

The Effect of Work Discipline, Organizational Culture and Work Environment on Employee Performance At PT. Bank SulSelBar Palopo Branch

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Keywords:

*Work Discipline,
Organizational Culture, Work
Environment*

Abstract

This research aims to analyze the influence of work discipline, organizational culture and work environment on employee performance at PT. Bank Sulselbar Palopo Branch. By using a quantitative approach and multiple linear analysis techniques, the population used was 50 employees, where the entire population was sampled through census techniques with data collection methods using questionnaires. The research results show that (1) Work Discipline has a significant and influential effect on Employee Performance at PT. Bank Sulselbar Palopo Branch. (2) Organizational culture does not have a significant influence on employee performance at PT. Bank Sulselbar Palopo Branch. (3) The work environment has an influence, but not significantly, on employee performance at PT. Bank Sulselbar Palopo Branch.

INTRODUCTION

Human resources are very important for every company to achieve a goal. Good management pays attention to the achievement of the company's financial performance and employee goals as an important part of the organization. The strength of human resources is formed by the nature and behavior of each worker and the company environment. It is expected that HR management becomes a continuous process to maintain and improve quality, which will have a positive impact on improving company performance. High levels of employee productivity can involve the company to be successful, therefore management needs to prioritize efforts to improve employee performance effectively. (Bisma Ayodha Kurniawan Putra et al., 2023)

Along with the development of increasingly modern technology and drastic environmental changes in various aspects of human life, competition is getting tighter in today's work world. In this context, every organization needs to have high-quality human resources to provide satisfactory services and be oriented towards high service value. Organizations not only focus on achieving performance as the end result, but also on collaboration between individuals and other resources to achieve common goals, which are based on established standards and standards. As a result, companies must seek human resources with special skills and abilities that are in accordance with the goals and vision of the company being carried out. (Haksanggulawan et al., 2023)

Work discipline needs to be implemented in an organization because it is one of the components that can affect employee performance. Strong discipline reflects a high level of responsibility for the tasks entrusted. Discipline is the most important operational function because the more disciplined an employee is, the higher the performance and work achievements that can be achieved.(Syam et al., 2023). It is very important to create good regulations in a business/government organization because good regulations will increase employee morale, efficiency and effectiveness.(Dwi Haryanti et al., 2024)

A good organizational culture will direct all personnel in the organization to actively participate in implementing information systems. One way to ensure that a good information system is not wasted and functions optimally is to introduce an organizational culture that supports and maintains a positive aura within the organization and aligns it with existing systems. Organizational Culture is a term that refers to the values and norms of behavior that are understood and accepted by everyone working in an organization. These norms serve as the basis for rules of behavior in the organization.(Linda et al., 2024). When an organizational culture supports high performance, employees tend to be more motivated, collaborate better, and contribute effectively to company goals.(Rajib MH, Haedar, 2024)

A good work environment includes physical and non-physical environments, where employees can work optimally, healthily, safely, and comfortably. However, good performance in the work environment includes all factors that exist in employees, such as cleanliness, music and other aspects, which can affect. According to (Kinanti, B, 2022), providing a good work environment can create work motivation and affect work enthusiasm. The condition of the work environment is considered adequate or good if the community can carry out their activities comfortably, safely, healthily, and optimally.(Hastuti, 2024)

Employee performance is a very important aspect in an organization, performance is an aspect that is often used to measure the quality of an organization's resources and becomes a guideline for organizations when making company policies and regulations (Budiasa (2021; 15)). "Performance is an employee's insight into utilizing existing resources to achieve optimal results in terms of quality and quantity; optimal performance is the achievement of adjustments to procedures and procedures to given standards.(Umam et al., 2023)

Research conducted by Novita Iin Saputri & Defrizal (2023) shows that work discipline has an effect on employee performance. Research conducted by Weni Susanti & Achmad Tarmizi (2023) shows that organizational culture has a significant effect on employee performance, and studies related to the effect of the work environment on employee performance are in line with research conducted by Fanny Nurfadillah (2024) stated that the work environment has a significant

impact on employee performance. Based on this explanation, the author is interested in conducting research related to "The Influence of Work Discipline, Organizational Culture and Work Environment on Employee Performance at PT. Bank Sulselbar Palopo Branch."

There are three objectives in this study: (1) how work discipline affects employee performance; (2) how organizational culture affects employee performance; and (3) how the work environment affects employee performance at PT. Bank Sulselbar Palopo Branch. It is hoped that this study will provide useful insights into the components that affect employee performance with these three components.

METHODS

This study uses a quantitative method, where data is obtained from survey respondents' responses in the form of values or scores. The population used in this study includes all employees of PT. Bank Sulselbar Palopo Branch with a total of 50 employees. The sampling technique in this study uses a census technique, where all populations are used as samples. Each question is scored on a Likert scale from (1) to (5). The data collected using multiple linear regression with validity and reliability tests. The questionnaire was created using Google form to facilitate the distribution of online questionnaires and data analysis was carried out using SPSS.

RESULTS AND DISCUSSION

Research result

A. Respondent Characteristics

This data was collected through a questionnaire distributed to respondents. Age and gender are the two main elements used to analyze the characteristics of the respondents of this study.

Table 4.1 Characteristics Based on Respondents' Age

Respondent Age	Amount (Person)	Percentage (%)
17 – 25	40	80
25 – 35	9	18
35 – 50	1	2
50 – 60	-	-
Amount	50	100

Source: processed data, 2024

Based on Table 4.1 which shows the characteristics of respondents based on age, from a total of 50 respondents, the majority are in the age range of 17-25 years as many as 40 people (80%), followed by respondents aged 25-35 years as many as 9 people (18%). Meanwhile, the age group of 35-50 years is 1 person (2%). Thus, most respondents are in the young age group, especially 17-25 years.

Table 4.2 Respondent Characteristics Based on Gender

Gender	Amount (Person)	Percentage (%)
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Woman	41	82%
Man	9	18%
Amount	50	100

Source: processed data, 2024

Based on the data in Table 4.2 which describes the characteristics of respondents by gender, with a total of 50 respondents, the majority were women, 41 people (82%), while men numbered 9 people (18%). This shows that most of the respondents in this study were women.

B. Validity Test

The purpose of the validity test is to ensure that the measuring instrument used in the study can measure exactly what should be measured. This test is conducted in order to determine the extent to which the questions in the questionnaire reflect the construct or variable being studied.

Table 4.3 Validity Test Results

Variables	Item	R Count	R Table	Information
Work Discipline (X1)	X1.1	0.434	0.281	Valid
	X1.2	0.631	0.281	Valid
	X1.3	0.311	0.281	Valid
	X1.4	0.557	0.281	Valid
Culture Organization (X2)	X2.1	0.428	0.281	Valid
	X2.2	0.649	0.281	Valid
	X2.3	0.283	0.281	Valid
	X2.4	0.386	0.281	Valid
Work Environment (X3)	X3.1	0.305	0.281	Valid
	X3.2	0.418	0.281	Valid
	X3.3	0.461	0.281	Valid
	X3.4	0.434	0.281	Valid
Employee Performance (Y)	Y1	0.583	0.281	Valid
	Y2	0.691	0.281	Valid
	Y3	0.544	0.281	Valid
	Y4	0.620	0.281	Valid

Source: data processed by SPSS (2024)

Based on Table 4.3 which shows the results of the validity test, it can be explained that all items in each variable tested, namely Work Discipline (X1), Organizational Culture (X2), Work Environment (X3) and Employee Performance (Y), are considered valid because the calculated *r* value for each item in the three variables is greater than the *r* table value of 0.281.

C. Reliability Test

Reliability testing is used to assess the consistency or stability of research instruments in measuring the same construct over time.

Table 4.4 Reliability Test Results

Variables	<i>Alpha Cronbach's</i>	Limits of Reliability	Information
Work Discipline (X1)	0.693	0.60	Reliable

Organizational Culture (X2)	0.643	0.60	Reliable
Work Environment (X3)	0.620	0.60	Reliable
Employee Performance (Y)	0.795	0.60	Reliable

Source: Data processed by SPSS (2024)

Based on Table 4.4 which shows the results of the reliability test, it can be concluded that all variables tested, namely Work Discipline (X1), Organizational Culture (X2) Work Environment (X3) and Employee Performance (Y) are considered reliable. The Cronbach's Alpha value for each variable is 0.693 for Work Discipline (X1), 0.643 for Organizational Culture (X2), 0.620 for Work Environment (X3) and 0.795 for Employee Performance (Y), all of which are greater than the minimum reliability limit of 0.60. Thus, this research instrument shows good consistency and can be relied on for further analysis.

D. Multiple Regression Test

Multiple regression test is used to identify the influence of two or more variables simultaneously on the dependent variable. In this study, multiple regression analysis aims to determine the extent to which independent variables, namely Work Discipline (X1), Organizational Culture (X2) and Work Environment (X3) affect Employee Performance (Y) as the dependent variable. The following are the results of the multiple regression test in this study.

Table 4.5 Multiple Linear Regression Analysis Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	2,247	2,213		1,015 ,315
	Work Discipline	,495	,152	,460	3,268 ,002
	Organizational culture	,094	,120	,092	,786 ,436
	Work environment	,283	,146	,271	1,932 ,060
a. Dependent Variable: Employee Performance					

Based on the results of the regression coefficients in the table, the multiple regression analysis equation for this model becomes:

$$Y = 2.247 + 0.495X_1 + 0.094X_2 + 0.283X_3$$

Interpretation of regression coefficients:

1. Constant (Intercept) = 2.247: This constant value shows the predicted value of Employee Performance (Y) when the three independent variables (Work Discipline, Organizational Culture and Work Environment) are zero. In this context, if there is no influence from

Work Discipline, Organizational Culture and work environment then the predicted Employee Performance value is 2.247.

2. Work Discipline Coefficient (X_1) = 0.495: This coefficient shows the magnitude of the influence of Work Discipline on Employee Performance. This means that every one unit increase in the influence of Work Discipline will be followed by an increase in the number of Employee Performance by 4.95 assuming other variables remain constant.
3. Organizational Culture Coefficient (X_2) = 0.094: This coefficient describes the influence of Organizational Culture on Employee Performance. This means that if the Organizational Culture variable (X_2) increases by one unit, then Employee Performance (Y) will increase by 0.094, assuming the Work Discipline variable (X_1) remains constant.
4. Work Environment Coefficient (X_3) = 0.283: This coefficient shows the magnitude of the influence of the Work Environment on Employee Performance. This means that if the Work Environment variable (X_3) increases by one unit, then Employee Performance (Y) will increase by 0.283 assuming the Organizational Culture variable (X_2) remains constant.

E. Hypothesis Testing

1. Individual Significance Test (T-Test)

The test is used to test the significance of the coefficient of each independent variable in the multiple regression model. Thus, the t-test aims to determine whether each independent variable, such as Work Discipline, Organizational Culture and Work Environment, has a significant influence on the dependent variable (Employee Performance). The following are the results of the t-test in this study.

Table 4.6 T-test (partial)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	2,247	2,213		1,015
	Work Discipline	,495	,152	,460	3,268
	Organizational culture	,094	,120	,092	,786
	Work environment	,283	,146	,271	1,932
a. Dependent Variable: Employee Performance					

Based on the table, the t-count value for the Work Discipline variable is 3.268 which is greater than the t-table value of 1.1678 or $3.268 > 1.1678$. In addition, the significance value for Work Discipline is 0.002 which is smaller than 0.05 or $0.002 < 0.05$. This shows that Work Discipline has a significant effect on employee performance.

The t-value for the Organizational Culture variable is 0.786 which is smaller than the t-table value of 1.678 or $0.786 < 1.678$. In addition, the significance value for Organizational Culture is 0.436 which is greater than 0.05 ($0.436 > 0.05$). Thus, it can be concluded that Organizational Culture does not influence Employee Performance.

Furthermore, the value for the Work Environment Variable is 1.932 which is also greater than the t-table of 1.678 or $1.932 > 1.678$. With a significant value for the Work Environment of 0.060, which is greater than 0.05 ($0.060 > 0.05$). Therefore, it can be concluded that the work environment has an effect, but is not significant on Employee Performance.

2. F Test (Simultaneous Testing)

The F test helps to determine whether the independent variables together (i.e. Work Discipline, Organizational Culture and Work Environment) have a significant influence on the dependent variable (Employee Performance). The following are the results of the f test in this study.

Table 4.7 F Test (simultaneous)

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	105,430	3	35,143	16,616	,000b
Residual	97,290	46	2,115		
Total	202,720	49			

a. Dependent Variable: Employee Performance

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

Based on the F test table, it shows that the calculated F value is 16.616 and the F-table value used in this study is 3.20. Because the calculated F value is greater than the F-table value, which is $16.616 > 3.20$, and the significant value is 0.000, which is less than 0.05 ($0.000 < 0.05$), it can be concluded that the variables Work Discipline, Organizational Culture and Work Environment have a significant influence simultaneously on Employee Performance. This means that the three variables together affect Employee Performance, and their influence is proven to be significant based on the results of the F test conducted.

3. Coefficient of Determination Test (R²)

The coefficient of determination (R²) test is used to determine the extent to which the independent variables (in this case, Work Discipline, Organizational Culture and Work Environment) can explain the variations that occur in the dependent variable (Employee Performance). The following are the results of the coefficient of determination (R²) test in this study.

Table 4.8 Test of Determination Coefficient (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,721a	,520	,489	1.45431
a. Predictors: (Constant), Work Environment, Organizational Culture, Work Discipline				

Based on the table, the R Square (R²) value is 0.520 or 52%. This shows the extent to which Work Discipline, Organizational Culture and Work Environment simultaneously influence the Employee Performance variable by 52%. This means that around 52.0% of the variation or change

in Employee Performance can be explained by the combination of the three independent variables, while the rest (48%) is influenced by other factors not included in this regression model.

Discussion

1. The Influence of Work Discipline on Employee Performance

Hypothesis (H1) in this study is that Work Discipline has an effect on Employee Performance. This is evident from the t-count value of 3.268 which is greater than the t-table of 1.678, and the significance value of 0.002 which is smaller than 0.05. Therefore, as a manager, the main goal is to ensure that every team member or staff demonstrates good work discipline. If the manager's team shows a good discipline attitude, then the manager will be seen as leading effectively. Good discipline is reflected in a high sense of responsibility for the tasks given, as well as showing respect for the rules and regulations in the workplace. This finding is in line with the concept of attribution, where disciplined employees tend to associate their performance with factors such as personal responsibility, discipline, and commitment to work. This shows that performance achievement is seen as the result of individual control and conscious effort

This research is in line with the research results (Muhammad Alfarobi & Desi Derina Yusda, 2023) which shows that work discipline has a significant influence on employee performance at Perum Damri Lampung Branch. However, this study is not in line with the research obtained (Yusuf et al., 2023) because Work Discipline does not affect the performance of civil servants at the West Sulawesi Provincial Inspectorate. This is supported by the results of the study (Anugra Try Putra, 2023) Work discipline has a significant influence on employee performance at PT. Bank Sulselbar, Pare-Pare Branch. This finding is also in line with research conducted by (Riano et al., 2024) that work discipline has an effect on employee performance at PT. Bank Sulselbar Daya Branch Office.

2. The Influence of Organizational Culture on Employee Performance

Hypothesis (H2) in this study shows that Organizational Culture does not affect Employee Performance. This can be seen from the t-count value of 0.786 which is smaller than the t-table value of 1.678 and the significance value of 0.436 which is greater than 0.05 in other words, organizational culture does not have a significant effect on employee performance. This means that organizational culture provides guidelines for each employee in carrying out their obligations and behavior within the organization. Organizational culture can be interpreted as norms or behaviors that are understood and accepted by all members of the organization as guidelines for acting within the organization that impact employee performance. This result is in accordance with attribution theory, it can be interpreted that employees do not attribute their performance to organizational culture as an important factor. It could be that organizational culture is not strong enough or is not consistently felt by employees, so it does not appear as a significant external factor in their perception. If employees do not feel that organizational culture has an influence, they tend to attribute work results to other factors (for example, personal abilities or working conditions).

This is supported by research results (Pratama et al., 2024) which shows that organizational culture does not have a significant effect on employee performance at PT. Growth Sumatera Industry. This finding is not in line with (Bisma Ayodha Kurniawan Putra et al., 2023) because it was obtained that the results of the organizational culture variable had an influence and were significant to employee performance at PT. Bank Sulselbar, Pare-Pare Branch. This study is also not in line with the research conducted by (Andini Sugianto Putri, nd) because organizational culture has a significant influence on employee performance at PT Panca Indah Jayamahe.

3. The Influence of the Work Environment on Employee Performance

Hypothesis (H3) in this study states that the work environment has an effect, but is not significant on employee performance. This can be seen from the t-count value of 1.932 which is greater than the t-table value of 1.678 and the significance value of 0.60 which is greater than 0.05. It can be interpreted that the work environment has a high influence on a person's behavior. A good work environment can reduce unproductive work behavior among employees and as a condition related to workplace characteristics affects employee behavior and attitudes. The work environment includes physical and non-physical aspects related to employees, and both are interconnected to support good employee performance. In the context of attribution theory, this indicates that employees do not attribute their performance strongly to the work environment. Most likely, employees interpret work success or failure as a personal responsibility rather than the result of external environmental influences.

This finding is in line with research conducted by (Yuwana, 2022) which states that the work environment has an influence but is not significant on the performance of Bank Syariah Indonesia employees. This study is also in line with (Jazuli et al., 2024) which states that the influence of the work environment on employee performance at the Bayuangga Regional Drinking Water Company, Probolinggo City has an influence but is not significant. However, this study is not in line with the study conducted by (Ramadhani et al., 2024) because the work environment has no influence and is not significant on employee performance at the Muhammadiyah Medan Zakat, Infaq, and Alms Collection Institution Office.

CONCLUSION

From the results of this study it can be concluded:

1. Work Discipline has an influence and is significant to Employee Performance at PT. Bank Sulselbar Palopo Branch. Employees who have a high level of discipline tend to show better performance in their work.
2. Organizational Culture has no influence and is not significant to Employee Performance at PT. Bank Sulselbar Palopo Branch. Although organizational culture is important in forming values and work patterns, its actions or implementation are not strong enough to directly influence performance.
3. Work Environment Influences but is not significant on Employee Performance at PT. Bank Sulselbar Palopo Branch. A conducive and comfortable environment supports employees to work more productively.

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