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The Influence of Organizational Culture and Work Discipline on Employee Performance of PT. BFI Finance Indonesia Tbk.

Ainun Thifal Rizani

Faculty of Economics and Business, Widyatama University, Bandung, Indonesia
ainun.thifal@widyatama.ac.id

Shinta Oktafien

Faculty of Economics and Business, Widyatama University, Bandung, Indonesia
shinta.oktafien@widyatama.ac.id

Abstract. Performance problems are of course inseparable from the process of results and efficiency, in this case performance or work performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Many factors influence employee performance, both from within and from within the organization where the employee works. Of the many aspects that are considered important in employee performance, they can be classified into two factors, namely organizational culture and discipline. The purpose of this study was to determine and analyze Work Discipline on Employee Performance at PT. BFI Finance Indonesia Tbk. simultaneously or partially. This study uses methods descriptive and verification where the population is drawn from the employees of PT. BFI Finance Indonesia Tbk, by using a saturated sampling technique in sampling, this is done because the population is relatively small. Multiple Linear Regression Analysis, coefficient of determination, and hypothesis testing. Based on the calculation of the coefficient of determination and hypothesis testing, it shows that organizational culture has a significant effect on employee performance variables, work discipline has a significant effect on employee performance variables and simultaneously there is a significant effect of organizational culture and work discipline on employee performance.

Keywords. Organizational Culture, Work Discipline, Employee Performance.

1. Introduction

Human Resources Management (HR) is important in achieving goals. Generally, organizational leaders expect good performance from each employee in carrying out the tasks assigned by the organization. The organization realizes that human resources are the basic capital in the process of organizational and even national development, therefore the quality of human resources must always be developed and directed in order to achieve the goals set by the organization.

Humans are a dynamic resource and have the ability to continue to develop. This attention is needed considering that in carrying out its activities, an organization will always be dealing with its human resources. Thus, the development of human resources needs to continue to receive attention, given its large role in an organization. Human Resources (HR) management is important in achieving goals. Generally, organizational leaders expect good performance from each employee in carrying out the tasks assigned by the organization. The organization realizes that human resources are the basic capital in the process of organizational and even

national development, therefore the quality of human resources must always be developed and directed in order to achieve the goals set by the organization.

Performance problems are certainly inseparable from the process of results and efficiency, in this case performance or work performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance means a work result that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities. In order to achieve organizational goals legally, not violating the law and in accordance with morals and performance ethics, basically what employees do or don't do so that it affects how much they contribute to the agency or organization including the quality services provided, (Hasibuan, 2017). Good employee performance will directly affect the performance of the institution and to improve employee performance is certainly a time-consuming job and a long process. Apart from increasing supervision and guidance, an assessment of the level of success of the employees' performance is also carried out through the role of a leader who is capable of leading the agency.

From the above understanding, it can be concluded that the importance of good employee performance is needed by an organization to achieve its goals. The work will be more effective and efficient so that the work results can be maximized. According to (Sedarmayanti, 2017) as for the factors that affect performance, among others, are attitudes and mental, education, skills, leadership management, income levels, health salaries, social security, work climate, facilities and infrastructure, technology, and party opportunities

According to (Robbins, S. P., & Judge, 2012) Organizational Culture is: "a system of shared meaning held by members that differentiates one organization from another." Then (Mangkunegara, 2015) Organizational culture is: "A set of assumptions or belief systems, values, and norms developed within the organization that serve as a code of conduct for its members to deal with external and internal adaptation problems. Discipline is a form of obedience to established rules, both written and unwritten (Setiawan, 2014). Basically, work discipline is always expected to characterize every human resource in the organization, because with discipline the organization will run well and can achieve its goals well too. Work discipline has a positive influence on employee performance. Employees who are disciplined in work since leaving, at work and when they come home from work and according to the rules at work, will usually have a good performance. Work discipline has an important role because it reflects the size of a person's responsibility for the tasks assigned to him. For companies, the existence of work discipline will ensure that order is maintained and the execution of tasks is smooth so that optimal results are obtained. In addition, according to (Sutrisno, 2016), work discipline is a person's behavior in accordance with the rules, existing procedures or discipline, namely attitudes, behavior and actions that are in accordance with the regulations of the organization, both written and unwritten. Employees who have high work discipline will carry out their duties or work in an orderly manner, so that it will directly impact the company in achieving its overall goals.

Table 1.
Target and Realization (%) Employees of PT. BFI Finance Indonesia Tbk
Year 2017 to 2019

NO	Indicator	Target(%)	Realization%		
			2017	2018	2019
1	Time to complete work	100	83	85	80
2	Improve service to consumers	100	80	85	80
3	Discipline in company regulations	100	80	80	84
4	QS (Quantity Surveyor)	100	68	70	76
5	Audit	100	70	76	75
6	Employee Royalty and Satisfaction	100	83	85	82
7	Employee Responsibilities at Work	100	90	80	95

Source: PT. BFI Finance Indonesia Tbk.

Based on Table 1., it is clear that the performance of the employees of PT. BFI Finance Indonesia Tbk is very fluctuating which tends to decrease, in the first indicator "Time to complete work" PT. BFI Finance Indonesia Tbk. From 2017 amounted to 83% to 85% in 2018 but decreased again in 2019 by 80%, then in the second indicator "Improving Service to Consumers" had decreased in 2017 able to serve up to 80% of the target set, but in 2018 the company can serve consumers by 85% and it will decrease again in 2019 to 80% of the target set.

The indicator "Discipline in company regulations" in 2017 and 2018 did not change, namely 80% and increased in 2019 to 84%, while the indicator QS (Quantity surveyor) in 2017 reached 68%, decreased in 2018 to 70%, In 2019, it had increased to 76%, then the "Audit" indicator in 2017 reached 70% then increased in 2018 76% and decreased in 2019 to 75%. However, the employee Royalty and Satisfaction indicator has increased, in 2017 it increased to 83%, in 2018 it increased to 85% and then decreased in 2019 to 82%. In the last indicator, "Employee Responsibilities at Work" tends to decline, in 2017 employee responsibility reached 90% then decreased to 80% in 2018, then increased in 2019 to 95%.

Table 2.
Employee Attendance Data PT. BFI. Finance Indonesia Year 2019

Month	Number of Working Days	Number of Employees	Number of Absence	Attendance Rate (%)
January	25	99	41	1.66
February	25	94	35	1.49
March	25	94	25	1.06
April	25	87	29	1.33

May	25	87	30	1,38
June	25	80	39	1.95
July	25	80	37	1.85
August	25	80	34	1.70%
September	25	76	35	1.84%
October	25	79	37	1.87%
November	25	77	40	2.08%
December	25	74	45	2.43%

Source: HRD PT. BFI Finance Indonesia 2019

Based on Table 2. above, it can be seen that the employee absenteeism in 2019 has a tendency to decrease discipline, this can be seen from the compliance with time regulations. The level of attendance in question is from the employee absentee level, it can be seen that the highest total absence of employees was in December with 45 absences, and the lowest number of absences was in February with 25 absences. So it can be concluded that the employee's obedience to time is getting lower. If left unchecked, this can lead to lower employee performance at PT.BFI Finance Bandung.

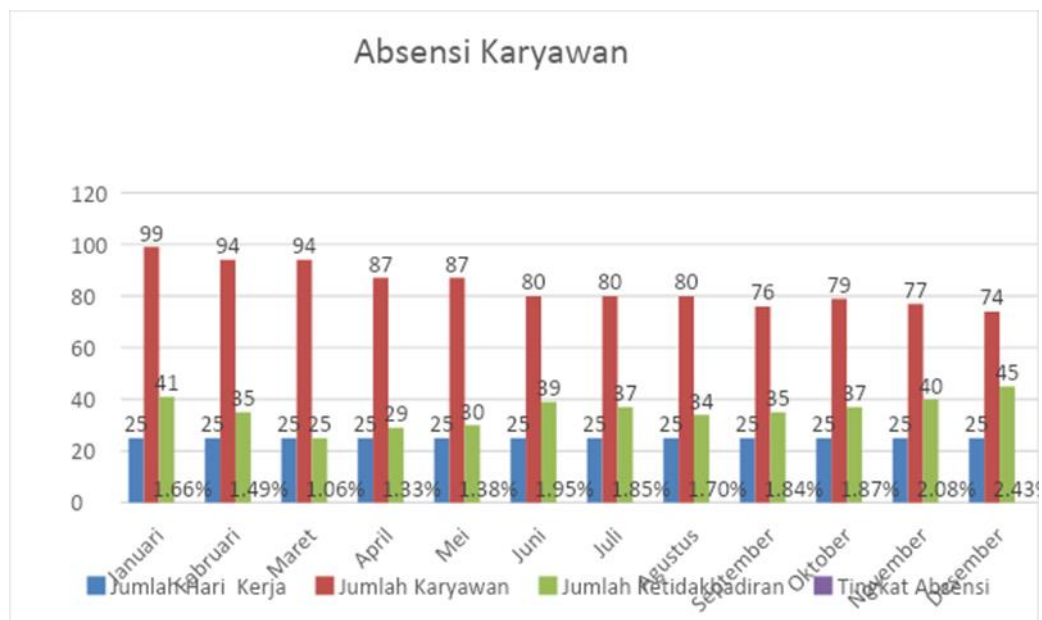


Figure 1.

Employee Attendance Diagram for 2019
Source: HRD PT. BFI Finance Indonesia

Based on Figure 1. that the decrease in employee absenteeism experienced by PT. BFI Finance Indonesia Tbk. It is suspected that many employees are absent, for the reason because the employees permit or take time off. Another thing is that there are employees who are not disciplined by leaving the office inappropriately at the operating hours set by the company. Less than optimal employee performance at PT. BFI Finance Indonesia Tbk is caused by discipline that has not been maximally seen from the absence of employees, so that some work is not done according to the time that has been done.

Table 3.
Performance and Productivity

KPI	Kinerja			Productivity			
	30+	Aging 1-90		Roll Rate 31		Success Rate 1-30/1-90	
	Mobil & Motor	Mobil	Motor	Mobil	Motor	Mobil	Motor
5	≥120%	<8%	<12%	≤6%	≤8%	≥90%	≥88%
4	105% - <120%	8% - <10%	12% - <15%	>6% - 10%	>8% - 12%	>85% - <90%	>82% - <88%
3	95% - <105%	10% - <13%	15% - <19%	>10% - 14%	>12% - 16%	80% - 85%	77% - 82%
2	75% - <95%	13% - <17%	19% - <23%	>14% - 18%	>16% - 20%	72% - <80%	68% - <77%
1	<75%	≥17%	≥23%	>18%	>20%	<72%	<68%

Source: HRD PT. BFI Finance Bandung

It can be seen clearly that in car products it decreased by 8%, then decreased again to 6%, then increased again to 90%, while in motorbike products it increased to 12%, then decreased again to 8%, then increased again to become 88%.

Based on table 3, the decline in cultural performance experienced by PT. BFI Finance Bandung is allegedly due to the performance of the employees that have not been managed properly and work discipline has not been going well within the company.

Based on the results of an interview with Mr. Radian as the HRD, it was stated that the low responsibility of employees by not completing their work immediately caused obstruction of the work of other employees. In addition, the decline in employee performance results is caused by the ability of employees to compete as shown by the lack of enthusiasm for employees to work, employees are more often seen relaxing by leaving their work space compared to completing their work immediately.

2. Theoretical Framework

A. Factors Affecting Organizational Culture

According to (Robbins, S. P., & Judge, 2012), namely:

1. Observed behavioral regularities, namely *keberaturan* way of acting of the members seemed observed. When organizational members interact with other members, they may use certain common language, terms, or rituals.
2. Norms, namely various existing behaviors, including the guidelines for the extent to which a job must be done.
3. Dominant values, namely the existence of core values that are shared by all members of the organization, for example regarding high product quality, low attendance or high efficiency.
4. Philosophy, namely the existence of policies that are related to the organization's beliefs in treating customers and employees.

5. Rules, namely the existence of strong guidelines, are associated with organizational progress.
6. Organization climate, which is the overall feeling that is described and conveyed through spatial conditions, the way members of the organization interact, and the way members treat themselves and customers or other people.

B. Factors Affecting Work Discipline

Work discipline can arise from oneself and from orders, the following factors can affect performance according to (Luthans, 2005), among others:

1. Self-discipline
This discipline arises because a person feels that his / her needs are met and has become part of organization, so that people will be moved to exist and voluntarily obey all applicable regulations.
2. Command discipline
In any organization what is desired must be the first type of discipline, which comes from awareness and conviction. However, the fact always shows that discipline is mostly caused by some kind of external force.

C. Factors that affect employee performance

According to (Mangkunegara, 2015), are as follows:

1. Individual Factors
Psychologically, normal individuals are individuals who have high integrity between their psychological and physical functions. With the high integration between psychological and physical functions, the individual has a good self-concentration. This good concentration is the main asset of an individual human being to be able to manage and utilize his / her potential optimally in carrying out activities or daily work activities of both individuals at work, so the leadership expects them to work productively in achieving organizational goals. Individual concentration in work is strongly influenced by potential abilities, namely mental intelligence or Intelligence Quotient (IQ) and Emotional Quotient (EQ).
2. Environmental
Organizational work environment factors are very supportive for individuals in achieving work performance. The organizational environmental factors referred to include clear job descriptions, adequate authority, challenging work targets. Effective work communication patterns, harmonious work relationships, career opportunities and relatively adequate work facilities. Even if the environmental factors of the organization are not supportive, individuals who have a good level of emotional intelligence can actually perform well at work. This is for the individual, the organization's environment can be changed and can even be created by him and the spur of the organization.

Factors that affect performance according to (Widodo, 2015) suggest that there are two factors that affect performance, namely, individual and environmental disciplinary factors, the individual factors in question are:

1. Efforts that show a number of physical and mental synergies used in carrying out task movements.
2. Abilities, namely personal characteristics needed to carry out a task.

3. Previous Research

The results of previous research conducted by (Widari, 2016) with the title *The Effect of Work Discipline and Work Environment on Employee Performance (Study on Employees of the Yogyakarta Special Region Civil Service Agency)*, found that: (1) Discipline has a positive and significant effect on employee performance. The work environment has a positive and significant effect on employee performance. Simultaneously work discipline and work environment affect employee performance. Then the research conducted by (Sari, 2017) with the title *The Influence of Organizational Culture and Work Discipline on Employee Performance in the Office Section at PT. PLN (Persero) Pekanbaru Rayon Area, East City*, can be concluded that work discipline has a significant effect on employee performance, and is significant. influence between organizational culture and work discipline on employee performance. The results of research by (Idris, 2018) with the title *The Impact of education and Training, Work Discipline and Organizational Culture on Employee Performance: The Study of Disaste Management and Fire Department in* can be concluded as *The result reveals that there is a positive and significant effect of education and training, work discipline and organizational culture on employee performance.* Then further research by (Gultom, 2014) entitled *The Influence of Corporate Organizational Culture and Motivation on Employee Performance at PT. Perusahaan Gas Negara (Persero) Tbk Medan*, it can be concluded that the results show that the Organizational Culture and Motivation is significant or positive effect on Performance of partial employees and simultaneously influences employee performance variables, and motivation variables have the most Impact. (Katiandagho, C., Mandey, S. L., & Mananeke, 2014) with the title *The Effect of Work Discipline, Leadership and Motivation on Employee Performance at PT. PLN (Persero) Kawasan Suluttenggo Manado Area* can be concluded that simultaneously work discipline, leadership and motivation have a significant influence on employee performance. Partially only work discipline and leadership have a significant effect. Then further research by (Kholil, M. A., Marzolina, 2014) entitled *The Effect of Discipline and Work Environment on Factory Employee Performance at PT. INTI Karya Plasma Perkasa Tapung* can be concluded that the variable discipline and work environment simultaneously affect the performance of factory employees at PT. Inti Karya Plasma Perkasa Tapung. Discipline variable has an influence on employee performance, Work Environment variable has an effect on performance. Then the research conducted by (Saputri, L. T., Fudholi, A., 2014) with the title *Influence of Organizational Culture on Employee Performance RSUP Dr. Soeradji Tirtonegoro Klaten* can be concluded it that shows that partially there is a significant influence of organizational culture on employee performance and partially and significantly influences work motivation on employee performance in RSUP Dr. Soeradji Tirtonegoro Klaten. Research according to (Amanda, E. A., Budiwibowo, S., & Amah, 2017) entitled *The Influence of Culture on Organizational Employee Performance at PDAM Tirta Taman Sari Madiun City* shows that there is a positive and significant influence of organizational culture on employee performance at PDAM Tirta Taman Sari Madiun City. Research according to (Hidayat, 2017) entitled *The Effect Of Work Discipline And Corporate Culture On Employee Performance: Study At Bank BJB Branch Ciamis*, it can be concluded that The results showed that the first discipline of work has a positive effect on employee performance. This means that if the discipline of work is improved, then the employee performance will also increase. (Hersona, S., & Sidartha, 2017) with the title *Influence Of Leadership Function, Motivation And Work Discipline On Employees' Performance at the Department of Manpower and Transmigration Karawang Regency*, it can be concluded that The results show that leadership function, motivation, and work discipline have a significant effect. either partially or simultaneously on employee performance.

4. Research Methods

In this study using descriptive and verification methods (Nariswari, T. N., & Nugraha, 2020; Nugraha, N. M., & Susanti, 2019) are used to examine more deeply the influence of Organizational Culture and Work Discipline on Employee Performance of PT. BFI Finance Indonesia Tbk. Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics applied by researchers to study and then draw conclusions, according to (Ayunitha, 2020; Nugraha, N. M., & Riyadhi, 2019; Nugraha, N. M., Anwar, A., Priadana, M. S., & Firdaus, 2017; Sugiyono, 2017). The population in this study were employees of PT. BFI Finance Indonesia Tbk. The population in this study were 75 employees. The sampling technique used in this study is the saturated sampling technique (Nuryaman & Veronica, 2015) said that saturated sampling, namely: saturated sampling, namely if the subject is less than 100, it is better to take all of them so that the research is a population study. Furthermore, if the subject is greater than 100 it can be taken between 10-15% or 20-25% or more.

Based on this study, because the total population is not greater than 100 respondents, the authors take 100% of the total population at PT BFI Finance Indonesia Tbk, which is 75 respondents. Thus the use of the entire population without having to draw the research sample as a unit of observation is called a census technique.

5. Result and Discussion

Table 4.
Results of Data Normality

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		75
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	,40967045
Most Extreme Differences	Absolute	,067
	Positive	,050
	Negative	-,067
Test Statistic		,090
Asymp. Sig. (2-tailed)		,200 ^{c, d}
a. Test distribution is normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Results of Output SPSS (Statistic Program for Social Science) 25.0

Table results of 4, normality test with the Kolmogrov-Smirnov Test (Angelina, S., & Nugraha, 2020), the value of the Test Statistics is 0.090 and 0.200 > 0.05. Then it can be concluded that normal distribution data and this research model has met the normality test.

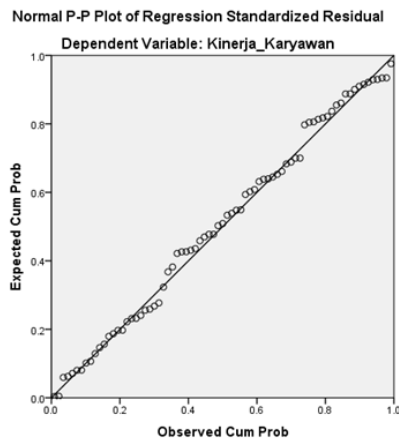


Figure 2.

Graph Normal PP Plot of Regression Standardized Residual
Dependent: Employee Performance

In Figure 2, the graph Normal PP Plot of Regression Standardized Residual, it can be seen that the data spreads around the diagonal line and follows the direction of the diagonal line, so the pattern shows a normal distribution.

Table 5.

Test Results Multicollinearity

Model	Collienarity Statistics	
	Tolerance	VIF
Organizational culture	0,607	1,647
Work discipline	0,607	1,647

Source: Output SPSS (StatisticsProgram for Social Science) 25.0

From the test results in Table 5, it is known that both the independent variable has a value of tolerance is 0.607, which means more is greater than 0.10 and the VIF value obtained is 1.647, which means less than 10. It can be concluded that there is no multicollinearity problem in the regression model.

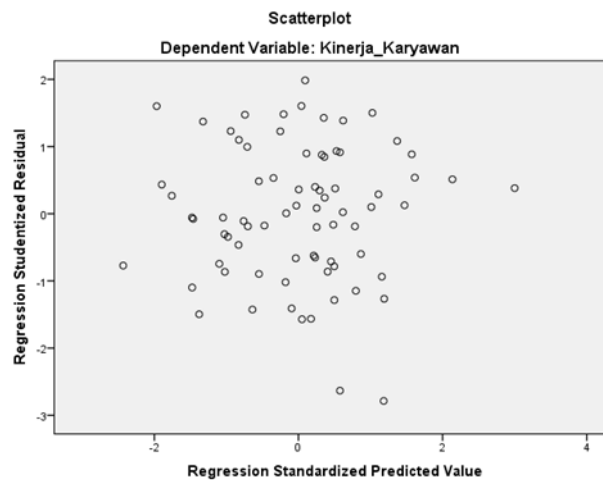


Figure 3.

Heteroscedasticity Test Results

Source: Results of Output SPSS (Statistic Program for Social Science) 25.0

Based on Figure 3 above, it can be seen that the dots do not form a clear pattern. The dots spread above and below the Y-axis 0. So it can be concluded that there is no heteroscedasticity problem in the regression model.

Table 6.

Multiple Linear Regression Equations

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,326	,382		,852	,397
	Organizational culture	,520	,102	,509	5,109	,000
	Work discipline	,348	,108	,321	3,228	,002

a. Dependent Variable: Employee_performance

Source: SPSS Output Results (Statistic Program for Social Science) 25.0

The regression equation model that is formed based on the research results is:

$$Y = 0,326 + 0,520X_1 + 0,348X_2$$

From the results of the multiple linear regression equation, each variable can be interpreted as follows:

- The constant value is a positive sign of 0.326 which indicates that if the variables of organizational culture and work discipline do not change or equal to 0 then the employee performance is equal to 0.326.
- The organizational culture variable has a positive regression coefficient of 0.520, this means that if the value of X_1 (organizational culture) increases with the assumption that the variable work discipline remains, it will increase employee performance by 0.520.

So the better the organizational culture based on the assessment, the higher the employee's performance.

- c. The work discipline variable has a positive regression coefficient of 0.348, this means that if the value of X_2 (work discipline) increases with the assumption that the organizational culture variable is constant, it will increase employee performance by 0.348. So the higher the work discipline based on the assessment, the higher the employee's performance.

Table 7.
Simultaneous Correlation Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,753 ^a	,567	,555	,41532
a. Predictors: (Constant), Discipline_Work, Culture_Organization				

Source: SPSS Output Results (Statistic Program for Social Science) 25.0

Based on table 7 above, it can be seen that the correlation coefficient value obtained between organizational cultures (X_1) and work discipline (X_2) on employee performance (Y) at PT. BFI Finance Indonesia Tbk, amounting to 0.753. The correlation value is positive which indicates that the relationship between the independent variable and the dependent variable is unidirectional, where the better the organizational culture is applied and the better the work discipline is applied, the performance will also increase. Based on the criteria for the interpretation of the correlation coefficient, the correlation value of 0.753 is included in the strong relationship category because it is in the interval 0.600 - 0.799.

Table 8.
Partial Correlation Coefficient

	Culture_Organization (X_1)	Employee_Performance (Y)
Culture_ Person Correlation Organization Sig. (2-tailed) (X_1) N	1,000 75	,710 ** ,00075
Performance_ Person Correlation Employees Sig. (2-tailed) (Y) N	,710 ,00075	1,000 75

Source: SPSS Output Results (Statistic Program for Social Science) 25.0

Based on the data in table 8, the correlation coefficient of organizational culture (X_1) on employee performance (Y) on PT. BFI Finance Indonesia Tbk, amounting to 0.710. The value of 0.710 according to the correlation coefficient criteria in the interval 0.60 - 0.799 is a strong relationship category and has a positive value. Statistical conclusion, there is a strong relationship between organizational culture (X_1) on employee performance at PT. BFI Finance Indonesia Tbk. This means that organizational culture has a strong influence on employee performance at PT. BFI Finance Indonesia Tbk because it has many important points that must be understood and obeyed by all employees.

Table 9.
Simultaneous Determination Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,753 ^a	,567	,555	,41532
b. Predictors: (Constant), Discipline_Work, Culture_Organization				

Source: SPSS Output Results (Statistic Program for Social Science) 25.0
Based on the results of the output SPSS in table 5.45, the R value is square 0.567 or 56.7%. Simultaneously the influence (contribution) between organizational culture (X₁) and work discipline (X₂) and on employee performance (Y) at PT. BFI Finance Indonesia Tbk together is 56.7% while the remaining 43.3% is influenced by other variables not examined in this study.

Table 10.
Partial Determination

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-Order	Partial	Part
1	(Constant)	,326	,382		,852	,397			
	Organizational Culture	,520	,102	,509	5,109	,000	,710	,516	,396
	Work Discipline	,348	,108	,321	3,228	,002	,640	,356	,250
Dependent Variable: Employee_performance									

Source: SPSS Output Results (Statistic Program for Social Science) 25.0

Based on table 10, calculations can be done to obtain partial influence between the independent variables on the dependent variable with the beta x zero order formula as follows:

1. Organizational culture variable : $0.509 \times 0.710 = 0.361$ or 36.1%
2. Work discipline variable : $0.321 \times 0.640 = 0.205$ or 20.5%

From the results of the above calculations, it is known that from the results of the contribution given the organizational culture of 36.1% and another 20.5% of work discipline so that it appears that organizational culture gives the most dominant contribution on employee performance.

Table 11.
Hypothesis Testing F Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression,	16.253	2	8.126	47.111	.000 ^b
	Residual	12.419		72172		
	Total	28.672	74			
a. Dependent Variable: Kinerja_Karyawan						
b. Predictors: (Constant), Discipline_ Work, Culture_Organization						

Source: SPSS Output Results (Statistic Program for Social Science) 25.0

Hypothesis:

$H_0 : \beta_1 = \beta_2 = 0$: There is no effect simultaneously between organizational culture (X_1) and discipline (X_2) the employee performance (Y) at PT. BFI Finance Indonesia Tbk.

$H_a : \beta_1 \neq \beta_2 \neq 0$: There is a simultaneous influence between organizational culture (X_1) and work discipline (X_2) on employee performance (Y) at PT. BFI Finance Indonesia Tbk.

With a significance level of 0.05

Criteria: Reject H_0 if $F_{count} > F_{table}$, received in other respects

According to the table 11 above, it can be seen that the F_{count} of 47.111. This value will be compared with the F_{table} in the distribution table F. With $\alpha = 0.05$, $df_2 = nk - 1 = 75 - 2 - 1 = 72$, the F_{table} is 3.12. Thus $F_{count} 47,111 > F_{table} 3,12$ so that H_a is accepted and H_0 is rejected. This shows that there is a significant influence between organizational culture (X_1) and work discipline (X_2) on employee performance (Y) at PT. BFI Finance Indonesia Tbk.

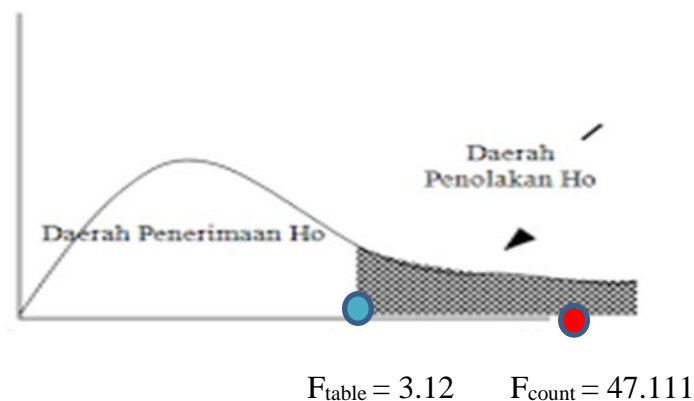


Table 12.
Results of Partial Hypothesis Testing (t test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	, 326	, 382		, 852	, 397
	Organizational Culture	, 520	, 102	, 509	5,109	, 000
	Work Discipline	, 348	, 108	, 321	3,228	, 002
b. Dependent Variable: Employee_performance						

Source: SPSS Output Results (Statistic Program for Social Science) 25.0

Effect of Organizational Culture on Employee Performance

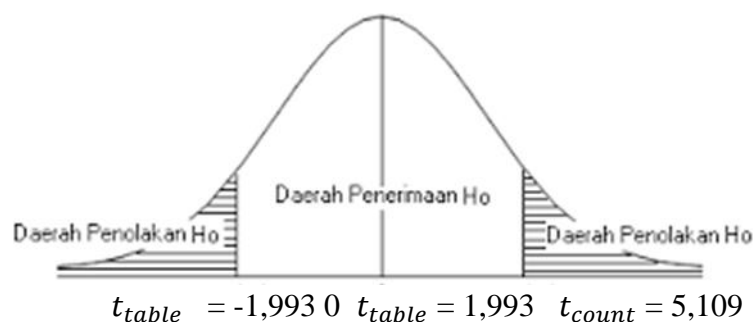
$H_0 : \rho_{yx1} = 0$; There is no significant influence between organizational culture (X_1) on employee performance (Y) at PT. BFI Finance Indonesia Tbk.

$H_a : \rho_{yx1} \neq 0$; There is a significant influence between organizational culture (X_1) on employee performance (Y) at PT. BFI Finance Indonesia Tbk.

With a level significance of 0.05

Criteria: Reject H_0 if $t_{count} > t_{table}$ received in other respects

From the table 12 above, it can be seen that the value of t_{count} obtained variable organizational culture (X_1) is approximately 5.109. This value will be compared with the t_{table} in the t distribution table. With $\alpha = 0.05$, $df = nk-1 = 75-2-1 = 72$, the t_{table} for two-party testing was 1.993. Values above shows that the value of t obtained variable organizational culture (X_1) of $5.109 > t_{table} 1,993$, according to the criteria of testing the hypothesis that H_0 is rejected and H_a accepted. Thus it can be concluded that there is a significant influence between organizational culture (X_1) on employee performance (Y) at PT. BFI Finance Indonesia Tbk.



Source: Research Data Processing Results, 2020

Effect of Work Discipline on Employee Performance

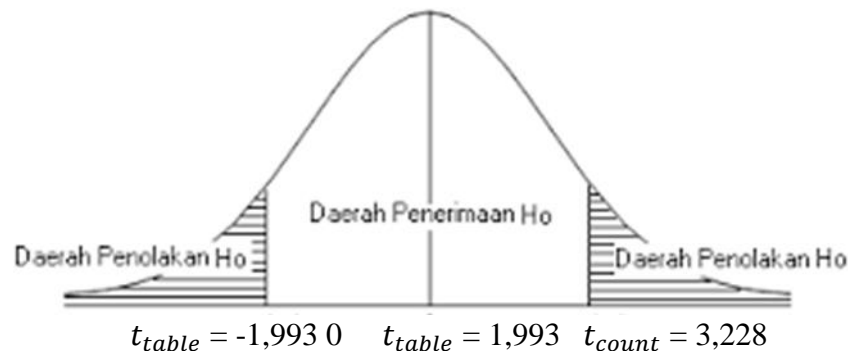
$H_0 : \rho_{yx2} = 0$; There is no significant influence between work discipline (X_2) on employee performance at PT. BFI Finance Indonesia Tbk.

$H_a : \rho_{yx2} \neq 0$; There is a significant influence between work discipline (X_2) on employee performance (Y) at PT. BFI Finance Indonesia Tbk.

With a significance level of 0.05

Criteria: Reject H_0 if $t_{count} > t_{table}$ received in other respects

From the table 12 above, it can be seen that the value t_{count} obtained by variable work discipline (X_2) is equal to 3.228. This value will be compared with the t_{table} in the t distribution table. With $\alpha = 0.05$, $df = nk - 1 = 75 - 2 - 1 = 72$, the t_{table} for two-party testing was 1.993. Values above shows that the value obtained by variable work discipline (X_2) of $3.228 > t_{table}$ 1,993, according to the criteria of testing the hypothesis that H_0 is rejected and H_a accepted. Thus it can be concluded that there is a significant influence between work discipline (X_2) on employee performance (Y) at PT. BFI Finance Indonesia Tbk.



Discussion

Results of an overview analysis of organizational culture and work discipline on employee performance

Based on the table 5, 6, 10, 11, 12, it can be seen that of 75 respondents or employees at PT. BFI Finance Indonesia Tbk, consists of 57 male employees (76%) and 18 female employees (24%). This is because male employees have a higher interest in working in non-bank financial companies which have a higher level of risk.

Based on the characteristics of the work status at PT. BFI Finance Indonesia Tbk employees who have worked for 1 - 5 years are 35 employees (46.7%), employees who have worked for 6 - 10 years, 27 employees (36%), employees who have worked for 11-15 years. years, namely 13 employees (17.3%) and no employees who have worked for > 15 years. This shows that the majority of employees who work at PT. BFI Finance Indonesia Tbk is a new employee who has a lot of potential that the company can develop.

Based on the age characteristics of employees at PT. BFI Finance Indonesia Tbk has employees aged 30-40 years, namely 45 employees (60%), employees aged < 30 years are 26 employees (34.7%), employees aged 41-50 years are 3 employees (4 %) and employees > 50 years old are 1 employee (1.3%). This shows that the majority of employees who work at PT. BFI Finance Indonesia Tbk are employees who are at a mature age for work.

Based on the characteristics of the employees' marital status, the majority of employees who work at PT. BFI Finance Indonesia Tbk is married employees, namely 60 employees (80%) and employees who are not married as many as 15 employees (20%). This shows that the majority of employees who work at PT. BFI Finance Indonesia Tbk is an employee who has a family and has a bigger responsibility than an employee who is not married because he has to provide for his family.

Characteristics based on the education level of employees that the majority of employees who work at PT. BFI Finance Indonesia Tbk is an employee with education up to Bachelor level (S1 / S2 / S3), which is 45 employees (60%), employees with education up to Diploma level (D1 /

D2 / D3) are 16 employees (21.3%) , employees with education up to SMA / SMK level are 14 employees (18.7%) and none of the employees have the last education up to SMP level. This is because the company prioritizes employees who have an educational background up to Bachelor level because it is in accordance with the company's needs and in accordance with the workload that the company will provide to employees.

Results of Hypothesis Analysis of the Effect of Organizational Culture on Employee Performance

From the calculation of the statistical test in table 12, work discipline has a significant effect because $0.000 < 0.05$ or it can be seen from ($t_{\text{count}} > t_{\text{table}}$) or ($5.109 > 1.993$) means that H_0 is rejected and H_a accepted, meaning that organizational culture has an influence on the performance of employees at PT. BFI Finance Indonesia Tbk because it is in accordance with the criteria for testing the hypothesis that H_0 is rejected and H_a is accepted and the organizational culture variable has an effect (contribution) of 36.1% while the remaining 63.9% is influenced by other variables not examined in this study, for example, such as work environment, leadership style, compensation and so on.

This is in line with the theory put forward by (Nitesemito, 2014), Organizational culture is a set of assumptions or belief systems, values, and norms developed within the organization that serve as guidelines for behavior for its members to overcome external and internal adaptation problems. Therefore, if the implementation of organizational culture is good, it will be followed by the resulting better employee performance.

Results of Hypothesis Analysis of the Effect of Work Discipline on Employee Performance

From the statistical test calculations in table 12, work discipline has a significant effect because $0.00 < 0.05$ or it can be seen from ($t_{\text{count}} > t_{\text{table}}$) or ($3.228 > 1.993$) means that H_0 is rejected and H_a accepted, meaning that the work environment has an influence on the performance of employees at PT. BFI Finance Indonesia Tbk because it is in accordance with the criteria for testing the hypothesis that H_0 is rejected and H_a is accepted and the work discipline variable has an influence (contribution) of 20.5% while the remaining 79.5% is influenced by other variables not examined in this study, such as for example such as work environment, leadership style, compensation and so on.

This is in line with the theory put forward by (Setiawan, 2014), work discipline is basically always expected to characterize every human resource in the organization, because with discipline the organization will run well and can achieve its goals well too. Work discipline has a positive influence on employee performance. Employees who are disciplined in work since leaving, at work and when they come home from work and according to the rules at work, will usually have a good performance.

Results of Hypothesis Analysis of the Effect of Organizational Culture and Work Discipline on Employee Performance

From the statistical test calculations in table 11, organizational culture and work discipline have a significant effect because $0.00 < 0.05$ or it can be seen from the view ($F_{\text{count}} > F_{\text{table}}$) or ($47.111 > 3.12$) means that H_0 is rejected and H_a accepted, meaning that the culture of the organization and discipline have simultaneous effect on the performance of employees at PT. BFI Finance Indonesia Tbk because it is in accordance with the criteria for testing the hypothesis that H_0 is rejected and H_a is accepted and the organizational culture and work discipline variables have an influence (contribution) of 56.7% while the remaining 43.3% is influenced by other variables not examined in this research.

This is in line with the theory put forward by (Mathis, R. L., & Jackson, 2013), a good employee performance will directly be to influence the performance of institutions and to improve the performance of certain stakeholders is a time consuming job and a long process. Besides by increasing supervision and guidance, an assessment is also carried out the level of performance success that has been carried out by its employees through the role of a capable leader leading the agency.

Organizational culture and work discipline both have a positive influence on employee performance. The application of an organizational culture that is not in accordance with the company environment will not run effectively and will have an impact on the ineffectiveness of the performance produced by employees and the application of work discipline that is not in accordance with company regulations, especially in terms of attendance will affect the performance of employees who will not run optimally .

6. Conclusion

Based on the results of the research and discussion in the previous chapter, the following conclusions can be drawn:

1. Overview of Research Variables:
 - a. Regarding the organizational culture variable, based on the results of the respondents' responses, the overall value is in the quite good category. The highest rating is found in my statement that I have an interest in individual work results. This shows that the majority of employees pay more attention to the results of the work they get individually because each employee is given a target that must be achieved by each employee.
 - b. Regarding the work discipline variable, based on the results of the respondents' responses, the overall score is in the quite good category. The highest rating is found in my statement that I have responsibility for the company. This means that each employee is given responsibility with the workload they get so that each employee must always try to be responsible with the work they get.
 - c. Regarding employee performance variables, based on the results of the respondents' responses, the overall value is in the quite good category. The highest assessment is found in my statement that I collaborate with colleagues and superiors. This is because employees are able to establish good and harmonious cooperation with other co-workers and superiors so that employees will feel comfortable working in the company where they work.
2. Partially organizational culture affects the performance of employees at PT. BFI Finance Indonesia Tbk. This is based on the recapitulation of respondents' responses to organizational culture, there is the lowest item in statement number 9 regarding "I have the ability to design", because there are differences in the abilities possessed by each employee.
3. Partially work discipline affects the performance of employees at PT. BFI Finance Indonesia Tbk. This is based on the recapitulation of respondents' responses to work discipline, there is the lowest item in statement number 6 regarding "I have a punctuality in completing work", because giving workloads is considered too burdensome to employees.
4. Simultaneously organizational culture and work discipline have a significant influence on employee performance. This is obtained based on the recapitulation of respondents' responses to employee performance, found in the lowest statement item in statement number 4 regarding "I have speed in completing tasks". This can result in an accumulation of work owned by each employee so that the work results cannot be completed optimally.

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