THE INFLUENCE OF WORK DISCIPLINE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE OF PT. ANGKASA PURA SOLUSI KOTA TANGERANG

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ABSTRACT

The purpose of this study was to determine the effect of work discipline and organizational culture on the performance of employees of PT Angkasa Pura Solusi, Tangerang City. The method used is quantitative. The sampling technique used saturated sampling of 80 respondents. Data analysis using validity test, reliability test, classical assumption test, regression analysis, correlation coefficient, coefficient of determination and hypothesis testing. The results of this study are that work discipline has a significant effect on employee performance with a determination coefficient value of 41.2% and the hypothesis test is obtained t count > t table or (7.387 > 1.991). Organizational culture has a significant effect on employee performance with a coefficient of determination of 41.5% and the hypothesis test is obtained t count > t table or (7.445 > 1.991). Work discipline and organizational culture simultaneously have a significant effect on employee performance with the regression equation $Y = 9.054 + 0.373X1 + 0.418X2$. The coefficient of determination is 56.5% while the remaining 43.5% is influenced by other factors. Hypothesis testing obtained F count > F table or (49,981 > 2,720). this job work discipline and organization culture together have a positive and significant impact on employees the west of PT Angkasa Pura Solusi Tangerang City.
Keywords: Work Discipline, Organizational Culture, Employee Performance

INTRODUCTION

In the current era of globalization, industrial competition for both products and services is increasingly fierce with the presence of a wider variety of opportunities and threats. An organization must be prepared to be able to compete well. One important aspect that needs to be considered is human resources which must have an important role as the driving force of the company in order to achieve organizational goals that have been formulated by top management. The aspect of human resources must also be of concern considering that if the organization's business processes are carried out by human resources who have poor quality, then the organization will have difficulty achieving its stated goals.

It is different if the business processes in the organization are run by resources that have good quality, the continuity of the business processes will run more optimally so that the goals of organizational management will be easier to achieve. Human resources have a very important role in efforts to achieve organizational goals. Therefore, human resources are a very important element in running an organization, so human resources are considered the main object. The increasingly fierce competition in the business world today forces companies to be able to face every change that may occur. It is hoped that the company can have reliable human resources who can compete and contribute to the company. In order to achieve better conditions, adequate management of human resources is required so that quality, loyal and high-achieving resources are created.

PT Angkasa Pura Solusi is a group company under the auspices of PT Angkasa Pura II (Persero) where this company's portfolio, which was originally limited to Airport Consulting, IT, and Saphire, is now developing and focusing on five business units, namely APS Resources Services, APS Facility Care, APS Facility Services, APS Passenger Services, and APS Retail & Ancillary Business.

As an integrated service provider, PT Angkasa Pura Solusi is committed to providing the best service to clients by basing business processes on the basic belief: Serving the Best. These beliefs are then aligned with the Core Values of the Ministry of BUMN and the parent company, namely AKHLAK (Many, Competent, Harmonious, Loyal, Adaptive, Collaborative. The company has several employees who are placed in sections or divisions according to the company's needs. Thus the role of human resources is very important in a company, whether a private company or a government company, considering that human resources are one of the factors that are directly involved in carrying out the company's activities and play an important role in improving the company's performance in achieving the stated goals,

Employee work discipline behavior in the office is not just a matter of the domination of regulations and punishments applied by the company. Indeed, sometimes companies implement several disciplinary actions so that employees can get used to maintaining discipline, in fact, work discipline behavior will form itself when employees and company management have a sense of trust in each other. This also supports the goal of disciplined work which aims to create a comfortable work environment and remain on the same line to achieve company goals.

Without good discipline among employees, it is difficult for organizations to achieve optimal results. Undisciplined actions (Indiscipline) will have an impact on the growth of the company organization. Discipline is also said to be a means of training and educating employees to be obedient and orderly to the rules that apply in the organization. Company regulations are made so that they can be adhered to properly, including employee obedience in keeping to work hours, obedience in complying with all existing rules within the company, obedience regarding employee behavior in carrying out their duties and obligations, employee obedience in upholding legal norms and other rules.

Enforcing discipline is considered important because discipline contains rules that employees must obey. Work discipline can be seen as something that has great benefits, both for the interests of the organization and for employees. For organizations, the existence of work discipline will ensure the maintenance of order and smooth implementation of tasks, so that optimal results are obtained. Meanwhile, employees will get a pleasant working atmosphere which will increase their enthusiasm for carrying out their work. Employees must also have a high sense of responsibility, showing discipline at work, such as carrying out assigned tasks and completing them on time and having responsibility for their work. Apart from that, it is also very important for companies to socialize all company rules and regulations so that they can be understood by employees and supervised by management, and carried out properly so that there are no obstacles that can slow down the achievement of company goals. In this way, employees can carry out their duties with full awareness and can develop their energy and thoughts as fully as possible in order to realize the organization's goals.

It is also important for companies to socialize all company rules and regulations so that employees can understand them and monitor them and control them properly so that there are no obstacles that can slow down the achievement of company goals. In this way, employees can carry out their duties with full awareness and can develop their energy and thoughts as fully as possible in order to realize the organization's goals. Work discipline is a form of employee effort that tries to improve and shape employee knowledge, attitudes and behavior both in their work environment and maintaining behavior outside the office environment so that employee behavior voluntarily tries to work cooperatively with other employees and improves work performance.

The following is a table regarding the performance targets and actual performance of employees at PT Angkasa Pura Solusi, Tangerang City from 2018 to 2022 which is summarized as follows:

Table 1. PT Angkasa Pura Solusi Tangerang City Employee Performance Data 2018-2022

Year	Performance Achievement (In Percent Per Quarter)			Target (%)	Average Achievement (%)
	K1	K2	K3		
2020	84.8%	86.6%	82.6%	100%	84.7%
2021	84.4%	83.7%	82.2%	100%	83.4%
2022	83.5%	84.3%	80.5%	100%	82.7%

Note: TW = Quarter
Source: PT Angkasa Pura Solusi, 2023

Based on the data in table 1.1 above, performance achievements from 2020 to 2022 from quarter 1, quarter 2 and quarter 3 show fluctuating development with a downward trend. In 2020 there was a slight increase to an average of 84.7%. However, in 2021 it decreased again with an average of only 83.4% and in 2022 it experienced another decline with an average of only 82.7%.

This condition shows that employee performance still needs to be immediately improved so that performance can increase. This is in line with the opinion of Mangkunegara (2019:75) that the definition of performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Based on the background of the problem above, the author is interested in conducting further research with the title: "The Influence of Work Discipline and Organizational Culture on the Performance of PT Angkasa Pura Solusi Kota Tangerang Employees".

METHODS

The method in this research uses an associative descriptive approach to examine the influence of work discipline and organizational culture on employee performance at PT Angkasa Pura Solusi. This approach was chosen to understand in depth the value of the independent variables, namely work discipline and organizational culture, as well as their influence on the dependent variable, namely employee performance. This study was designed to provide a clear picture of the relationship between these variables in the specific context of PT Angkasa Pura Solusi.

The population in this study consisted of all employees of PT Angkasa Pura Solusi, totaling 80 people. Based on Sugiyono's recommendations in Pratama (2020:4), a saturated sampling technique was used, which means that all members of the population were used as research samples. This was done to obtain a comprehensive and representative picture of all employees in testing the research hypothesis. Data collection is carried out through various methods, including observation, questionnaires, and documentation studies, then the collected data is analyzed using statistical methods to produce valid and reliable conclusions..

RESULT

Classical Assumption Testing

The classical assumption test is used to determine the accuracy of the data, or the significance of the relationship between the independent variable and the dependent variable so that the results of the analysis can be interpreted more accurately, efficiently, and avoid weaknesses that occur because there are still symptoms of classical assumptions or whether the data is feasible or not. used as research data. Testing was carried out using the SPSS Version 26 program. In this research the classical assumption tests carried out consisted of normality tests, multicollinearity tests, autocorrelation tests, heteroscedasticity tests.

1. **Normality test**

The normality test is carried out to test whether in the regression model, the dependent variable and independent variables have a normal distribution or an abnormal distribution. A good regression model is a normal or close to normal data distribution. To ensure the

assumption that the equation is normally distributed, a measuring instrument approach is used to calculate the residual of the dependent variable.

The Normality Test in this research uses the Kolmogorov-Smirnov Test by comparing the significance value to 0.050 with the following conditions:
a. If significance > 0.050, then the data is declared normal.
b. If significance < 0.050, then the data is declared abnormal.

The results of the normality test with Kolmogorov-Smirnov are as follows:

Table 2. Normality Test Results Using the Kolmogorov-Smirnov Test

Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	Df	Sig.
Employee Performance (Y)	,094	80	,080	,964	80	,025

a. Lilliefors Significance Correction
Source: Processed data, 2023

Based on the test results in the table above, a significance value of 0.080 > 0.050 was obtained. Thus, the assumed distribution of equations in this test is normal.

The normality test can also be carried out using a probability plot graph where variable residuals can be detected by looking at the distribution of residual points following the direction of the diagonal line, and this is in accordance with the results of the distribution diagram processed with SPSS Version 26 as in the image below:
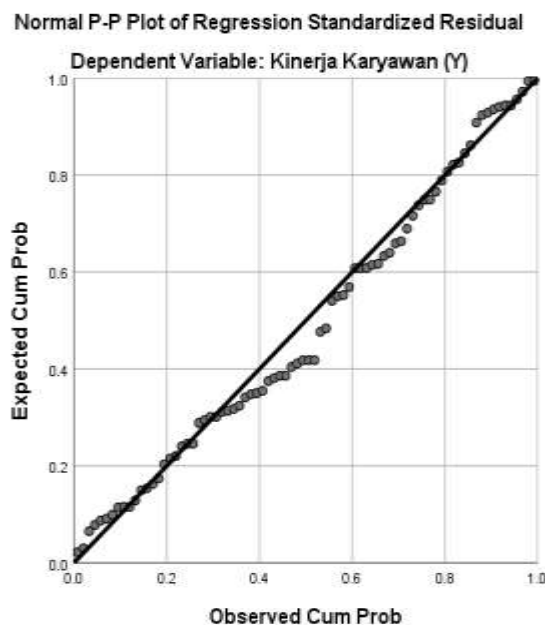
Source: Processed data, 2023
Figure 2. PP Graph Plot Normality Test Results

In the picture above you can see that the normal probability plot graph shows a normal graphic pattern. This can be seen from the points that are spread around the diagonal line and the distribution follows the diagonal line. Therefore, it can be concluded that the regression model meets the normality assumption.

2. Multicollinearity Test

The mutlicollinearity test is carried out to ensure that the independent variables do not have multicollinearity or do not have a correlation between the independent variables. A good regression model should have no correlation between independent variables. This test can be done by looking at the Tolerance Value and Variance Inflation Factor (VIF). The prerequisites are as follows:
a. If the VIF value is > 10 and the tolerance value is > 1 then symptoms of multicollinearity occur

b. If the VIF value is < 10 and the tolerance value is < 1 then there are no symptoms of multicollinearity.

The test results using SPSS Version 26 are as follows:

Table 3. Multicollinearity Test Results
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	9,054	2,970		3,048	,003		
	Work Discipline (X1)	,373	.073	,436	5,143	,000	,785	1,274
	Organizational Culture (X2)	,418	,080	,442	5,208	,000	,785	1,274

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2023

Based on the results of the multicollinearity test in the table above, the tolerance value for the work discipline variable is 0.785 and organizational culture is 0.785, this value is less than 1, and the Variance Inflation Factor (VIF) value for the work discipline variable is 1.274 and the organizational culture variable is 1.274, this value is less than 10. Thus, this regression model is stated to have no multicollinearity interference.

3. Autocorrelation Test

The autocorrelation test is intended to determine whether or not there are correlation deviations between sample members. To determine the presence of autocorrelation, the Durbin-Watson (DW) test is carried out by comparing the Durbin-Watson value with the criteria or guidelines for interpretation. The criteria for the Darbin-Watson Test (DW Test) guidelines that are used as a reference are as follows:

Table 4. Durbin-Watson Test Interpretation Guide

Criteria	Information
< 1,000	There is autocorrelation disorder
1,100 – 1,550	No conclusion
1,550 – 2,460	There is no autocorrelation interference
2,460 – 2,900	No conclusion
> 2,900	There is autocorrelation disorder

Source: Sugiyono (2018:184)

The results of the autocorrelation test are as follows:

Table 5. Autocorrelation Test Results with Durbin-Watson
Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.752a	,565	,554	2,516	2,141

a. Predictors: (Constant), Organizational Culture (X2), Work Discipline (X1)

b. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2023

Based on the test results in the table above, this regression model has no autocorrelation, this is proven by the Durbin-Watson value of 2.141 which is between the interval 1,550 – 2,460.

4. Heteroscedasticity Test

Heteroscedasticity testing is intended to test whether in a regression model there is inequality of residual variance. One way to detect whether heteroscedasticity is present or not is with the Glejser test where the results of this test can be seen whether in the regression model there is an inequality of variance from one residual observation to another observation.

The conditions for whether heteroscedasticity disturbances occur and do not occur are as follows:

a. If the independent variable (X) has a significance value (Sig.) < 0.05, then heteroscedasticity disturbance occurs.

b. If the independent variable (X) has a significance value (Sig.) > 0.05, then there is no heteroscedasticity disturbance.

The results of the heteroscedasticity test are as follows:

Table 5. Heteroscedasticity Test Results Using the Glejser Test

Coefficientsa

| Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
1(Constant)	2,421	1,718		1,409	,163
Work Discipline (X1)	-.025	,042	,078	-.606	,547
Organizational Culture (X2)	.014	,046	,040	,308	,759

a. Dependent Variable: RES2

Source: Processed data, 2023

Based on the test results in the table above, the Glejser test model on the work discipline variable (X1) obtained a significance value of 0.547 and organizational culture (X2) obtained a significance value of 0.759 where both significance values (Sig.) > 0.05. Thus, the regression model on this data does not contain heteroscedasticity interference, so this regression model is suitable for use as research data.

Testing can also be done by looking at the scatter plot graph between the predicted value of the dependent variable (ZPRED) and the residual value (SRESID) with the following conditions:

a. If the points form a certain pattern, such as large waves widening and narrowing, then heteroscedasticity disturbance has occurred.

b. If the points spread out without forming a particular pattern, then heteroscedasticity does not occur.

The results of the heteroscedasticity test are as follows
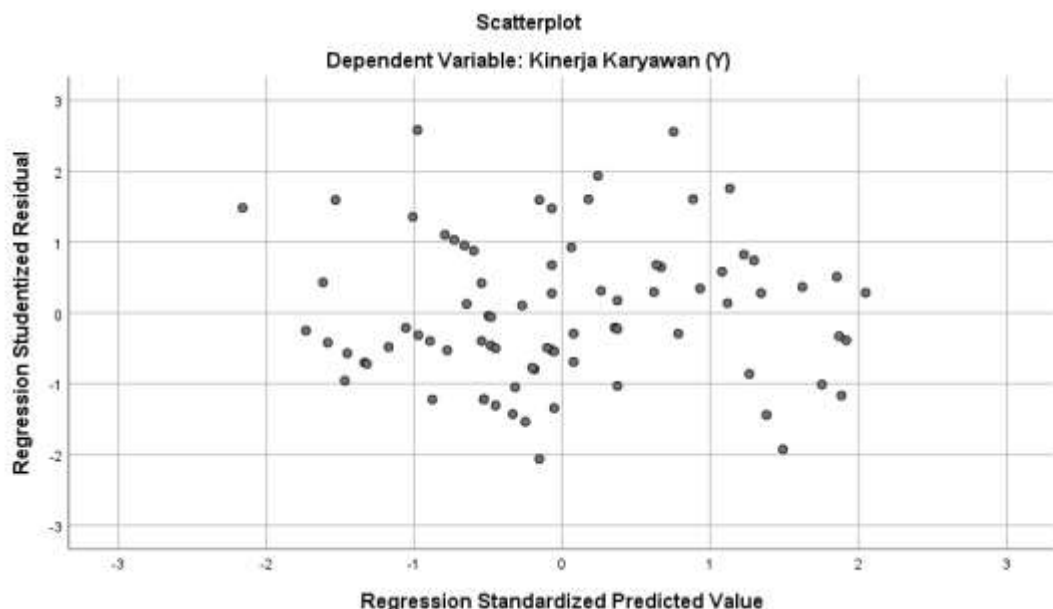
Source: Processed data, 2023

Figure 2. Scatter Plot Graph of Heteroscedasticity Test Results

Based on the results of the image above, the points on the scatterplot graph do not have a clear distribution pattern or do not form a particular pattern. Thus, it is concluded that

there is no heteroscedasticity interference in the regression model so that this regression model is suitable for use as research data.

Quantitative Analysis

Quantitative analysis is intended to determine the magnitude of the influence and analyze the significance of this influence. This analysis was carried out on the influence of the 2 independent variables on the dependent variable.

1. Linear Regression Analysis

This regression test is intended to determine how much influence variables X1 and The following are the results of regression processing with SPSS Version 26, as follows:

Table 6. Simple Linear Regression Test Results for Work Discipline Variables (X1) on Employee Performance (Y)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,130	2,778		6,526	,000
	Work Discipline (X1)	,548	,074	,642	7,387	,000

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2023

Based on the test results in the table above, the regression equation Y = 18.130 + 0.548X1 can be obtained. From the equation above it can be concluded as follows:

a. A constant value of 18.130 means that if the work discipline variable (X1) does not exist then there is an employee performance value (Y) of 18.130 points.

b. The work discipline regression coefficient value (X1) is 0.548 which means that if the constant remains and there is no change in the organizational culture variable (X2), then every 1 unit change in the work discipline variable (X1) will result in a change in employee performance (Y) of 0.548 point.

Table 7. Simple Linear Regression Test Results for Organizational Culture Variables (X2) on Employee Performance (Y)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,774	3,071		5.136	,000
	Organizational Culture (X2)	,609	,082	,645	7,445	,000

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2023

Based on the test results in the table above, the regression equation Y = 15.774 + 0.609X2 can be obtained. From the equation above it can be concluded as follows:

a. A constant value of 15.774 means that if the organizational culture variable (X2) does not exist, then there is an employee performance value (Y) of 15.774 points.

b. The organizational culture regression coefficient value (X2) is 0.609 which means that if the constant remains and there is no change in the work discipline variable (X1), then every 1 unit change in the organizational culture variable (X2) will result in a change in employee performance (Y) of 0.609 point.

1. Multiple Linear Regression Analysis

Table 8. Multiple Regression Test Results for Work Discipline Variables (X1) and Organizational Culture (X2) on Employee Performance (Y)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	,054	2,970		3,048	,003

Work discipline (X1)	,373	.073	,436	5,143	,000
Organizational Culture (X2)	,418	,080	,442	5,208	,000

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2023

Based on the test results in the table above, the regression equation Y = 9.054 + 0.373X1 + 0.418X2 can be obtained. From the equation above it can be concluded as follows:

a. A constant value of 9.054 means that if the variables of work discipline (X1) and organizational culture (X2) are not considered then employee performance (Y) will only be worth 9.054 points.

b. The work discipline value (X1) of 0.373 means that if the constant remains and there is no change in the organizational culture variable (X2), then every 1 unit change in the work discipline variable (X1) will result in a change in employee performance (Y) of 0.373 points.

c. The organizational culture value (X2) of 0.418 means that if the constant remains and there is no change in the work discipline variable (X1), then every 1 unit change in the organizational culture variable (X2) will result in a change in employee performance (Y) of 0.418 points.

1. Correlation Coefficient Analysis (r)

Correlation coefficient analysis is intended to determine the level of strength of the relationship between the independent variable and the dependent variable. In providing an interpretation of the correlation coefficient results, you can be guided by the following table:

Table 8. Correlation Coefficient Interpretation Guidelines

Correlation Coefficient Value Interval	Relationship Level
0.000 to 0.199	Very low
0.200 to 0.399	Low
0.400 to 0.599	Currently
0.600 to 0.799	Strong
0,800 to 1,000	Very strong

Source: Sugiyono (2019:184)

The results of data processing are as follows:

Table 9. Partial Correlation Coefficient Test Results for Work Discipline (X1) on Employee Performance (Y)
Correlations b

		Work Discipline (X1)	Employee Performance (Y)
Work Discipline (X1)	Pearson Correlation	1	,642**
	Sig. (2-tailed)		,000
Employee Performance (Y)	Pearson Correlation	,642**	1
	Sig. (2-tailed)	,000	

**. Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=80

Source: Processed data, 2023

Based on the test results in the table above, a correlation coefficient value of 0.642 is obtained, where this value is in the interval 0.600-0.799, meaning that the two variables have a strong level of relationship.

Table 10. Partial Correlation Coefficient Test Results of Organizational Culture (X2) on Employee Performance (Y)
Correlations b

		Organizational Culture (X2)	Employee Performance (Y)
Organizational Culture (X2)	Pearson Correlation	1	,645**
	Sig. (2-tailed)		,000
Employee Performance (Y)	Pearson Correlation	,645**	1

	Sig. (2-tailed)	,000	

**. Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=80

Source: Processed data, 2023

Based on the test results in the table above, a correlation coefficient value of 0.645 is obtained, where this value is in the interval 0.600-0.799, meaning that the two variables have a strong level of relationship.

Table 11. Simultaneous Correlation Coefficient Test Results for Work Discipline (X1) and Organizational Culture (X2) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752a	,565	,554	2,516

a. Predictors: (Constant), Organizational Culture (X2), Work Discipline (X1)

Source: Processed data, 2023

Based on the test results in the table above, a correlation coefficient value of 0.752 was obtained, where this value is in the interval 0.600-0.799, meaning that the variables of work discipline and organizational culture have a strong level of relationship with employee performance.

2. Analysis of the Coefficient of Determination

The analysis of the coefficient of determination is intended to determine the percentage strength of influence between the independent variables on the dependent variable either partially or simultaneously. In this research, the variables work discipline (X1) and organizational culture (X2) on employee performance (Y). The following are the results of the calculation of the coefficient of determination processed using the SPSS Version 26 program, as follows:

Table 12. Results of Partial Determination Coefficient Test for Work Discipline (X1) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642a	,412	.404	2,907

a. Predictors: (Constant), Work Discipline (X1)

Source: Processed data, 2023

Based on the test results in the table above, the coefficient of determination value obtained is 0.412, so it can be concluded that the work discipline variable influences employee performance variables by 41.2% while the remaining amount is (100-41.2%) = 58.8% influenced by other factors. which was not researched.

Table 13. Results of Partial Determination Coefficient Test of Organizational Culture (X2) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645a	,415	.408	2,897

a. Predictors: (Constant), Organizational Culture (X2)

Source: Processed data, 2023

Based on the test results in the table above, the coefficient of determination value obtained is 0.415, so it can be concluded that the organizational culture variable has an influence on employee performance variables by 41.5% while the remaining amount is (100-41.5%) = 58.5% influenced by factors. others that were not researched.

Table 13. Simultaneous Coefficient of Determination Test Results for Work Discipline (X1) and Organizational Culture (X2) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752a	,565	,554	2,516

a. Predictors: (Constant), Organizational Culture (X2), Work Discipline (X1)
Source: Processed data, 2023

Based on the test results in the table above, the coefficient of determination value obtained is 0.565, so it can be concluded that the work discipline and organizational culture variables influence employee performance variables by 56.5% while the remainder is (100-56.5%) = 43.5 % influenced by other factors that were not researched.

3. Hypothesis test
a. Partial Hypothesis Testing (t Test)

Hypothesis testing of work discipline variables (X1) and organizational culture (X2) on employee performance (Y) was carried out using the t test (partial test). In this study, a significance criterion of 5% (0.05) was used by comparing the calculated t value with the t table, namely with the following criteria:
1) If the calculated t value < t table: it means that H0 is accepted and H1 is rejected
2) If the calculated t value > t table: it means that H0 is rejected and H1 is accepted

Hypothesis testing can also be done by comparing the significance value with 0.05, with the following conditions:
1) If the significance value is > 0.05, it means that H0 is accepted and H1 is rejected
2) If the significance value is <0.05, it means that H0 is rejected and H1 is accepted

To determine the value of the t table, look for it using the following formula:
ttable = tα.df (Alpha Level x Degree of Freedom)
α = real rate 5%
df = (n-2), then we get (80-2) = 78, then ttable = 1.991

The criteria are said to be significant if the calculated t value > t table or significance < 0.05.

1) Influence of Work Discipline (X1) on Employee Performance (Y)
Determining the hypothesis formulation is:
H0 : ρ1 = 0 There is no significant influence of work discipline on employee performance
H1: ρ1 ≠ 0 There is a significant influence of work discipline on employee performance

The results of data processing using the SPSS Version 26 program, with the following results:

Table 14. Hypothesis Test Results (t Test) Work Discipline Variable (X1) on Employee Performance (Y)

Coefficientsa

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	Q	Sig.
1 (Constant)	18,130	2,778		6,526	,000
Work Discipline (X1)	,548	,074	,642	7,387	,000

a. Dependent Variable: Employee Performance (Y)
Source: Processed data, 2023

Based on the test results in the table above, the calculated t value > t table or (7.387 > 1.991) is obtained. This is also reinforced by the significance value < 0.050 or (0.000 < 0.050). Thus, H0 is rejected and H1 is accepted, this shows that there is a significant influence between work discipline on employee performance

2) The Influence of Organizational Culture (X2) on Employee Performance (Y)
Determining the hypothesis formulation is:
H0 : ρ2= 0 There is no significant influence of organizational culture on employee performance

H2 : ρ2 ≠ 0   There is a significant influence of organizational culture on employee performance

The results of data processing using the SPSS Version 26 program, with the following results:

Table 15. Hypothesis Test Results (t Test) Organizational Culture Variables (X2) on Employee Performance (Y)

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
1 (Constant)	15,774	3,071		5.136	,000
Organizational Culture (X2)	,609	,082	,645	7,445	,000

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2023

Based on the test results in the table above, the calculated t value > t table or (7.445 > 1.991) is obtained. This is also reinforced by a significance value < 0.050 or (0.000 < 0.050). Thus, H0 is rejected and H2 is accepted, this shows that there is a significant influence between organizational culture on employee performance

b. Simultaneous Hypothesis Testing (F Test)

To test the influence of work discipline and organizational culture variables simultaneously on employee performance, the F statistical test (simultaneous test) was carried out with a significance of 5%. In this study, a significance criterion of 5% (0.05) was used, namely comparing the calculated F value with the F table with the following conditions:

1) If the calculated F value < F table: it means that H0 is accepted and H3 is rejected
2) If the calculated F value > F table: it means that H0 is rejected and H3 is accepted

Hypothesis testing can also be done by comparing the significance value with 0.05, with the following conditions:

1) If the significance value is > 0.05, it means that H0 is accepted and H1 is rejected
2) If the significance value is <0.05, it means that H0 is rejected and H1 is accepted

To determine the size of Ftable, look for the condition df = (nk-1), then we get (80-2-1) = 77, so Ftable = 2,720

The criteria are said to be significant if the calculated F value is > F table or the significance is < 0.050.

The formulation of the hypothesis is as follows:

H0: ρ1,2 = 0 There is no significant simultaneous influence of work discipline and organizational culture on employee performance

H3: ρ1,2 ≠ 0 There is a significant simultaneous influence of work discipline and organizational culture on employee performance

Table 16. Simultaneous Hypothesis Test Results (F Test) Work Discipline (X1) and Organizational Culture (X2) on Employee Performance (Y)

ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	632,656	2	316,328	49,981	,000b
Residual	487,332	77	6,329		
Total	1119.988	79			

a.   Dependent Variable: Employee Performance (Y)
b.   Predictors: (Constant), Organizational Culture (X2), Work Discipline (X1)

Source: Processed data, 2023

Based on the test results in the table above, the calculated F value > F table or (49.981 > 2.720) is obtained. This is also reinforced by the significance < 0.050 or (0.000 < 0.050).

Thus, H0 is rejected and H3 is accepted, this shows that there is a significant simultaneous influence between work discipline and organizational culture on employee performance.

DISCUSSION

1. **Conditions of respondents' answers to the work discipline variable**

    The total mean score for the work discipline variable is 3.72, which is included in the good category. Based on the average of respondents' answers, the majority responded positively to the work discipline carried out. Based on the answers, as many as 17.0% gave very good answers (SB), as many as 41.5% gave good answers (B), but there were still 38.0% of respondents who gave less good answers (KB), as many as 3.3 % gave a bad answer (TB), and 0.3% gave a very bad answer (STB).

2. **Conditions of respondents' answers to organizational culture variables**

    The total mean score for the organizational culture variable is 3.73, which is included in the good category. Based on the average of respondents' answers, the majority responded positively to the organizational culture implemented. Based on the answers, as many as 16.5% gave very good answers (SB), as many as 42.9% gave good answers (B), but there were still 38.1% of respondents who gave less good answers (KB), as many as 2.4 % gave a bad answer (TB), and 0.1% gave a very bad answer (STB).

3. **Conditions of respondents' answers to employee performance variables**

    The total mean score for employee performance variables is 3.85, which is included in the good category. Based on the average of respondents' answers, the majority responded positively to employee performance. Based on the answers, as many as 19.6% gave very good answers (SB), as many as 47.3% gave good answers (B), but there were still 31.8% of respondents who gave less good answers (KB), as many as 1.4 % gave a bad answer (TB), and 0.0% gave a very bad answer (STB).

4. **Influence of Work Discipline (X1) on Employee Performance (Y)**

    Based on the results of the analysis, the regression equation value $Y = 18.130 + 0.548X1$ is obtained, the correlation coefficient value is 0.642, meaning that the two variables have a strong level of relationship. The value of determination or contribution of influence is 0.412 or 41.2%, while the remaining 58.8% is influenced by other factors. Hypothesis testing obtained a calculated t value > t table or (7.387 > 1.991). Thus, H0 is rejected and H1 is accepted, meaning that there is a significant influence of work discipline on employee performance.

    The results of the research carried out by the author support the results of research conducted by Angga Pratama (2020) The Influence of Work Discipline on Employee Performance at PT. Angkasa Permai Tourism. where the research concluded that work discipline had a significant effect on employee performance with a coefficient of determination of 13.8%. Hypothesis testing obtained t value > t table or (3.054 > 1.671)

    The results of this research are also in accordance with research conducted by Akbar Muslimat, Hariyaty Ab Wahid (2021) The Influence of Work Discipline on Employee Performance at PT. Pos Indonesia Cipondoh Office. where in his research it was concluded that work discipline had a significant effect on employee performance with the regression equation $Y = 12.149 + 0.733X$, an influence contribution of 61.1%. Hypothesis testing obtained sig. 0.000 < 0.05.

5. **The Influence of Organizational Culture (X2) on Employee Performance (Y)**

    Based on the test results, the regression equation value $Y = 15.774 + 0.609X2$ is obtained, the correlation coefficient value is 0.645, meaning that the two variables have a strong level of relationship. The value of determination or contribution of influence is 0.415 or 41.5% while the remaining 58.5% is influenced by other factors. Hypothesis testing obtained a calculated t value > t table or (7.445 > 1.991). Thus, H0 is rejected and H2 is

accepted, meaning that there is a significant influence of organizational culture on employee performance.

The results of the research carried out by the author support the results of research conducted by Muger Apriansyah (2020) The Influence of Organizational Culture on Employee Performance at PT. Indotex. where the research concluded that organizational culture had a positive and significant effect on employee performance with a coefficient of determination of 53.4% and the hypothesis test obtained sig. 0.000 < 0.05.

The results of this research are also in accordance with research conducted by Komarudin (2018) The Influence of Organizational Culture on Teacher Performance at State Elementary School 06 Ciputat. where the research concluded that organizational culture had a positive and significant effect on employee performance with a coefficient of determination of 53.4% and the hypothesis test obtained sig. 0.000 < 0.05.

6. **The Influence of Work Discipline (X1) and Organizational Culture (X2) on Employee Performance (Y)**

Based on the research results, it shows that work discipline (X1) and organizational culture (X2) have a significant effect on employee performance with the regression equation Y = 9.054 + 0.373X1 + 0.418X2. The correlation coefficient value or level of relationship between the independent variable and the dependent variable is 0.752, meaning it has a strong relationship. The value of the coefficient of determination or contribution of influence simultaneously is 56.5% while the remaining 43.5% is influenced by other factors. Hypothesis testing obtained a calculated F value > Ftable or (49.981 > 2.720). Thus H0 is rejected and H3 is accepted. This means that there is a significant influence simultaneously on work discipline and organizational culture on employee performance.

The results of the research carried out by the author support the results of research conducted by Susanti (2019) The Influence of Organizational Culture and Work Discipline on Employee Performance at the Yamet Pamulang Growth and Development Clinic, where her research resulted in the conclusion that organizational culture and work discipline simultaneously influence employee performance. amounted to 83.9% and the hypothesis test obtained F count > F table (304.967 > 2.790)

The results of this research are also in accordance with research conducted by Lili Sularmi, Nurul Hikmah Apriyanti (2019) The Influence of Organizational Culture and Work Discipline on Employee Performance at PT. Mega Perintis Tbk, where in its research it was concluded that organizational culture and work discipline simultaneously influenced employee performance by 47.3% and the hypothesis test obtained F count > F table (33.915 > 2.760).

CONCLUSION

The conclusions obtained are as follows: First, work discipline has a significant influence on employee performance. This is proven by the regression equation Y = 18.130 + 0.548X1 and a correlation value of 0.642, indicating a strong relationship between the two variables. The coefficient of determination of 41.2% indicates that part of employee performance can be explained by work discipline variables. Hypothesis testing shows t count > t table (7.387 > 1.991), indicating that H0 is rejected and H1 is accepted, which means work discipline significantly influences employee performance.

Second, organizational culture also has a significant effect on employee performance. With the regression equation Y = 15.774 + 0.609X2 and a correlation value of 0.645, it appears that there is a strong relationship between organizational culture and employee performance. The coefficient of determination value of 41.5% shows the significant contribution of organizational culture in determining employee performance. The results of hypothesis testing

with t count > t table (7.445 > 1.991) state that H0 is rejected and H2 is accepted, confirming the significant influence of organizational culture on employee performance.

Third, work discipline and organizational culture simultaneously have a significant influence on employee performance. This is reinforced by the regression equation Y = 9.054 + 0.373X1 + 0.418X2 and a correlation value of 0.752, which indicates a very strong relationship between the independent variables and the dependent variable. The coefficient of determination of 56.5% indicates that more than half of the variation in employee performance can be explained by a combination of work discipline and organizational culture, while the remaining 43.5% is influenced by other factors. Hypothesis testing produces a calculated F value > F table (49.981 > 2.720), which means H0 is rejected and H3 is accepted, indicating the simultaneous significant influence of work discipline and organizational culture on employee performance.

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