



## ANALYSIS OF THE DETERMINANTS OF EMPLOYEE PERFORMANCE

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### *Abstract*

*This study aims to determine and analyze whether organizational culture and discipline simultaneously (simultaneously) or partially have a significant effect on employee performance at PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol. This research uses an associative and quantitative approach. The population in this study were employees of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol. The sample in this study used a saturated sample by taking all sections of the population of 88 employees. Data using multiple linear regression analysis methods, t test, f test and coefficient of determination using SPSS software version 20.0. based on research it can be concluded that (1) partially organizational culture on employee performance has positive and significant effect, (2) partially discipline on employee performance has positive and significant effect, (3) simultaneously organizational culture and discipline has positive and significant effect on employee performance at PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol.*

**Keywords:** *Organizational Culture, Discipline and Performance*

## 1. INTRODUCTION

Human resources are a very important factor to determine the progress of a company. Human resources that have the potential and quality are of course the main supporters in the establishment of a company. No company can develop without a human element with adequate managerial abilities and work morality.

Improving employee performance requires an increase in work discipline and organizational culture. The application of work discipline is shown such as anticipating employees who arrive late at work, and others. Meanwhile, organizational culture is the most important role in achieving company targets. Such as the relationship that should occur between superiors and subordinates and also the relationship between other co-workers.

According to Tika (2010) "Performance is a result of the work of a work function or the activities of a person or group in an organization that is influenced by various factors to achieve organizational goals within a certain period of time."

According to Sutrisno (2010) "Organizational culture as a set of system values (values), beliefs (believes) or norms that have long been in effect, agreed upon and followed by members of an organization as a guide for behavior and solving organizational problems. ."

According to Mutia Arda (2017) "Discipline is an ideal condition to support the implementation of tasks according to the rules in order to support work optimization. One of the conditions so that discipline can be grown in the work environment is that there is a complete division of labor down to the lowest employee or employee, so that everyone knows and is aware of what their duties are, how to do them, when work starts and finishes, what kind of work results are required. , and to whom is responsible for the results of the work. For this reason, discipline must be cultivated so that order and efficiency will also grow."

Based on preliminary research, there is the low performance of employees, this is evidenced by the lack of responsibility of employees towards their own work, this can be seen from some employees who tell other colleagues to complete their work. The organizational culture has also not worked well due to the low willingness or aggressiveness of employees to meet the EDC machine targets that have been set by the company, this can be seen from employees who are less responsive in meeting targets related to EDC machines that have not been met. There are still employees who do not obey the existing regulations regarding the standard of dress in the company, this can be seen from some employees who do not wear name tags and employees who do not wear heels when working.



Then based on research related to discipline, there are still frequent occurrences of employees who are late to the office after recess and there are still employees who do not attend the briefing in the morning. This can be seen from several employees who do not comply with the existing regulations in the office and some employees who do not attend the briefing with the excuse of being lazy or there are already several teammates who have represented the briefing that morning and there is still a lack of cooperation between colleagues so that they prioritize personal interests.

## 2. RESEARCH METHODS

The associative approach is a research that aims to determine the relationship between two or more variables. In this research, a theory will be built that serves to explain, predict and control a symptom. Quantitative approach can be defined as a research method based on the philosophy of positivism, used to examine a particular population or sample. The population used in this study were 88 employees. Samples were taken as many as 88 employees using the type of saturated sample. To obtain the data needed in this study, a questionnaire/questionnaire from a list of questions was given to respondents to dig up data according to the problem. The data analysis technique in this study is using multiple linear regression, classical assumption test, F test, T test, test

## 3. RESULTS AND DISCUSSION

### Results

This section is to analyze the data that comes from the data that has been described from the previous data or the sub-chapter which is a description of the data. The analyzed data starts from the assumptions used for a certain statistic by testing the hypothesis for conclusion.

### Multiple linear regression

Regression analysis is an analysis used for research purposes to determine the relationship between the influence of independent variables on the dependent variable. Based on the data processing that has been done, it can be seen that the relationship model from this multiple linear regression analysis can be seen in the following table:

**Table 2. Multiple Linear Regression Test Results**

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,197	6.096		2,329	.002
	Organizational culture	.222	.072	.300	3.078	.003
	Discipline	.232	.073	.309	3.175	.002

a. Dependent Variable: Employee Performance (Y)

Source: Processed Data (SPSS 20) 2020

Based on the table data above, the multiple linear regression equations for the two predictors of the independent variables obtained in the study are as follows:

$$Y = 14,197 + 0,222X_1 + 0,232X_2 + e$$

1. Based on the acquisition of the value of the equation above, it shows that all the independent variables of organizational culture ( $X_1$ ) and discipline ( $X_2$ ) is constant or does not change (equal to zero) then the employee's performance (Y) is 14,197.
2. Organizational culture variable regression coefficient value ( $X_1$ ) of 0.222, which means that if the organizational culture implemented in a company is good, it will improve employee performance.



- The value of the regression coefficient of the discipline variable ( $X_2$ ) of 0.232 which means that if employees obey the rules or discipline it will improve employee performance.

### Classic assumption test

#### Normality test

- Normality Test

The data normality test aims to test whether the regression model, independent variables and dependent variables are normally distributed or not, namely statistical tests and graph analysis tests. The statistical test can be seen using the Kolmogorov-Smirnov test, as follows:

**Table 3. Normality Test Results**

#### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Predicted Value
N		88
Normal Parameters	mean	43.6590909
	Std. Deviation	1.79548961
Most Extreme Differences	Absolute	.110
	Positive	.078
	negative	-.110
Kolmogorov-Smirnov Z		1.033
asymp. Sig. (2-tailed)		.236

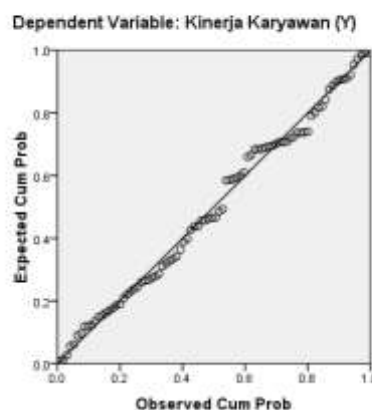
- Test distribution is Normal.

The normality test of the data was conducted to see whether in the regression model, the dependent and independent variables had a normal distribution or not. If the data spreads around the diagonal line and follows the direction of the diagonal line, the regression model fulfills the assumption of normality.

The results of the study in the table above show that the Kolmogorov-Smirnov value is 0.05 and significant at 0.236, which means that the value is significantly greater than 0.05, so the resident data is normally distributed. For more details, see the histogram and normal P-Plot of Regression Standardized Residual below.

**Figure 1. Probability Plot Graph**

Normal P-P Plot of Regression Standardized Residual



Based on the probability plot test image above, it is identified that the normality test of the regression model in this study has met the assumptions previously stated, so that the data in the regression model of this study spreads around the diagonal line and follows the direction of the diagonal line, it can be concluded that the normality test on this research variable all are normally distributed.

### 2) Multicollinearity Test

The multicollinearity test of the research variables through independent test calculations between independent variables can be seen and the results of statistical collinearity analysis. This test is declared multicollinearity seen from the tolerance value, if the tolerance value is  $< 0.10$ . To find out this test can be seen in the following table:

**Table 4. Multicollinearity Test Results Coefficients<sup>a</sup>**

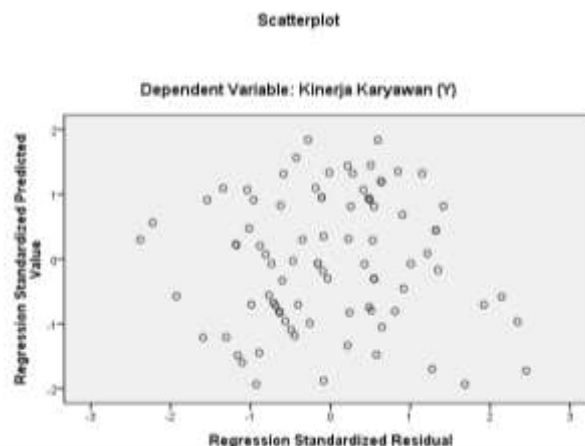
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	14,197	6.096		2,329	.002		
Organizational culture	.222	.072	.300	3.078	.003	.970	1.031
Discipline	.232	.073	.309	3.175	.002	.970	1.031

a. Dependent Variable: Employee Performancem(Y)

Based on the data from the multicollinearity test table above, it can be understood that the two independent variables, namely organizational culture and discipline, have values *collinearity statistic tolerance* of 0.970. This value can be confirmed where all the independent variables in this study have a tolerance value  $< 0.10$ . So it can be concluded that there is no multicollinearity in this research variable.

### 3) Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of an observation. A good regression model is if the variance from the residual of an observation to another observation has a fixed value or there is no heteroscedasticity. To find out whether the regression model in this study is said to be free from heteroscedasticity problems, the scatter plot graph method can be used. The basis for taking heteroscedasticity data in this study is as follows:



**Figure 2. Scatterplot . Heteroscedasticity Test Results**

Based on the scatterplot image of the heteroscedasticity test above, it can be seen that the variables in this study can be interpreted that there is no heteroscedasticity in the research variables



used. Because there is no pattern that forms in a clear position and the points spread above and below the number 0 on the Y axis, so it can be said that the heteroscedasticity test on the research variables is fulfilled.

### Hypothetical Test Partial Test (t Test)

The t test is used to test whether the independent variable (X) individually has a positive and significant effect or not on the dependent variable (Y). The results of the t test can be seen in the table below:

**Table 5. Partial Test Results (t Test)**

a) **Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,197	6.096		2,329	.002
	Organizational culture	.222	.072	.300	3.078	.003
	Discipline	.232	.073	.309	3.175	.002

a. Dependent Variable: Employee Performance (Y)

1) The Influence of Organizational Culture on Employee Performance

From the table above, the results obtained are significant t the influence of organizational culture variable (X1) on employee performance (Y) of t count 3.078 > t table 1.662 (sig 0.003), where significantly t is smaller than = 0.05. This means that organizational culture partially has a significant influence on the performance of employees of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol.

2) The Effect of Discipline on Employee Performance

From the table above, the results obtained are significant t the influence of the discipline variable (X2) on employee performance (Y) of t count 3.175 > t table 1.662 (sig 0.02), where significantly t is smaller than = 0.05. This means that communication partially has a significant influence on the performance of employees of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol.

### Simultaneous Test (Test f)

F test used to test whether the independent variable (X) together has a positive and significant effect or not on the dependent variable (Y). The results of the t test can be seen in the table below:

**Table 6. Simultaneous Test Results (Test f)**

**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	280,469	2	140,235	11,834	.000a
	Residual	1007304	85	11.851		
	Total	1287,773	87			

a. Predictors: (Constant), Discipline, Organizational Culture

b. Dependent Variable: Employee Performance (Y)

The F value in the table above is 11.834 > Ftable 3.10 with sig 0.000 < 0.05, so it can be concluded that organizational culture and communication simultaneously have a positive and



significant influence on the performance of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol.

#### Coefficient of Determination

The coefficient of determination test is used to measure the percentage of the influence of the independent variable on the dependent variable. The value of the coefficient of determination is determined by the value of R square as seen from the table below:

**Table 7. Coefficient of Determination Test Results**

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.467a	.218	.199	3.44247

a. Predictors: (Constant), Discipline, Organizational Culture

b. Dependent Variable: Employee Performance (Y)

Based on the results of the regression test, the coefficient of determination shows that the R square value obtained in this study is 0.218. This figure can be used to see the influence of organizational culture and discipline on employee performance with the formula:

$$D = R^2 \times 100\%$$

$$D = 0.218 \times 100\%$$

$$D = 21.8\%$$

This means that 21.8% is given to the organizational culture and discipline variables together on employee performance, while the remaining 78.2% is influenced by other independent variables not included in this study.

### Discussion

#### 1. The Influence of Organizational Culture on Employee Performance

Organizational culture affects the performance of employees of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol, this is indicated by the value of tcount of 3.078 and ttable of 1,662. In the sense that tcount > ttable with a significant value of 0.003 <0.05. From the results of these studies indicate that organizational culture has a positive and significant effect on the performance of employees of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol. This means that if the organizational culture of the company is implemented properly, it will improve the performance of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol.

The results of this study support previous research by (Ainanur & Tirtayasa, 2018) stated that organizational culture is a system of values that is believed by all members of the organization that is applied and developed on an ongoing basis which can be used as a reference for behavior in the organization to achieve organizational goals that have been set.

The results of this study are in accordance with the journal (Manik & Syafrina, 2016) stated that organizational culture has a positive and significant influence on employee performance at PT. Hero Supermarket Tbk Giant Extra Metropolitan City Pekanbaru Branch.

The results of this study are in line with research that organizational culture has an effect on increasing employee performance at PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol, meaning that if the organizational culture goes well then employee performance will also increase.

#### 2. The Effect of Discipline on Employee Performance

Discipline affects the performance of employees of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol, this is indicated by the value of tcount of 3.175 and ttable of 1,662. In the sense that tcount > ttable with a significant value of 0.02 <0.05. From the results of these studies indicate that communication has a positive and significant effect on the performance of employees of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol. This means that if communication What happens in the company goes well, it will improve employee performance PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol.



The results of this study support previous research by (Faustyna & Jumani, 2015) Work discipline is an employee's behavior that obeys all the rules that have been set by the company.

The results of this study are in accordance with the journal (Arda, 2017) stated that discipline has a positive and significant direct effect on the performance of employees of PT. Bank Rakyat Indonesia Putri Hijau Medan Branch.

The results of this study are in line with disciplinary research that has an effect on improving the performance of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol, meaning that if employees are disciplined, employee performance will also increase.

### 3. The Influence of Organizational Culture and Discipline on Employee Performance

Organizational culture and discipline affect the performance of employees of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol, this is indicated by the value of Fcount of 11,834 and Ftable of 3.10. With the meaning that  $F_{count} > F_{table}$  with a significant value of  $0.000 < 0.05$ . From the results of these studies indicate that organizational culture and discipline simultaneously have a positive and significant effect on the performance of employees of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol. This means that it indicates that if the organizational culture of the company is in line with the behavior and actions of employees and the discipline of employees that occurs in the company related to task problems or outside the task goes well it will improve the performance of employees of PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol.

The results of this study support previous research by (JS Hasibuan & Handayani, 2017) Performance is an activity or work process based on the ability to obtain the expected results. Performance reflects the desired success and behavior of individuals/employees in achieving organizational goals.

The results of this study are in accordance with the journal (Sari, 2017) which states that organizational culture and discipline have a significant effect on employee performance at PT. PLN (Persero) Pekanbaru Area, East City Rayon.

The results of this study are in line with research on organizational culture and discipline that affect employee performance at PT. Bank Mandiri (Persero) Tbk Medan Area Imam Bonjol, meaning that if the organizational culture and discipline are carried out properly, employee performance will also increase.

## 4. CONCLUSION

Based on the conclusions that have been previously stated, then to improve the performance of employees of PT. PLN (Persero) Main Unit for North Sumatra Region can be given the following suggestions:

1. It is better if the organizational culture that exists within the company always goes well regarding informing employees of success at work.
2. It is recommended that the leaders in each division pay more attention to work related to the rules that have been set and provide sanctions to employees who violate the rules in the company.
3. The performance of employees in the company can be formed through a good organizational culture and discipline, because the presence of these two factors can improve employee performance results to achieve company goals.

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