

The Influence of Work Discipline, Organizational Culture and Competence on Employee Performance (Study on Bukit Asam Tbk. Company Kertapati Pier Unit, South Sumatera)

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Abstract

This research discusses the influence of work discipline, organizational culture and competence on employee performance in Bukit Asam, Tbk Company, Kertapati Pier Unit, South Sumatera. This type of research is associative. The population in this study were all employees of PT. Bukit Asam Tbk. Kertapati Jetty Unit, South Sumatra, totalling 113 employees, and the samples taken in this study were 84 respondents with the sampling technique of proportionate stratified random sampling. The analytical method used is qualitative, which is then quantified. The data analysis technique used in this research is multiple linear regression analysis, F test, t-test and coefficient of Determination. The data used in this study is primary data collected through the Kuesioner method. Data analysis techniques are performed with multiple linear regression. The Results showed that (1). there is a significant influence on work discipline (X1), organizational culture (X2) and competence (X3) on employee performance (Y) of PT. Both simultaneously and partially, Bukit Asam Tbk Company, Kertapati Pier Unit, South Sumatera. (2). The results of Multiple Linear Regression show that Work Discipline, Organizational Culture and Competence have a positive relationship direction for employee performance in Bukit Asam Tbk company, Kertapati pier unit, South Sumatera (3). The results of the coefficient of Determination of work discipline, organizational culture and competence can only contribute to changes that occur in employee performance with a significant contribution of 79.5%.

Keyword: Work Discipline, Organizational Culture, Competence, Employee Performance.

JEL Codes: C12, C30, C83

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1. Introduction

1.1 Problem Background

The human resource management function consists of planning, organizing, directing, controlling, procurement, development, compensation, integrating, maintenance, discipline, and dismissal. Given the vital role of human resources, it is appropriate for a company to pay attention to aspects of work related to human resources. Whether a company succeeds or not depends largely on its employees. So it is not surprising that most companies pay more attention to their employees. For this reason, the company must be able to build and improve performance in its environment, then it can be said that the company is successful. Good employees will make a good contribution in terms of achieving productivity and improving quality, achieving the company's vision and mission. Therefore, the existence of human resources in a company is very important considering that employees are the spearhead in the success of a company.

According to Ali chaerudin, et al (2020: 28) Employee Performance is the result of work both in quantity and quality achieved by an employee in carrying out their duties in accordance with the responsibilities given by the business owner. Performance is the level of success of an employee as a whole over a certain period in carrying out his duties compared to various possibilities, such as standards of work results, targets or criteria that have been determined in advance and have been mutually agreed upon

There are many factors that can affect individual performance in an organization including: Leadership style, work discipline, organizational culture, competence, work stress and so on (Kasim, 2016:189). An ideal leader must have the right leadership style so that it can improve the performance of its employees. Furthermore, regarding the factors that affect employee performance, discipline is the will and willingness of employees to fulfill and obey all applicable rules and regulations, both written and unwritten. By having high work discipline, the tasks and work given by the company will be completed quickly and well. Discipline also reflects the magnitude of a person's sense of responsibility to the duties assigned to him. Work discipline will be good if employees can maintain and foster discipline in carrying out tasks related to work results. The better the work results, the better the employee performance. According to Afandi (2018:11) work discipline is a rule made by the management of an organization, endorsed by the board of commissioners or owners of capital, agreed upon by the trade union known by the labor service and the people who join the company are subject to the existing rules of order with a sense of pleasure, so that it is created and formed through the process of a series of behaviors that show the values of obedience, regularity and order

Organizational culture is a system of values, assumptions, beliefs, philosophies and organizational habits that exist in an organization. Corporate or organizational culture is a pattern of basic assumptions that are determined or developed by a group of people when they learn to overcome problems of external adaptation and internal integration that have worked well so that it is considered legitimate to be taught to new members as the right way to think, see, feel and solve the problem (Afandi 2018: 99). While competence according to Spencer in Moehariono (2014:6) is an underlying characteristic of people related to the effectiveness of individual performance in his work. Factors that affect employee competence are motives, traits and self-concept. The phenomenon of competency indicators is work standards, productivity and work behavior. The influence of competence on employee performance, the higher the competence possessed by employees and in accordance with the demands of job roles, employee performance will increase. While the effect of employee

performance on competence, the higher the employee's performance, the competence will also increase.

Bukit Asam, Tbk Company is one of the State-Owned Enterprises engaged in coal mining. Bukit Asam, Tbk Company has two main production units, namely the Coal Mining Unit in Tanjung Enim and the Kertapati Pier Unit, South Sumatra. In this case, this research was carried out specifically for the kertapati unit located in the Kertapati district of Palembang city, South Sumatra. The coal from tanjung Enim mining is transported by train to the special coal pier of Tarahan, South Lampung and Kertapati Pier to be further sent to industrial consumers. Special coal dock activities of Bukit Asam, Tbk company is specifically for loading coal onto ships and is a control check for the final stage of the coal transportation flow from the mine as well as being the last quality control place for coal so that it really needs qualified and reliable employees considering that coal quality control at a special dock is very important because coal from the mine site is Raw material that requires special treatment and handling (Crushing and Blending) to meet the quality specifications desired by consumers.

The following table is shown the achievements of the production results of Bukit Asam, Tbk Company:

Table 1. Bukit Asam, Company – Production Result 2016 until 2020

Year	Targeted	Achievement	Percentage of Achievemen
2016	70,000,000 Ton	56,081,000 Ton	84.40%
2017	70,000,000 Ton	52,961,000 Ton	75.59%
2018	70,000,000 Ton	53,127,000 Ton	75.89%
2019	70,000,000 Ton	58,127,000 Ton	87.84%
2020	70,000,000 Ton	54,720,000 Ton	82.31%

The table data above shows that the results achieved by PT. Bukit Asam Tbk. Kertapati Pier Unit of South Sumatra in 2016-2020 is still not in accordance with the targeted number, it is indicated that employee performance is also not optimal so that what is targeted has not been able to be fulfilled. Factors of discipline, organizational culture and competence are indicated to be factors that affect the achievement of production targets and reflect the performance of employees who are not optimal.

The formulation of the problem in this study is how the influence of work disciplines and organizational culture and competence on employee performance at PT. Bukit Asam Tbk. Kertapati jetty unit, south Sumatra. This study formulates the problem is there any influence of work discipline organizational culture and competence on employee performance of Bukit Asam Tbk company, Kertapati Pier Unit, South Sumatra? At the same time, it aims to determine the influence of Work Discipline, organizational culture and Competence on employees of PT Bukit Asam, Tbk, Kertapati Pier Unit, South Sumatera.

2. Literature Review

According to Pandi Afandi (2017:84) Performance is the extent to which a person has played his part in implementing organizational strategies, both in achieving specific goals related to individual roles and or demonstrating competencies that are declared relevant to the organization. Similarly, Hasibuan's opinion (2012:14) states that in simple terms, performance is what employees do or do not do. Performance is a result of work achieved by

a person in carrying out the tasks charged to him which is based on proficiency, experience, and earnestness and time.

1. The factors that affect performance according to Kasmir (2016:189-193) are as follows:
2. Abilities and expertise: abilities and skills that a person has in doing a job.
3. Knowledge of work.
4. Work design: a job design that will make it easier for employees to achieve their goals.
5. Personality: the personality of a person or the character that a person has.
6. Work motivation: the impetus for a person to do work.
7. Leadership: the behavior of a leader in organizing, managing and commanding his subordinates to teach something the duties and responsibilities he gives.
8. Leadership style: the style or attitude of a person's leader in facing or commanding his subordinates.
9. Organizational culture: habits or norms that apply and are owned by an organization or company.
10. Job satisfaction: feelings of pleasure or joy, or feelings of liking someone before and after doing a job.
11. Work environment: atmosphere or conditions around the work location.
12. Loyalty: loyalty of employees to keep working and defend the company where they work.
13. Commitment: compliance of employees to carry out company policies or regulations in working.
14. Work Discipline: the efforts of employees to carry out their work activities seriously.

To measure performance achievements, according to Wibowo (2017: 86-88) there are several indicators used, namely as follows:

1. Purpose: Goals are different circumstances that are actively sought by an individual or organization to be achieved. A goal is a better situation to be achieved in the future.
2. Standard: A standard is a measure of whether the desired goal can be achieved. Without standards, it cannot be known when a goal is achieved.
3. Feedback: Feedback is input that is used to measure performance progress, performance standards, and goal achievement. With feedback, an evaluation of performance is carried out and as a result performance improvements can be made
4. Tools or Means: Tools or means are resources that can be used to help complete goals successfully. Tools or means are factualr supporting the achievement of goals.
5. Competence: Competence is the ability possessed by a person to carry out the work given to him well
6. Motive: Motive is an excuse or impetus for someone to do something
7. Chance: Workers need to get the opportunity to show their work achievements. There are two factors that contribute to the lack of opportunities to excel, namely the availability of time and the ability to qualify

Pandi Afandi (2017:11) states that work discipline is a code of order or regulation made by the management of an organization, ratified by the board of commissioners or owners of capital, agreed upon by the trade union and known by the labor service and then the people who are members of the organization are subject to the existing rules of order with pleasure, until it is created and formed through the process of a series of behaviors that show the values of obedience, observance of order and order. Meanwhile, according to Singodimedjo

(2002:86) said discipline is an attitude of a person's willingness and willingness to obey and obey the norms of the regulations that apply around him. Good employee discipline will accelerate company goals, while declining discipline will become a hindrance and hinder the achievement of company goals.

Robbins (2012:40) says that Organizational culture is norms and habits that are accepted as a truth by everyone in the organization. Organizational culture becomes a common reference among humans in interacting in the organization. If people join an organization, they bring the values and beliefs that have been taught to them, employees who will be offered jobs, employees who will be judged to have high performance, and employees who will get promotions, all of which are greatly influenced by the suitability between individuals and the organization, that is, whether the attitudes and behaviors of those employees are in accordance with the organizational culture. Organizational resources have a number of important characteristics as indicators of organizational culture, including the following:

1. tolerate members or employees in order to act aggressively and innovatively to advance the organization or company and dare to take risks against what it does.
2. Briefing. The extent to which the organization can clearly create the desired goals and expectations, so that employees can understand them and all activities carried out by employees lead to the achievement of organizational goals. These goals and expectations are clearly stated in the vision, mission, and objectives of the organization.
3. Integration. The degree to which the organization or company can encourage organizational units to work in a coordinated manner
4. Management Support. The extent to which managers can provide communication or direction, assistance and clear support to subordinates. This support can be in the form of efforts to develop the abilities of employees such as conducting training.
5. Control, namely the supervision carried out in the organization on the behavior of employees in the performance of their duties using regulations that have been established for the sake of organizational operations.
6. Identity. The extent to which the members of an organization can identify themselves as a unit within the organization and not as a specific working group or professional expertise.
7. Reward System. The extent to which the allocation of rewards (salary increases, promotions and so on) is based on the employee's work performance, not based on seniority, favoritism and so on.
8. Conflict Tolerance. The extent to which employees are encouraged to express conflict or criticism openly. Dissent is a phenomenon that often occurs in an organization. However, such differences of opinion and criticism can be used to make improvements or changes in strategies to achieve organizational goals.
9. Communication Patterns. The extent to which communication is limited by a formal hierarchy of authority. Sometimes the hierarchy of authority can hinder the occurrence of communication patterns between superiors and subordinates or between employees themselves.

Research using similar variables has been recorded by various researchers, including those used as references in this study are:

1. Windy J. Sumaki, Rita N. Taroreh, Djurwati Soepeno (2015) in her research entitled the influence of work discipline, organizational culture, and communication on the performance of PT employees. PLN (Persero) suluttenggo area Manado Area. This

study used a sample of 51 employees using multiple linear regression analysis techniques. The results showed that simultaneously Work Discipline, Organizational Culture, and Communication influenced Employee Performance. Partially, Work Discipline and Communication do not affect Employee Performance, but Organizational Culture has a positive effect on Employee Performance.

2. Mardi Astutik (2016) with the title of research on the influence of work discipline and organizational culture on the performance of employees of the Secretariat of the Regional People's Representative Council of Jombang Regency. This study concluded that work discipline (X_1) and organizational culture (X_2) have a positive and significant effect on employee performance (Y), both partially and together. The results of this study also explained that the contribution of the Variables of Work Discipline and Organizational Culture included in the regression equation to the Employee Performance variable (Y) was 84.8%, while the remaining 15.2% was contributed by other variables that were not included in this study.
3. Budi Poniman and Endang Saryanti (2017) in a study entitled the influence of discipline, organizational culture and competence on the motivation and performance of employees of the Regional Company of the City Warehousing Center "Pedaringan" Surakarta. The collected data were tested with validity, reliability, and linearity tests, as well as analysis tests using the regression equation of the t test, F test, coefficient of determination test (R^2), correlation analysis, direct influence test and indirect influence test. The results of the study can be concluded that together the variables of Discipline, Organizational Culture, Competence and Motivation affect the Performance of Employees of Regional Companies of the Surakarta City Warehousing Center "Pedaringan". Adjusted R Square (R^2) in this study is 0.803 this means that the Performance of Employees of Perusda "Pedaringan" Surakarta is explained by the variables discipline, organizational culture, competence and motivation of 80.3% and the remaining 17% is influenced by other variables that were not studied.

3. Research Method

This research departs from the hypothetical thinking:

- H_0 : There is no influence of Work discipline, Organizational Culture and Competence simultaneously on the performance of Bukit Asam Tbk, Company, Kertapati Pier Unit, South Sumatra.
- H_a : There is an influence of Work discipline, Organizational Culture and Competence simultaneously on the performance of Bukit Asam Tbk, Company, Kertapati Pier Unit, South Sumatra.

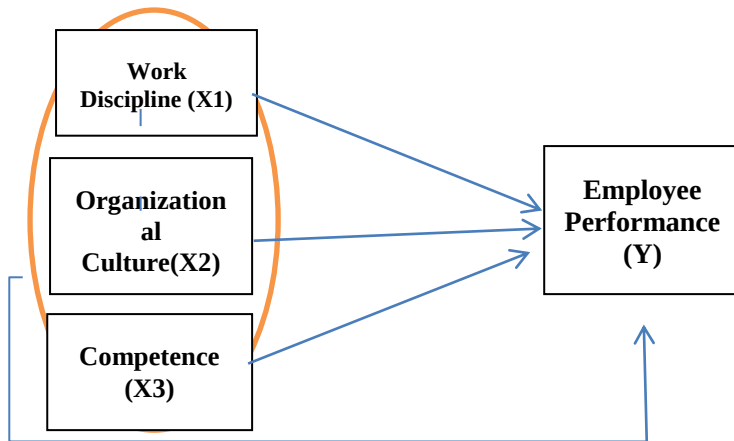


Figure 1. Thinking Framework

This research is an associative research with variables consisting of :

1. Variable Y: Employee Performance
Indicators: Purpose, Standards, Tools and means
2. Variable X1 : Work Discipline
Indicators : Work On Time, Mobey All Regulations, Target Work
3. Variable X2 : Organizational Culture
Indicators: Implementation of Norms, Implementation of Values, Implementation
4. Of Codes Ethics
- Variable X3 : Competence
5. Indicators: Work Standards, Productivity, Harmonizing work behavior

This research was conducted in Kertapati Pier Unit of Bukit Asam Tbk Company in South Sumatra. A descriptive research survey design was adopted in this study. This research design shows the state of affairs as it exists at the present. The choice of this research design was motivated by the suitability of the instrument to collect a large amount of data. The researcher appointed a research assistants who were engaged in distribution the administration of the questionnaires. A self-designed questionnaire that entailed structured and unstructured questions was administered to all the respondents. Whereas definite responses were obtained from the structured questions, the unstructured questions allowed the respondents to express themselves.

The study involved all employees totaling 113 employees as the population and take 84 samples determined using Isaac and Michael's formula, with an error rate of 5. Sample determination using techniques *proportionate stratified random sampling* with the following details:

Table 2. Population and Sample Distribution

Employee Education Level	Number of Employees	Proportion	Number of Samples
SLTA	34	$34/113 \times 84$	25
DIII	26	$26/113 \times 84$	19
S1	35	$35/113 \times 84$	26
S2	19	$19/113 \times 84$	14
Jumlah	113		84

The data used are primary data obtained through questionnaires distributed to respondents in Bukit Asam Tbk Company, Kertapati Pier Unit. Data analysis was carried out using multiple linear regression analysis. Tests were carried out in the following stages:

Testing the variables X1, X2, X3 simultaneously against Y

Testing the variables X1, X2, X3 partially against Y

4. Research Results And Discussion

4.1 Research Results

4.1.1 Instrument test

1. Validity test

all construct indicators are declared valid because the loading factor value generated for all indicators is 0.50 or t-value 1.96, except for indicators that have a loading factor value 0.5 or t-value 1.96, so it must be removed for further data analysis.

2. Reliability Test

Reliability (reliability test) shows the extent to which a measuring instrument can provide relatively the same results when repeated measurements are made on the same subject. The level of reliability that is accepted is if the construct reliability value is 0.70.

4.1.2 Testing Process

1. Coefficient of Determination

Table 3. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 ^a	.802	.795	.442

Referring to table a, it can be seen that the Adjusted R Square value .795 indicates that the contribution of work discipline, organizational culture and competence is 79.5% and the remaining 21.5% is influenced by other variables that are not included in this research

2. Regression Testing

Table 4. Coefficients of Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.794	.14		5.671	0.000
1 Work Discipline	.222	.111	.276	2.009	0.048
Organizational Culture	.217	.092	.271	2.356	0.021
Competence	.309	.09	.387	3.426	0.001

from Table 4 it can be expressed into multiple linear regression equations as follows:

$$Y = 0.794 + 0.222X_1 + 0.217X_2 + 0.309X_3$$

The coefficient value of each variable X indicates that the variables of work discipline, organizational culture and competence both have a positive relationship direction to employee performance. That is, if there is an increase in the variables of work discipline, organizational culture and competence, the variables of employee performance will also increase, and vice versa, if the variables of work discipline, organizational culture and competence decrease, employee performance will also decrease.

The value of the Y constant of 0.794 is positively marked, meaning that it indicates a unidirectional influence between the independent variable and the dependent variable. if all independent variables including Work discipline (X1), Organizational culture (X2 and Competence (X3) are valued at 0 percent or have not changed, then the Employee Performance value is 0.794

3. F test

Table 5 F Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	63,203	3	21,068	107,992	,000 ^a
Residual	15,607	80	0,195		
Total	78,810	83			

Table 5 shows that from the calculated value of F (107.992) > F_{of the table} (2.72) that is previously determined with a confidence level of 95%. This value is strengthened by the significance of F 0.000 < 0.05 which is proven to be significant, it can be concluded that there is a simultaneous influence of work discipline, organizational culture and competence on the performance of employees of Bukit Asam, Tbk company, Kertapati Pier Unit, South Sumatra.

4.2 Discussion

1. Based on the results of multiple linear regression analysis, and the results of simultaneous hypothesis tests with a 95% confidence level, it shows that there is a significant influence of work discipline variables and organizational culture as well as competence on the employee performance of Bukit Asam Tbk Unit of Kertapati Pier, South Sumatra. This means that work discipline and organizational culture and competence are interrelated in contributing to the employee performance. This is also proven through the coefficient of determination which shows the contribution of variables of work discipline and organizational culture as well as competence to employee performance by 95% proving the theory stated by Kasmir (2016: 182) that work discipline, organizational culture and low competence will have an impact on reducing employee performance and vice versa if work discipline, organizational culture and employee competence increase, performance will also increase.
2. Likewise, the results of partial hypothesis testing show that work discipline, organizational culture and competence are also proven to affect employee performance. This also proves the suitability of the theory. Organizational culture is believed to be the main determining factor towards the success of organizational performance. The success of an organization to implement aspects or values of its

organizational culture can encourage the organization to grow and develop sustainably. In terms of competence, employees who have high competence will be able to improve the performance of the employees themselves. Employees who have work competence tend to have good abilities in carrying out work and have the skills to be able to complete work based on work targets given by the company

3. The results of this study not only prove the theory proposed by Kasmir (2018) but also in line with the results of research conducted by Windy J. Sumaki, Rita N. Taroreh, Djurwati Soepeno (2015) at PT. PLN (Persero) suluttenggo area manado area, Mardik Astutik (2016) at the Secretariat of the Regional People's Representative Council of Jombang Regency and Budi Poniman and Endang Saryanti (2017) at the Regional Company of the City Warehousing Center "Pedaringan" Surakarta show that Work Discipline, Organizational Culture, and Communication affect on Employee Performance both simultaneously and partially.

From a series of discussions on the results of the analysis providing answers there is an influence of work discipline variables and organizational culture as well as competence on the employee performance of PT. Bukit Asam Tbk Unit of Kertapati Pier, South Sumatra. This shows that the hypothesis (Ha) is proven and can be accepted.

5. Conclusion

Based on the results of research and discussion, it can be concluded that Employee discipline, organizational culture and competence are proven both simultaneously and partially affect employee performance of Bukit Asam Tbk Unit of Kertapati Pier, South Sumatra. This conclusions obtained from the results of the analysis, can bring benefits for Bukit Asam Company to pay more attention to Discipline as well as to improve employee performance so as to foster loyalty and good and positive culture that have an impact on the performance of employee which in turn can strengthen the existence and reputation of organization and increase the competitiveness. Employees will provide a comfortable and conducive atmosphere in work process so more comfortable and enthusiastic in working and will be satisfied in work, so as to bring a good organization's value and reputation in the future.

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