Journal of Social Research

P-ISSN: 2827-9832
E-ISSN: 2828-335x
http://ijsr.internationaljournallabs.com/index.php/ijsr

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. JASAMARGA TOLLROAD OPERATOR JAKARTA - CIKAMPEK BRANCH

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ABSTRACT

With the entry of the Industrial Revolution 4.0, PT. Jasamarga Tollroad Jakarta-Cikampek Branch Operator must be swift to face all challenges and uncertain changes in business direction. To manage and strengthen the viability of a company, businesses must continue to evolve and innovate in the human resources function. The purpose of this study is to identify and evaluate how organizational culture and work discipline impact employee productivity at PT Jasamarga Tollroad Operator Jakarta-Cikampek Branch. This study used quantitative, descriptive, and verification methodologies. Cluster random sampling is used as a sampling method in these investigations. 478 employees make up the population, while 120 responses make up the sample. Multiple linear regression analysis with SPSS is the method used in processing this research data. Overall work discipline, company culture, and employee performance all fall into the "good" category, according to the findings. The findings of the analysis show that the factors that influence work discipline and organizational culture both positively and significantly affect employee performance. Employee performance is simultaneously positively and significantly influenced by organizational culture and work discipline.

Keywords: *human resources, organizational culture, work discipline, employee performance.*

INTRODUCTION

In seizing economic opportunities, especially with various toll road projects throughout Indonesia, a company dedicated to toll road operations was established. On August 21, 2015, PT. Operational Services (JLO) under the name PT. Jasamarga Tollroad Operator (JMTO). The company name PT Jasa Layanan Operasi was changed to PT Jasamarga Tollroad Operator on January 24, 2018. One of the business units of PT. Jasamarga (Persero) Tbk is PT. Jasamarga Tollroad Operator (JMTO), which consists of 99.9% of the company's shares and 0.1% owned by Employees of the Main Cooperative. Operations Services, ETC, and IT Services are among JMTO's commercial ventures.

In July 2020, the Ministry of State-Owned Enterprises (BUMN) launched a new logo and a set of values to mark the changes that will occur when the Ministry of BUMN turns 22 years old. According to the SOE Minister Circular Number: SE-7/MBU/07/2020 dated 1 July 2020, the core principles developed are applied not only in the Ministry but also in all state-owned companies (BUMN). AKHLAK is stated to have high value which has become an organizational culture for BUMN management as a new type of enthusiasm for transformation. Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative qualities are represented by the abbreviation AKHLAK values. As a result, it is anticipated that state-owned business management can work properly for the benefit of the nation and the State (Tohir & Agustian, 2020).

Looking at the phenomena that occur with employees of PT Jasamarga Tollroad Operator Jakarta-Cikampek Branch which is related to discipline and performance, it shows that the company targets the percentage of incorrect vehicle class determination, cash transactions, and toll road user complaints to be Zero Complaints. However, in reality, what happens is that employees still make mistakes in determining the class of vehicles, there are still cash transactions due to a lack of e-toll balances, and there are still complaints from toll road users. One of them is caused by employee performance demotivation, lack of concentration, and lack of satisfaction in providing excellent service so that the company does not reach the target. Many employees still arrive late, when carrying out check-in absences that have been provided on the MyData JMTO absent website, one of which is caused by demotivating employee performance, heavy traffic flow, and long distances from where employees live, so they don't reach the company's targets.

Several previous studies, including one by (Jufrizen & Khairani Nurul Rahmadhani, 2020), found a significant relationship between organizational culture characteristics and employee performance variables at PT PLN (Persero) Main Unit for North Sumatra Region. Work discipline has a good and quite large impact on the performance of PT ISS Indonesia personnel, according to (Tine Yuliantini & Suryatiningsih, 2021). Organizational culture and work discipline together have a significant impact on employee performance, according to a study (Efi Iorinka, 2022) in a study entitled Organizational Culture and Work Discipline on Employee Performance at PT. Sammyung Precision Batam.

"The Influence of Organizational Culture and Work Discipline on Employee Performance at PT Telekomunikasi Indonesia, Tbk Witel Tangerang", reveals that organizational culture and work discipline simultaneously and partially have a significant effect on employee performance, according to (Destyana Ayu Widyaningsih, 2021). According to a study (Diella Fakhirah Yunansyah, 2021) entitled "The Influence of Organizational Culture and Work Discipline on Employee Performance at the Transportation Service (DISHUB) Karawang Regency," organizational culture and work discipline have a simultaneous and significant effect on employee performance there.

Work discipline has a positive, although marginal, impact on employee performance at PT Multikarya Sarana Perkasa, according to (Chyntia Hanny, 2020) in a study entitled "The Influence of Organizational Culture and Work Discipline on Employee Performance at PT. Multikarya Sarana Perkasa".

Researchers became interested in researching these issues and raised the title "The Influence of Organizational Culture and Work Discipline on Employee Performance at PT Jasamarga Tollroad Operator Jakarta-Cikampek Branch" after getting an overview of the problems explained based on the background described above.

METHOD

To test the hypotheses that have been determined, the research approach used in this study is quantitative, with descriptive and verification analysis carried out on certain populations or samples (Sugiyono, 2015).

Place and Time of Research

Employees of PT Jasamarga Tollroad Operator Jakarta-Ciampek Branch, RT.003/RW.001, Sepanjang Jaya, Kec. Rawalumbu, Bekasi City, West Java 17114, is the subject of this research. The study will take place between February and May 2023.

Population, Sample, and Sampling Technique

The Cluster Random Sampling approach is used to obtain a sample by giving each element (participant) the same opportunity to be employed as a sample participant (probability sampling). Cluster random sampling involves randomizing the sample as a whole rather than each subject separately (Sugiyono, 2015b). This method is used by researchers because the staff of PT Jasamarga Tollroad Operator Jakarta-Cikampek Branch come from various geographical areas. Then, using a random sample of 15 toll gates, research samples were collected from representatives of Bekasi, Karawang, and Cikampek with a total of 40 employees at one toll gate, resulting in a sample size of 120 samples. Interviews, surveys, observations, and a combination of the three are acceptable data collection methods. SPSS 26 software for Windows is used to process data in this study.

Data Collection Technique

Multiple linear regression analysis is used in this research data processing method with the help of SPSS. The main data from the results of the questionnaires were used in collecting this research data, and the secondary data from the research were used to support and strengthen the main data.

Research Instruments

According to (Sugiyono, 2015), research instruments are tools used to measure observed natural and social phenomena. The Likert scale is used as a measurement system in this investigation. Researchers used a closed questionnaire with the following scores:

Table 1. Likert Scale Score

Category			Score Weight
Organizational culture	**Work Discipline**	**Employee performance**	
Strongly Disagree	Strongly Disagree	Strongly Disagree	1
Don't agree	Don't agree	Don't agree	2
Simply Agree	Simply Agree	Simply Agree	3
Agree	Agree	Agree	4
Strongly agree	Strongly agree	Strongly agree	5

Data Analysis Technique

Validity and Reliability Test

According to (Sugiyono, 2015) the decision of an item to be valid or invalid can be determined by correlating the item score with the total score. If the correlation r is more than

0.05, it can be concluded that the instrument items are valid. Formula calculations use the help of SPSS (Statistical Service Solutions).

According to (Sugiyono, 2015), it is an indicator of how reliable or trustworthy a measuring instrument is (constant). It will be assessed whether the questions used in this reliability test are questions that are found to be valid by the validity test. The following standards are used to determine whether a variable is reliable when using SPSS 26 for Windows programs:

1. This statement is reliable if r-alpha is positive and greater than r-table.
2. This statement is not reliable if r-alpha is negative and less than r-table.
   a. Cronbach's Alpha value > 0.6 indicates reliable
   b. If Cronbach's Alpha < 0.6, it is not reliable. If the variable has a Cronbach's Alpha value of > 0.6, it is considered reliable.

Data Transformation

Data collection using a questionnaire produces data in the form of a Likert, so it is necessary to transform Likert data into intervals using the Successive Interval Method (MSI) in Microsoft Excel.

Classic Assumption Test

Normality test

According to (Riyanto & Hatmawan, 2020: 137) the normality test is to find out whether or not the residual values are regularly distributed in the regression model. The values in the regression model must be distributed regularly. If the data findings are scattered around the diagonal line and point in the same direction as the line, the normality test using graphical analysis has proven valid. Non-parametric statistical analysis according to Kolmogorov Smirnov (K-S) is considered normal if:

Ho: If the significance level is > 0.05, the residual data is normally distributed.

Ha: If the residual data has a significant value <0.05 then it is not normally distributed.

Descriptive Analysis

In the descriptive analysis, a survey was processed for each variable, with employee performance acting as the dependent variable and work ethics and company culture acting as the independent variables. Various scales can be used to collect descriptive data to analyze research variable data. The following calculation method produces 96 results using a sample scale range of 120 respondents (n) and a questionnaire statement with a Likert scale which has 5 (m) different numbers of answers:

Scale Range = $\frac{n\ (m-1)}{m}$

Table 2. Scale Range Analysis

Score Weight	Scale Range	Score Description		
		Organizational culture	***Work Discipline***	***Employee performance***
1	120 - 216	Strongly Disagree	Strongly Disagree	Strongly Disagree
2	217 - 312	Don't agree	Don't agree	Don't agree
3	313 - 408	Simply Agree	Simply Agree	Simply Agree
4	409 - 504	Agree	Agree	Agree
5	505 - 600	Strongly agree	Strongly agree	Strongly agree

Verification Analysis

Multiple Linear Regression Analysis

The purpose of this analysis is to ascertain whether the variables X1 (Organizational Culture) and X2 (Work Discipline) have an impact on variable Y (Employee Performance). Equation used:

$$Y = a + b1X1 + b2X2$$

Where:

Y = Dependent variable (Performance)

a = Constant

b1-b2 = Regression coefficient of the independent variable

X1 = Independent Variable (Work Discipline)

X2 = Independent Variable (Organizational Culture)

Analysis of the Coefficient of Determination

The second strength of the correlation coefficient, which represents the sum of the effects of the independent variable (X) on the dependent variable (Y), is the subject of determination analysis. The formula for calculating the coefficient of determination is as follows (Sugiyono, 2019):

$$KD = R^2 \times 100\%$$

Information:

KD = Coefficient of determination (how much the dependent variable changes)

R^2 = Correlation coefficient (squared multiple correlation).

Partial Regression Test (t-test)

With df (n-k-1), where n is the quantity of data and k is the number of independent variables, a t-test is performed to evaluate the relationship between the independent variables and the dependent variable partially. A significant threshold of 5% (0.05) was used. The steps are as follows (Riyanto & Hatmawan, 2020: 141):

hypothesis

Ho: bi = 0 indicates that there is no relationship between the independent and dependent variables,

Hi: bi ≠ 0 means, the independent variable is influenced by the dependent variable,

Decision-making

Ho is accepted if tcount < ttable or -tcount > -ttable or sig > 0.05 (5%).

Ho is rejected if tcount > ttable or -tcount < -ttable or sig < 0.05 (5%).

Simultaneous Regression Test (F test)

The F test is used to determine the appropriateness of the data, which also refers to the simultaneous strength of the effect of the independent factors on the dependent variable. The f-test steps (Riyanto and Hatmawan 2020: 142), are as follows:

a. Ho: b = 0 independent variables as a whole do not influence the dependent variable. Ho: β > 0 indicates that the dependent variable is influenced by the independent variables taken together.
b. F table (df quantifier = k, and df denominator = n-k-1)
c. The standard for accepting or rejecting the hypothesis, in particular: Ho is rejected if the number of F counts > F tables or sig < 0.05. Ho is acceptable if < F table or sig > 0.05.

RESULTS AND DISCUSSION

Representatives from the regions of Bekasi, Karawang, and Cikampek, numbering up to 40 people each, surveyed 120 participants for this study. Men consisted of 74 respondents (61.7%), while women consisted of 46 respondents (38.3%). By age, there were 2 respondents aged under 20 years (1.7%), 54 respondents aged between 20 to 30 years (45%), 39 respondents aged between 31 and 40 years (32.5%), 20 respondents aged between 41 and 50 years (16.7%), and 5 respondents aged over 50 years (4.2%). 91 people (75.8%) were in the SMA/SMK education category, followed by 7 people (5.8%) with diplomas and 22 people (18.3%) with bachelor's degrees. While respondents depending on the duration of work, respondents who worked <1 year were 9 people (7.5%), 1-5 years were 36 people (30%), 6-10 years were 47 people (39.2%), and >10 years as many as 28 people (23.3%).

Validity and Reliability Test

Table 3. Results of the Validity and Reliability of Organizational Culture

Organizational Culture Variable Indicator (X1)	Item	r- Count	r- Tabel	Information	Cronbach's Alpha
Trust	X1.1	0,891	0,361	Valid	0,888
	X1.2	0,878	0,361		
	X1.3	0,872	0,361		
Competent	X1.4	0,879	0,361		
	X1.5	0,889	0,361		
	X1.6	0,875	0,361		
Harmonious	X1.7	0,872	0,361		
	X1.8	0,885	0,361		
	X1.9	0,874	0,361		
Loyal	X1.10	0,891	0,361		

Organizational Culture Variable Indicator (X1)	Item	r- Count	r- Tabel	Information	Cronbach's Alpha
	X1.11	0,876	0,361		
Adaptive	X1.12	0,884	0,361		
	X1.13	0,880	0,361		
	X1.14	0,884	0,361		
Collaborative	X1.15	0,880	0,361		

Based on the results of Table 3 of the respondents' responses, it can be seen that the statement of organizational culture factors (X1) has a value of r count > table r. Cronbach's alpha of 0.888 > 0.60 is then used to determine the validity of the statement and the reliability of the results.

Table 4. Results of Work Discipline Validity and Reliability Tests

Work Discipline Variable Indicator (X2)	Item	r- Count	r- Tabel	Information	Cronbach's Alpha
Time Obedience	X2.1	0,945	0,361	Valid	0,954
	X2.2	0,944	0,361		
	X2.3	0,953	0,361		
Work Responsibilities	X2.4	0,957	0,361		
	X2.5	0,938	0,361		
	X2.6	0,935	0,361		

Based on the results of Table 4, which shows that the respondents' responses support the statement that the work discipline variable (X2) has a calculated r value > table r, the statement is recognized as valid, and the results are considered reliable because Cronbach's alpha is 0.954 > 0.60.

Table 5. Validity and Reliability Test Results of Employee Performance

Employee Performance Variable Indicator (Y)	Item	r- Count	r- Tabel	Information	Cronbach's Alpha
Work result	Y.1	0,933	0,361	Valid	0,931
	Y.2	0,923	0,361		
	Y.3	0,921	0,361		
Work behavior	Y.4	0,919	0,361		
	Y.5	0,918	0,361		
	Y.6	0,925	0,361		
Personal Nature	Y.7	0,923	0,361		
	Y.8	0,929	0,361		
	Y.9	0,917	0,361		

Based on the results of Table 5, which shows that employee performance statements (Y) have a value of r count > table r, the statement is recognized as valid, and the results are recognized as reliable when Cronbach's alpha is 0.931 > 0.60. All questions or statements on the questionnaire for each research variable were declared valid and able to measure the variables used in this study, according to the findings of the validity test conducted on 30 respondents (r table = 0.361). The results of the reliability test showed that the variables in the organizational culture of this study had a Cronbach's alpha value of 0.888 > 0.06, work discipline of 0.954 > 0.06, and employee performance of 0.931 > 0.06.

Normality test

Table 6. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		120
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	3.98607516
Most Extreme Differences	Absolute	0.052
	Positive	0.046
	Negative	-0.052
Test Statistic		0.052
Asymp. Sig. (2-tailed)		0.200[c,d]

Asymp value. Sig. (2-tailed), namely 0.200, indicating that the result is > 0.05, indicating that the data is normally distributed and feasible for statistical testing, according to the test findings of a significant level of normality test.

Descriptive Analysis

Table 7. Results of Respondents' Responses to Organizational Culture Variables

Item	STS	TS	CS	S	SS	N	Score	Mean	Category
	1	*2*	*3*	*4*	*5*				
X1.1	4	4	35	45	32	120	457	3.81	Good
X1.2	2	6	39	46	27	120	450	3.75	Good
X1.3	3	5	39	39	34	120	456	3.80	Good
X1.4	4	12	36	38	30	120	438	3.65	Good
X1.5	2	19	53	29	17	120	400	3.33	Pretty good
X1.6	3	2	29	54	32	120	470	3.92	Good
X1.7	2	1	32	50	35	120	475	3.96	Good
X1.8	3	4	23	52	38	120	478	3.98	Good
X1.9	1	6	32	50	31	120	464	3.87	Good

Item	STS	TS	CS	S	SS	N	Score	Mean	Category
	1	*2*	*3*	*4*	*5*				
X1.10	3	1	10	48	58	120	517	4.31	Very good
X1.11	0	6	56	42	16	120	428	3.57	Good
X1.12	3	9	56	34	18	120	415	3.46	Good
X1.13	0	4	45	43	28	120	455	3.79	Good
X1.14	1	4	35	43	37	120	471	3.93	Good
X1.15	1	4	44	38	33	120	458	3.82	Good
Total Average							**455.47**	**3.80**	**Good**

As mentioned in Table 7 above, the average score of the organizational culture variable (X1) is 455.47, included in the "good" category with a value between 409 and 504.

Table 8. Results of Respondents' Responses to Work Discipline Variables

Item	STS	TS	CS	S	SS	N	Score	Mean	Category
	1	*2*	*3*	*4*	*5*				
X2.1	1	4	45	38	32	120	456	3.80	Good
X2.2	0	4	34	51	31	120	469	3.91	Good
X2.3	0	1	39	41	39	120	478	3.98	Good
X2.4	1	5	42	38	34	120	459	3.83	Good
X2.5	0	3	42	39	36	120	468	3.90	Good
X2.6	0	3	34	51	32	120	472	3.93	Good
Total Average							**467.00**	**3.89**	Good

Table 8 above shows the average score of the work discipline variable (X2), which is 467 and is included in the "good" category with a value between 409 and 504.

Table 9. Results of Respondents' Responses to Employee Performance Variables

Item	STS	TS	CS	S	SS	N	Score	Mean	Category
	1	*2*	*3*	*4*	*5*				
Y.1	0	3	51	47	19	120	442	3.68	Good
Y.2	0	3	42	49	26	120	458	3.82	Good
Y.3	0	4	39	54	23	120	456	3.80	Good
Y.4	1	6	50	45	18	120	433	3.61	Good
Y.5	0	3	28	65	24	120	470	3.92	Good
Y.6	0	3	32	60	25	120	467	3.89	Good
Y.7	0	2	51	48	19	120	444	3.70	Good
Y.8	0	4	56	43	17	120	433	3.61	Good
Y.9	0	0	37	59	24	120	467	3.89	Good
Total Average							**452.22**	**3.77**	Good

Table 9 above shows the average score of the employee performance variable (Y), which is 452.22 and is included in the "good" category with a value between 409 and 504.

Multiple Linear Regression Analysis

Table 10. Multiple Linear Regression Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.762	2.318		2.917	0.004
	Organizational culture	0.297	0.059	0.450	5.054	0.000
	Work Discipline	0.424	0.110	0.343	3.857	0.000

a. Dependent Variable: Employee performance

Based on the test findings mentioned above, a multiple linear regression equation is created:

$$Y = 6.762 + 0.297\ X1 + 0.424\ X2$$

The results of this equation can be understood as follows:

a. The constant value of 6.762 indicates that the Employee Performance Level (Y) is 6.762 if Organizational Culture (X1) and Work Discipline (X2) are both 0.
b. Organizational culture coefficient (X1) has a positive value of 0.297. It can be understood that for every unit increase in organizational culture (X1), employee performance (Y) increases by 0.297 units.
c. The coefficient value of positive work discipline (X2) is 0.424. This can be interpreted that for every unit increase in Work Discipline (X2), Employee Performance (Y) increases by one unit.

Determination Test (R^2)

Table 11. Test Results for the Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.734[a]	0.538	0.530	4.02000

a. Predictors: (Constant), Organizational culture, Work Discipline

The test results above produce an R2 value of 0.538, or 53.8%. This shows that the independent variables of organizational culture (X1) and work discipline (X2) can affect employee performance (Y) by 53.8%. While the factors outside the research model used in this study have an impact on 46.2% of employee performance (Y).

t-test

Using the value df = 116 or t table 1.658, based on table 10 above. Ho is rejected and Hi is accepted according to the t value of organizational culture calculation (X1) of 5.054 > t table 1.658 with a significant value of 0.000 0.05. Ho was rejected and Hi was accepted according to the t value calculated for work discipline (X2) of 3.857 > t table 1.658 with a significant value of 0.000 <0.05.

F test

Table 12. Simultaneous Test Results (Test f)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2203.531	2	1101.765	68.177	0.000[b]
	Residual	1890.767	117	16.160		
	Total	4094.297	119			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Organizational culture, Work Discipline

Table F = 3.07 based on the table given, where the numerator df = 2 and the denominator df = 117. As can be seen, the results of the significance test of 0.000 <0.00 with Fcalculate 68.177 > Ftable 3.07 indicate that Ho is rejected and Ha is accepted. Therefore, it can be concluded that work discipline (X2) and organizational culture (X1) both have an impact on employee performance (Y).

Organizational Culture on Employee Performance

An organizational culture that is truly managed as a management tool will influence and be a driving force for employees to behave positively, be dedicated, and be productive. These cultural values are not visible but are the forces that drive behavior to produce performance effectiveness. The results showed that organizational culture had a positive and significant effect on employee performance with a t-count of 5.054 > t-table of 1.658 with a significant value of 0.000 <0.05. These results are relevant to research (Jufrizen & Khairani Nurul Rahmadhani, 2020) that organizational culture has a significant and significant effect on performance.

Work Discipline on Employee Performance

Work discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. The results showed that work discipline has a positive and significant effect on employee performance with a calculated t value of work discipline (X2) of 3.857 > t table of 1.658 with a significant value of 0.000 <0.05. These results are relevant to research (Tine Yuliantini & Suryatiningsih, 2021) that work discipline has a positive and significant effect on employee performance.

Organizational Culture and Work Discipline on Employee Performance

If there is an increase in organizational culture and work discipline variables, there will be an increase in employee performance variables, and vice versa. The results showed that organizational culture and work discipline had a positive and significant effect on employee performance simultaneously with an f count of 68.177 > f table of 3.07 with a significant value of 0.000 <0.00. These results are stated to be relevant to research (Destyana Ayu Widyaningsih, 2021) that there is a simultaneous or significant influence on organizational culture and work discipline on employee performance.

CONCLUSION

The purpose of this study was to find out how organizational culture (X1) and work discipline (X2) affect employee performance (Y) at PT Jasamarga Tollroad Operator Jakarta-Cikampek Branch. Conclusions can be made based on the findings of the discussion analysis discussed in the previous chapter: Organizational culture is given a score of 455.47, with a strong overall average of 3.80. This shows that the corporate culture of PT Jasamarga Tollroad Operator Jakarta-Cikampek Branch has been effectively controlled.

Work discipline has a score of 467 and is categorized as good with an average score of 3.89. This shows how effective PT Jasamarga Tollroad Operator Jakarta-Cikampek Branch is in controlling the work discipline of its personnel. The average score for employee performance, which is included in the good category, is 3.77, getting an overall score of 452.22. This shows that the employees of PT Jasamarga Tollroad Operator Jakarta-Cikampek Branch have performed well. At PT. Jasamarga Tollroad Operator Jakarta-Cikampek Branch, organizational culture has a good and significant effect on employee performance. The first hypothesis in this study is accepted, which can be demonstrated based on the findings of the researcher's partial t-test. Work discipline at PT Jasamarga Tollroad Operator Jakarta-Cikampek Branch has a positive and significant impact on employee performance. The second hypothesis in this study was accepted based on the findings of the researchers' partial t-test, which can be used to demonstrate this. At PT Jasamarga Tollroad Operator Jakarta-Cikampek Branch, organizational culture and work discipline together have a positive and significant impact on employee performance. The third hypothesis in this study is accepted because it can be demonstrated based on the findings of the F test conducted by the researcher.

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