

ORGANIZATIONAL CULTURE AND ITS EFFECT ON EMPLOYEE WORK DISCIPLINE: EVIDENCE FROM HARAPAN JAYA ICE FACTORY

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Abstract

This study aims to investigate the influence of organizational culture on employee work discipline at Harapan Jaya Ice Factory. Organizational culture plays a vital role in shaping employees' behavior, attitudes, and performance consistency within a company. A strong and well-communicated culture can create a shared understanding of organizational goals and expected standards, including discipline in the workplace. This research adopts a quantitative method with an explanatory approach to determine the relationship between the variables. The study involved a total population of 35 employees, all of whom were selected as the research sample through a saturated sampling technique. Data were collected using a structured questionnaire and processed using simple linear regression analysis with the support of SPSS version 25. The findings reveal that organizational culture has a positive and significant impact on employee work discipline. This means that improvements in the company's organizational culture are directly associated with increased levels of employee discipline. Elements such as shared values, norms, communication patterns, and leadership behavior were identified as important aspects contributing to this outcome. This study contributes to the growing body of knowledge on organizational behavior by providing empirical evidence of the role of culture in enhancing employee discipline. Practically, the findings suggest that companies should strengthen their internal culture to support performance consistency and long-term organizational success.

Article Info

Keywords:

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1. Introduction

In order to enhance employee performance, companies must establish and enforce effective work discipline while ensuring that employees clearly understand organizational rules and policies. Discipline plays a critical role in encouraging employees to carry out their responsibilities in accordance with established regulations. A well-disciplined workforce is often characterized by a strong sense of responsibility, which directly contributes to improved individual and organizational performance. According to Sinambela (as cited in Agustina, 2019), regulations are essential for maintaining order in the workplace, and a well-disciplined organization is one in which employees consistently adhere to the rules. This highlights the importance of discipline as a key component in organizational operations.

Organizational culture and discipline are closely interconnected. Culture comprises the shared values, beliefs, norms, and practices that shape individual behavior within the organization. It acts as a guiding framework that influences how employees interact, perform their duties, and comply with institutional expectations. A strong organizational culture fosters commitment, collaboration, and a sense of belonging, which in turn positively influences employee discipline. Several studies have confirmed that local cultural values and collective identity can significantly strengthen employee behavior and ethical alignment. For example, Suci et al. (2024) emphasized how cultural heritage, when internalized in organizational systems, becomes a catalyst for collective responsibility, identity development, and operational efficiency. Similarly, Iswari et al. (2024) demonstrated how existential reflection, when paired with localized values such as the 'Arema Spirit,' promotes discipline, ethical awareness, and accountability in decision-making within organizations.

At Harapan Jaya Ice Factory, a company that has operated for a considerable period, the organizational culture emphasizes five key values: Norms and Behavior, Customer Satisfaction, Collaboration and Teamwork, Justice and Equality, and Social Responsibility. These values are intended to cultivate strong cooperation among employees and build a sense of family within the organization. However, the implementation of these cultural values has faced challenges. Preliminary observations revealed issues in employee discipline, particularly related to punctuality and attendance. Despite a formal working schedule of 08:00 to 17:00, some employees arrive late or leave early, affecting attendance levels and overall work discipline. This problem has had tangible effects, especially in terms of customer satisfaction and teamwork. For instance, delays in the unloading process of ice blocks—often due to the tardiness of key personnel such as drivers—have led to late deliveries and customer complaints. Such delays compromise service quality and product condition, undermining the company's operational efficiency.

Table 1. Employee absence at Harapan Jaya Ice Factory April – June

| Month | Number of Employees (Person) | Total Work (Effective Day) | Total Attendance (One Month) | Absent (Times) | Late (Times) |
|-------|---------------------------------|-------------------------------|---------------------------------|-------------------|-----------------|
| April | 35 | 24 | 840 | 32 | 157 |
| May | 35 | 31 | 1,085 | 39 | 184 |
| June | 35 | 28 | 980 | 43 | 191 |

Based on the data presented in the table above, it is evident that the number of employee absences and instances of tardiness at Harapan Jaya Ice Factory has shown an upward trend in the past three months. Specifically, between April and June 2024, there were 114 recorded absences and a total of 532 instances of employee lateness. These figures are considerably high and raise concerns regarding work discipline within the organization.

For a manufacturing company such as Harapan Jaya Ice Factory, which heavily relies on synchronized team efforts and the availability of adequate human resources, such high levels of absenteeism and tardiness can significantly disrupt operational efficiency. The nature of the work demands collective action, especially in production and distribution processes, making the presence and punctuality of each employee crucial for maintaining workflow continuity and meeting customer expectations. If left unaddressed, this pattern could impact service quality, reduce productivity, and ultimately hinder the company's overall performance. This study, therefore, seeks to examine the influence of organizational culture on employee work discipline at Harapan Jaya Ice Factory. By analyzing how cultural values shape disciplinary behavior, the research aims to provide insights into how organizational culture can be leveraged to foster a more disciplined and effective workforce.

Hypothesis Development

Organizational culture is a system of shared values, beliefs, and behavioral norms that shape the behavior and performance of employees in an organization (Fahmi, 2016; Sinambela, 2019). It functions not only as a framework that guides members' behavior, but also as a driver of productivity and cohesion within the workplace. The formation of organizational culture is influenced by various internal and external factors, including the values of leaders, organizational history, member interaction, and external environments such as market dynamics and technological change (Mukrodi, 2023). A strong and adaptive organizational culture can create alignment between individual and organizational goals, and foster a shared commitment to discipline and performance excellence.

Work discipline, on the other hand, refers to an individual's awareness and willingness to adhere to organizational rules and norms (Hasibuan, 2014). It encompasses both preventive efforts to foster self-discipline and corrective actions aimed at maintaining order and compliance (Mangkunegara, 2007). The enforcement of discipline is essential for achieving organizational efficiency and effectiveness (Werther Jr. & Davis, 1985). An organization with a well-established culture is more likely to instill consistent behavioral expectations, resulting in better adherence to rules, punctuality, and accountability among employees.

In line with these theoretical underpinnings, it can be proposed that a positive organizational culture contributes significantly to the development of employee discipline. A workplace that emphasizes shared values, clear norms, and consistent communication tends to foster greater compliance and intrinsic motivation among employees. Cultural elements such as teamwork, justice, and shared responsibility—like those practiced in the Harapan Jaya Ice Factory—can reinforce work discipline by promoting collective ownership and professional behavior. Therefore, based on the supporting theories and empirical observations, the following hypothesis is proposed:

H1: Organizational culture has a positive and significant effect on employee work discipline.

2. Research Methods

This study is guided by a quantitative approach aimed at examining the influence of organizational culture on employee work discipline. The research adopts a saturated sampling technique, where all members of the population are included as the research sample. According to Sugiyono (2013), saturated sampling is a technique used when all members of the population are considered as respondents. Therefore, the sample in this study consists of 35 employees of the Harapan Jaya Ice Factory.

The research utilizes both primary and secondary data sources. Primary data were collected through structured questionnaires distributed to employees, focusing on aspects of organizational culture and work discipline. Observation techniques were also applied to directly capture employee behavior and workplace dynamics. In addition, secondary data were obtained from relevant company documents and literature sources, including journals and textbooks, to support the analysis and provide contextual background.

This study is categorized as explanatory quantitative research, as it aims to determine the causal relationship between the independent variable, namely organizational culture, and the dependent variable, which is employee work discipline. The collected data were analyzed using simple linear regression with the assistance of SPSS version 25 to test the significance and direction of influence between the two variables.

The conceptual framework in this study illustrates a unidirectional relationship, where a strong and positive organizational culture is expected to enhance employee discipline. This framework is built upon the theoretical assumptions that shared values, norms, and organizational identity directly affect behavioral compliance and performance standards within the workplace.

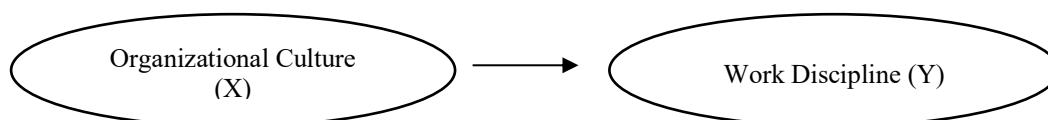
Table 2. Operational Definitions

| Variables | Definition | Indicator |
|----------------------------|---|--|
| ORGANIZATIONAL CULTURE (X) | Organizational culture refers to a set of shared values and assumptions developed by a group to address internal and external challenges. At the Harapan Jaya Ice Factory, the organizational culture is built on core values such as norms and ethics, commitment to quality and service, teamwork, fairness, and safety—intended to guide employee behavior toward achieving company goals. | <ol style="list-style-type: none"> 1. Attention to detail 2. Results oriented 3. People oriented 4. Teamwork oriented 5. Aggressiveness <p>Pangewa (2013)</p> |
| WORK DISCIPLINE (Y) | Work discipline is defined as the practice of self-control to ensure efficient, effective, and productive performance. In this context, discipline at Harapan Jaya Ice Factory is crucial, particularly in enforcing attendance rules to improve employee punctuality and overall productivity. | <ol style="list-style-type: none"> 1. Attendance rate 2. Working procedures. 3. Obedience to superiors 4. Working consciousness 5. Responsibility <p>Augustine (2019)</p> |

A. Research hypothesis

The following is the hypothesis of this study:

Picture1.Research Framework



From the research framework above, it is known that the Organizational Culture hypothesis (X) has a positive and significant influence on Employee Work Discipline at the Harapan Jaya Ice Factory.

3. Results And Discussion

A. Result

1. Research Instrument Test Results

Validity Test Results

Validity testing is the process of assessing how well a measuring instrument or test assesses what it is supposed to assess. Validity indicates the extent to which the instrument is accurate and precise in measuring the targeted concept or variable.

Table 4. Validity Test Results

| | Question | R count | R table | Information |
|---|----------|------------|------------|-------------|
| X | 1 | 0.555 | 0.3338 | VALID |
| | 2 | 0.725 | 0.3338 | VALID |
| | 3 | 0.722 | 0.3338 | VALID |
| | 4 | 0.749 | 0.3338 | VALID |
| | 5 | 0.744 | 0.3338 | VALID |
| | 6 | 0.602 | 0.3338 | VALID |
| | 7 | 0.472 | 0.3338 | VALID |
| | 8 | 0.628 | 0.3338 | VALID |
| | 9 | 0.626 | 0.3338 | VALID |
| | 10 | 0.526 | 0.3338 | VALID |
| Y | 1 | 0.718 | 0.3338 | VALID |
| | 2 | 0.490 | 0.3338 | VALID |
| | 3 | 0.683 | 0.3338 | VALID |
| | 4 | 0.488 | 0.3338 | VALID |
| | 5 | 0.640 | 0.3338 | VALID |
| | 6 | 0.629 | 0.3338 | VALID |
| | 7 | 0.518 | 0.3338 | VALID |
| | 8 | 0.414 | 0.3338 | VALID |
| | 9 | 0.349 | 0.3338 | VALID |
| | 10 | 0.432 | 0.3338 | VALID |

Source: Processed Data, 2024

Based on Table 4, it can be seen that the calculated r-value for each item in both the organizational culture and work discipline variables exceeds the r-table value ($r\text{-count} > 0.3338$). This indicates that all statements used in the questionnaire are valid and capable of measuring the intended constructs. Given the objective of this study—to determine whether a relationship exists between organizational culture and work discipline—the hypothesis is non-directional. Therefore, the analysis employs a two-tailed test (2-tailed) to evaluate the significance of the relationship between variables.

Reliability Test Results

Reliability testing aims to assess the consistency of the statement items used in the questionnaire. In this study, the reliability of each variable was measured using the Cronbach's Alpha coefficient, with a threshold value of 0.60. A variable is considered reliable if its Cronbach's Alpha exceeds this threshold.

As shown in Table 5, the organizational culture variable has a Cronbach's Alpha of 0.798, and the work discipline variable has a Cronbach's Alpha of 0.693. Both values are greater than 0.60, indicating that the instruments used for these variables are reliable. This means that the statement items in the questionnaire produce consistent responses and, if administered again, would likely yield similar results.

Table 5.Reliability Test Results

| Variables | Cronbach's <i>alpha</i> | R | Information |
|--------------------|----------------------------|------|-------------|
| Work Culture | 0.798 | 0.60 | Reliable |
| Work Discipline | 0.693 | 0.60 | Reliable |

Source: Processed Data, 2024

Classical Assumption Test Results

Normality Test Results

The normality test was conducted to determine whether the data are normally distributed. This test used the Kolmogorov-Smirnov method, with the criterion that the data are considered normally distributed if the significance value is greater than 0.05. Based on the test results in Table 6, the Asymp. Sig. (2-tailed) value was **0.149**, which is greater than 0.05. Therefore, it can be concluded that the data used in this study follow a normal distribution.

Table 6. Normality Test Results

| | Significant Value |
|------------------------|-------------------|
| Asymp. Sig. (2-tailed) | .149 |

Source: Processed Data, 2024

Homogeneity Test Results

The homogeneity test was used to determine whether the data variances between groups are equal. This test applied Levene's Test of Equality of Variances. According to the results shown in Table 7, the significance value based on the mean was **0.865**, which is greater than 0.05. Thus, the data are considered to have homogeneous variances.

Table 7.Homogeneity Test Results

| Homogeneity Test | Sig. |
|---|-------|
| Based on Mean | 0.865 |
| Based on Median | 0.962 |
| Based on Median and with adjusted df | 0.962 |
| Based on trimmed mean | 0.925 |

Source: Processed Data, 2024

Linearity Test Results

The linearity test was conducted to assess whether there is a linear relationship between the independent variable (Organizational Culture) and the dependent variable (Work Discipline). The criterion used is that the **Deviation from Linearity** should be greater than 0.05 to indicate a linear relationship. Based on the results in Table 8, the Deviation from Linearity significance value is **0.300**, indicating that the relationship between the variables is linear.

Table 8. Linearity Test Results

| ANOVA Table | |
|---------------------------------|-------------|
| Linearity Test | Significant |
| <i>Deviation from Linearity</i> | 0.300 |

Source: Processed Data, 2024

2. Hypothesis Test Results

A simple linear regression analysis was conducted to assess the influence of organizational culture on employee work discipline. The resulting regression equation is:

$$Y = 11.897 + 0.720X$$

This indicates a positive relationship: every one-unit increase in organizational culture leads to a 0.720 unit increase in work discipline. The significance value (0.000) confirms this effect is statistically significant.

The **t-test** results show a t-count of 6.399, which is greater than the t-table value of 2.035, with a significance level of 0.000 (< 0.05). This means that organizational culture significantly affects work discipline.

The **coefficient of determination (R^2)** is 0.554, meaning 55.4% of the variation in work discipline is explained by organizational culture, while the remaining 44.6% is influenced by other factors not covered in this study.

B. Discussion

The results of the study indicate that organizational culture has a positive and significant influence on employee work discipline at the Harapan Jaya Ice Factory Company. This finding reinforces the idea that a strong and well-established organizational culture fosters consistent behavior, particularly in terms of adhering to company rules and work schedules. Employees who understand and internalize shared values, such as teamwork, responsibility, fairness, and service quality, are more likely to exhibit disciplined work behavior.

A structured organizational culture at Harapan Jaya encourages employees to follow standard operating procedures, show up on time, and complete tasks with care. This aligns with Robbins (2001), who argues that organizational culture is a core determinant of employee behavior, including discipline. A strong culture helps to create an environment where norms and values guide actions, making it easier for employees to conform to expected standards.

The company's emphasis on values such as customer satisfaction, teamwork, and equality reflects efforts to integrate cultural elements into daily operations. However, as indicated in previous observations, challenges still exist—particularly regarding attendance and punctuality. This suggests that while the cultural foundation is present, reinforcement

and consistent application across all levels are essential to fully optimize employee discipline.

The implication of these findings is that organizational culture should not only be established but also continuously nurtured and communicated to all employees. Effective leadership, regular evaluations, and feedback mechanisms can strengthen cultural alignment and ensure that the culture translates into improved performance and discipline across the organization.

4. Conclusion And Suggestions

Conclusion

This study aims to examine the effect of organizational culture on employee work discipline at Harapan Jaya Ice Factory. Based on the results of hypothesis testing through simple linear regression analysis, it was found that organizational culture has a positive and significant influence on employee work discipline. This indicates that the stronger the implementation of organizational culture, the higher the level of discipline shown by employees in carrying out their duties.

A positive organizational culture can guide employees to behave in accordance with the company's vision, mission, and regulations, thereby contributing to the achievement of organizational goals. However, it is also important to note that work discipline is not solely influenced by organizational culture. Other internal and external factors such as leadership style, motivation, work environment, reward and punishment systems, organizational commitment, stress levels, and perceived fairness also play a role in shaping discipline.

Suggestions

Based on the findings, it is recommended that company leaders consistently strengthen the values of organizational culture, particularly in aspects such as teamwork, ethics, justice, and responsibility. Managers should also assign tasks that align with employees' competencies and provide opportunities for continuous improvement. This strategy not only enhances employee productivity but also supports the achievement of corporate goals in an efficient and sustainable manner.

Furthermore, maintaining a strong organizational culture is essential to fostering a disciplined workforce. Therefore, continuous monitoring and evaluation of both cultural implementation and discipline levels should be conducted to ensure alignment between employee behavior and organizational expectations.

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