THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK ENVIRONMENT, WORK DISCIPLINE ON PERFORMANCE OF PT. EMPLOYEES. JASA MARGA (PERSERO). Tbk BELMERA MEDAN BRANCH

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ABSTRACT
This research aims to explain the influence of Organizational Culture, Work Environment, Work Discipline on Employee Performance at PT. Jasa Marga (Persero) Tbk. Belmera Medan Branch. The population of this study was 152 and the sample was calculated using the Slovin formula to obtain results of 61 respondents. The method in this research is a quantitative method. The data collection techniques used were interviews, documentation studies and questionnaires. For data analysis techniques in this research using validity tests, reliability tests, classical assumption tests, multiple linear regression analysis tests, F tests, T tests, and coefficient of determination tests (R^2) using SPSS version 25. Based on the research results, it shows that the test results t the Organizational Culture variable (X1) has a partially significant effect on employee performance, the Work Environment (X2) has no partial significant effect on employee performance, and Work Discipline (X3) has a partially significant effect on employee performance. The results of the F test show that Organizational Culture, Work Environment, Work Discipline have a positive and significant effect simultaneously on PT Employee Performance. Jasa Marga (Persero) Tbk. Belmera Medan Branch with a sig value of $0.000 < 0.05$.

Keyword: Organizational Culture, Work Environment, Work Discipline, Employee Performance

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INTRODUCTION

Quality human resources will be the strength for the company to survive. The convenience caused by technological advances has also caused many new competitors to enter the business. Companies that are ready to be competent must have effective management in improving employee performance. The success of a company does not only depend on technological excellence, adequate facilities and infrastructure, but must also be supported by human factors who carry out and manage design activities from various formal systems (Mathis, 2018).

PT. Jasa Marga (Persero) Tbk. Belmera Medan Branch is a state-owned company (State-Owned Enterprise) which is a company engaged in development services and the first and largest toll road operator in Indonesia with a market share of 48% for toll length which has been operating ± 1,260 km for more than 45 years, services The clan currently manages toll road concessions with a total road length of 1,736 km. As a State-Owned Enterprise, 70% of jasa marga's shares are owned by the Indonesian government and since 2007 PT. Jasa Marga becomes a public company. Where Jasa Marga's main business is construction, operation and maintenance of toll roads as other supporting businesses, namely toll road operational services, toll road maintenance services and other business development, such as managing business areas and other properties in toll road corridors so that the toll road can function properly. with what is expected and able to provide benefits for general users who use it. PT Jasa Marga of course really pays attention to how competent each of its employees performs so that they can compete with many other companies.

Organizational culture in a company can be said to be a value that is believed to be a pattern of basic assumptions by groups in an organization to form high standards and ethics in achieving a more ideal culture by all members of the organization. At PT. Jasa Marga (Persero) Tbk. The Belmera Medan Branch has an organizational culture called "AKHLAK" namely: Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative. However, there are several problems in the organizational culture, namely employees do not obey and adhere to the regulatory norms set in the organization where they work, so in this case application of values does not work.

An uncomfortable work environment causes a decrease in employee performance, such as the arrangement of the work space being inappropriate or not yet optimal, causing the work space to become cramped and less tidy so that employees feel less comfortable and focused at work and cause their performance to not be as expected by the company. Furthermore, work discipline that is often found is that there are still some employees who do not come to the office on time, apart from that, there are several employees who come in and out during office working hours, which can delay the completion of the tasks being carried out. This can cause a decrease in the performance of company employees.

Employee performance in a company has a very important role in creating good work productivity, efforts to create good and quality employee performance. However, there are still many employees who do not understand their duties and responsibilities in accordance with their competencies, which has an impact on improving employee performance and company progress. Therefore, it is important for human resources to develop the capabilities within the company so that employee performance continues to improve and the company can develop well.

Based on the background of the problems described above, the author identifies the following problems: The influence of organizational culture has several problems, namely employees do not obey and comply with regulatory norms set in the organization where they work so that the application of values does not work. The work environment is experiencing a decline, such as work space arrangements that are not optimal and resulting in cramped spaces and employees feeling less comfortable and focused at work and causing their performance to not be as expected by the company. In the company's work discipline, there are still some employees who do not arrive on time and employees come in and out during office work and this can delay the completion of work and result in a decrease in employee performance. Employee performance is not in accordance with their competencies, there are still some employees who do not understand the tasks given by the company, so this has an impact on improving employee performance and company development.

LITERATURE REVIEW

Theories About Organizational Culture

According to Robbins and Judge (2016), organizational culture is a system of sharing meaning carried out by members that differentiates an organization from other organizations. According to Luthans (2006) in Hendra (2020), organizational culture is the norms and values that direct the behavior of organizational members. According to Williams (2011:84) in Asnora (2020), Organizational Culture is a set of main values, beliefs and attitudes that are enforced among organizational members.

Theories About the Work Environment

According to Taiwo in Cynthia (2015: 78), the work environment is all situations, events, people, etc. that influence the way people live or work. According to Sedarmayanti (2007:76), states that the work environment is the totality of tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as an individual and as a group. According to Rivai (2006: 168), states that the work environment is the entire facilities and infrastructure around employees who are doing the work themselves. This work environment will include the workplace, facilities and work aids, cleanliness, lighting and quiet.

Theory About Work Discipline

According to (hamali, 2018), stated that "Work discipline is a force that develops within the employee's body and causes employees to adapt voluntarily to regulatory decisions, and high values of work and behavior." According to Keith Davis in (Mangkunegara, 2018) "Discipline is management action to enforce organizational standards". Based on the opinion of Keith Davis, work discipline can be interpreted as the implementation of management to strengthen organizational guidelines. According to Singodimedjo in (Syahyuni, 2018) says that: Work discipline is the attitude of a person's availability and willingness to obey and comply with the regulatory norms that apply around him. Good employee discipline will accelerate company goals, while declining discipline will become an obstacle and slow down the achievement of company goals.

Theories About Employee Performance

Performance, according to Rivai, (2006), is defined as the real behavior displayed by each person and is defined as work performance produced by employees in accordance with their role in the company.

The Influence of Organizational Culture on Employee Performance

Organizational culture can influence the way people behave, the way they describe their work, the way they work with colleagues is determined by their norms, values and beliefs (Gibson, 1994).

The Influence of the Work Environment on Employee Performance

According to Harianto in Citraningtya & Djastuti, 2017, the work environment is a place where employees carry out all their work activities every day within the company. A comfortable and conducive work environment can provide a sense of security to all employees in the company in carrying out every productivity activity that is being carried out and also allows employees to work optimally.

The Influence of Work Discipline on Employee Performance

According to Hasibuan (2016: 193), Discipline is the most important operative function of human resource management, the better the employee's discipline, the higher the work performance they can achieve.

conceptual framework

The following is a picture of the conceptual framework in this research which describes the relationship between the independent variables and the dependent variable:
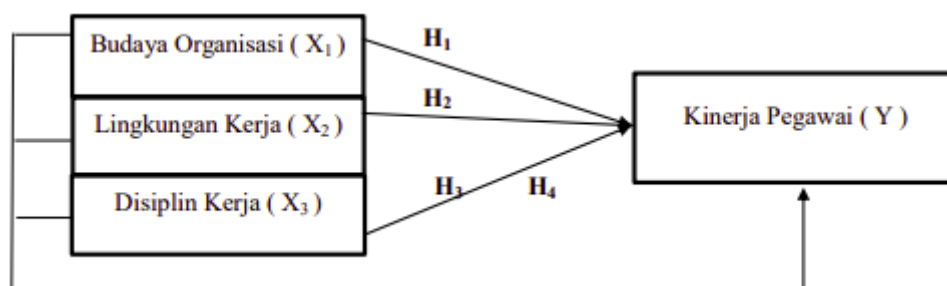

Figure 1. Conceptual Framework
Source: Processed data, 2024

The hypothesis of this research is as follows:

H1: The relationship between organizational culture has a positive and significant effect on PT employee performance. Jasa Marga (Persero) Tbk. Belmera Medan Branch."

H2: The work environment has a positive and significant effect on PT employee performance. Jasa Marga (Persero) Tbk. Belmera Medan Branch.

H3; Work Discipline has a positive and significant effect on PT Employee Performance. Jasa Marga (Persero) Tbk. Belmera Medan Branch.

H4: The relationship between organizational culture, work environment, work discipline has a positive and significant effect on the performance of PT employees. Jasa Marga (Persero) Tbk. Belmera Medan Branch.

METHOD

This research was conducted at PT. Jasa Marga (Persero) Tbk. Belmera Medan Branch which is located on Jl. Aluminum Raya, Tanjung Mulia, Kec. Deli, Medan City. The research was carried out in early October 2023 until completion by following existing procedures. The research approach used is the Quantitative Method. According to Sugiyono (2019:16), quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, analyzing quantitative statistical data, with the aim of testing existing hypotheses. has been established. This type of research is quantitative descriptive research. The nature of the research used is explanatory research.

According to Hamid Durmadi (2011:46), "Population means that all subjects in the research area are used as research subjects. The population in this study was 152 employees who worked at PT. Jasa Marga (Persero) Tbk. Belmera Medan Branch. To determine the sample, use the Slovin formula :

$$n = \frac{N}{N.e^2 + 1}$$

Information:

N= Number of Population
n=Number of Samples
e=Critical Value (10%)
From the formula above, the following numbers are obtained:

$$n = \frac{152}{152(0,1)^2 + 1}$$
$$n = \frac{152}{152.0,01 + 1}$$
$$n = 60,3174 \approx 61$$

So the number of samples used after being rounded was 61 respondents.

The data collection method used in this research is: 1. Questionnaire. Questionnaires will be distributed to research respondents, namely employees. 2. Interview, Interviews were conducted with employees of the company Pt. Jasa Marga (Persero) Tbk. Belmera Medan Branch. 3. Documentation Study, Go to the library and look for books and look for company information related to what is being studied.

The type of data used in this research is quantitative data. Data sources in the form of movement, people, places and so on: 1. Primary data sources. Primary data in this research includes interviews with PT employees. Jasa Marga (Persero) Tbk. Belmera Medan Branch and the results of the questionnaire research distributed to PT employees. Jasa Marga (Persero) Tbk. Belmera Medan Branch.2. Secondary Data Sources, Secondary data sources in this research include documentation studies and literature studies.

Research Model, Data analysis using multiple linear regression. Siregar (2014:301), multiple regression is to test the influence of variable X on variable Y.

formula: Y=a+b1X1+b2X2+b3X3+e

Where:
Y   =Employee Performance Variable
a   = Constant
b1, b2 = Regression coefficient
X1   = Organizational Culture
X2   = Work Environment
X3   = Work Discipline
e   =Standard error

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RESULTS AND DISCUSSION

Multiple Linear Regression Results

Table 1. Multiple Linear Regression Results

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	28,261	1,331		21,237	,000
	Organizational culture	.113	,040	,343	2,838	,006
	Work environment	-.007	,037	-.015	-.188	,851
	Work Discipline	,175	,040	,529	4,415	,000

a. Dependent Variable: Employee Performance
Source: data processed with SPSS*Version 25*, 2024
Employee performance = 28,261 + 0.113 X1 + -0.007 X2 + 0.175 X3 + e

Based on the equation above, then:

a. Constant(a) = 28.261. This means that if the independent variables, namely Organizational Culture (X1), Work Environment (X2), Work Discipline (X3) have a value of 0 then Employee Performance (Y) is 28.261.

b. If there is an improvement in Organizational Culture then Employee Performance will increase by 11.3 %.

c. If there is an improvement in the Work Environment, Employee Performance will decrease by - 0.7 %.

d. If there is an increase in work discipline, employee performance will increase by 17.5%..

Hypothesis Determination Coefficient

The coefficient of determination can be seen in the adjusted R Square value and the results

Table 2 Coefficient of Determination Test Results
Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821a	,675	,657	.74294

a. Predictors: (Constant), Work Discipline, Work Environment, Organizational Culture
b. Dependent Variable: Employee Performance

Source: Data processed with SPSS Version 25, 2024

Based on the table above, the adjusted R Square coefficient of determination value is 0.657 or 65.7%. This shows that the ability of the variables Organizational Culture (X1), Work Environment (X2), Work Discipline (X3) explains its influence on Employee Performance (Y) by 65.7%. Meanwhile, the remaining 34.3% is explained by other variables outside the research.

Simultaneous Hypothesis Testing (F Test)

Table 3.Simultaneous Hypothesis Coefficient Test Results

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65,227	3	21,742	39,391	,000b
	Residual	31,462	57	,552		
	Total	96,689	60			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Discipline, Work Environment, Organizational Culture

Source: Data processed with SPSS Version 25, 2024

Based on table 3, it can be seen that the significance value for the influence of Organizational Culture (x1), Work Environment (x2) and Work Discipline (x3) on Employee Performance (Y) is 0.000 < 0.05 and calculated f is 39.391 > f table 2.77. This proves that Organizational Culture, Work Environment and Work Discipline simultaneously influence Employee Performance (Y) at PT. Jasa Marga (Persero) Tbk. Belmera Medan Branch.

Partial Hypothesis Testing (T Test)

Table 4. Partial Test Results (t Test)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	28,261	1,331		21,237	,000
	Organizational culture	.113	,040	,343	2,838	,006
	Work environment	-.007	,037	-.015	-.188	,851
	Work Discipline	,175	,040	,529	4,415	,000

a. Dependent Variable: Employee Performance
Source: Data processed with SPSS Version 25, 2024

The t table value for a probability of 0.05 at degrees of freedom (df) = 61-3-1 = 57 is 2.00247. Thus the results of partial hypothesis testing can be explained as follows:

1. The partial hypothesis testing calculation results were obtainedlai tcount > ttable or 2.838> 2.00247 and the significance obtained was 0.006 < 0.05, meaning that Ho was rejected and Ha was accepted, which is significant in terms of Organizational Culture on Employee Performance at PT. Jasa Marga (Persero) Tbk. Belmera Medan Branch.

2. The results of partial hypothesis testing calculations obtained a value of tcount < ttable or - 0.188 < 2.00247 and the significance obtained was 0.851 > 0.05, meaning that Ho was accepted and Ha was rejected, that is, it was not significant in terms of the work environment on employee performance at PT. Jasa Marga (Persero) Tbk. Belmera Medan Branch.

3. The partial hypothesis testing calculation results were obtainedlai tcount < ttable or 4.415> 2.00247 and the significance obtained is 0.00 < 0.05, meaning Ho is rejected and Ha is accepted, which is significant in terms of Work Discipline on Employee Performance at PT. Jasa Marga (Persero) Tbk. Belmera Medan Branch.

CONCLUSION

Some conclusions are as follows: The results of partial hypothesis testing obtained a value of thiung > ttable or 2.838 > 2.00247 and a significant value of 0.006 < 0.05 was obtained, meaning that Ho was rejected and Ha was accepted, which is significant in Organizational Culture on the Performance of PT Employees. Jasa Marga (Persero) Tbk. Belmera Medan Branch. The results of partial hypothesis testing obtained a value of tcount < ttable or -0.188 < 2.00247 and the significance obtained was 0.851 > 0.05, meaning that Ho was accepted and Ha was rejected, that is, it was not significant in terms of the work environment on PT employee performance. Jasa Marga (Persero) Tbk. Belmera Medan Branch. The results of partial hypothesis testing obtained a value of tcount < ttable or 4.415 < 2.00247 and a significant value of 0.000 < 0.05 was obtained, meaning that Ho was rejected and Ha was accepted, which is not

significant in terms of Work Discipline on the Performance of PT Employees. Jasa Marga (Persero) Tbk. Belmera Branch, Medan. The test results obtained a calculated f value (39.391) > f table (2.77) and a significant value of 0.000 < 0.05, meaning this proves that Organizational Culture, Work Environment and Work Discipline have a simultaneous influence on employee performance (Y) in PT. Jasa Marga (Persero) Tbk. Belmera Medan Branch.

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