



THE EFFECT OF WORK DISCIPLINE AND CORPORATE CULTURE ON EMPLOYEE PERFORMANCE: STUDY AT BANK BJB BRANCH CIAMIS

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Abstract - This research is done because the condition in BJB Bank Branch of Ciamis indicates that the employee's performance is not optimal yet, this is because not yet optimal the division of work time to complete additional tasks, still there are employees who leave the workspace during office hours without the permission of the boss, not optimal consistency and discipline owned by employees in running the rules and work procedures established by the organization, the desire that is still weak in developing themselves, still making mistakes in the work, still got complaints from superiors. The purpose of this study is to study, know, and analyze the influence of work discipline and corporate culture on employee performance. The method used in this research is explanatory survey, while technical data analysis, that is validity test, reliability test, descriptive statistic, inductive statistical analysis (inferential) with Path Analysis. The results showed that the first discipline of work has a positive effect on employee performance. This means that if the discipline of work is improved, then the employee performance will also increase. Thus hypothesis 1 can be tested true or significant with p-value 0.001 or below 0.05. The second thing is the corporate culture has a positive effect on the performance of employees means that if the corporate culture is improved, then the performance of employees will increase as well. Hence hypothesis 2 can be tested true or significant with p-value 0.000 or below 0.05. Simultaneously that work discipline and corporate culture have a positive effect on employee performance. If the work discipline and corporate culture are improved, then employee performance will increase as well. Thus hypothesis 3 can be tested true or significant with p-Value 0.001 or below 0.05.

1. INTRODUCTION

In various fields, especially organizational life, the human factor is the main problem in every activity that is inside. The organization is a consciously consciously coordinated social entity consisting of two or more people and a relatively continuous one in order to achieve one or a set of common goals (Robbins and Judge, 2008: 5). All actions taken in every activity are initiated and determined by the human being who is a member of the company. The company requires the existence of potential human resources factors both leaders and employees on the pattern of duties and supervision which is the determinant of achieving corporate goals.

Human resources are central figures in organizations and companies. In order for the management activities to run well, the company must have high-ability employees in the knowledge, skills, discipline and business to manage the company optimally so that the performance of employees increases. Sherman and Ghomes in Soelaiman (2007: 279) "Job performance is the amount of successful role achievement" (Achievement work/performance is the number/size of success over something achieved). "Employee performance is the level at which employees reach job requirements (Simamora, 2012: 19). Performance refers to the level of achievement of tasks that form an employee's job, employee performance can

be influenced by work discipline. A high level of high discipline is needed by an employee in order to improve his performance. Employees who have a high level of discipline will be able to benefit both himself and others.

Another factor that can affect employee performance is corporate culture. In improving the performance of Bank BJB Branch of Ciamis has the guidance of corporate culture as a common reference all the leaders and employees or the whole range of human resources and is expected to be a work ethic that must have the support and willingness of each employee to implement it consciously to achieve the vision and mission of the bank.

Bank BJB employees are required to be able to handle problems and obstacles in achieving organizational goals that have been determined. The data in **Table 1** on performance measurement shows the performance realization of employees can not reach the target set by Bank BJB.

2. THE METHOD

The method used in this research is explanatory survey. According Kerlinger cited by Sugiyono (2010:417) "survey method is the research methodology used in large and small population, but the data studied is the data from samples taken from the population, so that found relative events, distribution and relationships between Sociological and psychological variables. The design / type of research to be used in the preparation of this thesis is the design of quantitative research that is the design done on empirical not in depth but rather widespread, to obtain abstrak, general and universal scientific knowledge (Rusidi and Enas, 2011: 27).

Place/location of research conducted at Bank BJB Branch Ciamis. The object of research consists of two elements, namely population and sample. Population in this research is all employees of Bank BJB Branch Ciamis counted 96 orang. Proses sampling in this research is by using total sampling technique. So all employees of Bank BJB Branch Ciamis of 96 people

made the main sample. The data used in this research are primary data and secondary data. Primary data source obtained from the result of questionnaires to all employees of Bank BJB Branch Ciamis. While secondary data obtained from Bank BJB Branch Ciamis.

3. RESULT AND DISCUSSION

3.1. *The Effect of Work Discipline (X1) on Employee Performance (Y)*

The results of hypothesis testing through regression analysis on the influence of Work Discipline (X1) on Employee Performance (Y) with the calculation of coefficients known that the relationship between work discipline variable (X1) with employee performance (Y) is calculated by correlation coefficient taken from the square of beta value $(0.373)^2 = 0.139$. The number indicates that there is a very low relationship between the variables (X1) and (Y). To express the size of the contribution of variable (X1) to (Y), it can be seen that the determinant coefficient or beta value equal to $(0,373)^2 = 0,139$. Means employee performance is influenced by work discipline of 13.9% which concluded there is a positive influence between work discipline variables (X1) on employee performance (Y). From the calculation of coefficients obtained significance of $0.001 = 1\% < 5\%$, it is said that the discipline of work significantly affect the performance of employees at Bank BJB Branch Ciamis.

The results of this study are in line with the opinion of Sutrisno (2011: 97) states that if among employees have ignored the discipline of work, it can be ascertained its performance will be low. Vice versa, if employees put the discipline in carrying out their daily work, then it can be ascertained its performance will be high.

Discipline factor plays a very important role in the implementation of the work of employees, where a disciplined employee will come regularly and on time, obedient to leadership instructions and work by following the ways that work has been determined so that it will impact on improving the performance of the employees themselves.

High work discipline is needed by every organization in order to achieve organizational goals that is effective and efficient. Employees who have high levels of discipline will be able to benefit every organization. But conversely if the level of discipline work is low then the employee will tend to do things that are not good and will be very detrimental to the organization. Thus, the discipline of work must always be on guard and upgraded in every organization.

3.2. *The Influence of Corporate Culture (X2) on Employee Performance (Y)*

Interpretation of hypothesis testing result through regression analysis for the influence of Corporate Culture (X2) on Employee Performance (Y) by calculating coefficients taken from the square of beta value $(0,504)^2$ is 0,254. The number indicates that there is a low relation between variable (X2) and (Y). To express the size of the contribution of variable (X2) to (Y), it can be seen that the determinant coefficient of 0.254. These results mean that employee performance is influenced by corporate culture of 25.4%. Thus it can be concluded that there is a positive influence between corporate culture variables (X2) on employee performance (Y). Based on the calculation of coefficients obtained significance of $0.000 = 0\% < 5\%$, it is said that corporate culture has a significant effect on employee performance at Bank BJB Branch Ciamis.

The results of this study in line with the opinion of Sutrisno (2011: 188) In achieving high employee performance can not be separated from the culture of the organization or company which is reflected from how employees do everything related to a job. The higher the corporate culture the higher the performance of employees.

Corporate culture is the principles that are believed to be good and right in achieving the company's goals on which the policy and rules are based, and directing the behavior of individuals within the company. Each company actually has a corporate culture, but its existence is based on the existence of norms, values, and assumptions are sometimes not realized by

the employees within the company concerned.

Corporate culture can not be carried out continuously according to the needs of its development if there is not a bond that ensures all employees and ranks of leaders obedient and obedient to implement it, then required a statement of each employee and leadership in fulfilling all the provisions outlined.

3.3. *The Effect of Work Discipline (X1) and Corporate Culture (X2) on Employee Performance (Y)*

Based on the summary model calculation, it is known that the relationship between work discipline variables (X1) and corporate culture (X2) with employee performance (Y) calculated with correlation coefficient is 0.847. Based on these results indicate that there is a very high relationship between variables (X1) and (X2) with (Y). To express the size of the contribution of variables (X1) and (X2) to (Y), it can be seen that the determinant coefficient of 0.711. Means employee performance is influenced by work discipline and corporate culture of 71.1%, while the remaining 28.9% influenced by other factors that are not observed. Thus it can be concluded that there is a positive influence between work discipline variables (X1) and corporate culture (X2) on employee performance (Y).

Based on the calculation in Table 2 Anova^b obtained significance of $0.000 = 0\% < 5\%$, it is said that the discipline of work and corporate culture have a significant effect on employee performance at Bank BJB Branch Ciamis. In Table 3 Coefficients^a, in the Standardized Coefficients column is a coefficient of variable path or commonly called the coefficient Beta or Beta Hitung, from the table we can arrange the path matrix as follows: $PYX1 = 0.373$, $YX2 = 0,504$

From R Square can be calculated coefficient of other variable path outside model that $Pyé$ with formula: $Pyé1 = 1 - 0,711 = 0,289$. All the above calculation results can be written in the following equation: $Y = 0.373X1 + 0,504X2 + 0,153é$.

This study is in line with the opinion of Simamora (2012: 19) which suggests that employee performance is the level where employees reach job requirements. Performance refers to the degree of achievement of tasks that make up an employee's job. According to Simamora (2012: 25) there are factors that affect performance, among others:

- Quantity of work is the achievement of employee performance that can be seen in the employee itself at the time of work, which includes the timeliness in doing the job, accuracy in doing the task and also skilled in doing the task.
- Quality of work is the achievement of employee performance measured on the results of work achieved workers in the work, the quality of work can also be measured by the output or work compared with the standard output that has been established company.

Employee performance can be influenced by work discipline and corporate culture. Discipline according to Handoko (2010: 2008) is the level of management activities to run organizational standards. Handoko (2010: 208) states that there are several indicators that can be used to measure the level of discipline of an employee that is attendance, obedience, timeliness and behavior. Sutrisno (2011: 97) states that if among employees have ignored the discipline of work, it can be ascertained its performance will be low. Vice versa, if employees put the discipline in carrying out their daily work, then it can be ascertained its performance will be high.

Furthermore Sutrisno (2011: 188) states that in achieving employee performance according to not separated from organizational culture or company which is reflected from how employees do everything related to a job. Umar (2010: 207) argues that corporate culture is a system of shared values and beliefs derived from the founder's basic habits and philosophy which then interact into norms, where norms are used as guidelines for ways of thinking and acting in an effort to achieve common goals.

Corporate culture is the attitude and behavior of the bank, which must be reflected by the attitude and behavior of its employees in achieving its vision and mission (Letter of Director No. 1405 / SK / BOD-CMO / 2010). Corporate culture at BJB Bank Ciamis Branch is the program Go Spirit. The Go Spirit program is one of Bank BJB's programs to support the achievement of Bank BJB's vision and mission and as a guideline for all BJB bank's organization in thinking and acting especially in relation to customers, community and stakeholders (Director Decree No. 1405/SK/BOD-CMO Based on the Decree of the Director of 1405 / SK / BOD-CMO/2010 concerning the Guidelines of Corporate Culture of BJB Bank, the Go Spirit program consists of several cultural values of BJB banks: service excellence, professionalism, integrity, respect, intelligence, trust. Based on the results of research can be concluded that the discipline of work and corporate culture affect the performance of employees. Thus the higher the work discipline and corporate culture the higher the performance of employees.

4. CONCLUSION

Based on the results of research on work discipline tends to be very high, with the highest indicator value is the level of obedience. Employee performance tends to be high. Thus the work discipline has a positive effect on employee performance. Corporate culture tends to be very high with the highest indicator value is service excellence. Thus, corporate culture has a positive effect on employee performance. With employee performance tends to be high and the highest indicator value of quantity. This means that employee performance is strongly influenced by the indicator of quantity, work discipline tends to be very high. Corporate culture tends to be very high, thus the work discipline and corporate culture have a positive effect on employee performance.

Tabel 1. The Employee Performance Results Bank BJB Branch of Ciamis

Indicators	Target	Realization	Description
Number of Work	80%	75%	The amount of work done well
Quality of Work	87%	85%	Weight of work in accordance with the work plan
Work Knowledge	85%	67%	Number of employees who work according to the competence they have
Creativity	80%	71%	Average number of ideas per person per month
Cooperation	95%	75%	The number of people who can work well together
Loyalty	80%	72%	Average attendance of employees

Source: Bank BJB Branch of Ciamis 2016

Tabel 2. Model Summary

Model	R	R Square	Adjusted R. Square	Std. Error of The Estimate
1	,847 ^a	,717	,717	3,28637

a. Predictors: (Constant), corporate_culture, work_discipline

Tabel 3. ANOVA^b

Model		Sum of Squares	df	Mean Square	Std. Error of The Estimate
1	Regression	2543,415	2	117,748	,000 ^a
	Residual	1004,419	93		
	Total	3547,833	95		

a. Predictors: (Constant), corporate_culture, work_discipline

b. Dependent Variable : employee_performance

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