepted.

Based on the above interpretation, the results of the f test in this study indicate that the conclusions obtained are H_0 is rejected and H_a is

accepted, which means that Work Discipline (DK) and Organizational Culture (BO) simultaneously have a significant effect on the Employee Performance variable or it can be concluded that the regression model tested has been feasible, so that partial testing can be done.

T Test

Testing the research hypothesis with the t-test can be seen in table 4.16 as follows:

Partial Equation Test (T Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.734	1.594		.461	.646
	Disiplin Kerja	.211	.057	.203	3.696	.000
	Budaya Organisasi	.553	.044	.697	12.698	.000

a. Dependent Variable: Employee Performance
Partial test results in this study can be explained as follows:

- Hypothesis 1:

The t value for the work discipline variable is [3.696]. The t -table value (5%, $(df=165 - 2 - 1 = 162)$) is 1.97472 Then $t_{\text{count}} > t_{\text{table}}$, meaning that H_1 is accepted. The sig figure for the Work Discipline coefficient is $0.000 < 0.05$, meaning that there is an influence between Work Discipline on Employee Performance partially.

- Hypothesis 2:

The t value for the organizational culture variable is [12,698]. The t -table value (5%, $(df=165 - 2 - 1 = 162)$) is 1.97472 Then $t_{\text{count}} > t_{\text{table}}$, meaning H_2 is accepted. The sig figure for the Organizational Culture coefficient is $0.000 < 0.05$, meaning that there is an influence between Organizational Culture on Employee Performance partially.

5. Discussion

The Effect of Work Discipline on Employee Performance

Based on a partial analysis, the results of the study prove that work discipline has a significant effect on the performance of employees of the production department of the Electrical Parts 2 section of PT. Yamaha Music Manufacturing Asia by showing a significance level of $t_{\text{arithmic}} 4.911 > t_{\text{table}} 1.97472$ or a

significance of $0.000 < 0.05$, this hypothesis H_0 is rejected and H_1 is accepted. This hypothesis accepts H_1 work discipline has an effect on employee performance. The results of this study are supported by previous research conducted by Santoso (2018) which found that work discipline had a significant effect on the performance of Panin Bank Pondok Indah Branch employees. This means that by increasing the discipline of work carried out by employees, it will improve employee performance.

The Influence of Organizational Culture on Employee Performance

Based on the partial analysis, the results of the study prove that organizational culture has a significant effect on the performance of the employees of the production department of the Electrical Parts 2 section of PT. Yamaha Music Manufacturing Asia by showing a significance level of $t_{\text{arithmic}} 9.287 > t_{\text{table}} 1.97472$ or a significance of $0.000 < 0.05$ then this hypothesis H_0 is rejected and H_2 is accepted. This hypothesis accepts H_2 that organizational culture has an effect on employee performance. The results of this study are supported by previous research conducted by Savitri (2015) which found that organizational culture had a significant effect on the performance of Assalam Hospital employees in Gemolong, Sragen Regency. This means that organizational culture is very influential in the creation of an employee's

performance in a company in order to achieve the goals that have been implemented or planned by the company.

Influence of Work Discipline and Organizational Culture on Employee Performance

Based on the results of the F test research showing a significance level of $0.000 < 0.005$, the H1 hypothesis is accepted which states that work discipline and organizational culture simultaneously have a significant effect on the performance of employees of the production department of Electrical Parts 2 PT. Yamaha Music Manufacturing Asia. This is because work discipline and organizational culture created by the company's management will provide a strong stimulus to employees at work. The results of this study are supported by previous research conducted by Indah Puspita Sari, Satrijo Budiwibowo, Nur Wahyuning Sulistyowati (2018) which found that work discipline and organizational culture had a significant effect on the performance of PT. Nusantara Surya Sakti Madiun. That is, if the company wants to further improve employee performance, the company pays more attention to the existing organizational culture by increasing the main values contained in the company and instilling employee behavior.

Conclusions

From the results of this study, the conclusions above have been mentioned, so the suggestions that can be given by further researchers are as follows:

1. Work discipline has a positive and significant effect on the performance of employees of PT. Yamaha Music Manufacturing Asia (PT. YMMA). To increase the effectiveness of work discipline on employees of PT. Yamaha Music Manufacturing Asia (PT. YMMA), then the indicator with the lowest value, namely a high level of awareness with the question "I am very careful and full of calculations at work" needs to be considered by the company by holding disciplinary training for employees. Meanwhile, which is an employee performance indicator with the lowest value, namely quantity with the question "I managed to achieve the target in completing the work" the company needs to pay attention to.

2. Organizational Culture has a positive and significant effect on employee performance at PT. Yamaha Music Manufacturing Asia (PT. YMMA). To increase the effectiveness of work discipline on employees of PT. Yamaha Music Manufacturing Asia (PT. YMMA), then the indicator with the lowest value, namely personality with the question "I greet each other (Greetings)" needs to be considered by the company by further promoting or socializing to employees about the company culture of PT. Yamaha Music Manufacturing Asia. Meanwhile, which is an employee performance indicator with the lowest value, namely quantity with the question "I managed to achieve the target in completing the job" needs to be considered by the company.

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