The Effect of Organization Culture, Work Discipline, and Communication on Employee Performance in PT Tjikko Sentral Industrial

Michelli Dwi Claudia[1], Pujiarti[2]
[12]Universitas Buddhi Dharma
Michellidc14@gmail.com, pujikuswandip@gmail.com

In this Reseach author want to know, do analyze, and determine the effect of Organization Culture, Work Discipline, and Communication on Employee Performance in PT Tjikko Sental Industrial. In this research, author uses quantitative description method which the data from questionnaire. The result from analyze in this research, the author use the validity test, reliability test, classic assuption test, statistical model testing,t test and F test. From the results of the research that has been done, it shows that the value of Adjusted R Square shows the value of the coefficient of determination (R^2) is 0.215 or 215%, that means the ability to provide information between the independent and dependent variables is small by 21.5%, the remaining by 78.5% is the other factors outside of this reserach. Based on the t test result, it showed variable X1 (Organizational Culture) has a value $3,380 > 1,993$ with a signifikan $0,0001 < 0,05$ that means H0 is rejected and Ha is accepted, variable X2 (Work Dicipline) has a value $3,279 > 1,993$ with a signifikan $0,002 < 0,05$ that means H0 is rejected and Ha is accepted, variable X3 (Communication) has a value $3,620 > 1,993$ with a signifikan $0,001 < 0,05$ that means H0 is Rejeceted and Ha is accepted. Based on the t test result, between independent variabel has the independent variable has a partial impact on the dependent variable. Based on Ftest, the result has a value $7.682 > 2.73$ with a signifikan value signifikan $0,000 < 0,05$ that means H0 is Rejected and Ha is accepted, that means the independent variable has a simultaneous influence on the dependent variable .

Introduction

In the implemetion or achievement of goals needed some resources that are important in achieving a goal. One of the important resources is human resources. Without human roles, the goals would not be achieved although the despite various supporting factors available. Human resources become the executors of activities that can reach the goals in company or organization. Mostly, company or organization expecting for the best performance from each employee in their company or organization.

Organization's culture become a system that is done altogether. Beside of organization's culture, the organization must be able to create a working condition that can affect the level of employee work discipline. the discipline of work must be applied as the culture of the organization because it is so difficult for the company if they don't apply the discipline of work become they organization culture, they can't reach the target as well as possible.

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[1]Coressponden: Pujiarti. Universitas Buddhi Dharma. Jl. Imam Bonjol No 41 Karawaci Ilir Tangerang 15115. pujikuswandip@gmail.com

Beside organizationazatio culture and good work discipline can affect employee performance and achievement of company targets, commucation also affect employee performance. Good communication, will minimize the human errors in work and will achieve effectiveness in work. If communication is going well, then employees will feel more passionate and motivated to carry out their work and finish their tasks will be quickly and can maintain effective and harmonious communication conditions.

At PT Tjikko Sentral Industrial has established an organization culture related to the performance of its employees, but there are still some employees who still can't implement the organisation culture and communication isn't optimal with colleagues or vendors and discipline levels in working especially for awareness in working time is still less optimal. There are still some employees who are present not on time, employees who still can't finish the job on time and there are some errors of work direction so that there are misscommunication. Therefore, researchers want to know more about whether the organization's culture, work discipline, and communication of some employees affect the performance of employees.

Literature Reviews
Management
Management is an art ad science or a system related to organizing such as Planning, building an organization, actuating, and controlling. The definition of Management according to (Tegor, Dwi Joko, and Mauli Siagan, 2020) states : "Management is the process about planning, organizing, actuating, and controlling the effort of organization member and use other resources with the aim that predetermined targets can be achieved".

Human Resources Management
Resource Management is an effort to manage existing human resources in an organization which will later be carried out by planning, organizing, and supervising in carrying out activities to achieve goals effectively, efficiently, and fairly for the common good. The definition of Human Resources Management according to (Tegor, Dwi Joko Siswato, and Mauli Siagian, 2020) states that : "HRM means a process which is carried out the overal human resources needed by the company to achieve its goals with recruit, develop, motivate, and evaluate".

The Organization's Culture
Organization Culture is a perception of employees in acting and behaving within the company/organization and in organization's culture has norms and rules that must be obeyed and carried out by every human resource in the organization or company. the definition of the organization's culture according to (Tegor, Dwi Joko, and Mauli Siagian,2020) state that :
 "Organizational Culture is a process that produces the inner cultural or behavioral styles of individuals into new norms and philosophies in which there is energy and pride in their group in the face of things and achieves certain goals".
H1 : It's suspected that the organization's culture has an impact on employee performance.

Work Discipline
Work Discipline is a behavior or behavior that exists within each individual so that it can run according to the rules and direct behavior in a harmonious relationship and following the desired goals the definition of work discipline according to Firmansyah et all,2022) in (Siregar & Kusnawan, 2022) states that: "Discipline is the needed thing directly for reach target so that can impact for company condition and work condition".
H2 : It's suspected that work discipline has an impact on employee performance.

Communication

Communication is the delivery of messages and interactions carried out within an organization wherein the communication there are recipients and recipients as well as feedback from the message or information conveyed.According to (Fx. Pudjo Wibowo) in(Siregar & Kusnawan, 2022) states that:n"Communication is the transfer of information from one person to another so that the task is clearly understood."

H3 : It's suspected that communication has an impact on employee performance.

Employee Performance

Performance is the result of the work of every human resource in an organization, where the results of this performance can achieve the goals that have been set. The definition of employee performance according to (Afandi, 2018) in (Theorando & Kusnawan, 2021), states that: "Performance is the result of the work of a person or group in a company with responsibility and has authority in any attempt to achieve the company target and not to violent the company rules and legally lawful rules".

H4 : It's suspected that the organization's culture, work discipline, and communication has an impact on employee performance.
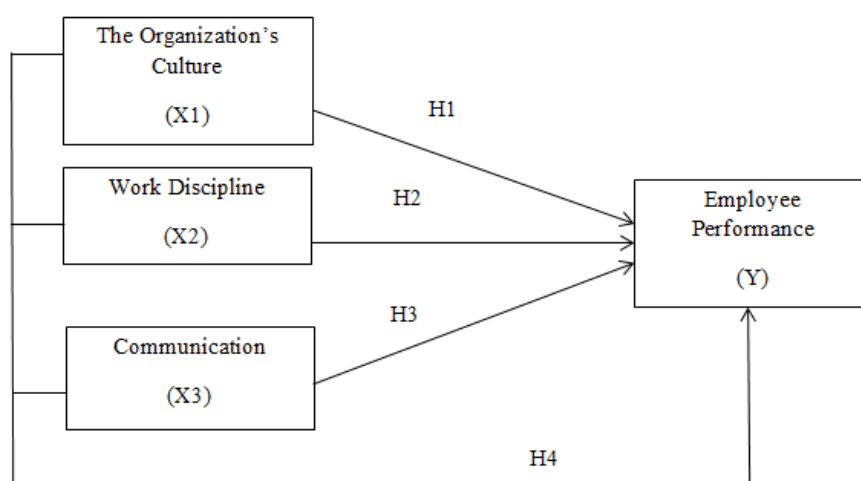
Framework

Figure 1 Framework

Hipothesis

The hypothesis is a temporary answer to the research problem formulation. It is said temporarily because the answers given have not been proven correct, so it requires research evidence to prove whether the hypothesis presented is correct or not.

H1 : It's suspected that the organization's culture has an impact on employee performance.
H2 : It's suspected that work discipline has an impact on employee performance.
H3 : It's suspected that communication has an impact on employee performance.
H4 : It's suspected that communication has an impact on employee performance.

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Methods

This research uses quantitative descriptive methods using data in the form of numbers that are later described in descriptive form Sugiyono (2017,14) states that:"The description method is used for the depiction of results but the results are not used as a broad conclusion."

According to Bungin (2015,48-49) in the book (Eni Praise Estuti et all, 2021,49) states that:

"Quantitative descriptive research is an activity for the applicant, summarizing, and exposure of research from various phenomena and variables studied based on interview, observation and can be expressed in document form".

Data Collection
1. **Type of data**
    a. Primary Data
        According to (Lati Sari Dewi, 2022, 29) states that:
        "Primary data is collected data conducted by researchers specifically for the purposes of their research then the data is collected directly from the source of the data or the place that is the object of the research. This data will answer questions asked by the researcher through the question."
    b. Secondary Data
        According to Sugiyono (2016) in Trygu (2022,26) states that:
        "Secondary data is data obtained by researchers indirectly because it does not directly provide results but is seen from previous or previous research results."
2. **Source of data**
    According to Sugiyono (2016) in Trygu (2022,26) states that: "Primary data is data collected and given directly to researchers."

Table 1. Operational Variables

No.	Variable	Parametre Statement/ Question
1.	Organization's Culture (X1)	1. Rules 2. Attention by Detail 3. Norms 4. Orientation to result 5. Orientation to people 6. Orientation to team 7. Innovation 8. Stability 9. Take a risk 10. Aggressiveness
2.	Work Discipline (X2)	1. Attendance 2. Preventive 3. Supervision 4. Progression 5. On time 6. Communication 7. Rules 8. Responbility 9. Commitement 10. Behavior
3.	Communication (X3)	1. Communication Effectiveness 2. Communication media 3. Transmission 4. Undertanding 5. Clarity 6. Consistent 7. Interaction 8. Submit Information

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		9.	Accuracy Information
		10.	Feedback
4.	Employee Performance (Y)	1.	Objective
		2.	Performance
		3.	Quality
		4.	Communication
		5.	Speed to reach deadline
		6.	Responsibility
		7.	Time Management
		8.	Discipline
		9.	Team Work
		10.	Honesty

Population and Sample

In this research, the authors use 74 samples from PT Tjikko Sentral Industrial employees that use saturation sampling. In Sugiyono (Indra Prasetia,2020) states that all sample parts is the member of population. This saturation sampling is a technique in which all members in the population are used as samples in the author's research.

Data Analysis Techniques

After the author has colleted data and information that the author need, the next step is examine the information used by the author in this research. In measuring this research, the author have a quesionare of statement that have been adjusted. The information that the author colleted is processed using SPSS Version 21 software, and the data is processed several techniques that are validity test, reliability test, classic assumption test, statistical model testing,t test and F test.

Results
Validity and Reliability test
The Organizations Culture (X1)

Table 1. Case Processing Summary1

		N	%
Cases	Valid	74	100,0
	Excluded[a]	0	,0
	Total	74	100,0

a. Listwise deletion based on all variables in the procedure.

Sources : Data Processing SPSS Vers 21

From table above, total 74 respondents it can be seen regarding to The Organization's Culture, and no data were excluded from the analysis.

Table 2. Reliability Statistics1

Reliability Statistics

Cronbach's Alpha	N of Items
,708	10

Sources : Data Processing SPSS Vers 21

From the Reliability Statistics table, the value of Cronbach's Alpha for the Organizational Culture variable is 0.708 > 0.6 with 10 statements. According to (Budi Dharma, 2012) the level or significant level commonly used is 0.5-0.7 but it is said to be reliable if the significant value is >

0.6. with a total of 10 statements so that the questionnaire results data proved reliable and can be used for further analysis.

Work Discpline (X2)

Table 3. Case Processing Summary2

		N	%
	Valid	74	100,0
Cases	Excluded[a]	0	,0
	Total	74	100,0

a. Listwise deletion based on all variables in the procedure.

Sources : Data Processing SPSS Vers 21

From table above , the total 74 respondents it can be seen regarding to Work Discipline, and no data were excluded from the analysis.

Table 4. Reliability Statistics2

Cronbach's Alpha	N of Items
,756	10

Sources : Data Processing SPSS Vers 21

From the Reliability Statistics table, the value of Cronbach's Alpha for Work Discipline variable is 0.756 > 0.6 with 10 statements. According to (Budi Dharma, 2012) the level or significant level commonly used is 0.5-0.7 but it is said to be reliable if the significant value is > 0.6. with a total of 10 statements so that the questionnaire results data proved reliable and can be used for further analysis.

Communication (X3)

Table 5. Case Processing Summary 3

		N	%
	Valid	74	100,0
Cases	Excluded[a]	0	,0
	Total	74	100,0

a. Listwise deletion based on all variables in the procedure.

Sources : Data Processing SPSS Vers 21

From table above, the total 74 respondents it can be seen that the respondents regarding to Communication, and no data were excluded from the analysis.

Table 6. Reliability Statistics3

Cronbach's Alpha	N of Items
,756	10

Sources : Data Processing SPSS Vers 21

From the Reliability Statistics table, the value of Cronbach's Alpha for Communication variable is 0.736 > 0.6 with 10 statements. According to (Budi Dharma, 2012) the level or significant level commonly used is 0.5-0.7 but it is said to be reliable if the significant value is > 0.6. with a total of 10 statements so that the questionnaire results data proved reliable and can be used for further analysis.

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Employee Performance

Table 7. Case Processing Summary 4

		N	%
Cases	Valid	74	100,0
	Excludedª	0	,0
	Total	74	100,0

a. Listwise deletion based on all variables in the procedure.

Sources : Data Processing SPSS Vers 21

From table above, the total 74 respondents it can be seen that respondents regarding to Employee Performance, and no data were excluded from the analysis.

Table 8. Reliability Statistics 4

Cronbach's Alpha	N of Items
,736	10

Sources : Data Processing SPSS Vers 21

From the Reliability Statistics table above, the value of Cronbach's Alpha for Employee Performance variable is 0.736 > 0.6 with 10 statements. According to (Budi Dharma, 2012) the level or significant level commonly used is 0.5-0.7 but it is said to be reliable if the significant value is > 0.6. with a total of 10 statements so that the questionnaire results data proved reliable and can be used for further analysis.

Coefficient of Determination

Table 9. Model Summary^b

Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	,370ª	,137	,125	2,70726	,137	11,427	1	72	,001

a. Predictors: (Constant), Organizatin Culture

b. Dependent Variable: Employees Performance

Sources : Data Processing SPSS Vers 21

In the summary model table, it shows that the value of variable determination coefficient of 0.137 or 13.7% means the ability to provide organization's culture variable information to small employee performance is only 13.7% of the research, and the remaining 86.3% is the other factor which is not from this research.

Table 10. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	,360ª	,130	,118	2,71834	,130	10,749	1	72	,002

a. Predictors: (Constant), Work Discipline

b. Dependent Variable: Employees Perfomance

Sources : Data Processing SPSS Vers 21

In the summary model table, it shows that the determination coefficient (R^2) of 0.13 or 13% means the ability to provide work discipline variable information to the employee performance only 13.0% derived from research, and the remaining 87% is the other factor which is not from this research.

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Table 11. Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,392[a]	,154	,142	2,68044	,154	13,105	1	72	,001

a. Predictors: (Constant), Communication

b. Dependent Variable: Employees Performance

Sources : Data Processing SPSS Vers 21

Summary of table models In, indicating that the tilapia coefficient determination (R2) variable of 0.215 or 21.5% means the ability to provide independent variable information to the dependent variable of 15.4% which comes from research, and the remaining 84.6% is the other factors which is not from this research.

In the summary model table, it shows that the variable determination coefficient value of 0.154 or 15.4% means the ability to provide communication variable information to the employee performance only 15.4% comes from research, and the remaining 84.6% is the other factor which Is not from this research.

Table 12. Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,498[a]	,248	,215	2,56351	,248	7,682	3	70	,000

a. Predictors: (Constant), Work Discipline, Communication, and Organization Culture
b. Dependent Variable: Employees Performance

T Test
The Effect of Organization Culture on Employees Performance
Table 13. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	28,230	5,474		5,157	,000		
	Organization Culture	,311	,092	,370	3,380	,001	1,000	1,000

a. Dependent Variable: Employees Performance

Sources : Data Processing SPSS Vers 21

In the results of the coefficients, the table stated that the Organization Culture variable indicates a value of 3,380 with a sig of 0.0001 < 0.05 which means H0 is rejected and Ha is accepted, then the organizational cultural variable on employee performance has a partial influence.

The Effect of Work Discipline on Employees Performance

Table 14. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	28,277	5,629		5,024	,000		
	Work Discipline	,358	,109	,360	3,279	,002	1,000	1,000

a. Dependent Variable: Employees Performance

Sources : Data Processing SPSS Vers 21

In the coefficient table, it states that the Work Discipline variable shows a value of 3,279 > 1,993 with a sig of 0.002 < 0.05 means that H0 is rejected and Ha is accepted, then the work discipline variable on employee performance has a partial influence.

The Effect of Communication on Employees Performance

Table 15. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	35,469	3,119		11,373	,000		
	Communication	,224	,062	,392	3,620	,001	1,000	1,000

a. Dependent Variable: Employees Performance

Sources : Data Processing SPSS Vers 21

In the coefficient table results, for communication variables show a value of 3,620 > 1,993 with sig 0.001 < 0.05 means H0 is rejected and Ha is accepted, then the communication variable on employee performance has a partial influence.

F test

Table 16. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	151,447	3	50,482	7,682	,000[b]
	Residual	460,012	70	6,572		
	Total	611,459	73			

a. Dependent Variable: Employees Performance

b. Predictors: (Constant), Work Discipline, Communication, Organization Culture

Sources : Data Processing SPSS Vers 21

In the ANOVA table, if seen in column F indicates a value of 7,682 with a significant 0.0000<0.05 when compared to Ftabel 2.73 then H0 is rejected and Ha is accepted. The conclusion of the table above means between organizational cultural variables, work discipline, and communication on employee performance has a simultaneous influence, and the hypothesis of this research can be accepted or tested.

Conclusion

The Organization's Culture (X1) has positive and a significant effect on Employee Performance (Y) at PT Tjikko Sentral Industrial with t-test results of 3,380 > 1,993 and a significant value of 0,001 < 0,05. So, H0 is rejected and Ha is accepted which means The Organization's Culture (X1) has a significant effect on Employee Performance (Y).

Work Discipline (X2) has positive and a significant effect on Employee performance (Y) at PT Tjikko Sentral Industrial with t-test results 3,279 > 1,993 and significant value 0,002 < 0,05. So, H0 is rejected and Ha is accepted which means Work Discipline (X2) has a significant impact on Employee Performance (Y).

Communication (X3) has positive and significant effect on Employee performance (Y) at PT Tjikko Sentral Industrial with t-test results 3,620 > 1,993 and significant value 0,001 < 0,05. So, H0 is rejected and Ha is accepted which means Communication (X3) has a significant impact on Employee Performance (Y).

In the ANOVA table, if seen in column F indicates a value of 7,682 with a significant 0.0000 <0.05 when compared to Ftabel 2.73 then H0 is rejected and Ha is accepted. The conclusion of the table above means between The organization's culture, work discipline, and communication on employee performance has a simultaneous influence, and the hypothesis of this research can be accepted or tested

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