# THE INFLUENCE OF DISCIPLINE, SELECTION, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

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**Abstract:** This study's research background aims to determine how much influence discipline, selection, and organizational culture have on employee performance. The object of research was carried out on employees who work at PT United Rope. The population used in this study was 136 employees with a sample of 101 PT United Rope employees who were obtained using a simple random sampling technique using the Slovin formula. Samples were obtained by distributing questionnaires to employees. The independent variables in this study are discipline, selection, organizational culture. The dependent variable in this study is employee performance. The data analysis technique used includes validity test, reliability test, classical assumption test including normality test, multicollinearity test, heteroscedasticity test, data analysis with multiple linear regression, simultaneous test, and partial test. Based on the research results, discipline, selection, and organizational culture have a positive and significant effect on employee performance. The conclusion of this study, variable field, selection, and corporate culture will improve employee performance. Employee performance will increase if employees can be disciplined in carrying out their work. The company can select employees well in occupying a position, and employees who can apply organizational culture properly will have increased performance.

**Keywords:** Discipline; Employee Performance; Organizational Culture; Selection

## INTRODUCTION

The development of human resources is an important asset for the future of the company. The role of human resource management, in this case, is that employees will enable the company to run well and optimally. A well-developed company will have productive employees who can achieve the work targets of the company. This research purpose aims to see the influence of the decline in performance caused by problems of discipline, selection, and organizational culture.

Quantity and quality in carrying out work in the organization according to applicable work standards (Torang, 2013). According to Mangkunegara (2017), performance is the result of work achieved by an employee when the organization assigns work responsibilities to them. Meanwhile, Noor (2017), said that performance is a record of the effects on work functions or activities during a certain period related to organizational goals.

PT United Rope is a company that produces and sells ropes, PVC pipes, polypropylene ropes, and fishing nets. Measurement of the work target of the company is always measured through employee performance. Employee performance is the output of the responsibility given by the company. In terms of employee performance at PT United Rope, it has decreased, as seen from declining sales in 2019. The lowest sales decline occurred in September at 85% of the sales target set. This problem indicates the occurrence of decreased performance.

Sondang (2012) said the employee disciplinary process is a method of improving employee attitudes, knowledge, and behavior so that it will form employees who are accustomed to implementing the rules and norms that apply cooperatively and can trigger increased work performance. Work discipline is the willingness of employees to

follow the rules after they are set by the company. The actions of employees in violation of regulations while carrying out work. Violations of work regulations such as not attending work without permission, not completing work before work hours, late coming to work, and other violations committed by employees. The most dominant number of violations of regulations that occurred in January and December was 23 violations and every month there were regular disciplinary violations. This problem shows that the discipline possessed by employees has not been going well.

According to Sinambela (2017), work discipline is a person's workability to regularly persistently persevere and work by applicable regulations without violating predetermined rules. Discipline is a force that develops in the body of employees and causes them to voluntarily adjust to regulatory decisions and high values of work and behavior (Hamali, 2016).

Selection is the process of selecting employees to occupy existing job positions in the company. In the selection process, employees were still found occupying several positions that were inconsistent with their work abilities and education. Employee placement that is not by the field of education and work will make employees not work optimally. In several positions in the company, there is still a mismatch of positions in the Accounting and Purchasing department and the Supervisors section. This shows that the selection carried out by the company has not been effective. (Yusuf, 2016), after the selection has succeeded in determining the number of workers accompanied by the appropriate quality, orientation or induction steps are required when new workers are accepted as new employees or employees of the organization concerned.

Suwatno & Priansa (2014), said that selection is a process for selecting the right candidate for employees to occupy the desired position. Yusuf (2016), said the selection is a series of activity steps carried out to decide whether a person is accepted or rejected, in a certain institution after undergoing a series of tests carried out. According to Rivai & Sagala (2013) selection is an activity in HR management that is carried out after the recruitment process is completed.

Organizational culture is a habit that is owned by the company and is carried out by employees in the work environment of the company. Organizational culture is something that must be followed by employees to get used to working at the company. Employees are still often in violation of company culture. In March, there were dominant violations with 9 violations. This shows that the organizational culture that is owned by the company has not been able to run properly.

According to Edison et al (2016), if the existing organizational culture is strong, it will affect the behavior and performance of its members, which in turn will increase organizational success. Edy (2016), said the culture is part of the system and the values and norms that are followed and used by members of the organization as a routine in carrying out activities. Organizational culture is an activity that becomes a good habit and is applied in life and activities in carrying out work to improve work quality (Fahmi, 2014). Meanwhile, according to Umam (2018), organizational culture is an integrated pattern of human behavior in an organization/company, including thoughts, actions, conversations that are learned and taught to the next generation.

The hypothesis is a temporary answer to the research problem until it is proven through the collected data. The hypothesis of this study is:

H1: Discipline partially affects employee performance at PT United Rope
H2: The selection partially affects the employee performance at PT United Rope
H3: Organizational culture simultaneously influences employee performance at PT United Rope
H4: Discipline, Selection, and Organizational Culture simultaneously affect employee performance at PT United Rope.

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## METHODS

The determination of the research location was carried out at PT United Rope which is located on Jl. KL Yos Sudarso Km 9.5 Medan. The research period starts from September 2020 to December 2020

Initially, the research approach used quantitative research that was clear in its flow and orderly. The quantitative descriptive type with the philosophy of positivism. Positivism is a single object that is broken down so that it can be understood freely. With the nature of the research, it is explanatory.

This study used 136 employees at PT United Rope as the population of the study.

Samples are used to represent the variance of variables in the population. Sampling was done by simple random sampling technique with the Slovin formula. The application of the formula is as follows:

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

$$n = \frac{136}{1 + 136\,(0{,}05)^2} = 101{,}49 \text{ or } 101$$

So the sample of this study was 101 people, of which 30 people were taken from the rest of the population for validity and reliability testing. This study used 136 employees at PT United Rope as the population of the study. So the sample of this study was 101 people, of which 30 people were taken from the rest of the population for validity and reliability testing.

In this study, data analysis methods will be used in the form of validity and reliability tests, classic assumption tests of normality tests, heteroscedasticity tests, multicollinearity tests. Analysis of data using multiple linear regression with hypothesis testing with the F test and t-test. Significance or insignificance by comparing the calculated r-value with the $r_{table}$. With a value of 0.361. If $r_{count}$ r each question item is positive and has a greater value then the question is considered valid.

A measuring device is said to be reliable if the tool in measuring a symptom at different times always shows the same results. The normality test aims to test whether the residual regression samples have a normal distribution because the t-test and the F test are known to assume that the residual value explores the normal distribution. If this assumption is violated, statistical tests for small image dimensions are invalid.

The multicollinearity test is performed to see the distribution of the VIF and tolerance values meet the criteria or not. The criteria with a tolerance value are 0.10 and VIF 10. Heteroscedasticity is a requirement for inequality of residual variations derived from all observations in the regression example. The heteroscedasticity test is used to determine whether the residual variation in the regression model is inequality. The method of decision-making means using a scatter plot and the Glejser test. The coefficient of determination (R2) in essence measures how far the model's ability to explain the variation in the dependent variable.

The F statistical test shows whether all the independent variables included in the model have a simultaneous influence on the dependent variable. Assessment by criteria:
H0 Accepted if: $F_{count} \leq F_{table}$ at $\alpha = 5\%$
Ha Accepted if: $F_{count} > F_{table}$ at $\alpha = 5\%$

The statistical t-test shows how far the influence of one independent variable on the dependent variable by assuming the other variables are constant. Assessment by criteria.
H0 Accepted if: $t_{count} < t_{table}$ ata$\alpha = 5\%$
Ha Accepted if: $t_{count} > t_{table}$ at $\alpha = 5\%$

# RESULTS AND DISCUSSION

This analysis will explain the value of the descriptive statistics of the value of n, the minimum value, the maximum value, the average value, the value of the standard deviation.

**Table 1. Analysis Statistic  Descriptive**

| Descriptive  Statistics | | | | |
|---|---|---|---|---|
| | Minimum | Maximum | Mean | Std. Deviation |
| Discipline | 18.00 | 44.00 | 31.6337 | 6.85817 |
| Selection | 23.00 | 47.00 | 35.0099 | 4.82596 |
| Organizational culture | 20.00 | 44.00 | 34.5446 | 4.79067 |
| Performance | 21.00 | 46.00 | 34.7030 | 5.00509 |
| Valid N (listwise) | | | | |

Source: Processed data (2020)

The explanation for the table tested from SPSS can be seen for the discipline variable with a value of 101 respondents, a mean of 31.6337 with the smallest value of 18, and the greatest value of 44 with a standard deviation of 6.85817. From the results of the table tested from SPSS, it can be seen for the selection variable with a value of 101 respondents, a mean of 35.0099 with a minimum value of 23, and a maximum value of 44 with a standard deviation of 4.82596. From the results of the table tested from SPSS, it can be seen for the culture organization variable with a sample of 101 respondents with a mean of 34.5446 with a minimum value of 20 and a maximum value of 44 units with a standard deviation of 4.79067. From the results of the table tested from SPSS, it can be seen that the variable performance with a value of 101 respondents, a mean of 34.7030 with a value of at least 21, and a maximum value of 46 units with a standard deviation of 5.00509.

The classic assumption test used in this study consists of a normality test, multicollinearity test, heteroscedasticity test. The normality test will be explained using a histogram graph and a normal p-p plot graph.
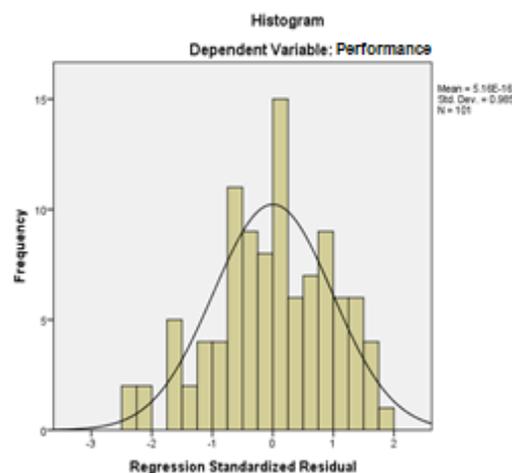


**Figure 1. Histogram Graph**
Source: Processed data (2020)

The histogram graph model in the figure shows that the data moves parallel by forming an inverted U and fulfills the assumptions of normality.

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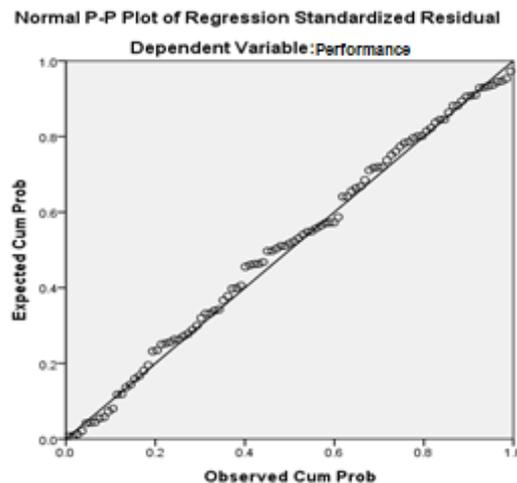


**Figure 2. Normal P-P Plot Graph**
Source: Processed data (2020)

The graphic model shows that the data spread along the line and has met the assumptions of normality. In further testing using statistics using the one-sample Kolgomorov Smirnov test.

**Table 2. One-Sample Kolmogorov Smirnov Test**

|  |  | Unstandardized Residual |
|---|---|---|
| N |  | 101 |
| Normal Parameters[a,b] | Mean | .0000000 |
|  | Std. Deviation | 3.73063596 |
| Most Extreme Differences | Absolute | .059 |
|  | Positive | .035 |
|  | Negative | -.059 |
| Test Statistic |  | .059 |
| Asymp. Sig. (2-tailed) |  | .200[c,d] |

Source: Processed data (2020)

Based on the results of the Kolmogorov Smirnov one sample test by taking into account the significant value of 0.200> 0.05, it is stated that the data has a normal distribution.

**Table 3. Multicollinearity Test**

| Coefficients | | |
|---|---|---|
| Model | Collinearity Statistics | |
|  | Tolerance | VIP |
| 1 (Constant) |  |  |
| Discipline | .881 | 1.135 |
| Selection | .922 | 1.085 |
| Organizational culture | .948 | 1.055 |
| a. Dependent Variable: Performance | | |

Source: Processed data (2020)

The results of the variable test show that the tolerance value for discipline is 0.881> 0.1, selection is 0.922> 0.1 and organizational culture is 0.948> 0.1, while the VIF value for discipline is 1.135 <10, selection is 1.085 <10 and culture organization counted 1.055 <10 that there was no correlation between discipline, selection and organizational culture.

Heteroscedasticity testing is carried out to see the residual variance from one observation to another. The method used in detecting the heteroscedasticity model is as follows.
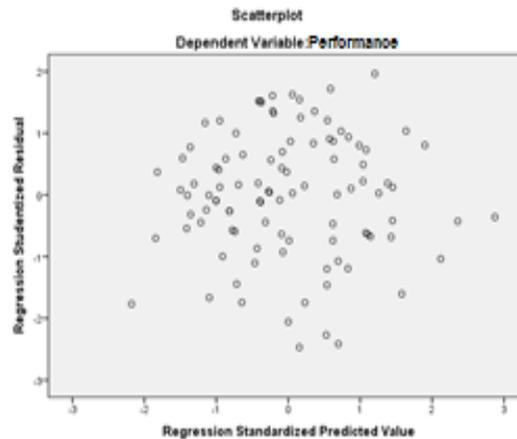


**Figure 3. Scatterplot Graph**
Source: Processed Data (2020)

The test results on the scatterplot graph show that the data is spread out and does not form an orderly pattern (random) so that it can be concluded that the data is declared to have no heteroscedasticity symptoms. For the next step, a statistical Glejser test is performed to see understanding. The basic understanding that can be given if the value is greater than 0.05, is declared feasible in the test used.

**Table 4. Glejser Test**

| Coefficients | | |
| --- | --- | --- |
| Model | t | Sig. |
| 1 (Constant) | .434 | .665 |
| Discipline | 1.881 | .063 |
| Selection | -.703 | .484 |
| Organizational culture | .689 | .493 |
| a. Dependent Variable: about | | |

Source: Processed data (2020)

After going through the results of the SPSS, each variable has a value greater than 0.05 for its significance value. In the discipline variable 0.063> 0.05, selection 0.484> 0.05, organizational culture 0.493> 0.05. So, it can be given the results that there are no symptoms of heteroscedasticity that occur and meet the criteria of the classical assumptions.

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This analysis will explain the value of multiple linear regression used in Table B in the following SPSS results:

**Table 5. Regression Linear Test**

| | Coefficients | |
|---|---|---|
| | Unstandardized Coefficients | |
| Model | B | Std. Error |
| 1 (Constant) | 2.167 | 3.766 |
| Discipline | .150 | .059 |
| Selection | .425 | .082 |
| Organizational culture | .374 | .081 |
| a. Dependent Variable: Performance | | |

Source: Processed data (2020)

$$Y = 2{,}167 + 0{,}150\ X_1 + 0{,}425\ X_2 + 0{,}374\ X_3 + e$$

The explanation of the multiple linear regression above is:

A constant of 2.167 states that if there is no or constant then the variable of discipline, selection, and organizational culture on employee performance is 2.167 units.

The discipline coefficient value is 0.150 and is positive, this means that if each increase in the discipline variable is 1 unit, the employee's performance will be 0.150, assuming other variables will not change. The selection coefficient value is 0.425 and is positive, this means that if each increase of the selection variable is 1 unit, it will increase the employee's performance by 0.425, assuming other variables do not change. The organizational culture coefficient value is 0.374 and has a positive value, this means that if each increase in the organizational culture variable 1 unit will increase employee performance by 0.374 assuming other variables do not change.

Following are the results of the coefficient of determination, namely:

**Table 6. Coefficient Determination Test**

| | | | | Std. An error of |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | the Estimate |
| 1 | .667[a] | .444 | .427 | 3.78789 |
| a. Predictors: (Constant), Organizational Culture, Selection, Discipline | | | | |
| b. Dependent Variable: Performance | | | | |

Source: Processed data (2020)

With the value of Adjusted R Square 0.427, this means that 42.7% of the performance variables can be explained by organizational culture, selection and discipline, while the remaining 42.7% (100% - 57.3%) is explained by variables outside of this study such as compensation, communication and work environment.

The F statistical test shows whether all the independent variables included in the model have a simultaneous influence on the dependent variable.

**Table 7. Simultan Test**

| ANOVA | | | |
|---|---|---|---|
| Model | | F | Sig. |
| 1 | Regression | 25.865 | .000b |
| | Residual | | |
| | Total | | |
| a. Dependent Variable: Performance | | | |
| b. Predictors: (Constant), Organizational Culture, Selection, Discipline | | | |
| Source: Processed data (2020) | | | |

With a value of 3.09 degrees of freedom. The test results obtained that the value of $F_{count}$ (25.865)> $F_{table}$ (3.09) and a significant probability of 0.000 <0.05, meaning that Ha is accepted and Ho is rejected, i.e. simultaneously discipline, selection, and organizational culture have a positive and significant impact on employee performance. at PT United Rope.

The t-test is used to determine whether there is a significant (significant) relationship or influence between the independent variables partially on the dependent variable.

**Table 8. Partial Test**

| Coefficients | | |
|---|---|---|
| Model | t | Sig. |
| 1  (Constant) | .575 | .566 |
| Discipline | 2.548 | .012 |
| Selection | 5.200 | .000 |
| Organizational culture | 4.602 | .000 |
| a. Dependent Variable: Performance | | |
| Source: Processed data (2020) | | |

With a probability value of 1.984. Then the following explanation can be given for each value. In the discipline hypothesis, it scores 2.548> 1.984 and a significant value of 0.012 <0.05, partially discipline has a positive and significant effect on employee performance at PT United Rope. In the selection hypothesis, it gets a value of 5,200> 1,984 and a significant value of 0,000 <0.05, partially the selection has a positive and significant effect on employee performance at PT United Rope. In the hypothesis of organizational culture, it scores 4.602> 1.984 and a significant value of 0.000 <0.05, partially organizational culture has a positive and significant effect on employee performance at PT United Rope.

**CONCLUSION**

Simultaneously and partially discipline, selection, and organizational culture have a positive and significant effect on employee performance. This means that the application of discipline, selection, and organizational culture will improve employee performance. Employee performance will increase significantly if employees can be disciplined in carrying out their work, the company can select employees well in occupying a position, and employees who can apply organizational culture properly will have increased performance.

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