

The Influence of Organizational Culture, Work Discipline, and Work Environment on Employee Performance: A Study at PT Bank Mandiri (Persero) Tbk, Palembang A. Rivai Branch

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Abstract

This study aims to analyze the influence of organizational culture, work discipline, and work environment on employee performance at PT Bank Mandiri (Persero) Tbk, Palembang A. Rivai Branch. A quantitative approach was used with a survey method by distributing questionnaires to 62 respondents. Multiple linear regression analysis was employed to examine both the simultaneous and partial effects of the independent variables on employee performance. The results showed that organizational culture, work discipline, and work environment had a positive and significant influence on employee performance, both partially and simultaneously. The coefficient of determination (R^2) of 81.7% indicates that these three variables collectively explain the variability in employee performance. These findings highlight the importance of organizational culture alignment, enforcement of work discipline, and the creation of a conducive work environment in improving employee performance in the banking sector.

Keywords: organizational culture, work discipline, work environment, employee performance, banking sector, Indonesia

1. INTRODUCTION

Employee performance is one of the key indicators in determining an organization's success, especially in the financial services sector such as banking. In an increasingly competitive and dynamic business environment, banks are required not only to provide fast and accurate services but also to sustain high-quality service consistently. Therefore, human resource management becomes a strategic aspect that cannot be overlooked.

Numerous studies have shown that employee performance is influenced by several internal organizational factors. Among them, organizational culture, work discipline, and work environment are frequently highlighted. A strong organizational culture can shape employees' mindset and behavior according to the core values of the company. Work discipline reflects the level of compliance and responsibility of employees in carrying out their duties, while a conducive work environment provides physical and psychological comfort to support productivity.

PT Bank Mandiri (Persero) Tbk, Palembang A. Rivai Branch, as one of Indonesia's national banking entities, plays a role in delivering financial services to the public. To enhance competitiveness and service quality, improving employee performance is a key focus. However, in practice, challenges such as delays in work, lack of motivation, and a work environment that does not fully support efficiency are still present. Based on this background, this study aims to analyze the extent to which organizational culture, work discipline, and work environment affect employee performance at PT Bank Mandiri (Persero) Tbk, Palembang A. Rivai Branch. This research is expected to provide theoretical contributions to the development of human resource management knowledge and practical recommendations for management in formulating strategies to improve employee performance in the banking sector.

2. Research Methodology

This study adopts a quantitative approach using a survey method to determine the influence of organizational culture, work discipline, and work environment on employee performance. It is classified as associative causal research, aiming to test the relationship and influence among variables.

2.1 Population and Sample

The population in this study includes all employees of PT Bank Mandiri (Persero) Tbk, Palembang A. Rivai Branch, totaling 62 individuals. Given the relatively small and manageable population size, the sampling technique used is **saturated sampling** (census), where the entire population was included in the sample.

2.2 Research Variables

- Dependent Variable (Y): Employee Performance
- Independent Variables:
 - X₁: Organizational Culture
 - X₂: Work Discipline
 - X₃: Work Environment

Each variable was measured using validated indicators based on theoretical references, using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree).

2.3 Data Analysis Techniques

Data analysis was carried out using IBM SPSS version 26, following these steps:

- **Validity and Reliability Tests:** To ensure the instrument is valid and reliable.
- **Classical Assumption Tests:** Including tests for normality, multicollinearity, and heteroscedasticity.
- **Multiple Linear Regression Analysis:** To examine the simultaneous and partial effects of the independent variables.
- **F-test and t-test:** To test the significance of relationships at a 5% significance level ($\alpha = 0.05$).
- **Coefficient of Determination (R²):** To determine how much the independent variables explain the dependent variable.

3. RESULTS AND DISCUSSION

3.1 Research Results

- **Validity and Reliability Test:**
All questionnaire items were declared valid (correlation > 0.30) and reliable (Cronbach's Alpha > 0.70).
- **Classical Assumption Tests:**
 - Data are normally distributed (Kolmogorov-Smirnov test, $p > 0.05$).
 - No multicollinearity detected (VIF < 10, Tolerance > 0.1).
 - No heteroscedasticity found (Glejser test, $p > 0.05$).
- **Multiple Linear Regression Analysis:**

The following regression equation was obtained:

$$Y = 3.287 + 0.292X_1 + 0.194X_2 + 0.255X_3$$

- **X₁ (Organizational Culture):** $t = 2.297$; $p = 0.025$
- **X₂ (Work Discipline):** $t = 2.159$; $p = 0.035$
- **X₃ (Work Environment):** $t = 2.311$; $p = 0.024$

Each variable had a significant partial influence on employee performance.

- **Simultaneous Test (F-test):**
 $F = 84.370$; $p = 0.000 < 0.05 \rightarrow$ The three variables have a significant simultaneous effect on performance.
- **Coefficient of Determination (R²):**
 $R^2 = 0.817$, indicating that 81.7% of the variance in employee performance is explained by the three independent variables, while 18.3% is explained by other factors outside the model.

3.2 Discussion

The findings indicate that organizational culture positively and significantly affects employee performance. A strong and consistent culture encourages behavior aligned with company values, improving work commitment and service quality. This aligns with Robbins' (2006) theory that a strong culture enhances job satisfaction and performance.

Work discipline is also proven to be a significant factor. Employees who comply with rules, arrive on time, and follow procedures show higher productivity. This supports Hasibuan's (2016) view that discipline is a key driver of organizational goals.

A comfortable and supportive work environment contributes significantly to performance. Elements such as lighting, spatial comfort, interpersonal relationships, and leadership support play a vital role. This finding is in line with Sunyoto's (2015) assertion that a conducive environment fosters motivation and performance.

Therefore, organizational management must consistently strengthen culture, enforce discipline, and improve the work environment to sustain and enhance performance in a highly competitive banking sector.

4. CONCLUSION AND IMPLICATIONS

4.1 Conclusion

This study concludes that organizational culture, work discipline, and work environment have a positive and significant effect on employee performance at PT Bank Mandiri (Persero) Tbk, Palembang A. Rivai Branch. Together, these variables contribute 81.7% to performance variation, highlighting the importance of internal organizational factors.

Partially, organizational culture fosters consistent work behavior, discipline ensures responsible task execution, and a supportive environment enhances comfort and productivity. Performance improvement is thus not only technical but also behavioral and systemic.

4.2 Practical Implications

- **Strengthening Organizational Culture:**

Management must consistently instill company values through training, internalizing the vision-mission, and setting an example.

- **Enforcing Work Discipline:**

An objective evaluation and reward-punishment system is needed to promote attendance, punctuality, and procedural compliance.

- **Improving the Work Environment:**

Ergonomic space management, support facilities, and harmonious work relationships are essential for employee comfort and loyalty.

4.3 Theoretical Implications

This research contributes to the development of human resource management theory, particularly in understanding internal organizational factors that influence performance. It can serve as a reference for future research on contextual influences in the service sector, especially banking.

5. REFERENCES

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