

# The Effect of Organizational Culture and Work Discipline on Employees 'Performance with Working Satisfaction as Intervening Variables on CV. Yamaha Waja Motor Denpasar

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ARTICLE INFO	ABSTRACT
<p>Published Online: 29 August 2018</p> <p>Corresponding Author: <b>Kadek Remy Dewata Putra</b></p>	<p>The aim of this study was to determine and analyze the influence of organizational culture on employee job satisfaction. To determine and analyze the influence of work discipline on employee job satisfaction. To determine and analyze the influence of organizational culture on employee performance. To know and analyze the influence of work discipline on employee performance. knowing and analyzing the influence of job satisfaction on employee performance, to determine and analyze the influence of organizational culture and work discipline on employee performance through job satisfaction as an intervening variable, and to determine and analyze the influence of work discipline on employee performance through job satisfaction as an intervening variable.</p> <p>This research is a quantitative research using primary data obtained from questionnaires and measured using a Likert scale. The population of this study were employees at CV. Yamaha Waja Motor Denpasar as many as 56 people. then taken entirely so that the research is a population study. (saturated sample). The data analysis technique used in this study is that in this study two analyzes will be used namely descriptive analysis and statistical analysis. (Analysis Path)</p> <p>The results showed that the organizational culture variables had a direct influence on the variable job satisfaction. Work discipline variables have a direct influence on job satisfaction variables. Organizational culture variables have a direct influence on employee performance variables. Work discipline variables have a direct influence on employee performance variables. Job satisfaction variables have a direct influence on employee performance variables. Variables of Job Decision can mediate the influence of Organizational Culture on employee performance. Job satisfaction variables can mediate the influence of work discipline on employee performance.</p>
<p><b>KEYWORDS:</b> Organizational culture, work discipline, job satisfaction and performance</p>	

## 1. INTRODUCTION

Mangkuprawira and Hubeis (2007: 153), said that performance is the result of a particular work process planned at the time and place of the employee and organization concerned. Meanwhile Hasibuan (2010: 94), states that performance is a result of work achieved by someone in carrying out tasks that are charged to him based on skills, experience, sincerity and time. Another definition comes from Murpy and Cleveland in Pasolong (2007: 175), saying that performance is a quality of behavior that is task and work oriented. This means that the performance of employees in an organization is determined by the attitude and behavior of employees towards their work and employee orientation in carrying out their work.

The performance indicators used in this study are guided by the Mangkunegara theory (2009: 75), which consists of: quality and quantity of work. Work quality

includes timeliness, accuracy, ability, and employee skills. The quantity of work includes meeting work standards and routine work done quickly. So that the work is in accordance with quality and quantity standards. According to Baroroh (2012), the success of an employee at work will be known if the company applies a performance appraisal system. Therefore, employee performance must be measured to maximize company goals. According to Robbins, (2006: 112) there are several variables that affect performance, one of which is organizational culture. According to Robbins (2002: 279) defines organizational culture as a system of shared meanings adopted by members that distinguishes the organization. these with other organizations. Robbins, (2006: 279) states that organizational culture is a shared meaning system formed by its citizens which at the same time becomes a differentiator with other organizations.

Organizational culture is the value or archetype that is accepted by the organization to act and solve problems, forming employees who are able to adapt to the environment and unite members of the organization. (Robbins, 2006: 224). For this reason it must be taught to members including new members, namely as a correct way to study, think and feel the problems faced. Coercion of a culture can lead to incompatibility between employees and the organization so that it can affect the psychological condition of employees who feel uncomfortable in working together. Employee discomfort affects employee performance (Robbins, 2006: 213). Mas'ud (2007: 133) says that organizational culture is shaped by indicators. The indicators of Organizational Culture can be interpreted in four concepts, namely: professionalism, distance management, trust in coworkers and integrity. Organizational culture is an archetype that is accepted by organizations to act and solve problems, forming employees who are able to adapt to the environment and unite members of the organization. For that, it must be taught to members including new members as a right way to study, think and feel the problems faced. Coercion of a culture can lead to incompatibility between employees and the organization so that it can affect the psychological condition of employees who feel uncomfortable in working together. Employee discomfort has an impact on employee job dissatisfaction. Organizational culture as a cognitive framework that includes attitudes, values, behavioral norms, and expectations contributed by members of the organization so as to provide a deep satisfaction in carrying out the duties and obligations of members of an organization. (Luthans, 2007: 245) In Fuad Mas'ud (2004: 133) organizational culture is formed by indicators. The indicators of Organizational Culture can be interpreted in four concepts, namely: professionalism, distance management, trust in coworkers and integrity.

Every company always tries to improve its performance to the maximum extent within the limits of the company's capabilities. According to Riduwan, (2005: 35). To achieve good performance in the organization or company, there must be work discipline, work discipline is the attitude, behavior and actions that are in accordance with company regulations both written and unwritten. The regulations in question include absences, slow entry and quick return of employees.

Every employee must have work discipline within his organization or company, such as complying with written or unwritten regulations that have been determined by the company because it can create a conducive and harmonious work environment so that it will have a positive impact on the performance of employees in a company (Hasibuan, 2007: 156). Therefore discipline can be interpreted as written or unwritten behavior (Hasibuan, 2009: 212). Good work discipline reflects a person's sense of responsibility towards the tasks assigned to an employee.

This is to encourage work enthusiasm, work enthusiasm, which ultimately results in the company's performance. To maintain and improve good discipline is quite difficult, because many factors influence it. Regulations are needed to provide guidance and counseling for employees in creating good order in the company and outside the company. According Hasibuan, (2003: 54) to achieve good work discipline there are several indicators of work discipline, namely, goals and abilities, exemplary leadership, remuneration, justice, referee while According Rivai, (2007: 444) work discipline is a tool managers use to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all company rules and prevailing social norms. Without discipline, all activities that will be carried out will result in unsatisfactory results that are not in line with expectations.

When viewed in real terms, disciplinary factors play a very important role in carrying out the daily tasks of employees. An employee who has a high level of discipline will still work well even if he is not supervised by a supervisor, will not steal work time to do other things that have nothing to do with work, will obey the rules that are in high awareness without any sense of coercion, and in the end employees who have high work discipline will have good performance when compared to employees who are lazy because the work time is utilized as well as possible to carry out the work in accordance with the set targets.

In addition to organizational culture and work discipline, job satisfaction will also affect employee performance. One important tool in human resource management in organizations is the creation of employee satisfaction. Job satisfaction is basically one of the psychological aspects that reflects one's feelings towards their work, workers will feel satisfied with the suitability between their abilities, skills and expectations with the work that workers face (Hasibuan, 2006: 132).

Job satisfaction is one of the factors that is very important to get optimal results when a person feels satisfaction in working, of course he will try as much as possible with all the capabilities he has to produce his job assignments. Satisfaction received and felt by an employee will affect the results obtained from his work. (Luthans, 2001: 98). Satisfaction is actually a subjective condition which is the result of conclusions based on a comparison of what employees receive from their work compared to what is expected, desired, and thought of as something that deserves or deserves it. While each employee subjectively determines how satisfying the work is. (Martoyo, 2002: 167). Job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed in work, outside work, and a combination of inside and outside work. (Hasibuan, 2006: 122). Every company

always strives to improve employee job satisfaction as much as possible within the limits of the company's capabilities.

The results of research on employee performance were carried out by Anoki (2015) about research on the influence of work discipline and compensation for the performance of employees of PT. Slamet Langgeng Purbalingga with job satisfaction as an intervening variable, the results of his research that work discipline and compensation have a positive and significant effect on performance and compensation indirectly affect performance through job satisfaction. Solistyawati (2015) in her research on the influence of transformational leadership style and organizational culture on employee performance through job satisfaction as an intervening variable (case study on CV. Semangat Morning Indonesia). The results of this study are that transformational leadership style and organizational culture have insignificant influence on performance. employees through job satisfaction. Ratnani Research Results (2013) Organizational culture and competence have a positive and significant effect on employee performance and job satisfaction variables as moderating variables. Sariningsih's (2015) research on the influence of work discipline and career development on the performance of employees of PT. Mata Dewa Garment Kuta-Bali with work motivation as an intervening variable, the results of his research that work discipline and career development have no significant effect on performance through work motivation.

Based on emperic phenomena that occur, the authors are interested in conducting research with the title: "The influence of organizational culture and work discipline on employee performance with job satisfaction as an intervening variable on CV. Yamaha Waja Motor Denpasar."

## 2. LITERATURE

Performance is the work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2008: 67). According to Mathis (2006: 113) employee performance is the main factor that determines the success of a company, and factors that affect the performance of individual employees include the ability, organizational support and effort devoted. According Siagian (2002: 124) that performance is influenced by several factors, namely compensation, work environment, organizational culture, leadership and motivation, work discipline, job satisfaction, communication and other factors.

According to Gorda, (2004: 106), discipline is the attitude and behavior of an employee that is manifested in the form of an employee's willingness with full awareness and sincerity or compulsion to obey and carry out the duties and responsibilities as an effort to contribute as much as possible to the achievement of company goals.

Organizational culture can be used as a common way of view of each member of the organization towards a system where the system can be used to find solutions or solutions to problems so that it will become a unity to achieve a goal. Organizational culture can also be used as the identity of an organization so that the organization has differences with other organizations both in terms of achieving goals or problem solving. Robbins (2003) states that culture is a shared system adopted by organizational members that distinguishes the organization from other organizations.

Job satisfaction is a general attitude towards one's work, the difference between the amount of reward a worker receives and the amount they believe they should receive (Robbins, 2002: 24). Job satisfaction is an emotional state of employees where there is no meeting point between the value of employee compensation from the employee concerned. (Martoyo, 2002: 115-116).

## 3. METHOD

This research was conducted at CV. Yamaha Waja Motor Denpasar, each of which is located in Jakarta, Gunung Agung, Jalan Nangka, Monang Maning and Waja Motor Hayam Wuruk Denpasar. The population in this study is all permanent employees on the CV. Yamaha Waja Motor Denpasar, amounting to 56 people. Based on the data obtained on the CV. Yamaha Waja Motor Denpasar. the number of employees is 56 people which is less than 100, so it is taken entirely so that the research is population research. (saturated sample). To test the effect of intervening variables, path analysis method is used. Path analysis is an extension of multiple linear regression analysis, the purpose of path analysis is to explain the direct and indirect effects of several variables as causal variables, on some other variables as a consequence variable and path analysis cannot be used to confirm or reject the hypothesis (Rachaety, 2007: 142).

## 4. RESULT AND DISCUSSION

### *Path Analysis*

- 1). Effect of organizational culture and work discipline on job satisfaction

To find out the influence of organizational culture and work discipline on job satisfaction used SPSS / Windows Version 17.00 analysis tools and the results of the analysis can be seen in Annex 4. The magnitude of the influence of organizational culture and work discipline on job satisfaction can be seen from Table 1

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**Table 1.** Influence of organizational culture and work discipline towards job satisfaction

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.590	.250		2.362	.021
X1	.235	.077	.260	3.059	.003
X2	.643	.079	.687	8.088	.000

a. Dependent Variable: Y1

Based on Table 4.13 the influence of organizational culture and work discipline on job satisfaction can be seen from the standardized beta ( $\beta$ ) value. Based on Table 1 can be known:

a) The amount of standardized beta ( $\beta$ ) for organizational culture variable is 0.260 so that it can be seen that the value of path 1 (path 1) is equal to 0.260 and significant at 0.003 is less than 0.05 (5%), which means that organizational culture has a positive and significant effect on satisfaction. work on CV. Yamaha Waja Motor Denpasar and H1 are accepted.

b) The amount of standardized beta ( $\beta$ ) for the variable Work Discipline is 0.687 so that it can be seen that the value of line 2 (path 2) is that 0.687 and significant at 0.000 is less than 0.05 (5%) which means that work discipline has a positive and significant effect on satisfaction. work on CV. Yamaha Waja Motor Denpasar and H2 are accepted.

The amount of e1 can be known from the results of the test analysis of the influence of organizational culture and work discipline on job satisfaction. The F test results are as follows:

**Table 4.2.** Test results F influence organizational culture and work discipline towards job satisfaction

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.899 <sup>a</sup>	.808	.802	.16832	1,916

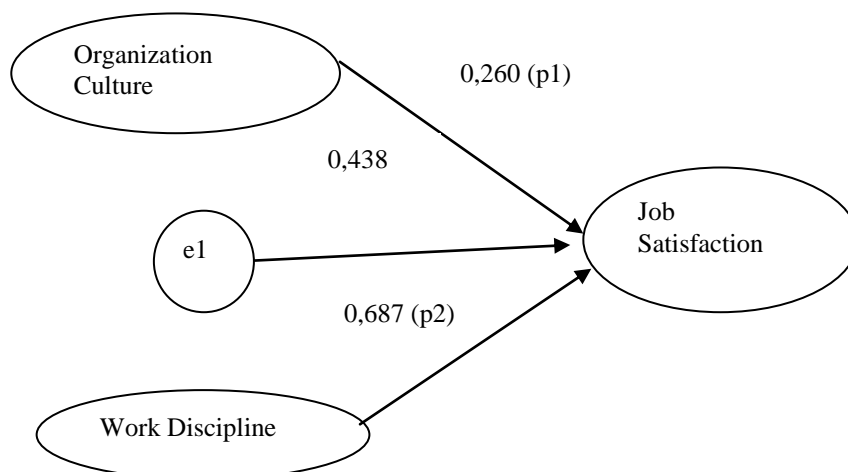
a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y1

Based on the results of the F test in Table 4.14 it is known that the magnitude of R Square is 0.808 so that the magnitude of e1 is  $\sqrt{1-0.808} = 0.438$ . Results of influence

analysis Organizational culture and work discipline on job satisfaction can be described as in Figure 1 below.

**Figure 1.** influence of organizational culture and work discipline to job satisfaction



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Based on the calculations in Table 2 and Figure 1, the following formula can be arranged:

$$Y1 = 0,438 + 0,260X1 + 0,687X2$$

The above equation implies that:

- a) The amount of e1 is 0.438. This means that if the values of X1 and X2 are zero, then the value of Y1.
- b) The magnitude of the X1 coefficient of 0.260 means that increasing the value of X1 will affect the value of Y1.

c) The magnitude of the X2 coefficient of 0.687 means that an increase in the value of X2 will affect the value of Y1.

2). Influence of organizational culture, work discipline and job satisfaction on employee performance.

The amount of influence of organizational culture, work discipline and job satisfaction on performance on employee performance can be seen from Table 3.

**Table 3.** Influence of organizational culture, work discipline and Job Satisfaction to Employee Performance

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.982	.314		9.318	.000
X1	.109	.100	.182	1.094	.000
X2	.075	.138	.122	547	.004
Y1	.557	.154	.843	3.609	.027

a. Dependent Variable: Y2

Based on Table 3 can be known:

- a) The amount of standardized beta (β) for organizational culture variable is 0.182 so that it can be seen that the value of line 3 (path 3) is 0.182 and significant at 0.000 is less than 0.05 (5%) which means that organizational culture has a direct influence on performance employee at CV. Yamaha Waja Motor Denpasar and H3 are accepted.
- b) The amount of standardized beta (β) for the variable Work Discipline is 0.122 so that it can be seen that the value of path 4 (path 4) is equal to 0.122 and significant at 0.004 is smaller than 0.05 (5%) which means that work discipline has a positive and significant effect directly on employee performance CV. Yamaha Waja Motor Denpasar and H4 are accepted.
- c) The amount of standardized beta (β) value for the variable Job satisfaction is 0.843 so that it can be seen that the value of path 5 (path 5) is equal to 0.843 and is significant at 0.027 smaller than 0.05 (5%) which means that job satisfaction has a positive and

significant effect on performance employee at CV. Yamaha Waja Motor Denpasar and H5 are accepted.

- d) H6 is accepted because X1 affects Y1 and Y1 affects Y2. So it can be concluded that there is an influence between organizational culture on employee performance through job satisfaction CV. Yamaha Waja Motor Denpasar.
- e) H7 is accepted because X2 affects Y1 and Y1 affect Y2. So it can be concluded that there is an influence between work discipline on employee performance through job satisfaction CV. Yamaha Waja Motor Denpasar.
- f) The amount of e2 can be known from the results of the test analysis of the influence of organizational culture, work discipline and job satisfaction on employee performance. The F test results can be seen in Table 4..

**Table 4.** Test results F influence organizational culture, work discipline and Job Satisfaction Against Employee Performance

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.610 <sup>a</sup>	.372	.341	.20283	2.191

a. Predictors: (Constant), X2, X1

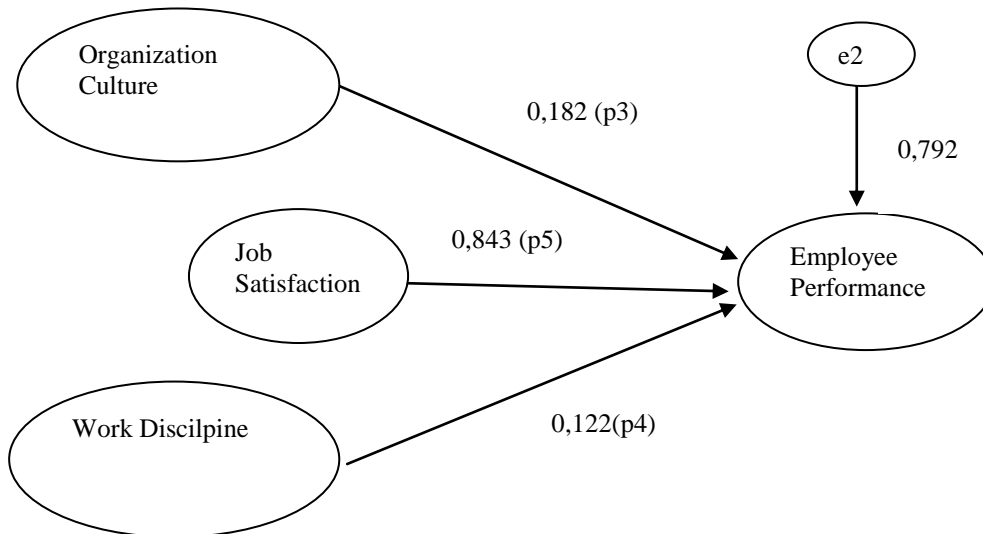
b. Dependent Variable: Y1

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Based on the results of the F test in Table 4.16 it is known that the magnitude of R Square is 0.372 so that the magnitude of e2 is  $\sqrt{1 - 0.372} = 0.792$ . The results of the

analysis of the influence of organizational culture and work discipline, and job satisfaction on performance can be described as in Figure 2 below.

**Figure 2.** Influence of organizational culture, work discipline and Job satisfaction with Employee Performance



Based on table 4.13 and figure 4.5, it can be formulated:

$$Y_2 = 0,792 + 0,182X_1 + 0,122X_2 + 0,843Y_1$$

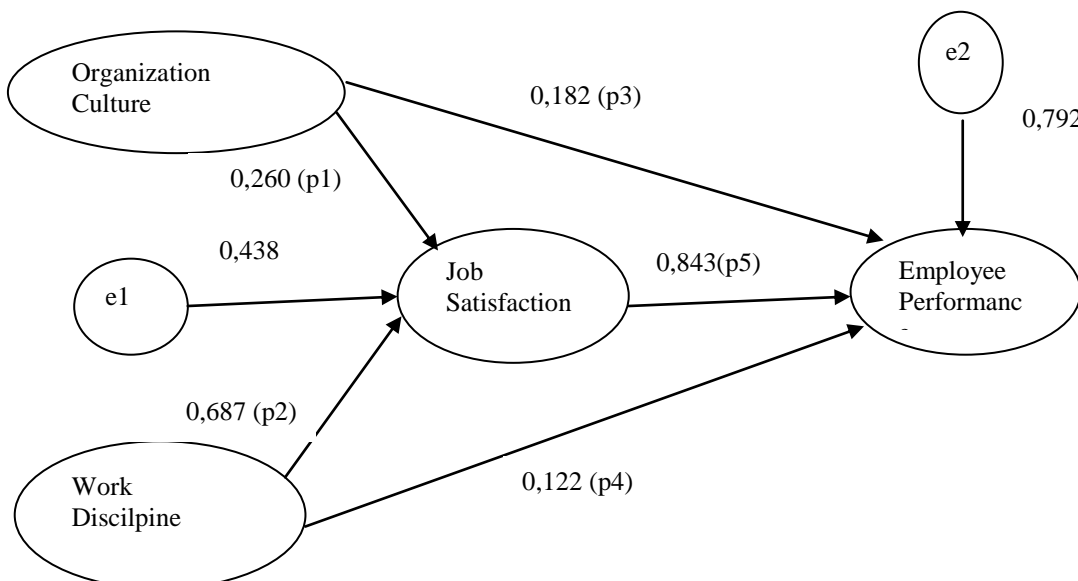
The above equation implies that:

1. The amount of e2 is 0.792. this means that if the values of X1, X2 and Y1 are zero, then the value of Y2 is 0.792. For more details, see figure 3.
2. The magnitude of the X1 coefficient of 0.182 means that an increase in the value of X1 will affect the Y2 value of 0.182.
3. The magnitude of the X2 coefficient of 0.122 means that an increase in the value of X2 will affect the Y2 value of 0.122.

4. The magnitude of the Y1 coefficient of 0.843 means that an increase in the value of Y1 will affect the Y2 value of 0.843.

From the results of the analysis of the influence of organizational culture and work discipline on employee performance and the results of the analysis of the influence of organizational culture, work discipline and job satisfaction on employee performance can be described as follows:

**Figure 3.** path analysis



P1 ---> influence of organizational culture on job satisfaction: 0.260

P2 ---> effect of work discipline on job satisfaction: 0.687

P3 ---> influence of organizational culture on performance: 0.182

P4 ---> effect of work discipline on performance: 0.122

P5 ---> the effect of job satisfaction on performance: 0.843

P6 ----> influence of organizational culture on performance through job satisfaction:  $0.260 \times 0.843 = 0.219$

P7 ---> the effect of work discipline on performance through job satisfaction:  $0.687 \times 0.843 = 0.579$ .

Based on the results of path analysis (path analysis) can be seen the magnitude of the indirect effect of organizational culture and work discipline on employee performance through job satisfaction as an intervening variable are as follows:

a. Influence of organizational culture on employee performance through job satisfaction.

The influence of organizational culture on direct job satisfaction is 0.260. The effect of job satisfaction on employee performance directly is 0.843, so:

1) The influence of organizational culture indirectly on performance through job satisfaction is:  $0.260 \times 0.843 = 0.219$  or 21.9%. Given the direct influence of organizational culture on employee performance is 0.183 less than the indirect effect of 21.9 means job satisfaction plays a role in mediating the influence of organizational culture on job satisfaction.

2) The total influence of organizational culture (both directly and indirectly) on employee performance is:  $0.183 + 0.219 = 0.402$  or 40.2%.

b. Effect of work discipline on employee performance through job satisfaction

1) The influence of work discipline on job satisfaction directly is 0.687. The effect of job satisfaction on employee performance directly is 0.843. So that the influence of work discipline indirectly on employee performance through job satisfaction is:  $0.687 \times 0.843 = 0.579$  or 57.9%. Given the direct influence of work discipline on employee performance is 0.122 smaller than the indirect effect of 0.579 it can be said that job satisfaction plays a role in

mediating the influence of work discipline on employee performance.

2) Total influence of work discipline (both directly and indirectly) on employee performance is:  $0.687 + 0.579 = 1.266$  or 126.6%.

## Discussion

### 1. The Influence of Organizational Culture on Job Satisfaction

The results of the hypothesis of this study that the influence of organizational culture on job satisfaction has a positive and significant effect, which means that if the organizational culture variable is increased, the variable job satisfaction will also increase. The results of this study are in line with Steven's research, (2016), Chaterina, (2012) Romi, (2014), Anjani, (2008), and Hardy (2015).

### 2. Effect of Work Discipline on Job Satisfaction

The results of the hypothesis of this study that work discipline has a positive and significant influence on job satisfaction on the CV. Yamaha Waja Motor Denpasar means that if the variable Work Discipline is increased, the variable job satisfaction will also increase. The results of this study are in line with the research of Alamsyah, et al (2013), Izaz, et al (2017), Hermansyah, et al (2015) Karsini, et al (2016), Hardy (2015).

### 3. Influence of Organizational Culture on Employee Performance

The results of the hypothesis of this study that organizational culture has a positive and significant influence on employee performance on the CV. Yamaha Waja Motor Denpasar means that if the Organizational Culture variable is improved, the Employee Performance variable will also increase. This research is in line with Anwar's research, (2016), Fajar, et al (2016), Triyoga, (2008), Nurudinsyah (2015), Riski (2016).

### 4. Effect of work discipline on employee performance

The results of the hypothesis of this study that work discipline has a positive and significant influence on employee performance on the CV. Yamaha Waja Motor Denpasar means that if the variable Work Discipline is increased, the variable Employee Performance will also increase. This research is in line with Ainnur, (2014), Tri, (2013), Tresna, (2015), Fudin (2013).

### 5. Effect of Job Satisfaction on Employee Performance

The results of the hypothesis of this study that Job Satisfaction has a positive and significant influence on employee performance on the CV. Yamaha Waja Motor Denpasar means that if the Job Satisfaction variable is increased, the Employee Performance variable will also increase. This research is in line with the research of

Febri (2014), Pratiwi (2010), Rahmatullah (2012), Kartika (2002), Jariyati (2007).

#### 6. The Influence of Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable

The results of testing this hypothesis state that job satisfaction is able to mediate the influence of Organizational Culture on employee performance. So it can be concluded that there is an influence between organizational culture on employee performance through job satisfaction CV. Yamaha Waja Motor Denpasar. This research is in line with the research of Mariam and Rani (2009), Eisha (2010), Evi (2005), Ilham (2006), Alvina (2013).

#### 7. Effect of Work Discipline on Employee Performance with Job Satisfaction as Intervening Variables

The results of testing this hypothesis state that job satisfaction is able to mediate the influence of Work Discipline on employee performance. So it can be concluded that there is an influence between work discipline on employee performance through job satisfaction CV. Yamaha Waja Motor Denpasar. This research is in line with the research of Adnyani (2011), Kiswuryanto, (2014), Kris (2006), Aditya (2016), Fareshti (2017).

#### 5. CONCLUSION

The conclusions that can be taken in this study are:

- 1) The amount of standardized beta ( $\beta$ ) for the variable of organizational culture is 0.260 so that it can be seen that the value of path 1 (path 1) is equal to 0.260 and significant at 0.003 is less than 0.05 (5%) which means that organizational culture has a positive and significant effect on job satisfaction at CV. Yamaha Waja Motor Denpasar
- 2) The amount of standardized beta ( $\beta$ ) for the variable Work Discipline is 0.687 so that it can be seen the value of line 2 (path 2) is that 0.687 and significant at 0.000 is less than 0.05 (5%) which means that work discipline has a positive and significant effect on job satisfaction at CV. Yamaha Waja Motor Denpasar.
- 3) The amount of standardized beta ( $\beta$ ) for the variable organizational culture is 0.182 so that it can be seen that the value of line 3 (path 3) is 0.182 and significant at 0.000 is less than 0.05 (5%) which means that organizational culture has a direct influence on employee performance on CV. Yamaha Waja Motor Denpasar.
- 4) The amount of standardized beta ( $\beta$ ) for the variable Work Discipline is 0.122 so that the value of path 4 (path 4) is equal to 0.122 and is significant at 0.004 less than 0.05 (5%), which means that work discipline has a positive and

significant effect. directly to the performance of employees of CV. Yamaha Waja Motor Denpasar.

- 5) The amount of standardized beta ( $\beta$ ) for the variable Job satisfaction is 0.843 so that it can be seen that the value of path 5 (path 5) is equal to 0.843 and is significant at 0.027 smaller than 0.05 (5%) which means that job satisfaction has a positive and significant effect on employee performance on CV. Yamaha Waja Motor Denpasar.
- 6) Organizational Culture Variables (X1) affect the variable Job Satisfaction (Y1) and the variable job satisfaction (Y1) has an effect on employee performance variables (Y2). So it can be concluded that there is an influence between organizational culture on employee performance through job satisfaction at CV. Yamaha Waja Motor Denpasar.
- 7) Variable work discipline (X2) affects the variable job satisfaction (Y1) and the variable job satisfaction (Y1) has an effect on employee performance variables (Y2). So it can be concluded that there is an influence between work discipline on employee performance through employee job satisfaction at CV. Yamaha Waja Motor Denpasar.

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