

THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK DISCIPLINE, AND WORK SPIRIT ON EMPLOYEE PERFORMANCE DIVISION VLD PT. TOYOTA ASTRA MOTOR

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ABSTRACT

This research aims to test whether there is an influence of Organizational Culture, Work Discipline, and Work Spirit on Employee Performance of the VLD Division of PT. Toyota Astra Motor. This research is based on several theories that support research, which are related to Organizational Culture, Work Discipline, and Work Spirit on Employee Performance. This study uses primary data. The sample in this study were employees of Division VLD PT. Toyota Astra Motor. The research data were obtained from the results of distributing questionnaires (questionnaires). After the data collection is complete, the research data processing is immediately carried out by conducting multiple linear regression testing to determine the results of the relationship of the variables studied using the SPSS version 26 application. The results of this study indicate that Organizational Culture, Work Discipline, and Morale have a positive and significant effect both partially and simultaneously on the Employee Performance of the VLD Division of PT. Toyota Astra Motor with a contribution value (R Square) of 82.3% and a value of Fcount 71.219 > from Ftable 2.80. The variable that most dominantly affects employee performance is the work discipline variable.

Keywords: *Organizational Culture; Work Discipline; Work Spirit; employee Performance;*

1. INTRODUCTION

Human resources are the most important thing in an organization or company which involves several people working to achieve a goal. Therefore, it is very important to have cooperation that is mutually beneficial to each other so that this goal is achieved. Human resources are implementers from all levels of planning to evaluating who are experts in improving other resources that the organization or company has. If you pay attention, human resources (employees) are important in an organization, so employees are required to be more serious about the tasks given so that organizational goals can be achieved.

In an effort to create employee performance in the VLD Division of PT. It seems that Toyota Astra Motor still has several obstacles that need to be overcome, so these problems could hinder the company from achieving its goals. These obstacles include: Low level of employee expertise in carrying out target-oriented work, therefore the results are not satisfactory, problems with absenteeism, absence from work, hours of entry into work, hours out of work, and applicable demands for attendance are still common among employees, low employee knowledge when carrying out the work assigned, low employee comfort while working can reduce employee enthusiasm for work, and there are employees who still go home from the office without working hours. One of the influential employee performance factors is organizational culture. organizational culture problems in the VLD PT division. Toyota Astra Motor means that there are still employees who do not dare to take new decisions or challenges. And some employees do not yet have respect for their coworkers. This will hinder cooperation between employees and the achievement of organizational goals. Organizational achievements will be achieved well if an organization can place the right people.

Another factor that also plays an important role in employee performance is work discipline. Work discipline problems in the VLD division of PT. Toyota Astra Motor, namely, there are still employees who arrive late or are absent late, when doing work they are always late and do not meet the targets set by the company and do not pay attention to the SOP rules determined by the PT VLD Division. Toyota Astra Motor. Apart from organizational culture and work discipline, the factor in decreasing employee performance is the decline in employee morale. Decreased work morale can affect work effectiveness and efficiency which affects employee performance as a whole. A work environment that makes you uncomfortable and a lack of satisfaction at work is one of the factors that reduces employee morale. This causes employee performance to decline.

If an employee's work enthusiasm is high, they will certainly have a positive attitude such as loyalty, pleasure, pride, obedience and cooperation in obligations. On the other hand, if an employee's morale is low, the employee will show an inactive attitude, for example like arguing, feeling uncomfortable at work and feeling restless, this is what makes employee performance decline. VLD Division PT. Toyota Astra Motor must increase human resources efficiently and effectively so as to create optimal performance to achieve goals such as making a profit. Therefore, companies must be able to create conditions and situations that support employees to develop their skills and abilities to the maximum. Thus, researchers want to know whether or not there is an influence of organizational culture indicators, work discipline and work enthusiasm on employee performance.

2. LITERATURE REVIEW

Employee Performance

In his book, (Moehariono, 2010) states that the definition of employee performance or performance is the performance results that can be achieved by a person or group of people in an organization, either quantitatively or qualitatively, in accordance with their respective responsibilities, authorities and duties. each in an effort to achieve organizational goals regarding legal matters, laws that are not violated and in accordance with ethics or morals. There are several factors that influence employee performance according to (Mangkunegara, 2016), namely: 1. Ability factor. 2. Motivational factors. The following are dimensions and indicators of employee

performance that can be measured according to (Stephen P Robbins and Timothy A, 2017). Quality (quality) Performance is measured by employees' understanding of quality work results where the work process approaches the point of perfection. 2. Quantity (amount), the expected target number exceeds the predetermined target, the resulting production can be in the form of a completed activity cycle. 3. Punctuality, Certain jobs that have been given time to complete the work and activity level are completed earlier and increase the time provided for other activities. 4. Effectiveness, The level of use of organizational resources such as technology, money, and manpower. Improved by increasing the results in using resources. 5. Efficiency, Measuring the degree of suitability of output income with the minimum possible use of costs. There are three types of employee performance that can be distinguished according to Moehariono (Moehariono, 2010), namely operational performance, administrative performance, and strategic performance.

Organizational Culture

According to G Graham in (Siswadi, 2012) organizational culture is the beliefs, philosophy, norms and attitudes of an organization. Culture is a unique system of values, beliefs and norms that are shared by members of an organization. Culture is also an important influence on the effectiveness of the organization. The following are three layers of organizational culture according to Schein, namely: 1. Involves creations and objects that are visible, but usually cannot be interpreted, annual reports, periodic reports, distance barriers between employees, and equipment are examples of creations and objects. 2. Values, or all the things that are most important to people. Passion values are effective, desired, or conscious. 3. Fundamental assumptions that tell individuals how to guide their attitudes. Included in this layer is explaining to individuals how to think and feel about work, relating to people, achieving colleagues, and achieving goals. Following are the seven main characteristics of organizational culture according to (Judge, 2013), namely: 1. Innovate and take risks. 2. Pay attention to details. 3. Results oriented. 4. People-oriented. 5. Team oriented. 6. Aggressiveness. 7. Stability. The following are the dimensions and indicators of organizational culture proposed by (Edison, 2016) as follows: 1. Self-awareness. Organization members consciously work to produce satisfaction from the results of their work, strive to develop themselves and their skills, and comply with existing regulations. 2. Aggressiveness. Organization members take the initiative not to always depend on the leader's direction, determine work plans and efforts to complete the work well and strategically to achieve these goals and complete them seriously. 3. Personality, members have mutual respect and greet each other when they meet, are friendly, open, and help each other and are sensitive to group satisfaction, and each member respects each other's different opinions. 4. Performance, members always prioritize quality in doing their work, have creativity and innovation values to look for new and useful ideas, always strive to work efficiently and effectively. 5. Orientation, team members of the organization always carry out team tasks with good cooperation and discussion, communicate and coordinate effectively with the active involvement of members. Every time there is a problem in the team, they always solve it well.

Work Discipline.

According to (Rivai, 2013), work discipline is a tool that managers use to communicate with employees so that they agree to change attitudes and to raise the willingness and awareness of employees to obey all the rules and social norms that apply in a company.

The following are factors that influence work discipline according to (Singodimedjo, 2011), namely:

1. Provide appropriate compensation.
2. Exemplary leadership in the company.
3. There are written rules.
4. The leader's courage when taking action.
5. There are supervisory actions by the leader.

The following are several functions of discipline according to Tulus Tu'u (Hartatik, 2014) namely to:

1. Organize your life together.
2. Build personality.
3. Train personality.
4. Punishment.
5. Create a conducive environment.

There are three levels and types of work disciplinary sanctions, namely, heavy disciplinary sanctions, moderate disciplinary sanctions, and light disciplinary sanctions.

The following are the four dimensions and indicators of work discipline according (Sutrisno, 2016), namely:

1. Obey time regulations. Pay attention to rest hours, work entry times and work leave times on time in accordance with the regulations implemented in the company.
2. Comply with company regulations. Basic rules such as dressing neatly and behaving at work.
3. Obey the rules of behavior at work. seen from the ways of carrying out work in accordance with responsibilities, positions and duties as well as ways of relating to co-workers.
4. Obey other rules. Regulations about what employees are allowed and what they are not allowed to do in the company.

Work Spirit

According to (Hasibuan, 2014), work enthusiasm is someone who is willing and serious about completing work well and is disciplined to achieve maximum work performance.

According to (Nitisemito, 2016), the factors that cause work morale to decline and weaken are:

1. Low salaries.
2. Bad work environment.
3. Lack of work discipline.
4. Poor leadership style.
5. Lack of information.

Below are several ways to increase work morale according to (Nitisemito, 2016), namely:

- Provide sufficient salary.
- Pay attention to spiritual needs.
- Creation of a relaxed atmosphere.
- Self-esteem needs attention.
- position employees in the right positions.
- Give awards to employees who excel.
- Pay attention to feelings of security and comfort in facing the future, such as implementing a retirement program for employees.
- Ensure that employees have a sense of loyalty to the company.
- All employees need to be invited to negotiate so that they feel responsible.
- Provide appropriate incentives so that the performance provided is very satisfactory.
- Provide satisfactory facilities.

Below are several dimensions and indicators of work morale according to (Nitisemito, Manajemen Personalita, 2010), as follows:

Increased employee productivity.

1. Increased employee productivity can be measured using three indicators, namely completing work with professionalism, work that is not postponed, and work that is accelerated.
2. Low absenteeism rate ,Low absenteeism can be measured using four indicators, namely tardiness, leave, illness, and alpha.

3. Labor Turnover , labor turn over can be measured using two indicators, namely enjoyment of working in the company and loyalty to the company.
4. Reduced anxiety
5. Reduced anxiety can be measured using four indicators, namely working calmly, job satisfaction, working safely and comfortably, and harmony in work relationships.

DATA AND RESEARCH TECHNIQUE ANALISYS

The type of data used in this research is qualitative which was obtained by the author from the VLD Division of PT. TAM whose address is Jalan Gaya Motor Selatan No. 5 Tanjung Priok, RT. 10/ RW.6, Sungai Bambu, Tj. Priok, North Jkt City, Special Capital Region of Jakarta 14330. This research data was obtained from primary data, namely data obtained directly from samples through field research with questionnaires given directly to respondents in the form of questions or data directly from the research object.

The population is all objects that exist in an environment and meet certain requirements related to the research problem, or all individuals within the scope to be studied. The population of this study were employees of the VLD Division of PT. Toyota Astra Motor, numbering 50 people.

A sample is part of the number and characteristics of a population as a group taken or selected from a population (Sugiyono 2015:136). The model used to determine the sample size is to use the Slovin formula.

4. Results and discussion

Analisis Regresi Linear Berganda

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.902 | 3.441 | | .553 | .583 |
| | Total_X1 | .170 | .074 | .181 | 2.295 | .026 |
| | Total_X2 | .494 | .110 | .481 | 4.505 | .000 |
| | Total_X3 | .444 | .129 | .347 | 3.443 | .001 |

a. Dependent Variable: Total_Y

Berdasarkan dari tabel di atas, maka di peroleh persamaan regresi sebagai berikut :

$$Y = 1,902 + 0,170X1 + 0,494X2 + 0,444X3$$

**Uji T Parsial
Coefficients^a**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
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a. Dependent Variable: Total_Y

**Uji R₂
Model Summary^b**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .907 ^a | .823 | .811 | 2.372 |

a. Predictors: (Constant), Total_X3, Total_X1, Total_X2

Dependent Variable: Total_Y

Based on the output of the equation above and the results of the t test, it can be seen that the value of the organizational culture variable has a sig value of 0.026 <0.05 and has a tcount of 2.295 > ttable 2.012. So it is partially concluded that the Organizational Culture in the VLD Division of PT. Toyota Astra Motor has a partially significant effect on employee performance. The results of this research are in line with the results of research conducted by (Ezra Zhafran Giani, 2017)E who in their research stated that there is a significant influence of organizational culture (X1) on employee performance (Y).

Based on the output of the equation above and the results of the t test, it can be seen that the variable value of the Work Discipline variable has a sig value of 0.000 <0.05 and has a tcount of 4.505 > from ttable 2.012. So it is partially concluded that Work Discipline in the VLD Division of PT. Toyota Astra Motor has a significant influence on employee performance. The creation of work discipline that supports employees can influence employee performance, this is in line with research conducted by (Pangarso & Susanti, 2016), in her research stating that there is a significant influence of work discipline (X2) on employee performance (Y).

Based on the output of the equation above and the results of the t test, it can be seen that the variable value of the Work Morale variable has a sig value of 0.001 < 0.05 and has a tcount of 3.443 > t table 2.012. So it is partially concluded that Work Spirit in the VLD Division of PT. Toyota Astra Motor has a significant influence on employee performance. Creating a work spirit that supports employees can influence employee performance, this is in line with research conducted by (azis & Wardani, 2017), in their research stating that there is an influence of work spirit (X3) on employee performance (Y).

Based on the output of the equation above and the results of the t test, it can be seen that the variable value of the Organizational Culture, Work Discipline and Work Spirit variables on Employee Performance has a sig value of 0.000<0.05 and an Fcount value of 71.219 > from Ftable 2.80. And the R Square value is 0.805, this means that the influence of organizational

culture, work discipline and work spirit simultaneously on employee performance is 82.3%, the remaining 17.7% of employee performance is influenced by other variables outside organizational culture, work discipline and work spirit. So it can be concluded simultaneously that Organizational Culture, Work Discipline and Work Spirit in the VLD Division of PT.

Toyota Astra Motor has a significant influence on employee performance. Based on the data output above, it is known that the R Square value is 0.823, this means that the influence of organizational culture, work discipline and work enthusiasm simultaneously on employee performance is 82.3%, the remaining 17.7% of employee performance is influenced by other variables outside organizational culture, Work discipline and work enthusiasm.

Conclusions

1. The Organizational Culture variable has a sig value of 0.026 < 0.05 and has a tcount of 2.295 > from ttable 2.012. So it is partially concluded that Organizational Culture has a significant effect on employee performance, so H_a is accepted.
2. The Work Discipline variable has a sig value of 0.000 < 0.05 and has a tcount of 4.505 > ttable 2.012. So it is partially concluded that work discipline has a significant effect on employee performance, so H_a is accepted.
3. The Work Morale variable has a sig value of 0.001 < 0.05 and has a tcount of 3.443 > ttable 2.012. So it is partially concluded that work morale has a significant effect on employee performance, so H_a is accepted.
4. The simultaneous influence of organizational culture variables, work discipline and work enthusiasm on work performance has a sig value, amounting to 0.000 < 0.05 and the calculated F value is 71,219 > from Ftable 2.80. So it can be concluded that there is a significant influence between organizational culture, work discipline and work enthusiasm simultaneously on employee performance, so H_a is accepted.
5. From the research results, data was obtained that there is an influence between Organizational Culture and Employee Performance. This has implications so that in the future the VLD Division of PT. Toyota Astra Motor in implementing organizational culture has not gone well, therefore the company must maintain and create an organizational culture in order to make employee performance even better.
6. From the research results, data was obtained that there is an influence between Work Discipline on Employee Performance. This has implications so that in the future the VLD Division of PT. Toyota Astra Motor must maintain and create better work discipline in order to create more satisfying employee performance.
7. From the research results, data was obtained that there is an influence between work enthusiasm and employee performance. This has implications so that in the future the VLD Division of PT. Toyota Astra Motor must maintain and create better work morale in order to create maximum employee performance.
8. From the research results, data was obtained that simultaneously the variables Organizational Culture, Work Discipline and Work Spirit had an influence on employee performance by 80.5%, meaning there were still 19.5% more variables that had an influence on employee performance. So it can be implied that actually all variables have the potential to influence employee performance in the PT VLD Division. Toyota Astra Motor. You just need to strengthen the results of the influence of these variables and pay attention to other variables that influence employee performance.

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