



THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE OF PT RAMAYANA LESTARI SENTOSA TBK (CIPLAZ) MARGONDA DEPOK

PENGARUH BUDAYA ORGANISASI DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN PT RAMAYANA LESTARI SENTOSA TBK (CIPLAZ) MARGONDA DEPOK

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh budaya organisasi dan disiplin kerja terhadap kinerja karyawan pada PT. Ramayana Lestari Sentosa Tbk. Penelitian ini menggunakan metode kuantitatif dan untuk menentukan sampelnya menggunakan rumus Slovin. Populasi berjumlah 181 sehingga terdapat 82 responden karyawan PT. Ramayana Lestari Sentosa Tbk. Kemudian dianalisis menggunakan analisis regresi linier berganda dengan bantuan software SPSS versi 25. Hasil penelitian menunjukkan bahwa budaya organisasi dan disiplin kerja memiliki pengaruh yang signifikan baik secara parsial maupun simultan terhadap kinerja karyawan. Uji t menunjukkan bahwa budaya organisasi memiliki pengaruh yang signifikan dengan nilai t hitung sebesar $9,307 > t \text{ tabel } 1,664$ dan nilai signifikansi sebesar $0,000 < 0,05$. Disiplin kerja juga memiliki pengaruh yang signifikan dengan nilai t hitung sebesar $12,547 > t \text{ tabel } 1,664$ dan nilai signifikansi sebesar $0,000 < 0,05$. Secara simultan, budaya organisasi dan disiplin kerja berpengaruh terhadap kinerja karyawan dengan nilai F hitung sebesar 96,962 dan signifikansi sebesar 0,000 yang lebih kecil dari 0,05. Koefisien determinasi (R^2) sebesar 0,711 menunjukkan bahwa 71,1% variasi kinerja karyawan dapat dijelaskan oleh budaya organisasi dan disiplin kerja.

Kata Kunci: *Budaya Organisasi, Disiplin Kerja dan Kinerja Karyawan*

Abstract

This research aims to analyze the influence of organizational culture and work discipline on employee performance at PT. Ramayana Lestari Sentosa Tbk. This research used a quantitative method and to determine the sampling using the Slovin formula. The population is 181 so there are 82 respondents among PT employees. Ramayana Lestari Sentosa Tbk. Then it was analyzed using multiple linear regression analysis with the help of SPSS version 25 software. The research results showed that organizational culture and work discipline had a significant influence, both partially and simultaneously, on employee performance. The t- test shows that organizational culture has a significant influence with a t- value of $9.307 > t\text{-table } 1.664$ and a significance value of $0.000 < 0.05$. Work discipline also has a significant influence with a t-value of $12.547 > t\text{-table } 1.664$ and a significance value of $0.000 < 0.05$. Simultaneously, organizational culture and work discipline influence employee performance with a F-count of 96.962 and



a significance of 0.000, which is smaller than 0.05. The coefficient of determination (R^2) of 0.711 indicates that 71.1% of the variation in employee performance can be explained by organizational culture and work discipline.

Keywords: Organizational Culture, Work Discipline and Employee Performance

INTRODUCTION

In today's era of globalization, employee performance is an important factor that can affect the success of an organization. The achievement of organizational goals is highly dependent on employees who can carry out their duties and responsibilities under company standards. Therefore, an understanding of employee performance is needed to increase efficiency and effectiveness in carrying out a job.

Employee performance according to Kasmir (2019:182) is the result of work and actions achieved by fulfilling the tasks and responsibilities given within a certain period. While according to Afandi (2021:83-84) Performance is the willingness of a person or group of people to carry out or improve activities by their responsibilities with expected results.

The concept of performance stands for work energy kinetics. Performance is the output produced by the functions or indicators of a job or a profession in a company. Based on the observations on the field at PT Ramayana Lestari Sentosa Tbk., employee performance has declined triggered by several things. Here are the data that obtained by the author regarding the performance of employees of PT Ramayana Lestari Sentosa Tbk

Table 1.1
Key Performance Indicator of PT Ramayana
Lestari Sentosa Tbk Employees in the
Period
2021-2023

	Assessment	2021	2022	2023
1.	Work Effectiveness & Efficiency	72	77	85
2.	Timeliness in Complete Tasks	70	72	77
3.	Ability to Achieve targets /Enterprise Standard	70	72	78
Non-Technical				
1.	Administrative Order	80	85	85
2.	Initiative	72	78	80
3.	Cooperation and Coordination between departments	77	80	80
Personality Aspects				
1.	Behaviour	85	88	88
2.	Discipline	70	70	80
3.	Responsibility and Loyalty	80	80	83
Leadership Aspects				
1.	Member coordination	83	83	80
2.	Member controls	80	82	88
3.	Member evaluation and coaching	85	88	86
4.	Delegation of responsibilities and authority	88	90	90
5.	Speed and accuracy of picking Results	90	95	88
	Total	1,102	1,137	1,168
	Overall Percentage	78,4%	81,4%	83,9%

Source: PT Ramayana Lestasi Tbk. (2021-2023)



Table 1.2
Employee Performance Appraisal Standards

It	Quality	Quality	Weigh
1.	91 and above	Excellent	A
2.	80-90	Good	B
3.	70-79	Not Good	C
4.	61 and below	Bad	D

Source: PT Ramayana Lestari Sentosa Tbk.

The table of Key Performant Indicators above shows that in 2021 some of the aspects of employee performance assessment decreased, this is since in that year the company experienced problems in the technical aspects of the assessment which include effectiveness and work efficiency, timeliness in completing tasks, and the ability to achieve the company's standard targets. Work efficiency, timeliness of task completion, and the ability to achieve targets, the main problem is the lack of coordination and a clear understanding of work objectives. Employees often do not achieve the expected targets due to unclear roles and responsibilities, as well as operational obstacles that slow down the work process.

In addition, inefficiencies in the use of resources and time can result in decreased productivity, as well as lacked of time management skills leading to delays in completing tasks. In the end, this can have an impact on the performance of the team and the company as a whole where employee performance needs to be improved again. The problem of discipline in employee performance often arises due to a lack of understanding and consistent application of rules, both by the employees themselves and by management. Late attendance, violation of working hours, and not complying with established procedures can disrupt operational flow and reduce team productivity. This lack of discipline is often caused by a lack of supervision, a lack of strict sanctions from the company, or low work motivation. If this continues , it'll affect not only individual performance but also the work culture and overall company results.

Table 1.3
Employee Organizational Culture Pre-Survey Results
PT. Ramayana Lestari Sentosa Tbk Period 2023

No	Statement	Agree	Disagree	Respondents
Self-awareness				
1.	Employees always obey the company rules	10	22	32
Aggressiveness				
2.	Employees taking the necessary initiatives to finish the job without asking the leader	11	21	32
Personality				
3.	Employees can adapt and it is easy to work together to get the job done.	10	23	32
Performance				
4.	Employees and colleagues Work has a good relationship.	25	7	32
Team Orientation				
5.	Employees create new ideas that are creative and useful for the smooth performance.	13	12	32

Source: Processed by researchers (2023)



From the results of the pre-survey data obtained in Table 1.3, it can be said that the indicator of "self-awareness" respondents who answered disagreed with as many as 22 respondents, and those who answered agreed with as many as 10 respondents, this can be concluded that there is lack of self-awareness and lack of sense responsibility of the employees for their job and the researcher also found in the field that many employees sometimes exceed their break hours. In addition, some of the employees do not understand the company rules.

In the indicator of "aggressiveness", those who answered disagreed were 21 respondents while those who answered agreed were 11 respondents. In the aggressiveness indicator, the researcher found that several employees when a problem occurred at work, usually waited for direction from the boss without trying to find a solution by themselves. For example, if there is a customer complaint such as a missed communication, the employee usually waits or asks the boss without trying to provide a solution to the customer. In addition, some employees are less aggressive (enthusiastic) whenever they are given a new task from their superiors.

For the "personality" indicator, there are 23 respondents who respond disagree and 10 respondents who respond agree. This indicates that in the personality indicators, there are still some employees whose ethics of work are still considered lacking such as being less friendly, and grumpy when dealing with clients or customers. They are also unwilling to accept any advice or suggestions from superiors and colleagues. From the "Team Orientation" indicator, 25 respondents who answered agreed, and 7 respondents who answered disagreed because there are many employees who are camped or grouped and do not blend in with other employees outside the group. In addition, the researcher also found that there are some of the employees who prefer to work alone rather than working in a group.

From the "performance" indicator, 13 respondents respond to agree and 12 respondents respond to disagree. The lack of employee performance can be seen in many of the employees who like to postpone work so that many jobs are abandoned. Ineffectively working hours can be seen from many of employee were chatting, smoking, and other in their working hours .

Table 1.4
Employee Attendance
at PT Ramayana Lestari Sentosa Tbk
the 2021-2023 Period

Year	Amount Employee	Number Of Employee			
		Late	Permission	Sick	Leave
2021	111	20	25	41	20
2022	132	29	33	39	31
2023	181	62	45	13	29

Source: PT Ramayana Lestari Sentosa Tbk (2021-2023)

Based on the employee attendance data of PT Ramayana Lestari Sentosa Tbk in the 2021-2023 period, it can be concluded that there are fluctuations in employee attendance

Meanwhile, in 2023 there was a lack of discipline at work, resulting in 62 employees coming late that year. This can be interpreted that the level of discipline of PT Ramayana Lestari Sentosa employees is still in the category of lack of discipline and the level of employee compliance with company regulations that have not reached company standards.



Table 1.5
Employee Attendance
PT. Ramayana Lestari Sentosa Tbk
In the 2023 Period

Year	Month	Number Of Employee			
		Late	Permission	Sick	Leave
2023	January	4	7	1	3
	February	-	-	-	-
	March	5	6	-	2
	April	10	7	-	9
	May	9	5	7	3
	June	7	-	-	-
	July	8	5	-	5
	August	8	2	2	-
	September	3	-	-	6
	October	4	4	-	-
	November	-	-	-	1
	December	4	9	3	-

Source: PT Ramayana Lestari Sentosa Tbk (2023)

Based on the attendance table above, it is understood that the level of employee absenteeism fluctuates and this indicates a decrease in employee discipline. The declining employee discipline can be seen from the indicators of goals and abilities where there is an imbalance between the position given and the equivalent of education.

This causes the employee's lack of ability to do the tasks given by the boss because the educational background received is different from the work he does. In addition, there is no career development as a reference for employees in achieving work goals, so that employees feel less confident in their abilities.

RESEARCH METHODS

1. Data Analysis Techniques

a. Validity Test

According to Sugiyono (2017:267) "The validity test is the degree of accuracy between the data that occurs in the research object and can be reported by the researcher".

b. Reliability Test

The reliability test is measuring instruments that have a consistency when measurements made with measuring instruments are carried out repeatedly

c. Classical Assumption Test

1) Normality Test

According to Sugiyono (2019:76), the normality test aims to test whether the regression model of the bound variable and the independent variable has a normal distribution or not.

2) Multicollinearity Test

According to Santoso, (2019:195) This Multicollinearity Test is a test to find out if there is a correlation between independent variables in the regression model

3) Autocorrelations Test

According to Ghazali (2016:107) "Autocorrelation arises because of sequential observations throughout time related to each other".



4) Heteroscedasticity Test

The Heteroscedasticity test aims to test whether in the regression model, there is an inequality of variance from the residual of one observation to another, if the variance from the residual of one observation to another observation remains then it is called homoscedasticity

d. Linear Regression Test

Multiple regression analysis is used to predict how the state (ups and downs) of dependent variables, when two or more independent variables as predictors are manipulated (up and down in value).

e. Correlation Coefficient Analysis

Correlation coefficient analysis is intended to determine the level of relationship between independent variables and dependent variables both partially and simultaneously.

f. Determination Coefficient Test (R^2)

According to Andi Supangat (2018:350), "The Coefficient of Determination indicates the magnitude of the level of strength of the relationship between two or more variables in the form of percentages, showing how much the percentage of variables (X) can contribute to the variable (Y)".

g. Hypothesis Test

According to Sugiyono (2017:64) a hypothesis is a provisional answer to the formulation of the research problem, where the formulation of the research problem has been stated in the form of a question sentence. It is said that temporarily, because the answers given are only based on relevant theories, they are not yet based on empirical facts obtained through data collection. Hypothesis tests can also be stated as a theoretical answer to the formulation of the research problem, not yet an empirical answer. The hypothesis that will be used in this study is related to the existence or absence of the influence of independent variables on bound variables. The null hypothesis (H_0) has no significant influence and the alternative hypothesis (H_a) shows an influence between the independent variable and the bound variable



RESULTS AND DISCUSSION

1. Instrument Test

a. Validity Test

Table 4.10
Validity Test of Organizational Culture Variables (X1)

No	Statement	r	Conditio	r Table	Ket
1.	I understand the rules -Rules that exist in the company	0,491	>	0,244	Valid
2.	I realize and understand the responsibilities of the work he does.	0,588	>	0,244	Valid
3.	I have the initiative in solving problems without waiting for directions from superiors	0,654	>	0,244	Valid
4.	I always feel like enthusiastic every time they get an assignment from their superiors.	0,340	>	0,244	Valid
5.	I can accept input from colleagues or superiors.	0,338	>	0,244	Valid
6.	I was friendly in serving clients or customers	0,396	>	0,244	Valid
7.	I feel enthusiastic in doing Cooperation between colleagues	0,525	>	0,244	Valid
8.	Me and my colleagues have a relationship (team work).	0,420	>	0,244	Valid
9.	I take advantage of effective working time (no chatting, smoking, etc.)	0,483	>	0,244	Valid
10.	I do Work accordingly with SOP (no postpone work)	0,428	>	0,244	Valid

Source: SPSS Calculation Version 26 (by Researcher)

Based on the presentation in table 4.10, it can be seen that the variable X1 (Organizational Culture) is **r-count** > **r-table**, therefore the data can be said to be valid so that the questionnaire is suitable to be used as research data



Table 4.11
Work Discipline Variable Validity Test (X2)

No	Statement	r Count	Conditio	r Table	Ket
1.	Jobs I do Do it according to my educational background	0,522	>	0,244	Valid
2.	There is a career path clear	0,319	>	0,244	Valid
3.	Leaders give examples of either by coming to the office on time	0,331	>	0,244	Valid
4.	Firm leadership in Decision-making and supervision of employee work	0,443	>	0,244	Valid
5.	The company provides fair compensation based on the achievement of his/her Work	0,337	>	0,244	Valid
6.	Employees feel enough for the services provided by the company to meet the needs of his life	0,624	>	0,244	Valid
7.	Employees have equal opportunities to develop and be promoted based on performance, without discrimination	0,406	>	0,244	Valid
8.	The division of tasks in workplace is done fairly or the same amount	0,522	>	0,244	Valid
9.	There is supervision of the upper leadership The work I do	0,388	>	0,244	Valid
10.	Supervision is carried out leaders periodically in each period	0,327	>	0,244	Valid
11.	Any employee who violating the company's regulations must receive the same sanctions, regardless of job title or personal relationship factors	0,486	>	0,244	Valid
12.	Witness punishment given causing a deterrent effect	0,274	>	0,244	Valid
No	Statement	r Count	Conditio	r Table	Ket
13.	The leadership affirmed in implementing employee discipline at work	0,321	>	0,244	Valid
14.	Leaders act firm for employees that is not His duties	0,434	>	0,244	Valid
15.	Employees always Maintain relationships good fellow colleagues and superior	0,257	>	0,244	Valid
16.	Employees avoid conflict and effort to resolve differences in a kind and polite way	0,623	>	0,244	Valid

Source: SPSS Calculation Version 26 (by Researcher)



Based on the presentation of table 4.11 contained in the variable X2 (Work Discipline), it can be seen that **r-count > r-table**, therefore the data can be said to be valid so that the questionnaire is suitable to be used as research data

Table 4.12
Employee Performance Variable Validity
Test (Y)

No	Statement	r Calculate	Condition	r Table	Ket
1.	Employees at work with full Rigor and accuracy	0,557	>	0,244	Valid
2.	Employees do their work in accordance with the applicable SOPs	0,605	>	0,244	Valid
3.	Employees consistently achieve or exceed the target number of jobs set by or the company	0,607	>	0,244	Valid
4.	Employee Getting the job done according to the target and not	0,627	>	0,244	Valid
5.	Employees do their work according to their shifts as a form of responsibility	0,366	>	0,244	Valid
6.	Employees make effective and efficient use of working hours (not by chatting, playing gadgets, shopping online, etc.)	0,586	>	0,244	Valid
7.	Employees are able to work together with colleagues	0,499	>	0,244	Valid
8.	Employees complete their tasks together without any calculation in one team.	0,517	>	0,244	Valid
9.	Employees are able to complete a conflict without waiting for the boss to intervene.	0,499	>	0,244	Valid
10.	Employees submit ideas or suggestions for improvements in work or processes in the company.	0,420	>	0,244	Valid

Source: SPSS Calculation Version 26 (by Researcher)

Based on the presentation of Table 4.12 above, it can be seen that the variable Y (Employee Performance) is **r-count > r-table**, therefore the data can be said to be valid so that the questionnaire is suitable to be used as research data

b. Reliability Test Results

Based on the results of Figure 4.2 below, the results of the reliability test state that all Organization Culture variables have a Cronbach alpha above 0.6, which is 0.633, so it can be said that all the measuring concepts of each of the questionnaire variables used are reliable



Reliability Statistics

Cronbach's Alpha	N of Items
.633	10

Sumber: SPSS Versi 26

Figure 4.2

Cronbach's Alpha Variable Organizational Culture (X1)

Reliability Statistics

Cronbach's Alpha	N of Items
.690	16

Sumber: SPSS Versi 26

Figure 4.3

Cronbach's Alpha Work Discipline Variable (X2)

Based on the results of Figure 4.3 above, the results of the reliability test state that all Work Discipline variables have a Cronbach alpha above 0.6, which is 0.690, so it can be said that all measuring concepts of each of the questionnaire variables used are reliable

Reliability Statistics

Cronbach's Alpha	N of Items
.709	10

Sumber: SPSS Versi 26

Figure 4.4

Cronbach's Alpha Employee Performance Variable (Y)

Based on the results of Figure 4.4 above, the results of the reliability test state that all Employee Performance variables have a Cronbach alpha above 0.6, which is 0.709, so it can be said that all measuring concepts of each of the questionnaire variables used are reliable

2. Classical Assumption Test

a. Normality Test

From Figure 4.5 below, we can conclude that the significant value is at a value of 0.79, which means that the value > 0.05 . The significant value produced proves that the data on the variables of Organizational Culture (X1), Work Discipline (X2) and Employee Performance (Y) have a normal distribution



One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		65
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	1.88870318
Most Extreme Differences	Absolute	.104
	Positive	.064
	Negative	.104
Test Statistic		.104
Asymp. Sig. (2-tailed)		.079

a. Test distribution is Normal.

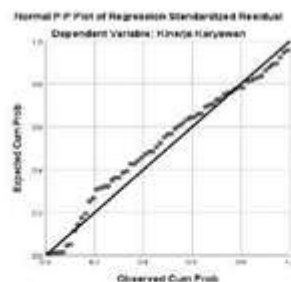
b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Data Processed by Researchers 2024 (SPSS Version 26)

Figure 4.5
Uji Kolmogorov Smirnov (SK)

The normality test aims to test whether the residual values in the regression model are normally distributed or not. So the following is the calculation of the data on the results of the normality test carried out in the SPSS program:



Sumber: SPSS Versi 26

Figure 4.6
P-Plot Graph Data Normality Test

The calculations carried out were proven to be tested again with *Kolmogorov Smirnov* (KS). The test is carried out to ensure a good final result and the right final result

b. Multicollinearity Test

To test the existence of multicollinearity problems in the regression model, a multicollinearity test was carried out using the Variance Inflation Factor (VIF). The test results showed that the VIF value for all independent variables in the model was below the set limit, namely the VIF value of < 10 in the test results obtained a VIF value of 1.921 which indicates that there is no significant multicollinearity, and a Tolerance value of 0.521



where the value > 0.1 . Therefore, it can be concluded that this regression model does not experience multicollinearity

Tabel 4.13
Multicollinearity Test Results

Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.291	3.054		3.370	.001		
	Organizational Culture	.736	.072	.658	10.204	.000	.711	1.407
	Work Discipline	.328	.059	.359	5.574	.000	.711	1.407

a. Dependent Variable: Employee Performance

Sumber: SPSS Versi 26

Based on the results of data processing in table 4.13 above, it can be seen that Variance Inflation Factor has a Tolerance value of 0.584 and a work discipline *Tolerance* value of 0.711, where the two variable values are smaller than < 0.1 , and the VIF value of the Organization Culture variable has a value of 0,736 and a work discipline VIF value of 0,328 Therefore, it can be concluded that the values of the two variables are less than < 10 , so the data in this study does not occur multicollinearity

c. Autocorrelation Test

Table 4.15

Durbin-Watson Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.904 ^a	.817	.811	1.91892	1.814

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

b. Dependent Variable: Kinerja Karyawan

Sumber: SPSS Versi 26

Based on table 4.15 of the output results of the autocorrelation test above, a DW value of 1,814 was obtained. It can be concluded that the DW value of 1.590 is located at 1.55 and 2.46 means that no autocorrelation occurs.

d. Heteroscedasticity Test

Based on table 4.16 of the output results of the glacier test above, it can be seen that the significant value obtained exceeds > 0.05 , which is 0.144 in the Organizational Culture variable (X1) and 0.158 in the Work Discipline variable (X2), which proves that the data produced does not cause heteroscedasticity. Thus, the results are said to have a good regression model (homoscedasticity).



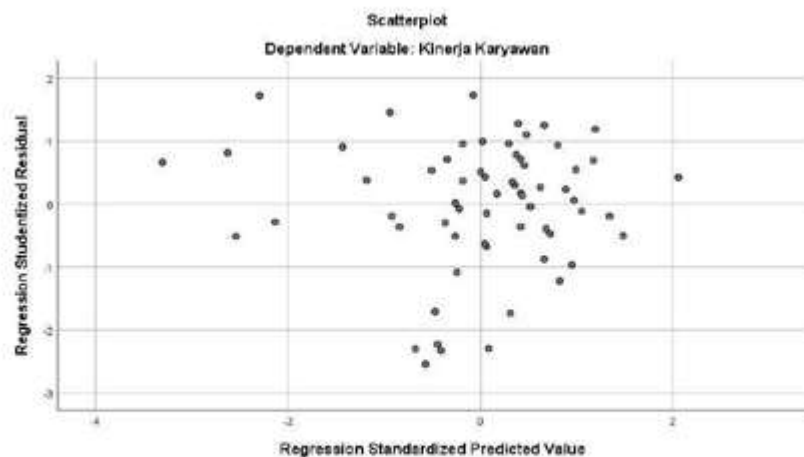
Table 4.16
Heteroscedasticity Test Table

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.645	1.616		4.112	.001
Budaya Organisasi	.113	.038	.371	2.955	.144
Disiplin Kerja	.162	.031	.653	5.199	.158

a. Dependent Variable: RES_2

Sumber: SPSS Versi 26



Sumber: SPSS Versi 26

Figure 4.7
Graphics Scatterplot

While from Figure 4.7 the same result is also shown in a *Scatterplot* output above, it can be seen that the dots are spread randomly and scattered both above and below the number 0. It can be concluded that there is no heteroscedasticity in this regression model.

3. Linear Regression Assumption Test

Table 4.17
Results of Partial Simple Linear Regression Test Between Cultures Organization (X1) Towards Employee Performance (Y)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.706	2.834		.249	.804
Budaya Organisasi	.952	.074	.851	12.885	.000

a. Dependent Variable: Kinerja Karyawan

Sumber: SPSS Versi 26



Based on table 4.17 of the regression calculation results in the table above, the regression equation $Y = 0.706 + 0.952X_1$ can be obtained. From the above equation, it can be concluded as follows:

- A constant value of 0.706 means that if the Organizational Culture variable (X_1) does not change, there is an Employee Performance value (Y) of 0.706.
- The value of the regression coefficient of Organizational Culture (X_1) of 0.952 is a positive value, which means that if it is constant and there is no change in the data of the Organizational Culture variable (X_1), then every change of 1 unit in the Organizational Culture variable (X_1) will result in a decrease in Employee Performance (Y) of 0.952.

4. Correlation Coefficient Analysis (r).

Table 4.18
Results of the Simple Linear Regression Test Partial Between
Work Discipline (X_2) and Employee Performance (Y)
Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1.170	4.742		.247	.806
	Work Discipline	.651	.081	.713	8.082	.000

a. Dependent Variable: Employee Performance

Source: SPSS Versi 26

Based on Table 4.18, the results of the acquisition can be obtained a simple linear regression equation $Y = 1.170 + 0.651X_2$. Where X_2 = Work Discipline, Y = Employee Performance.

If the value $X = 0$ will be obtained $Y = 1.170$. This means that the value (a) or constant of 1.170 shows that when the Work Discipline (X_2) is valued at 0 or does not increase, the Employee Performance (Y) will still be valued at 1,170 The regression coefficient of the value (b) is 0.651 (positive), which shows a unidirectional influence, meaning that if the Work Discipline is increased by 1 unit, it will increase the Employee Performance (Y) by 0.651

Table 4.19
Results of the Simultaneous Multiple Linear Regression
Test Between Organizational Culture (X_1) and Work
Discipline (X_2) on Employee Performance (Y)
Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	10.291	3.054		3.370	.001
	Organizational Culture	.736	.072	.658	10.204	.000
	Work Discipline	.328	.059	.355	5.574	.000

a. Dependent Variable: Employee Performance

Source: SPSS Versi 26

Based on table 4.19 above, a multiple regression equation is obtained, namely $Y = 10.291 + 0.736 X_1 + 0.328 X_2 + e$. The regression equation has the following meanings:



- a. $b = 10.291$ concludes that if the Organizational Culture (X_1) and Work Discipline (X_2) remain (unchanged) then the consistency value of Employee Performance (Y) is 10.291
- b. $b_1 = 0.736$ concludes that if the Organizational Culture (X_1) increases, then Employee Performance (Y) will increase by 0.736 assuming there is no (constant) addition to the Work Discipline value (X_2).
- c. $b_2 = 0.328$ concludes that if Work Discipline (X_2) increases, then Employee Performance (Y) will increase by 0.328 assuming there is no (constant) addition to the value of Organizational Culture (X_1).

4. Correlation Coefficient (R)

Table 4.21
Results of the Partial Correlation Coefficient Test
Organizational Culture (X1) Towards Employee
Performance (Y) Correlations

		Budaya Organisasi	Kinerja Karyawan
Culture Organization	Pearson Correlation	1	.851**
	Sig. (2-tailed)		.000
	N	65	65
Performance Employee	Pearson Correlation	.851**	1
	Sig. (2-tailed)	.000	
	N	65	65

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Version 26

Based on Table 4.21 of the results of the partial correlation coefficient test in the table above, a coefficient value of 0.851 was obtained where the value was in the interval of 0.800 – 0.1000 which means that the variable has a very strong level of correlation

Tabel 4.21
Results of the Partial Correlation Coefficient Test
Work Discipline (X2) Towards Employee Performance
(Y)

Correlations

		Organizational Culture	Employee Performance
Organizational Culture	Pearson Correlation	1	.851**
	Sig. (2-tailed)		.000
	N	65	65
Employee Performance	Pearson Correlation	.851**	1
	Sig. (2-tailed)	.000	
	N	65	65

** . Correlation is significant at the 0.01 level (2-tailed).



Based on table 4.22 of the results of the partial correlation coefficient test in the table above, a coefficient value of 0.851 was obtained where the value was in the interval of 0.800 – 1.000 which means that the variable has a strong correlation level

Table 4.23
Results of the Simultaneous Correlation
Coefficient Test of Organizational Culture (X₁)
and Work Discipline (X₂) on Employee
Performance (Y)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.904 ^a	.817	.811	1.919

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

Source: SPSS Version 26

Based on table 4.23 of the results of the simultaneous correlation coefficient test in the table above, it can be seen that the value of the correlation coefficient (R) is 0.904 . This indicates that the magnitude of Employee Performance Influence (Y) of 0.904 which is influenced by Organizational Culture (X₁) and Work Discipline (X₂) with an interval value of 0.8000 – 0.1000 is a positive relationship, namely a Very Strong Relationship Level

5. Determination Coefficient Analysis

Tabel 4.24
Determination Coefficient Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.904 ^a	.817	.811	1.919

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

Source: SPSS Version 26

Based on Table 4.24, the results of the determination calculation can be seen that the determination coefficient R² obtained is 0.817 (81.7%). This means that 81.7% of the variation in the Employee Performance variable can be explained by the variables of Organizational Culture and Work Discipline, while the remaining 18.3% is explained by other variables that were not proposed in this study, such as leadership style, work motivation, physical work environment, and others

6. Hipotesis Test (t-test)

Based on table 4.25 of hypothesis testing below, there is a positive and significant influence of Organizational Culture on Employee Performance. Based on the table that t-count 12,885 > t-table 1,998 or a significant 0.000 < 0.05 thus H_a is accepted and H_o is rejected, so there is a partial positive and significant impact of Organizational Culture on Employee Performance



Table 4.25
Results of t-test / Partial test between
Organizational Culture (X1) Towards Employee
Performance (Y) Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.706	2.834		.249	.804
	Organizational Culture	.952	.074	.851	12.885	.000

a. Dependent Variable: Kinerja Karyawan

Table 4.26
Results of t-test / Partial test between
Work Discipline (X2) Towards Employee
Performance (Y)
Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1.170	4.742		.247	.806
	Work Discipline	.651	.081	.713	8.082	.000

a. Dependent Variable: Kinerja Karyawan

Based on Table 4.26 of hypothesis 2 testing, there is a positive and significant influence of Work Discipline on Employee Performance. Based on the table that t-count 8,082 > t-table 1,998 or significant 0.000 < 0.05 thus H_a is accepted and H_o is rejected, so that there is a partial positive and significant impact on Employee Performance

Table 4.27
ANOVA^a
F/Simultaneous Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1017.638	2	508.819	138.181	.000 ^b
	Residual	228.301	62	3.682		
	Total	1245.938	64			

a. Dependent Variable: Employee Performance

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

Based on Table 4.27, the test of the influence of independent variables together on the bound variable is carried out using the F test. The results of statistical calculations show that the result or value of F- calculated 138.181 > F-table 3.155 by using the significance limit of 0.05, then the value of a significance is obtained 0.000 < 0.05. This means that the hypothesis that states



that simultaneity in a variable of Organizational Culture, Work Discipline, influences Employee Performance

CONCLUSION

The conclusions obtained by the researcher in conducting research on PT. Ramayana Lestari Sentosa Tbk (CIPLAZ) Margonda Depok which was then summarized into several points, the following are the conclusions obtained by the researcher:

1. The partial influence of organizational culture on employee performance at PT Ramayana Lestari Sentosa Tbk (CIPLAZ) Margonda Depok shows that the results of testing the partial correlation coefficient in the table above, obtained a coefficient value of 0.851 where the value is in the interval of 0.800 – 0.1000 which means that the variable has a very strong correlation level. The statistical results of the t-test have a positive and significant impact on organizational culture on employee performance. Based on the table that $t\text{-count } 12,885 > t\text{-table } 1,998$ or a significant $0.000 < 0.05$ thus H_a is accepted and H_o is rejected, so that the organizational culture is partial and significant to employee performance.
2. The partial influence of work discipline on employee performance at PT Ramayana Lestari Sentosa Tbk (CIPLAZ) Margonda Depok shows that the results of testing the partial correlation coefficient in the table above, obtained a coefficient value of 0.713 where the value is in the interval of 0.600 – 0.799 which means that the variable has a strong correlation level. The statistical results of the t-test have a positive and significant impact of organizational culture on employee performance. Based on the table that $t\text{-count } 8,082 > t\text{-table } 1,998$ or significant $0.000 < 0.05$ thus H_a is accepted and H_o is rejected, so the organizational culture is partial and significant to employee performance
3. The simultaneous influence of organizational culture and work discipline on employee performance at PT Ramayana Lestari Sentosa Tbk (CIPLAZ) Margonda Depok shows the results of the simultaneous correlation coefficient test in the table above, it can be seen that the value of the correlation coefficient (R) is 0.904 or 90.4%. This indicates that the magnitude of the Employee Performance Influence (Y) of 90.4% which is influenced by Organizational Culture (X_1) and Work Discipline (X_2) with an interval value of 0.8000 – 0.1000 is a positive relationship, namely the level of Very Strong relationship. The statistical results of the t-test have a positive and significant impact on organizational culture on employee performance. Based on the table that $t\text{-count } 8,082 > t\text{-table } 1,998$ or significantly $0.000 < 0.05$ thus H_a is accepted and H_o is rejected, so that the organizational culture is partial and significant to employee performance.

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