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Article

## The Influence of Work Discipline and Organizational Culture on Employee Performance at PT Transportation Jakarta

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**Abstract:** This research is about the influence of work discipline and organizational culture on employee performance. The aim of this research is to find out whether work discipline and organizational culture can influence the performance of human resources at Transportation Jakarta LLC. and how much influence work discipline and organizational culture variables have on employee performance. The method used is quantitative descriptive analysis with data collection using a questionnaire with Likert scale measurements. Data testing was carried out using the Social Product of Social Science (SPSS) application. The sample for this research is 100 permanent employees of PT Transportation Jakarta. The results show that the work discipline variable partially has a positive effect on performance by 51.7%, while the organizational culture variable partially has a positive effect on productivity by 12.1, and both variables simultaneously have a positive effect on productivity by 64.8%, while 35.2 The other % is influenced by other variables outside this research.

**Keywords:** Work discipline, organizational culture, employee performance.

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### 1. Introduction

Along with rapid urbanization and economic growth in the country, the demand for efficient and reliable public transportation services is increasing. The existence of Transjakarta in the macro transportation system in DKI Jakarta has slowly and unconsciously succeeded in changing the image of public transportation in this city.

PT Transportation Jakarta, also known as Transjakarta, operates an extensive transportation system in Indonesia's busy capital city. Founded in 2004, Transjakarta has played an important role in reducing the city's notorious traffic jams and increasing

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public transport options. To maintain this complex network, Transjakarta employs a diligent team of engineers, drivers, customer service representatives and support staff [1]. This essentially includes the level of work discipline and organizational culture which have a significant impact on PT Transportation Jakarta's productivity, affecting efficiency, work morale and overall company performance. This influence can be seen in several phenomena in the transportation service system itself.

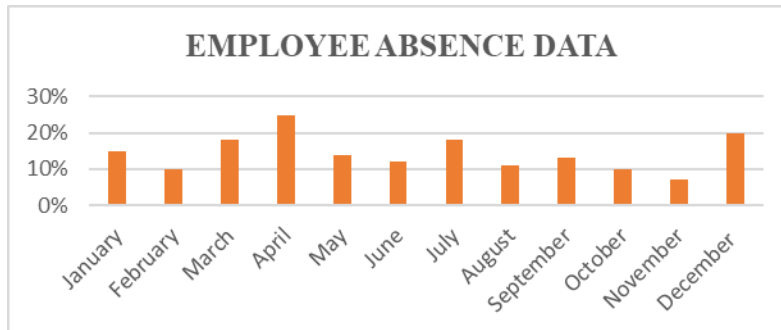
Public transportation systems are generally organized networks designed to facilitate the movement of people within urban or suburban areas [2]. These systems usually involve a combination of different modes of transport, infrastructure and services aimed at providing an efficient, affordable and sustainable means of travel. PT Transportation Jakarta, as a leading public transportation operator, specifically manages the public transportation system in Jakarta, Indonesia, especially through the Bus Rapid Transit (BRT) system. The BRT system is designed to provide a more efficient, reliable and fast mode of public transportation in Jakarta. BRT lanes are purpose-built, separated from regular traffic to minimize congestion and ensure fast movement. The buses are equipped with modern facilities and technology to enhance the overall travel experience. As it develops, with the longest route in the world (251.2 km) and 260 stops spread across 13 corridors, Transjakarta now serves almost the entire DKI Jakarta area and operates 24 hours. Transjakarta has succeeded in becoming a favorite in the transportation system in Indonesia.

Discipline has an important role in shaping worker performance in various industries, and its impact is very significant, especially in organizations such as PT Transportation Jakarta, which operates in the public transportation sector. Work discipline is synonymous with individual accountability and responsibility. In a professional context, disciplined workers are more likely to adhere to work schedules, meet deadlines, and fulfill their tasks appropriately. However, the level of discipline at PT Transportation Jakarta is still not optimal, especially when seen in terms of obedience and work attendance. The following are the working hours set by PT Transportation Jakarta:

**Table 1.** Working Hours

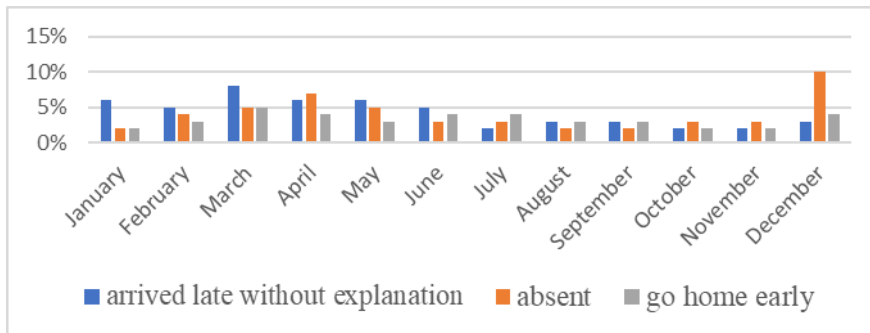
<b>Normal Working Day</b>		
<b>Day</b>	<b>Monday – Thursday</b>	<b>Friday</b>
Work Hours	08.00 – 17.00 WIB	08.00 – 17.00 WIB
Respite	12.00 – 13.00 WIB	12.00 – 13.00 WIB

Based on the table above, it explains that 08.00 WIB is the deadline for entering the PT Transport Jakarta office and 17.00 WIB is the deadline for leaving the office with a total of 8 hours of working hours. However, in reality there are still many employees who arrive late and are allowed to leave early. This situation is proven by the existence of data recapitulating the absence of employees of PT Transportation Jakarta for one year, namely from January 2023 to December 2023.



**Figure 1.** Employee Absence Data

The absenteeism of PT Transportation Jakarta employees during 2023 will increase quite significantly. The level of absenteeism among PT Transportation Jakarta employees is caused by several reasons such as arriving late without explanation, not coming in, and leaving early. The following are the percentages of reasons for employee absence as follows:



**Figure 2.** Reasons for Employee Absence

Based on the picture above, it explains that the highest number of employees arriving late without explanation occurred in March at 8%. This is because March is the month of fasting in 2023, so many employees are late coming to work. Then the highest number of absent employees occurred in December at 10%. This can happen because in December there are many red dates close together so that many employees are absent to take a long holiday and enjoy a long end of year holiday. Furthermore, the highest number of employees who returned home early occurred in March at 5%. This can happen because when fasting, employees want to go home quickly to avoid the afternoon traffic jam which coincides with people hanging around.

PT Transportation Jakarta employee absence data indicates that there are problems occurring within the company, especially work discipline. Apart from that, this proves that there are still many employees who do not pay attention to the punctuality of coming to the office or leaving on time. Public transportation systems, including PT Transjakarta, rely on established Standard Operating Procedures (SOPs) to ensure safety, efficiency and quality of service. Workers who demonstrate discipline are more likely to

consistently comply with these SOPs, thereby reducing the likelihood of errors, accidents, or service interruptions. This compliance contributes directly to the reliability and safety of the public transportation system as a whole. In the public transportation sector, customer satisfaction is a measure of success. Disciplined workers contribute to a positive customer experience by ensuring that service is provided consistently, schedules are adhered to, and safety measures are followed.

On the other hand, organizational culture has an important role in influencing employee performance and its impact is very significant, especially in organizations such as PT Transportation Jakarta, which operates in the public transportation sector. Organizational culture sets the tone of the work environment, shapes employee behavior, and directly contributes to the overall effectiveness and efficiency of the workforce. A positive organizational culture fosters a sense of belonging and involvement among employees. When workers feel a connection to the organization's values, mission, and vision, their morale is likely to be higher. This positive spirit, in turn, correlates with increased motivation and commitment to performing well. The culture of an organization shapes communication patterns and collaborative efforts between employees. A transparent and open culture encourages effective communication, reduces misunderstandings and encourages teamwork. In the context of PT Transportation Jakarta, where coordination between various departments is very important, a positive organizational culture can facilitate smooth collaboration, which ultimately improves employee performance.

Performance is the result of work achieved by a person or group of people in an organization or company, in accordance with their respective authority and responsibilities in order to achieve organizational goals, legally and without violating the law and in accordance with morals and ethics [3]. It can be said that the better the employee performance in the company, the easier it is for the company to achieve its goals, and conversely, if the employee's performance is low, the more difficult it will be for the company to achieve its goals. The low level of employee performance in a company can be seen from their presence at work which is caused by a lack of employee work discipline and ineffective use of time in carrying out work.

The author has made empirical observations by carrying out practical work at PT Transportation Jakarta for two months. Based on this, many employees experience delays in work discipline at PT Transportation Jakarta. Therefore, employees carry out their duties inefficiently. Apart from that, there are still services that are not optimal and are not responsive enough to customer service at PT Transportation Jakarta. If employees are not disciplined in carrying out the tasks given, conflict will occur and become an organizational culture, resulting in a decrease in the quality of employee work.

## **2. Literature**

### **2.1 Definition Work Discipline**

According to [4] work discipline is a means of communicating with employees so that they can change undesirable behavior as well as an effort to increase their sense of awareness and willingness to comply with all company regulations and uphold the highest social norms that apply in society. Every employee already has a boundary of what is good and bad behavior because of the environmental norms that apply around

them, with this it is hoped that employees can try to maintain their behavior in accordance with their place.

Work discipline is a very important part or variable in the development of human resources, therefore discipline is needed in an organization to prevent negligence, deviation or negligence and ultimately waste in carrying out work [5].

Work discipline is the attitude, behavior and actions of society in accordance with organizational regulations to foster individual awareness and willingness not to be negligent, deviate or careless in carrying out work.

## 2.2 Work Discipline Indicators

According to [6] work discipline has several indicators, namely:

### 1. Presence

This is a basic indicator for measuring discipline, and usually employees who have low work discipline are used to being late for work.

### 2. Adherence to work rules

Employees who obey work regulations will not neglect work procedures and will always follow the work guidelines set by the company.

### 3. Adherence to work standards

This can be seen through the magnitude of the employee's responsibility for the tasks entrusted to him.

### 4. High level of alertness

Employees who have high alertness will always be careful, full of calculation and accuracy in their work, and always use things effectively and efficiently.

### 5. Work ethically

Some employees may be rude to customers or engage in inappropriate behavior. This is a form of disciplinary action, so working ethically is a form of employee work discipline.

## 2.3 Definition Organizational Culture

According to [7] states that organizational culture is a system of values that is believed by all members of the organization and which are studied, applied and developed continuously, functions as an adhesive system, and can be used as a reference for behavior in the organization to achieve the company's stated goals. It can be said that corporate culture is the value that determines the direction of behavior of members in the organization. Thus, organizational culture guides and shapes employee attitudes and behavior.

According to [8] states that organizational culture is a pattern of behavior developed by an organization that it studies when facing problems of external adaptation and internal integration, which has proven good enough to be validated and taught to new members as a way to realize, think and feel. According to [9] organizational culture is the values and

norms adopted and implemented by an organization related to the environment in which the organization carries out its activities.

Organizational culture is a system that is studied and shared by a group which is used as a guide for acting and solving problems regarding external and internal adaptation and becomes an identity or characteristic that can differentiate it from other organizations.

#### 2.4 Organizational Culture Indicators

According to [10] organizational culture has several indicators, namely as follows:

1. Self-awareness

Organization members consciously work to gain satisfaction from their work, develop themselves, obey the rules, and offer high service.

2. Aggression

Organization members set challenging but realistic goals.

3. Personality

Members are mutually respectful, friendly, open, and sensitive to group satisfaction.

4. Performance

Organization members have the values of creativity, quantity, quality and efficiency.

5. Team orientation

Organization members collaborate well and carry out effective communication and coordination with the active involvement of members, which in turn results in high satisfaction and mutual commitment.

#### 2.5 Definition of Performance

According to [11] performance is a description of the level of achievement of an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning. According to Kasmir [12] performance is the behavior and work results that a person has achieved within a certain period of time in order to complete their responsibilities and duties.

Performance is a sign of the success or failure of a person or group in carrying out real work that has been determined by an organization. Performance in its function does not stand alone but is related to individual, organizational and external environmental factors. Performance can be known and measured if an individual or group of employees has criteria or benchmark success standards that have been set by the organization. Therefore, without goals and targets set in measurement, it is impossible to know the performance of a person or group if there is no benchmark for success.

#### 2.6 Performance indicators

According to [3] performance has several indicators, namely as follows:

1. Work Quantity

This standard is carried out by comparing the amount of work volume that should be (norm work standards) with actual capabilities.

2. Work quality

This standard emphasizes the quality of work produced rather than the volume of work.

3. Time Utilization

The use of work periods is adjusted to company policy.

4. Effectiveness and Efficiency

The extent to which employees are able to work effectively and efficiently so as to provide optimal contributions to the company

Literature Review contains references to previous research used to solve a research problem and explain the contribution of research results to certain theories. Authors should consider using current references or quoting from the original owners of the theory. The time of publication of the reference used is recommended not to exceed 10 years. References to previous studies used as comparisons for the results of this study are written in Results and Discussion.

### **3. Methods**

The information collected is in the form of numerical data that can be calculated and evaluated uses statistical criteria because this research uses quantitative methodology. In other words, this final project research focuses broadly on factors that causes work loyalty and the relationship between two or more variables, so that it constitutes type of causal associative research.

### **4. Results**

#### 4.1 Characteristics of Respondents by Gender

This research states that the number of men is greater than women. Of the total respondents numbering 108 employees, male respondents had a percentage of 51.9% or a total of 56 employees, while female respondents had a percentage of 48.1% or a total of 52 employees. It can be concluded that the average employee at the PT Transportation Jakarta company is dominated by men.

#### 4.2 Characteristics of Respondents by Age

This research states that the number of respondents based on age with the number of respondents in the age range 20-30 years is 26.9% or as many as 29 people, the number of respondents in the age range 31-40 years is 25% or as many as 27 people, the number of respondents in the age range 41-50 years old was 25% or 27 people, and the number of respondents with an age range of more than 50 years was 23.1% or 25 people. It can be concluded that the average employee at PT Transportation Jakarta is dominated by the age range of 20-30 years.

#### 4.3 Characteristics of Respondents based on Last Education

This research states that the education of respondents in this research is dominated by undergraduate respondents with a total of 50 employees or 49.4%. It can be concluded that the Bachelor's level of education applied by PT Transportation Jakarta is a fairly good work standard requirement so that it can form the character of employees who have the skills to achieve company goals.

#### 4.4 Characteristics of Respondents based on Years of Work

This research states that the work period of respondents is dominated by 1 - 5 years of work, amounting to 75 employees or 69.4% of respondents. This shows that PT Transportation Jakarta provides opportunities for employees to increase their experience and provide new ideas for the company's progress in this era of globalization.

#### 4.5 Characteristics of Respondents based on Marital Status

This research states that the number of respondents with single marital status was 52 people or 48.1%, the number of respondents with married status was 47 people or 43.5%, and the number of marital status was 9 people or 8.3%. It can be concluded that what dominates is single marital status.

#### 4.6 Frequency Distribution of Work Discipline

Through the questionnaires distributed, it can be seen that the majority of respondents' answers were "Agree". Based on the results of data processing, the work discipline variable (X1) produces a total average value of 3.66, with the highest average of 3.80 for the statement "I always obey the rules that have been set" and the lowest average of 3.52 for the statement "I always obey and orderly carry out my assigned work duties." From the statement above, it can be concluded that the majority of respondents comply with the regulations that have been set, but not all respondents comply with the work they are given.

#### 4.7 Frequency Distribution of Organizational Culture

Through the questionnaires distributed, it can be seen that the majority of respondents' answers were "Agree". If we look at each item in the statement, it can be concluded that the organizational culture at PT Transportation Jakarta can be accepted and implemented well by all employees. Based on the results of data processing, the Organizational Culture variable (X2), produces a total average value of 3.72, with the highest average of 3.91 for the statement "I always prioritize quality in completing work" and the lowest average of 3.49 in the statement "I look for up-to-date information to upgrade myself". From the statement above, it can be concluded that the majority of respondents prioritize quality in completing work, but respondents feel they have not yet upgraded themselves.

#### 4.8 Performance Frequency Distribution

Through the questionnaires distributed, it can be seen that the majority of respondents' answers were "Agree". Based on the results of data processing, the Performance variable (Y) produces a total average value of 3.9, with the highest average of 4.15 in the statement "I can complete the work effectively and efficiently according to the time limit that has been given" and the average -lowest average of 3.50 for the statement "I am able



to complete work with maximum results". From the statement above, it can be concluded that the majority of respondents completed the work effectively and efficiently according to the given time limit, but not many respondents completed the work with maximum results.

#### 4.9 Validity Test

In this test, 108 respondents were used, meaning the r-table in this test was 0.1591 with a calculated significance level of 0.10 and df 106. Based on data processing, the results of validity testing in this study can be concluded that the three variables (work discipline, organizational culture, and performance) is proven to be valid with the correlation value being more than the r-table value.

#### 4.10 Reliability Test

Based on the results of data processing, it can be concluded that all variables in the proposed questionnaire are reliable because all variables produce Cornbach's Alpha values  $>0.60$ .

#### 4.11 Normality Test

Based on the results of data processing, it can be concluded that the regression model in this study meets the normality assumption because the test data produces Asymp values. A Sig greater than 0.05 is 0.200, which means that the residual value is normally distributed.

#### 4.12 Multicollinearity Test

Based on data processing, the results of the multicollinearity test show that there is no multicollinearity because the data produces a tolerance value of more than 0.1, which is equal to and a VIF value below 10, namely 0.724 and 1.380.

#### 4.13 Heteroscedasticity Test

Based on data processing, all independent variables in this research produce Sig values.  $>0.05$ , which means that all variables do not experience symptoms of heteroscedasticity in the regression model of this research, so the regression model in this research can be said to be good.

#### 4.14 T Test (Partial Test)

Based on the partial test results in the table above, it can be concluded:

1) The influence of work discipline variables on performance

The partial test results between the work discipline variable and the performance variable show that the resulting significance value is 0.002 (smaller than 0.05) and produces a calculated t-value of 8,444 which is greater than the t table of 1.659, which means that the work discipline variable has an influence on the performance variable.

2) The influence of organizational culture variables on performance

The partial test results between the organizational culture variable and the productivity variable show that the significance value produces a value of 0.000

(smaller than 0.05) and produces a calculated t-value of 5,171 which is greater than the t table of 1.659, which means that the organizational culture variable has an influence on the performance variable.

#### 4.15 Test F (Simultaneous Test)

From the table above it can be seen that the resulting significance value is 0.000, which is smaller than 0.05 and the resulting f-count value is 99.299, which is greater than the f-table of 2.35, which means that the variables of work discipline and organizational culture simultaneously have an influence on performance variables.

#### 4.16 Coefficient of Determination

Based on the results of data processing, it can be concluded that the variables of work discipline and organizational culture simultaneously influence employee performance by 64.80%. Meanwhile, 35.2% was influenced by variables outside this research.

## 5. Discussion

Based on the results of tests carried out by researchers on the variables of work discipline, organizational culture and performance, it can be stated that Hypothesis 1 in this research has been proven. This is proven by the results of the partial test (T test) which was carried out on the work discipline variable showing a significance value of 0.002 which has a value smaller than 0.05. So it can be concluded that "Work Discipline has a positive influence on the Performance of PT Transportation Jakarta Employees" is proven to be true, which means H1 is accepted.

Hypothesis 2 in this study was declared proven. This is proven by the results of the partial test (T test) which was carried out on the organizational culture variable showing a significance value of 0.000 which has a value smaller than 0.05. So it can be concluded that "Organizational Culture has a positive influence on the Performance of PT Transportation Jakarta Employees" is proven to be true, which means H2 is accepted. It can be concluded that indicators of organizational culture variables such as self-awareness, aggressiveness, performance, personality and team orientation greatly influence employee performance. The closer the organizational culture a company has, the more it will influence the performance of employees in that company. In other words, organizational culture is capable enough to control employee performance so that employees can produce or have a high level of productivity.

Hypothesis 3 in this study was declared proven. This is proven by the results of simultaneous testing (F Test) which was carried out on work discipline and organizational culture variables on the productivity variable showing a significance value of 0.000 which has a value smaller than 0.05. So it can be concluded that "Work Discipline and Organizational Culture simultaneously have a positive influence on PT Transportation Jakarta Employee Performance" is proven to be true, which means H3 is accepted. If these two variables are increased to the highest level, employee performance can also reach the highest level.

Judging from the results of the coefficient of determination test, the variables of work discipline and organizational culture simultaneously explain 64.8%. This shows that the two variables are able to explain quite a lot of employee performance.

## 6. Conclusion and Recommendations

Based on the results of this research, the following conclusions were obtained:

- 1) Based on the results of the F test (Simultaneous), it shows that there is a significant simultaneous influence between the variables work discipline (X1), organizational culture (X2) and performance (Y) at PT Transportation Jakarta. This is explained by a significant value of  $0.000 < 0.05$  and  $f\text{-count } 99.299 > f\text{-table } 2.35$ .
- 2) Based on the results of the T (Partial) test, it shows that there is a significant influence of the work discipline variable (X1) on performance (Y) at PT Transportation Jakarta. This is explained by a significance value of  $0.002 < 0.05$  and a t-count of  $8.444 > t\text{-table } 1.659$ .
- 3) Based on the results of the T (Partial) test, it shows that there is a significant influence of the organizational culture variable (X2) on performance (Y) at PT Transportation Jakarta. This is explained by a significant value of  $0.000 < 0.05$  and t-count  $5.1717 > t\text{-table } 1.659$ .

The theoretical suggestion is that it is hoped that you can use other variables that influence performance, such as using motivation variables, work flexibility, job satisfaction, etc.

Then there are suggestions for practitioners, namely as follows:

- 1) It is important for companies to make evaluations regarding employee conditions, such as what needs to be improved, abilities needed, strengths and weaknesses, increasing knowledge and implementing or trying new innovations to improve brilliant performance.
- 2) Based on the statement above, it was found that the work discipline variable (X1) had the lowest value in the third question with an average value of 3.52. This is related to compliance with work standards. Therefore, researchers recommend that company HR always provide regular education regarding the importance of being obedient and orderly in carrying out work duties because it can be related to other work which will shape overall performance. That way, employees can carry out their work duties optimally and do so in a timely manner, that is, effectively and efficiently.
- 3) Based on the statement above, it is found that the organizational culture variable (X2) has the lowest value in the first question with an average value of 3.49. This is related to employee self-awareness. Therefore, researchers suggest that company HR should conduct regular training and workshops for employees to increase competency while providing the latest information. That way employees can receive the latest information and have the innovation to upgrade themselves.
- 4) Based on the statement above, it was found that the performance variable (Y) had the lowest value in the second question with an average value of 3.50. This is related to the quality of work for employees. Therefore, researchers suggest that company leaders need to understand employees that maximum work results will support the

achievement of increased performance. That way, employees can establish good communication with fellow colleagues so they can complete their work optimally.

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