

Analysis Of The Influence Of Work Discipline, Work Environment, Organizational Culture, Organizational Commitment And Leadership Style On Employee Performance (Case Study At Pt. Herba Emas Wahidatama Purbalingga)

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Abstract: This research aims to analyze the influence of work disciplines, work environment, organizational culture, organizational commitment and leadership styles on employee performance. Research is done using descriptive research methods with quantitative approaches because research is done to describe the relationship between variables and conditions that occur and expressed by numerical numbers or scales. The sample of 165 samples taken from the slovin formula with a 5% error margin with a population of 280 people in PT. Herba Emas Wahidatama. The type of data used in the study was the primary data obtained by data collection techniques using questionnaires distributed to respondents. Then the data is analysed using Validity Test, Reliability Test, Statistic Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, Coefficient of Determination (Adjusted R Square), Simultaneous Test (F Test), Partial t-test.

Keywords: Work Discipline, Work Environment, Organizational Culture, Organizational Commitment and Leadership Style, Employee Performance.

1 INTRODUCTION

Human beings are one of the most important aspects of management and in achieving organizational goals, both through individual and group work. In addition, one of the determinants of organizational progress is the ability to manage employee performance in the organization [11].

Employee performance is how much employees contribute to the company through quality and quantity of output, time required, attendance and cooperative attitude [1]. Basically, employee performance will increase if there is cooperation and good relations between employees and their leaders. So if employee performance increases, it will also increase the performance of the organization / company. Therefore, it would be nice for employees to be treated not only like workers but like business partners [2].

Work discipline is one of the things that affect employee performance. This is reinforced by [8] that if a person's work discipline is getting better, then the work performance (performance) achieved will be higher. Good discipline can be illustrated by the magnitude of the employee's sense of responsibility in completing the work tasks given to him. This encourages the emergence of passion for work, spirit of work, and achievement of organizational goals.

Then a good work environment is needed to improve employee performance. A good work environment in an organization will be able to create a vibrant work atmosphere so that later it will improve employee performance [14]. In addition, the culture of the organization. Organizational culture is the material and behavioral arrangement of each member of the organization that is manifested from beliefs, values, and ways of learning derived from the results of experience in running the wheels of the organization [16].

The next factor that can determine performance is organizational commitment. Organizational commitment is a work attitude that reflects employee work loyalty to the organization and the ongoing process by which members / employees strive fully in advancing and achieving organizational goals [23]. Then another factor determining performance is leadership style. Leadership style is needed in an organization because it is to guide employees well. This is because each individual has different personalities and characteristics so that the right leadership style is needed to be able to unite goals to achieve organizational goals [21].

This research is a development research from previous research. From several previous studies found inconsistency of research results. Researchers are interested in doing this research.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The Effect of Work Discipline on Employee Performance

Work discipline is a process of fostering employee compliance in carrying out organizational regulations to be able to maintain and improve organizational goals. Discipline is formed from awareness and willingness not from compulsion so that the implementation of discipline is formed from a sense of responsibility. With the formation of a sense of discipline in every employee, it can foster work passion and organizational goals will be implemented properly [22]. This is in accordance with research conducted by [3], [21], which showed the results that work discipline has a positive effect on employee performance.

Based on the above, the following hypothesis is proposed:

H1: Work discipline has a positive effect on employee performance

The Effect of Work Environment on Employee Performance

The work environment is everything around employees that can affect job satisfaction in doing their work to the maximum, the work environment is also related to work facilities that support to complete the work better so that it can affect employee performance will be better [27]. If the work environment used is clean, comfortable, healthy and pleasant then this will support employees to feel at home and comfortable in the work environment and more enthusiastic in completing their work [20]. This is in accordance with the results of research by [26], [12], [14] which showed the results of the work environment positively affect employee performance.

Based on the above, the following hypothesis is proposed:

H2: The work environment has a positive effect on employee performance

The Effect of Organizational Culture on Employee Performance

Organizational culture is a basic assumption such as beliefs, behavior and values created and developed by the organization as a basis for determining goals, achievements, innovation, integrity and used as a guideline for all members of the organization in behaving. Organizational culture is closely related to the development of employee performance. This is because organizational culture serves as an adhesive system between employees, superiors and all members of the organization and is used as a reference to behave in an organization to achieve organizational goals [6]. This is in accordance with the results of research by [9], [4], which showed that the results of organizational culture had a positive effect on employee performance.

Based on the above, the following hypothesis is proposed:

H3: Organizational culture positively affects employee performance

The Effect of Organizational Commitment on Employee Performance

Organizational commitment is one of the basic attitudes that control the heart and mind in relation to the responsibility in completing the work well so that good performance is also obtained [24]. This is in accordance with research conducted by [18], [7], [24] which showed that organizational commitment has a positive effect on employee performance.

Based on the above, the following hypothesis is proposed:

H4: Organizational commitment positively affects employee performance

The Effect of Leadership Style on Employee Performance

Leadership style is the norm of behavior used by the leader when he tries to influence his members. Leadership style is concerned with the ways that leaders do in an organization in influencing its members to achieve performance [1]. The statement is in accordance with the results of research by [13], [10] which obtained results that leadership style has a positive effect on employee performance.

Based on the above, the following hypothesis is proposed:

H5: Leadership Style positively affects employee performance

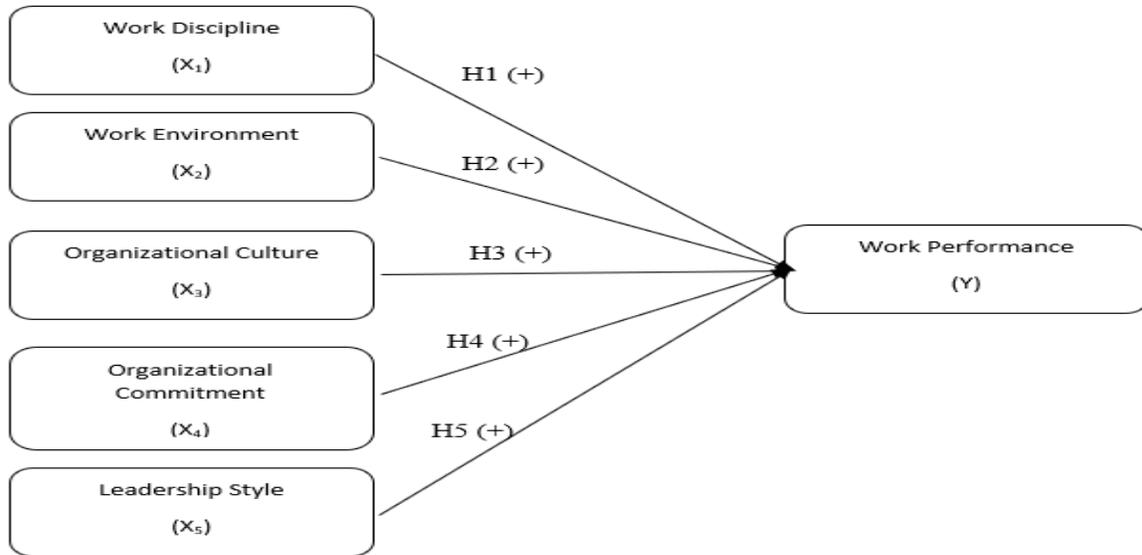


Figure 1. Framework of Thought

RESEARCH METHODS

Research is done using descriptive research methods with quantitative approaches because research is done to describe the relationship between variables and conditions that occur and expressed by numerical numbers or scales. The sample is 189 samples taken from the slovin formula with a 5% error margin with a population of 360 people in PT. Herba Emas Wahidatama. The type of data used in the study was the primary data obtained by data collection techniques using questionnaires distributed to respondents. Then the data is analysed using Validity Test, Reliability Test, Statistic Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, Coefficient of Determination (Adjusted R Square), Simultaneous Test (F Test), Partial t-test.

RESULTS AND DISCUSSION

Instrument Test

Validity Test

The validity test is used to measure whether the questionnaire is worthy of being used as a research instrument. The use of questionnaires is intended to measure whether the data produced is valid data or not. The validity test was carried out by dividing the questionnaire to 165 respondents to be calculated using a bivariate correlation formula with the SPSS program tool. The questionnaire items in the validity test are said to be valid if the signification value is 0,05. If it is less than the signification value, it is said to be valid.

Variable	Statements Items	Signification value	Information
Work Discipline	X1.1	0,000	Valid
	X1.2	0,000	Valid
	X1.3	0,000	Valid
	X1.4	0,195	Not Valid
	X1.5	0,000	Valid
Work Environtmen	X2.1	0,000	Valid
	X2.2	0,000	Valid
	X2.3	0,000	Valid
	X2.4	0,000	Valid
	X2.5	0,000	Valid

	X2.6	0,000	Valid
Organization Culture	X3.1	0,000	Valid
	X3.2	0,000	Valid
	X3.3	0,000	Valid
	X3.4	0,000	Valid
Organizational Commitment	X4.1	0,000	Valid
	X4.2	0,000	Valid
	X4.3	0,000	Valid
	X4.4	0,000	Valid
Leadership Style	X5.1	0,000	Valid
	X5.2	0,000	Valid
	X5.3	0,000	Valid
	X5.4	0,000	Valid
	X5.5	0,000	Valid
Employee Performance	Y.1	0,000	Valid
	Y.2	0,000	Valid
	Y.3	0,000	Valid
	Y.4	0,000	Valid
	Y.5	0,000	Valid
	Y.6	0,000	Valid

Source : Data Processed by SPSS, 2022

Based on the table above, it can be seen that out of 5 statements about Work Discipline, there is 1 invalid statement because the signification value > 0.05 so that the statement is deleted. Therefore, the statement on Labor discipline uses 4 statements.

Reliability Test

The reliability test is a tool for measuring questionnaires which are indicators of research variables. the questionnaire is said to be reliable if the answers used by respondents are always the same or stable over time (not subject to significant changes). A variable is declared reliable if it has a Cronbach alpha value > 0.70 .

Variable	Cronbach alpha	Role of Thumb	Information
Work Discipline	0,590	$> 0,70$	Not Reliable
Work Environtmen	0,830	$> 0,70$	Reliable
Organization Culture	0,764	$> 0,70$	Reliable
Organizational Commitment	0,882	$> 0,70$	Reliable
Leadership Style	0,901	$> 0,70$	Reliable
Employee Performance	0,914	$> 0,70$	Reliable

Source : Data Processed by SPSS, 2022

From the table above, it is known that the work discipline variable is not reliable because Cronbach alpha is known to be $0.590 < 0.70$, so the work discipline variable is removed or not included from the research carried out.

Classic Assumption Test

Normality test

The normality test tests a regression model between two variables, namely the independent variable and the dependent variable that are normally distributed or not. Regression models are said to be good when distributed normally or close to normal. Testing the normality of the data using the Kolmogorov-Smirnov test. If the signification value > 0.05 then the data is normally distributed. Vice versa, if the signification value < 0.05 , it means that the data is not distributed normally.

Asymp.Sig	Criterion	Information
0,061	> 0,05	Normal distributed data

Source : Data Processed by SPSS, 2022

From the data in the table, it is known that the signification rate value of 0.061 means that the < 0.05 , it can be said that the data is normal.

Multicollinearity Test

The multicollinearity test of independent variables that are one with the other in the multiple regression model are not perfectly interconnected or close to perfect. To find out whether there are symptoms of multicollinearity, it can be seen from the magnitude of the Tolerance and VIF (Variance Inflation Factor) values. Tolerance measures the variability of a selected variable that is not explained by other independent variables. The general value that is commonly used is the Tolerance value > 0.1 or the VIF value < 10 , then there is no multicollinearity.

Variable	Tolerance	VIF	Keterangan
Work Environment	0,406	2,465	No multicollinearity occurs
Organization Culture	0,340	2,944	No multicollinearity occurs
Organizational Commitment	0,448	2,233	No multicollinearity occurs
Leadership Style	0,462	2,166	No multicollinearity occurs

Source : Data Processed by SPSS, 2022

Heteroskedasticity Test

A good regression model is that no heteroskedasticity is tested using Spearman's Rho test with decision making if a statistically significant independent variable affects the dependent variable, then there is an indication of heteroskedasticity occurring. If the significant probability is above the 5% confidence level, it can be concluded that the regression model does not lead to heteroskedasticity.

Variable	Sig.	Information
Work Environment	0,880	No Heteroskedasticity occurs
Organization Culture	0,882	No Heteroskedasticity occurs
Organizational Commitment	0,575	No Heteroskedasticity occurs
Leadership Style	0,948	No Heteroskedasticity occurs

Source : Data Processed by SPSS, 2022

From the heteroskedasticity process, it is known that the signification value of the work environment is 0.880, the signification value of organizational culture is 0.882, the signification value of organizational commitment is 0.575 and the signification value of leadership style is 0.948. From the signification value, it is known that the signification value of the work environment, organizational culture, organizational commitment and leadership style does not occur heteroskedasticity because the signification value is all more than 0.05.

Multiple Linear Regression Test Coefficient of Determination (R²)

The Adjusted R Square value is used to find out the percentage of free variables simultaneously/together in contributing bound variables. Based on this Adjusted R Square value, it can be known the magnitude of the influence of other variables outside the regression model.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851 ^a	.725	.718	.2788

Source : Data Processed by SPSS, 2022

From the table above, it can be seen that the Adjusted R Square value amounts to 0.718, which means that the influence of independent variables (Work Environment, Organizational Culture, Organizational Commitment and Leadership Style) on the dependent variable (Employee Performance) is 71.8% and the remaining 28.2% is influenced by other variables.

Simultaneous Test (Test F)

Test F is a test that is used to measure the influence of unbound (free) variables, namely work discipline, work environment, organizational culture, organizational commitment and leadership style on bound variables, namely employee performance. The F test uses a signification rate of 5%, if F calculates > F of the table then the unbound variable has a significant influence on the bound variable. And if F counts < F of the table then the unbound variable has no effect on the bound variable.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.738	4	8.184	105.318	.000 ^b
	Residual	12.434	160	.078		
	Total	45.172	164			

Source : Data Processed by SPSS, 2022

From the table above, it is known that the signification value is 0.000 < 0.005. Thus the work environment, organizational culture, organizational commitment and leadership style together affect employee performance.

Partial Test (T test)

Partial t-test testing is used to measure how far the influence of a variable is not partially bound to a bound variable. The test criteria are carried out using a signification level of $\alpha < 0.05$ or a calculated t value > t table, then there is an influence of the variable X on Y.

Variable	Calculated t-value	Calculated t-tabel	Sig.	Information
Work Environmen	1,495	1,975	0,137	No Effect
Organization Culture	6,171	1,975	0,000	Effect
Organizational Commitment	2,808	1,975	0,006	Effect
Leadership Style	4,119	1,975	0,000	Effect

Source : Data Processed by SPSS, 2022

DISCUSSION

The Effect of the Work Environment on Employee Performance

Based on the results of the work environment hypothesis test, it shows that the work environment has no effect on employee performance. This research is in line with the research results of [17], Riana and Agatha (2016: 6) and [15] which showed the results that the work environment was not burdensome to employee performance. This means that work environment factors do not affect the performance of employees at PT. Herba Emas Wahidatama Purbalingga.

The Influence of Organizational Culture on Employee Performance

Based on the results of the organizational culture hypothesis test, it shows that organizational culture indicators affect employee performance. This is in line with research from [9][4] which shows the results that organizational culture has a positive effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

Based on the results of hypothesis tests on organizational commitment, it shows that organizational commitment indicators affect employee performance. This is in line with research conducted by [18], Hartanto et al (2021: 59) and Wahyudi and Sudibya (2016: 895) which showed the results that organizational commitment affects employee performance.

The Influence of Leadership Style on Employee Performance

Based on the results of hypothesis tests on leadership style indicators, it shows that leadership style indicators affect employee performance. This is in line with research conducted by [21], [13] and [10] which showed the results that leadership styles have a positive effect on employee performance.

CONCLUSION

Based on the results of data analysis and research discussions on the work environment, organizational culture, organizational commitment, and leadership style to the performance of PT. Herba Emas Wahidatama Purbalingga, the following conclusions can be drawn:

1. The work environment does not affect the performance of PT. Herba Emas Wahidatama Purbalingga
2. Organizational culture affects the performance of PT. Herba Emas Wahidatama Purbalingga
3. Organizational commitment affects the performance of PT. Herba Emas Wahidatama Purbalingga
4. Leadership style affects the performance of PT. Herba Emas Wahidatama Purbalingga

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