

# THE ROLE OF ORGANIZATIONAL CULTURE IN MODERATING THE EFFECT OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

Umban Adi Jaya<sup>1</sup>, Yayan Sugiarto<sup>2</sup>, Mochamad Fauzi Pebriana Gumilar<sup>3</sup>

<sup>1</sup>Institut Manajemen Wiyata, Sukabumi, Indonesia, Indonesia

<sup>2</sup>Akademi Pariwisata NHI Bandung, Bandung, Indonesia

<sup>3</sup>Institut Manajemen Wijaya, Sukabumi, Indonesia, Indonesia

<sup>1</sup>*umban.adi@imwi.ac.id*

<sup>2</sup>*yayan@akparnhi.ac.id*

<sup>3</sup>*fauzifebrian37@gmail.com*

## Abstract

This research is to examine the role of organizational culture as a moderator on the effect of work discipline on performance. This study uses an associative quantitative approach using a questionnaire distributed to 30 samples with a total sampling technique that has criteria as employees of PT. Jasa Raharja Perwakilan Sukabumi. The instrument testing in this study used validity and reliability tests, data analysis techniques used descriptive analysis, used the classical assumption test consisting of normality test, multicollinearity test, and heteroscedasticity test and multiple linear regression analysis consisting of hypothesis testing (t test) and analysis of the coefficient of determination (R<sup>2</sup>). The results of this study indicate that: (1) Work Discipline has a positive effect on Employee Performance (2) Work Discipline, Organizational Culture, and Interaction of Work Discipline with Organizational Culture have a positive effect on Employee Performance (4) The relationship between Work Discipline variables on Employee Performance has an effect of 63.1% and the remaining 36.9% is explained by other variables outside this research model. (5) Then the magnitude of the influence of Work Discipline on Performance after the interaction of Work Discipline with Organizational Culture increases to 71.6% it can be concluded that Organizational Culture strengthens the influence of Work Discipline on Employee Performance of PT. Jasa Raharja Perwakilan Sukabumi.

**Keywords:** *Organizational Culture, Work Discipline, Employee Performance*

## 1. Introduction

Entering the era of business competition at this time shows an increase in the economy to provide good and optimal prospects for each party or company to be able to compete with other companies in the same business industry, both in the business of goods and services. Especially for organizations or companies that run a business in the service sector, the organization must be able to provide the best service. Human resources were very valuable and important assets or assets that must be owned by an organization or company, because the success of an

organization or company is largely determined by the human element, every organization must be able to manage the process of utilizing its human resources for the survival of the organization. Apart from that, the company certainly wants to get optimal results or in other words wants to get profits from these business activities.

Today's increasingly stringent organizational developments make competition within an organization increasingly demanded to provide the best results. Human resources have a very important role in today's organizational competition. It can be said that organizations or companies that have good

human resources will be able to compete with other companies. This shows that the quality of human resources also determines the quality and future of the company or organization.

Employees or HR have extraordinary potential that beats other organizational resources because they have the following factors:

1. Physical ability, which can be used to complete a job that cannot be done by other resources or factors of production.
2. Psychological abilities, which can generate motivation, enthusiasm, and work ethic, creativity, innovation, and professionalism in work.
3. Characteristic abilities, which are able to generate intelligence (emotional, intellectual, social, and spiritual) which can lead them to develop to be more capable in facing all kinds of challenges.
4. Ability, skills and knowledge, which lead him to have the competencies he needs in carrying out his work.
5. His life experience, which is able to perfect and consider in solving problems related to his work.

Employees are human resources or someone who works and contributes in an agency, both government and private (business). According to Ndraha in Ma'aruf Abdullah (2014) human resources are people who are ready, willing, and able to contribute to the achievement of an organization. Employees and the company are two things that cannot be separated, employees hold the main control in carrying out all company operations. Each company seeks to improve and develop its company by carrying out various ways that are structured in a program to improve the performance of its employees. To get progress and achieve the goals that have been set, a company needs to mobilize and monitor its employees in order to develop all the skills it has. Employees are the main assets of the company who play an active role in every activity of the company's organization. Employees are not machines and money that are passive and can be fully

controlled and regulated in achieving company goals, but are valuable assets for the company that must be maintained and maintained properly. Therefore, companies and employees are required to be able to work together to create an organizational culture and discipline in doing every job so as to improve maximum performance.

Under these conditions, companies are required to be able to adapt to various changes. With these changes, it will directly or indirectly affect the performance of employees and will also affect the condition of the company.

Discussing about employee performance will not separated from the factors that can affect a person's performance. According to Siagian (2019) that employee performance can be influenced by salary, work environment, organizational culture, leadership, work discipline, job satisfaction, and motivation.<sup>[2]</sup> One of the factors that affect performance is work discipline. To create quality human resources, it is necessary to foster work discipline in every employee in a company which is an act of management to make its members meet various provisions. Talking about employee work discipline in order to improve their performance that is able to achieve a company goal, according to Prijodarminto, "Discipline is a condition that is created and formed through a process of a series of behaviors that show the values of obedience, obedience, order and order". Discipline is the key to the success of an organization in achieving its goals.

The loss of discipline will affect the efficiency and effectiveness of work tasks. With discipline, it is hoped that the work will be carried out as effectively as possible. If discipline cannot be enforced, it is likely that the goals that have been set will not be achieved effectively and efficiently. As an illustration, if a company only thinks about education, expertise, and high technology without thinking about employee work discipline, even education, expertise, and high technology will not produce maximum products if the person concerned cannot use them regularly and has a serious work discipline. tall.

Organizational culture is a factor that can affect the creation of work motivation and employee performance. Currently, corporate culture is seen as part of the organization or community and is considered important as part of the company (Darmadi and Gustomo 2012). According to Putranto (2012) a strong organizational/company culture will affect every employee's behavior. A non-conducive corporate culture can result in low motivation and performance of employees in the company.

The company's culture and core values must be internalized into the work character of each work unit, including the work behavior of each individual. Once the company's organizational culture is agreed upon, the implementation process must be carried out continuously throughout the life of the company. You can't stop, but evaluate and improve continuously at any time.

Human resources are a central role in an organization or company so that management activities run well, companies or organizations are required to have employees who are knowledgeable and have qualified skills and optimal efforts to manage company operations optimally so that employee performance can increase. Performance is the work of an employee who is assessed in terms of work quality and quantity in working according to work standards that have been determined by an organization or company.

According to OJK (Otoritas Jasa Keuangan) Indonesia insurance is an agreement between an insurance company and a policy holder to be the basis for receiving premiums by insurance companies in return for:

Providing compensation to the insured or policy holder due to damage, loss, costs incurred, loss profits, or legal liability to third parties that may be suffered by the insured or the policy holder due to the occurrence of an uncertain event; or

Provide payments based on the death or life of the insured by benefits whose amount has been determined and/or is based on the results of fund management.

Insurance business is generally carried out by insurance companies where there are general insurance companies, life insurance companies, and reinsurance companies and supporting insurance businesses such as insurance brokerage companies, reinsurance brokerage companies, and insurance loss assessing companies.

Badan Usaha Milik Negara as one of the economic actors in Indonesia take an active role in national development, especially in the insurance sector. One of these business entities is PT. Jasa Raharja Sukabumi Representative as the executor of insurance in Indonesia. Engaged in a life insurance company which has a role to provide services in risk management that provides payments to policyholders, the insured, or other entitled parties in the event that the insured dies or remains alive, or other payments to policyholders, the insured, or other parties. others who are entitled at a certain time as regulated in the agreement, the amount of which has been determined and/or is based on the results of fund management. In general, PT. Jasa Raharja Representative must be able to improve the quality of the company from the internal side of the company itself, among others, improve the performance of its employees to carry out responsibilities as a life insurance company.

Efforts to develop and improve employee skills aim to improve the performance of employees of PT. Jasa Raharja Sukabumi Representative. In achieving the performance results that have been set by the company, one of them is through the application of organizational culture and improving work discipline so that the company's operational activities can continue to be carried out and the company's goals can be achieved. This research was conducted at PT. Jasa Raharja Sukabumi Representative.

Based on the initial survey on April 1, 2021, the authors made observations by interviewing several employees at PT. Jasa Raharja Sukabumi Representative that is an organizational culture and work discipline applied within PT. Jasa Raharja Sukabumi Representative is very influential in improving employee performance, especially in improving services to every community

who will request accident insurance coverage in the social sector and affect employee performance in achieving company goals.

PT. Jasa Raharja Sukabumi Representative itself has an organizational culture that is adopted and applied by all employees in the company to behave, act, communicate, in achieving the goals set by the company. The organizational culture of PT. Jasa Raharja is 3T which has the following meanings.

1. Tangkap (*perceptive*) which means being sensitive and proactive in helping people who get disaster
2. Tangkas (*Agile*) which means being able to carry out tasks, having high morale and integrity, loyal, and professional.

3. Tangguh (*Robust*) which means polite, personable, knowledgeable, and faithful who always puts the interests of the community first.

This organizational culture is always applied by the employees of PT. Jasa Raharja Sukabumi Representative as a guide in carrying out their duties and responsibilities to serve the community, especially people affected by accidents. The application of 3T organizational culture in this company is always applied by every division of the company. With the application of this 3T organizational culture, PT. Jasa Raharja Sukabumi Representative has provided insurance claim payment services in 2020 with a recap as follows:

**Table 1**  
**Claim Compensation Payment Amount PT. Jasa Raharja Sukabumi**

Guarantee Type	Total
Pass Away	344 Victims
Injuries	289 Victims
P3K	16 Victims
Total	649 Victims

In the table above it can be seen that PT. Jasa Raharja Sukabumi Representative in the 2020 period has paid compensation to 649 victims or people in the Sukabumi city area. In the organizational culture applied at PT. Jasa Raharja Representative, namely 3T, has been successfully implemented by employees, as seen by the amount of compensation paid to 649 victims, which refers to the community that has been served by PT. Sukabumi Representative Services with Tangkap, Tangkas, and Tangguh in accordance with the culture of the organization/company.

In the level of discipline, the employees of PT Jasa Raharja Representative Sukabumi every month always recapitulate the attendance data of their employees. Attendance system applied at PT. Jasa Raharja Sukabumi Representative applies an HR application system called Great Day HR. The Great Day HR application has automatically been consolidated into the Human Resource Information System. The following is a recap of the attendance rate of PT. Jasa Raharja Sukabumi :

**Table 2**  
**Employee Attendance Recap PT. Jasa Raharja Sukabumi Period January until April 2021**

NO	MONTH	ATTENDANCE LEVEL
1	January	96,32%
2	February	96,33%
3	March	95,45%
4	April	95,91%



In the table above, it can be seen that the attendance rate of PT. Jasa Raharja Sukabumi Representative from January to April 2021 has approached 100% as the level of attendance of each employee expected by the company every month. The level of absenteeism tends to vary every month, which can be caused by several factors such as the following:

1. Employees forget to take attendance
2. Employees are absent from work (such as illness, permission, and without information)
3. Employees are on leave
4. There is a system error in the Great Day HRapplication.

5. Employees come late to the office

To monitor optimal employee performance, PT. Jasa Raharja has conducted periodic performance assessments in each semester which is also known as GPA. GPA performance assessment of PT. Jasa Raharja is assessed from several indicators and mapped according to the respective regional representative offices. Which has a value category of "Good" for a value range of 101.00 – 103.00, a value category of "Satisfactory" for a value range of 103.00 - 106.00, and a category "Very Satisfactory" for a value range of 106.00 and above. Here are the GPA results from several Representative Offices in the West Java Province:

**Table 3**  
**Results of the Performance Assessment of the Jasa Raharja Representative Office for the West Java Region**

NO	JASA RAHARJA REPRESENTATIVE OFFICE	GPA VALUE
1	KARAWANG	106,53
2	CIREBON	106,48
3	PURWAKARTA	106,10
4	BEKASI	105,11
5	SUKABUMI	105,05
6	BOGOR	104,94
7	TASIKMALAYA	104,59
8	BANDUNG	103,36

Employees of PT. Jasa Raharja Representative has assessed the performance of its employees in January for the fourth quarter of 2020. The following is a sample

obtained from the results of the performance of employees of PT. Jasa Raharja Sukabumi Representative taken from several employees at the company which is recapitulated in the following table:

**Table 4**  
**Research Results Some Employees of PT. Jasa Raharja Sukabumi Representative Quarter IV 2021**

NO	EMPLOYEE NAME	POSITION	GPA RESULT
1	David Okta Kelana, SE.	Penanggung Jawab Samsat	107,10
2	Septian Gunawan, SE.	Staf Pelaksana Tk. I Samsat	107,45
3	Nirwana Fauziah, S.Pd, M.Si	Staf Pelaksana Tk. I Samsat	106,76
4	Rahmat Abdullah	Staf Pelaksana Tk. III Kasir	114,05
5	Saepul Hasan	LBJR	100.00

In the table above, it can be seen that the performance assessment conducted by PT Jasa Raharja Representative to its 5 employees produced good results with an average value of 107.07. This figure has entered the "**very satisfactory**" category in the assessment of the GPA or employee performance at PT. Jasa Raharja Sukabumi Representative.

Having a work culture whose values can be embraced by all employees in the company which aims to realize work attitudes, work actions, work communication, and provide satisfaction to employees in carrying out their activities. In order to provide high cooperation results both in quality and quantity in order to carry out the work, the function of organizational culture and work discipline at PT. Jasa Raharja Sukabumi Representative plays an important role in creating work ethics and minimizing the error rate in carrying out their duties and improving the performance of their employees to achieve company goals.

With increasingly fierce competition, developments, and changes in the company's external environment, many companies make adjustments in the structure and management of their company management by means of mergers, acquisitions or other changes. Values in the organizational culture of all employees can play a role as a source of important values that are widely believed and embraced by employees in facing the challenges of environmental change. But on the other hand, work discipline can also be a burden for success if the work discipline in a company is not in accordance with the company's goals in supporting employee performance in their fields.

Based on the description above, the authors are interested in conducting research on the influence of work discipline on employee performance entitled: The Role of Organizational Culture as Moderation on the Effect of Work Discipline on Employee Performance at PT. Jasa Raharja Sukabumi Representative.

## **Employee Performance**

### **Definition of Employee Performance**

In its implementation, every organization needs to evaluate employee performance. The implementation of performance appraisal is related to the objectives of the organization, for example to determine employee salary policies, evaluate the work that has been completed within a certain period, promotion of positions or to fulfill other needs. conceptually the operational variable of employee performance, which is a work achieved by an employee within a certain period of time.

According to Ahmad Fauzi and Rusdi Hidayat (2020) performance is the appearance of work and the results achieved by a person, both goods/products and in the form of services which are usually used as a basis for self-assessment of the employee or the work organization concerned which reflects the employee's knowledge about the job. The higher the quantity and quality of the work, the higher the performance.

### **Indicator of Employee Performance**

According to Bernardin & Russel (2020) indicators in the assessment and evaluation of employee performance are as follows:

1. **Quality**  
The degree to which the results of the activity performed are close to perfect in the sense of conforming to some ideal way of performing the activity as well as meeting the expected goals of an activity.
2. **Quantity**  
The amount produced in terms of the number of units, the number of cycles of activity completed.
3. **Timeliness**  
The level of an activity being completed at the desired initial time, from the point of view of coordinating with the outputs and maximizing the time available for other activities.
4. **Effectiveness**  
The level of use of human resources, the organization is maximized with the intention of increasing profits or

reducing losses from each unit in the use of resources.

5. **Organizational Commitment**  
The degree to which employees have a commitment to work with the organization and employee responsibilities to the organization

### **Organizational Culture**

#### **Definition of Organizational Culture**

Organizational culture can be defined as a set of system values (*values*), *beliefs*, assumptions or norms that have long been in effect, agreed upon, and followed by members of an organization as behavioral guidelines and problem solvers. Organizational culture according to Edy Sutrisno (2019) is a set of values or norms that have been in effect for a relatively long time, shared by members of the organization (employees) as behavioral norms in solving organizational (company) problems.

#### **Indicator of Organizational Culture**

According to Hari Sulaksono (2015), organizational culture indicators can be stated as follows:

1. Innovative takes into account risk, meaning that every employee will pay sensitive attention to any problems that may pose a risk to the organization as a whole.
2. Paying attention to each problem in detail in carrying out work will illustrate the thoroughness and accuracy of employees in carrying out their duties.
3. Oriented to the results to be achieved. A manager's supervision of his employees is one way for managers to mobilize and empower them. Through this supervision can describe the goals of the organization and the group and its members.
4. Oriented to all employee interests. One of the successes or performances of organizations and companies is determined by the work team, where teamwork can be formed if a superior can supervise his subordinates properly.
5. Aggressive at work. High productivity can be generated if the performance of employees can meet the standards required to perform their duties. Good

performance is meant, among other things, skill qualifications that are able to meet productivity requirements and must be followed by high discipline and craftsmanship.

6. Maintain and maintain work stability. Employees must be able to maintain their health condition in order to stay in prime condition, this condition can only be fulfilled if they regularly consume nutritious food based on a nutritionist.

### **Work Discipline**

#### **Definition of Work Discipline**

Siagian (2014) states that work discipline is a management action to encourage organizational members to meet the demands of various provisions. Work discipline is a very important part or variable in the development of human resources.

discipline is a person's awareness and willingness to obey all company regulations and social norms while the meaning of awareness is the attitude of a person voluntarily obeying all regulations and the basis for his duties and responsibilities (Amirudin, 2019).

Discipline is very important for organizational growth, especially to motivate employees to do good work individually or in groups. In addition, discipline is useful for educating employees to comply with and comply with existing regulations, procedures, and policies, so as to produce maximum performance.

#### **Indicator of Work Discipline**

According to Hasibuan in Diah and Eddy (2015), work discipline indicators include the following:

1. Arrive on time, orderly, and regularly The employee's attitude indicates that the employee has high discipline so that it has an influence on the employee's performance.
2. Dress Neatly. Dress neatly supported by uniforms that match the specified attributes. Employees who use uniforms and attributes that comply with the provisions indicate that the employee complies with company regulations. It

can also give confidence to employees so that the employee's performance increases.

3. Use work equipment with care. The careful attitude shown by the employee can be interpreted that the employee does not shy away from his obligations. This indicates that work discipline has been owned by the employee.
4. Follow the way of work determined by the company. Employees who follow the workings and regulations provided by the company, the employee's work discipline has an influence on their performance.
5. Have a high responsibility. Employees who have responsibility for everything indicate that the employee has a high level of work discipline.

From the understanding of the three variables above, the authors take several hypotheses, namely *H1: Work discipline has a positive and significant effect on employee performance.*

According to Sutrisno (2016), defines discipline as a person's behavior in accordance with regulations, existing work procedures or attitudes and behavior and actions that are in accordance with the regulations of the organization, both written and unwritten. Research conducted by Ade Muslihat and Hariyaty Ab Wahid (2021) shows that the level of work discipline of PT POS Indonesia Cipoho employees has a significant influence on the performance of PT POS Indonesia Cipoho employees. Furthermore, a study conducted by Chotamul Fajri and Herik Dalmar (2020) showed that work discipline as an independent variable had a significant effect on the dependent variable, namely the performance of employees in the work environment of CV Permata Mitra Karya, South Tangerang.

And then the second hypothesis is *H2: Organizational Culture moderates the effect of Work Discipline on Employee Performance.*

Organizational Culture can have an influence on work discipline as in the research by Kis indriyaningrum, Tristiana Rijanti, and Lisa Puspita Sari (2020) which one of the results can be concluded that Organizational Culture moderates the effect of work discipline on the performance of the secretariat employees of the Regional People's Representative Council of Central Java Province. Meanwhile, research by Willy Yusnandar, Roydi Nefri, and Safi'I

Siregar (2020) shows that the effect of Work Discipline on the Performance of Medan City Government Hospital Employees is not moderated by Organizational Culture or in other words the Organizational Culture variable is not a moderator variable.

## 2. Method

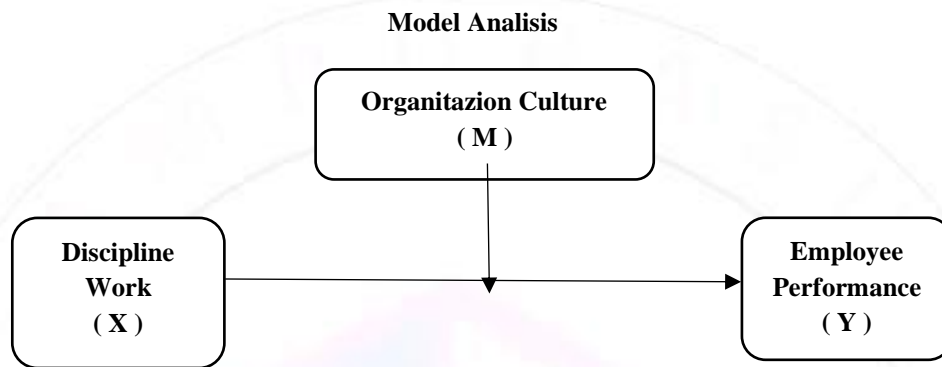
Steven Dukeshire and Jennifer Thurlow (2018) stated that research is a systematic way to collect data and present the results. Furthermore, the research is an activity process in the form of data collection, analysis, and providing interpretations related to the research objectives. The research method used in this study based on the type of data is quantitative research methods. Where the quantitative research method aims to determine the effect of one or more independent variables on one or more dependent variables in scientific conditions. The type of research that will be used is associative quantitative research, according to Sugiyono (2019) associative, namely research that questions a relationship between two or more variables, where the relationship used in this study is a causal relationship. Causal relationship is a causal relationship, which consists of *independent* (variables that affect) and *dependent* variables (variables that are affected). The sampling technique in this study uses a non-probability sampling technique, Sugiyono (2015) says that the non-probability sampling technique is a sampling technique that does not provide an opportunity for each element or member of the population to be selected as a sample.

Quantitative method is a method used in research based on the philosophy of positivism that is quantitative or statistical. The method used is the Survey method. Kerlinger (1973) states that survey research is research conducted on large or small populations, but the data studied are data from samples taken from that population, to find relative events, distributions, and relationships between sociological variables and psychological. In general, survey research is a type of research that combines some information about the characteristics, actions, opinions of a selected group of respondents and is considered a population.



Survey research generally takes a sample from a population using a questionnaire as the main data collection tool and is widely used in general. In this study, researchers used the

variables of Performance (Y), Work Discipline (X), and Organizational Culture (M).



1. Independent Variables (independent variables) The independent variable is a variable that affects or causes the change or emergence of the dependent variable (the dependent variable). The independent variables in this study are: Work Discipline (X)
2. Dependent variable (dependent variable) The dependent variable is the variable that is affected or becomes the result, because of the independent variable. The dependent variable in this study are: Employee Performance (Y)
3. Moderating Variables (moderating variables) Moderating variables are variables that have an influence (strengthen and weaken) the relationship between the independent variable and the dependent variable. The moderating variables in this study are: Organizational Culture (M). Ghozali (2016) grouped the moderating variables into three groups as

- If the variable (M) is related to the *dependent* or *independent* variable but the moderating variable does not interact with the *independent* then the variable (M) is not a moderating variable.
- If the variable (M) affects the strength of the relationship but does not interact with the *Independent* and is not significantly related to both the

*independent* and dependent variables, the variable (M) is called Homologizer.

- If the variable (M) affects the *dependent* in the first model and the *independent* and interacts with the *independent* in the second model or both models produces output that has a significant influence, the variable (M) is called a *Quasi Moderator*.
- If the variable (M) is not related to the *dependent* and *independent* in the first model, but interacts with the *independent* in the second model or one of the two models produces output that has a significant effect, the variable (M) is called *Pure Moderator*.

For the time, location, and population, this research was conducted from early April 2021 to August 2021 at PT. Jasa Raharja Representative JL. R. Syamsudin SH N0. 36 Sukabumi City with 30 employees PT. Jasa Raharja Representative of Sukabumi as the population in this study.

Technical analysis of the data used in this study seen from the theoretical framework that has been described is quantitative analysis with a simple regression tool. Simple

linear regression analysis is a regression analysis based on functional and causal relationships of one independent variable with one dependent variable Sugiyono (2017) Testing and analyzing primary data was carried out using the SPSS Version 25 device with one simple linear regression formulation and two multiple linear regression formulations. Simple linear regression is used to test how big the hypothesis of the influence of Work Discipline (X) on Employee Performance (Y) is with the following regression equation:

$$Y = a + bX$$

Description:

Y = Employee Performance

a = Constant

b = Regression coefficient of Work Discipline

X = Work Discipline

Two multiple linear regression formulations were used to test how much influence Work Discipline (X) and Organizational Culture (M) had on Employee Performance (Y) and to test how much influence Work Discipline (X), Organizational Culture (M), and Discipline Interaction and Organizational Culture (XM) on Employee Performance (Y) with the following regression equation:

$$Y = \alpha + b_1X + b_2M$$

Information:

Y = Employee Performance

a = Constant

= Regression coefficient of Work Discipline

X = Work Discipline

$b_2$  = Regression coefficient of Organizational Culture

M = Organizational Culture

$$Y = a + b_1X + b_2M + b_3XM$$

Information:

Y = Employee Performance

a = Constant

b = Regression coefficient of Work Discipline

X = Work Discipline

$b_2$  = Regression coefficient of Organizational Culture

M = Organizational Culture

$b_3$  = Regression coefficient of Interaction of Work Discipline and Organizational Culture

XM = Interaction of Work Discipline and Organizational Culture

This research consists of one independent, one dependent variable, and one moderating variable.

### 3. Result and Discussion

#### Descriptive Analysis Results

Description of research variables aims to determine the description of each research variable presented with descriptive statistics. The answers that respondents give will be described in the form of minimum values, maximum values, averages and standard deviations. The results of descriptive statistics of reseach variables can be seen in table 5 below:

**Table 5**  
**Descriptive Analysis Results**

Variabel	<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha</i> yang disyaratkan	Keterangan
Organitazion Culture	0,852	0,60	RELIABEL
Discipline Work	0,906	0,60	RELIABEL
Employee Performance	0,891	0,60	RELIABEL

### Reliability Test Results

Reliability test is carried out to measure whether a questionnaire is reliable or not, the

questionnaire is said to be reliable if a person's answer to the statement submitted remains stable and consistent if the questionnaire is re-filled. The results of the reliability test can be seen in table 6 below:

**Table 6**  
**Reliability Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Unstandardized Coefficients	t	Sig
		B	Std Error	Beta		
1	(Constant)	23,86	6,291		3,793	,001
	Discipline Work	,738	,107	,794	6,916	,000

a. Dependent Variable : Employee Performance

A variable will be said to be reliable if the value of *Cronbach's Alpha* > 0.60. the results of the analysis above can be seen that the value of *Cronbach's Alpha* of the organizational culture variable (M) is 0.852 so that it can be declared reliable. The work discipline variable (X) is 0.906 which is declared reliable and the employee performance variable (Y) is 0.891 which is also declared reliable. It can be concluded that all instruments of the three variables are reliable.

### Regression Test Results

#### Simple Linear Regression Test Results

Simple regression analysis was used to determine the effect between the *independent* that is Work Discipline (X) on the *dependent* that is Employee Performance (Y). The results of the simple linear regression test can be seen in table 7 below:

**Tabel 7**  
**Simple Linear Regression Test Results**

Variabel	N	Minimum	Maksimum	Mean	Std. Deviation
Organitazion Culture	30	49,00	70,00	62,13	4,78
Discipline Work	30	38,00	65,00	58,66	5,74
Employee Performance	30	55,00	75,00	67,16	5,34
Valid N (listwise)					

From the results of the regression analysis, a simple regression equation can be obtained as follows:

$$Y = 23.86 + 0.738X + e$$

In the simple regression analysis above, it can be shown that the work discipline variable (X) has a significant influence on the employee performance variable (Y) with a value of t Calculate by 6.916

### Multiple Linear Regression Test Results 1

This regression test is used to test the existence of organizational culture (M) whether it is true as a Pure Moderator, Quasi Moderator, or not a moderating variable at all. multiple regression test was carried out twice as follows:

Multiple regression test model 1 from Work Discipline (X) and Organizational Culture (M) variables to employee performance variable (Y).

**Tabel 8**  
**Multiple Linear Regression Test Results I**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Unstandardized Coefficients	T	sig
		B	Std Error	Beta		
1	(Constant)	16,669	7,827		2,130	,042
	Discipline Work	,546	,166	,588	3,295	,003
	Organitaazion Culture	,297	,199	,266	1,489	,148

a. Dependent Variable : Employee Performance

From the results of the regression analysis, the following multiple regression equation can be obtained:

$$Y = 16.669 + 0.54X + 0.29M + e$$

In the multiple regression analysis above, it can be shown that the work discipline variable (X) has a significant influence on the employee performance variable (Y). with a tCount of 3,295 but the organizational culture variable (M) has no significant effect on the employee performance variable (Y) with a tCount of only 1.489.

### Multiple Linear Regression Test Results 2

Multiple regression test of model 2 from the variables of Work Discipline (X), Organizational Culture (M), and Interaction of Work Discipline and Organizational Culture (X\*M) to the Employee Performance variable (Y).



**Tabel 9**  
**Multiple Linear Regression Test Results II**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Unstandardized Coefficients	T	sig
		B	Std Error	Beta		
	(Constant)	127,700	49,804		2,604	,015
1	Discipline Work	-1,295	,817	-1,393	-1,584	,125
2	Organitazion Culture	-1,788	,928	-1,601	-1,928	,065
3	Discipline Work * Organitazion Culture	,034	,015	3,634	2,295	,030

a. Dependent Variable : Employee Performance

From the results of the regression analysis, the following multiple regression equations can be obtained:

$$Y = 127.700 + (-1.295X) + (-1.788M) + 0.34XM + e$$

In the multiple regression analysis above, it can be shown that the interaction variable of work discipline with organizational culture (X\*M) has a significant effect on the employee performance variable (Y) with a t value of 2.295.

In the results of the multiple regression test on the 2 models above, it can be concluded that the organizational culture variable has a role as a *Pure Moderator* variable because the results of the multiple linear regression model 1 organizational culture do not have a significant effect on employee performance, but the results of the multiple linear regression model 2 after being involved the

interaction of work discipline with organizational culture has a significant influence on employee performance. This is in accordance with Ghozali's (2016) theory which explains that if the variable (M) is not related to the *dependent* and or *independent* in the first model, but interacts with the *independent* in the second model or one of the two models produces output that has a significant effect, then variable (M) is called *Pure Moderator*.

### Coefficient of Determination Test Results (R2)

The determinant coefficient is carried out with the aim of measuring the contribution of the *independent* and **Table 10 Coefficient of Determination Test Results I** the *moderating* variable *dependent*. The value of the coefficient of determination is between zero and one.

**Table 10**  
**Coefficient of Determination Test Results I**

Model Summary <sup>b</sup>				
Model	R	R square	Adjusted R Square	Std. Error of the estimate
1	,794 <sup>a</sup>	,631	,618	3,30466

a. Predictors: (Constant), Discipline Work  
b. Dependent Variable : Employee Performance

The table above shows the acquisition value of *R square* (R2) of 0.631 = 63.1%, it can be concluded that the work discipline variable affects the employee performance variable by

63.1% while the remaining 36.9% is influenced by other factors outside the research variables studied.

**Table 11**  
**Coefficient of Determination Test Results II**

Model Summary <sup>b</sup>				
Model	R	R square	Adjusted R Square	Std. Error of the estimate
1	,846 <sup>a</sup>	,716	,683	3,00651
a. Predictors: (Constant), Organitazion Culture, Discipline Work Discipline Work*Organitazion Culture				
b. Dependent Variable : Employee Performance				

The table above shows the acquisition value of *R square* (R2) of 0.716 = 71.6%, it can be concluded that the variables of work discipline, organizational culture, and the interaction of work discipline with organizational culture affect employee performance variables by 71.6% while the remaining 28.4 % is influenced by other factors outside the research variables studied.

Sukabumi Representatives” include. The results of the t-test showed that there was a positive and significant influence between work discipline on the performance of employees of PT. JasaRaharja Sukabumi Representative. This shows that the higher and increasing the work discipline variable, the performance of employees at PT. The services of the Sukabumi Representative's Raharja will continue to increase.

In the two tables above, table 3.5 shows the *R square* of 0.631 after involving the interaction variable of work discipline with organizational culture in table 3.6 the value of *R square* becomes 0.716, so the conclusion is that the R Square value which was originally 0.631 increased to 0.716 after the interaction of work discipline and organizational culture was involved. , The relationship becomes close, which means that the organizational culture variable has a role as a moderating variable that strengthens the relationship between the Work Discipline variable and the Employee Performance variable.

The results of the t-test research on 2 multiple regression models show that there is no positive and significant influence between organizational culture on employee performance on the results of multiple linear regression model 1, but on the results of multiple linear regression model 2 there is a positive and significant influence between work discipline interactions with organizational culture on employee performance. Furthermore, the results of the R2 test show that the interaction of work discipline with organizational culture has a role in strengthening the influence of work discipline on employee performance. This shows that organizational culture has a role as *pure* moderation by strengthening the influence of work discipline on employee performance at PT. Jasa Raharja Sukabumi Representative.

**4. Conclusion**

The results of the analysis that has been carried out by the researchers are intended to answer questions from the formulation of the problem that has been put forward, the answers to the formulation of the problem and also the conclusions from research on "The Role of Organizational Culture in Moderating the Effect of Work Discipline on Employee Performance at PT. Jasa Raharja

**6. References**

Abdullah, M. (2014). Manajemen dan Evaluasi Kinerja Karyawan. Yogyakarta: Aswaja Pressindo.  
 Amirudin. (2019). Pengaruh Etos Kerja, Disiplin, dan Motivasi Terhadap

- Kinerja Pegawai Pada Dinas Perindustrian dan Perdagangan Kabupaten Biak Nunfor. Pasuruan: Qiara Media.
- Fajrin, C., & Dalman, H. (2020). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Inovasi Bisnis dan Akutansi*, 1(2).
- Fauzi, A., & Hidayat, R. (2020). Manajemen Kinerja. Surabaya: Airlangga University Press.
- Indriyaningrum, K., Rijanti, T., & Puspitasari, L. (2020). Efek Moderasi Budaya Organisasi Pada Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja. *Jurnal Ekonomi Manajemen dan Akutansi*.
- Muslihat, A., & Wahid, H. (2021). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmiah, Manajemen Sumber Daya Manusia*, 1(2).
- Siagian. (2019). Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara.
- Gustomo, & Darmadi. (n.d.). Analysis of Corporate Culture Existence In Pertamina. *Journal of Business and Management*, 128-135.
- Putranto. (n.d.). Pengaruh Budaya Organisasi Terhadap Efektifitas Kerja Pegawai Kantor Bagian Pemeriksaan Kabupaten Tulungagung. *Jurnal Otonomi*, 20-21.
- Sahara, Yuni, Sulfitra, & Tuwisna (2020). Pengaruh Budaya Organisasi dan Disiplin Kerja Terhadap Kinerja PT. Jasa Raharja Aceh. Banda Aceh: *Jurnal Ilmiah Manajemen Muhammadiyah Aceh* Vol. 10 No. 01
- Sugiyono. (2015). Model Penelitian dan Pengembangan: Research and Development: Untuk Bidang: Pendidikan, Manajemen, Sosial, Teknik. Bandung: Alfabeta.
- Sugiyono. (2018). Metode Penelitian Kuantitatif. Bandung : Alfabeta.
- Sugiyono. (2019). Metode Penelitian Pendidikan: Kuantitatif, Kuantitatif Kombinasi, R dan D, dan Penelitian Pendidikan . Bandung: Alfabeta.
- Supatmi, Mamik. (2016) Pengaruh Pelatihan, Kompensasi terhadap Kepuasan Kerja Karyawan dan Kinerja Karyawan. *Jurnal Profit* Vol. 7 No. 1
- Sutrisno, E. (2019). Budaya Organisasi. Jakarta: Prenadamedia Group
- Wardani, Mukzam, Mayowan. (2016). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan (Studi pada PT. Karya Indah Buana Surabaya). *Jurnal Administasi Bisnis* Vol. 31 No. 01
- Yusnandar, W., Nefri, R., & Siregar, S. (2020). Pengaruh Disiplin Kerja dan Pelatihan Terhadap Kinerja Karyawan dengan Budaya Organisasi sebagai Variabel Moderasi. *Jurnal Humanivora*, 4(1).