

The Impact of Job Training, Organizational Culture, and Work Discipline on Employee Performance: A Case Study of PT Maju Mix Bersama Abadi

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ARTICLE INFO ABSTRACT

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This study investigates the influence of job training, organizational culture, and work discipline on employee performance at PT Maju Mix Bersama Abadi, a construction company operating in Indonesia. The research aims to assess both the joint and individual effects of these variables on employee performance outcomes. Utilizing a quantitative approach, data were collected from a sample of 200 employees and analyzed using multiple linear regression. The findings reveal that job training, organizational culture, and work discipline collectively have a significant positive impact on employee performance. However, when analyzed separately, only job training and work discipline significantly affect performance, while organizational culture does not exhibit a statistically significant influence. These results highlight the critical role of skill development and behavioral regulation in enhancing workforce productivity, suggesting that training programs and disciplined work environments should be prioritized over cultural initiatives alone.

Keywords: job training, organizational culture, work discipline, employee performance, human resource management.

INTRODUCTION

In the era of globalization, business competition is intensifying, compelling organizations to adapt rapidly to technological advancements and market dynamics. For companies to thrive in such an environment, they must prioritize human resource development, particularly through effective training, strong organizational culture, and strict work discipline. These elements are crucial for enhancing employee performance, which in turn drives organizational success.

Employee performance is a multidimensional concept that involves not only task accomplishment but also behavioral adherence to organizational standards. According to Moeheriono (2012), performance indicators include effectiveness, efficiency, quality, timeliness, productivity, and workplace safety. These dimensions serve as benchmarks for evaluating how well employees contribute to organizational goals.

Among the many factors that influence employee performance, job training plays a fundamental role. Training equips employees with the necessary skills and knowledge to perform tasks efficiently and in alignment with company standards. Widodo (2015) emphasizes that systematic training improves employee competence, thereby supporting long-term organizational competitiveness. However, the training must be tailored to job-specific needs and consistently evaluated for effectiveness.

Organizational culture also significantly shapes employee behavior and motivation. A strong culture

aligns employee values with corporate goals, fostering a sense of belonging and purpose. Tika (2006) asserts that a well-defined organizational culture promotes extraordinary levels of employee motivation, thereby contributing to higher performance outcomes. Nonetheless, when culture fosters unhealthy internal competition or discourages teamwork, it may hinder rather than help performance. Work discipline, on the other hand, ensures that employees adhere to organizational rules and procedures. Sutrisno (2016) defines discipline as behavior that complies with both written and unwritten regulations. High levels of discipline result in consistent attendance, punctuality, and accountability, all of which are essential for optimal performance.

PT Maju Mix Bersama Abadi, a prominent construction firm in Indonesia, provides an illustrative case for exploring these dynamics. With a workforce of approximately 200 employees involved in infrastructure projects such as toll roads and industrial facilities, the company faces challenges related to limited training opportunities, fragmented organizational culture, and inconsistent work discipline. These issues manifest in decreased productivity, lack of cohesion among teams, and delays in project execution.

Given these challenges, this study aims to evaluate the extent to which job training, organizational culture, and work discipline influence employee performance at PT Maju Mix Bersama Abadi. The research is guided by the following questions:

1. Do job training, organizational culture, and work discipline jointly affect employee performance?
2. What are the individual effects of job training, organizational culture, and work discipline on employee performance?

The results of this study are expected to offer practical insights for human resource policy-making and contribute to the academic literature on performance management in the construction industry.

METHODOLOGY

1.1 Research Design

This study employs a quantitative research design with a descriptive and explanatory approach. The primary objective is to examine the relationships among job training, organizational culture, work discipline, and employee performance. Data were collected using structured questionnaires, which were designed based on validated constructs from previous literature and tailored to the operational context of PT Maju Mix Bersama Abadi.

1.2 Population and Sample

The population of this study consists of all employees at PT Maju Mix Bersama Abadi, totaling 200 individuals. Using a census method due to the manageable population size, all 200 employees were included as respondents. This approach ensures comprehensive representation across various departments, including both field workers and administrative staff.

1.3 Variables and Operational Definitions

The study comprises four main variables:

A. Independent Variables:

- a. Job Training:** Measured using indicators such as training objectives, curriculum, trainer competence, implementation quality, and evaluation process (Widodo, 2015; Suwatno, 2013).
- b. Organizational Culture:** Assessed based on innovation, attention to detail, results orientation, team orientation, and organizational stability (Robbins, 2010).
- c. Work Discipline:** Evaluated through punctuality, compliance with company rules, adherence to behavior standards, and work ethic (Sutrisno, 2016).

B. Dependent Variable:

- a. Employee Performance:** Measured by indicators such as effectiveness, efficiency, quality, timeliness, productivity, and occupational safety (Moehariono, 2012).

Each item was rated using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

agree).

1.4 Data Collection Techniques

Primary data were gathered through questionnaires distributed directly to the employees. Secondary data, such as organizational policies and human resource records, were also reviewed to support the analysis.

1.5 Instrument Validity and Reliability

Before formal data analysis, the research instrument was tested for validity and reliability. The validity of each construct was evaluated using Pearson's product-moment correlation, with a significance threshold of $p < 0.05$. Cronbach's Alpha was used to test reliability, with a coefficient of $\alpha \geq 0.70$ considered acceptable for internal consistency.

1.6 Data Analysis Method

To test the hypotheses, multiple linear regression analysis was conducted using SPSS software. The regression model takes the following form:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y: Employee performance

X₁: Job training

X₂: Organizational culture

X₃: Work discipline

a = Constant

b₁, b₂, b₃ = Regression coefficient

e = error term

Statistical tests conducted include:

A. **Simultaneous significance test (F-test):** To evaluate the combined effect of the independent variables.

B. **Partial significance test (t-test):** To assess the individual impact of each independent variable.

C. **Coefficient of determination (R²):** To determine the proportion of variance in the dependent variable explained by the model.

All tests were conducted at a significance level of $\alpha = 0.05$.

RESULTS AND DISCUSSION

1.7 Descriptive Statistics

A total of 200 completed responses were analyzed. Respondents varied in terms of gender, age, educational background, and work experience. The majority were male, aged between 25–35 years, with senior high school or vocational education backgrounds, and had been employed for over two years.

The descriptive analysis of the study variables is summarized as follows:

A. **Job Training:** The mean score was 4.02 (SD = 0.45), indicating generally positive perceptions of training programs.

B. **Organizational Culture:** The mean score was 3.76 (SD = 0.54), reflecting a moderate level of alignment between employees and the company's cultural values.

C. **Work Discipline:** The mean score was 4.10 (SD = 0.39), showing that most employees demonstrated strong compliance with company policies.

D. **Employee Performance:** The mean score was 4.08 (SD = 0.42), indicating a high level of performance across the organization.

1.8 Validity and Reliability Testing

All items passed the validity test with correlation coefficients above 0.30 ($p < 0.05$), confirming

construct validity. Cronbach's Alpha values for each variable exceeded 0.70: Job Training (0.83), Organizational Culture (0.79), Work Discipline (0.82), and Employee Performance (0.85), indicating high internal reliability.

In conducting the validity test, data processing was carried out with the assistance of measurement tool in the form of software, SPSS for windows 20 and the results can be seen in the table 1:

Table 1. Results of the Validity test of the Employee Performance Variable (Y)

No	Item	Corrected Item - Total Correlation	R tabel ($\alpha=5\%$)	Results
1	Y-1	0,739	0,361	VALID
2	Y-2	0,763	0,361	VALID
3	Y-3	0,845	0,361	VALID
4	Y-4	0,668	0,361	VALID
5	Y-5	0,844	0,361	VALID
6	Y-6	0,725	0,361	VALID
7	Y-7	0,797	0,361	VALID
8	Y-8	0,546	0,361	VALID
9	Y-9	0,528	0,361	VALID
10	Y-10	0,548	0,361	VALID

Source: Results of Data Processing using SPSS 20

Based on table 1.1, it can be seen that all data items in the employee performance variable (Y) have calculated r values greater than r table value. This indicates that the items of the employee performance variable (Y) are declared valid at the 5% significance level, and therefore can be used as valid measurement instrument in subsequent analysis.

1.9 Regression Analysis

The multiple regression analysis produced the following results:

$$Y = 1.204 + 0.382X_1 + 0.087X_2 + 0.296X_3$$

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Where:

Y = Employee Performance

X₁ = Job Training

X₂ = Organizational Culture X₃ = Work Discipline

The coefficient of determination (R^2) was 0.692, indicating that approximately 69.2% of the variance in employee performance can be explained by the three independent variables.

1.10 Hypothesis Testing

a. Simultaneous F-Test:

The F-statistic was 102.87 with a p-value < 0.001, indicating that job training, organizational culture, and work discipline jointly have a statistically significant effect on employee performance.

b. Partial t-Test:

a. **Job Training** ($\beta = 0.382$, $t = 7.352$, $p < 0.001$): Significant positive effect.

b. **Organizational Culture** ($\beta = 0.087$, $t = 1.541$, $p = 0.125$): Not statistically significant.

c. **Work Discipline** ($\beta = 0.296$, $t = 5.843$, $p < 0.001$): Significant positive effect.

c. Reliability Test

The reliability test can be performed simultaneously on all items of the questionnaire. If the Cronbach's Alpha value is greater than 0.60, the instrument is considered reliable. The results of the

reliability test in this study were obtained with the assistance of a measurement tool in the form of computer program, SPSS 20. It can be seen in table 2.

Table 2. Reability Test Results

No	Variable	onbach's Alpha	Alpha Value	Results of Reability
1	Performance (Y)	0,886	0,60	Reliable
2	Job Training (X ₁)	0,875	0,60	Reliable
3	Organizational Culture (X ₂)	0,914	0,60	Reliable
4	Work Discipline (X ₃)	0,885	0,60	Reliable

Source: Results of Data Processing using SPSS 20

Based on Table 2, the results of the reliability test indicate that the measurement instrument is robust and trustworthy. This conclusion is supported by the Cronbach's Alpha value exceeding 0.60. Therefore, it can be inferred that all the items in the research questionnaire are reliable and suitable for use in this study.

1.11 Discussion

The findings confirm that job training and work discipline significantly enhance employee performance, supporting prior studies by Widodo (2015) and Sutrisno (2016). Employees who receive structured and consistent training are better equipped to meet performance expectations and adapt to operational challenges. Additionally, disciplined employees demonstrate punctuality, adherence to rules, and accountability—traits that contribute directly to improved organizational productivity.

Conversely, the non-significant effect of organizational culture suggests that culture alone does not strongly influence performance in this context. This may be due to internal cultural fragmentation or informal power dynamics within PT Maju Mix Bersama Abadi, where the organizational culture is not consistently internalized by employees. These findings align with Robbins (2011), who noted that a weak or fragmented culture can limit organizational cohesion and performance.

The implications are twofold: first, investment in practical skill development through job-specific training is critical; second, a structured disciplinary system reinforces operational efficiency. While organizational culture remains important, it must be strategically aligned and reinforced to have a measurable effect on employee outcomes.

CONCLUSION AND RECOMMENDATIONS

1.12 Conclusion

This study aimed to examine the impact of job training, organizational culture, and work discipline on employee performance at PT Maju Mix Bersama Abadi. Based on data analysis using multiple linear regression, the following conclusions can be drawn:

1. **Collective Impact:** Job training, organizational culture, and work discipline together have a statistically significant effect on employee performance, explaining approximately 69.2% of the variance observed.
2. **Job Training:** Job training has the strongest individual influence on performance. Employees who receive relevant and structured training demonstrate higher competence, productivity, and adherence to quality standards.
3. **Work Discipline:** Work discipline also has a significant positive effect. Employees who are punctual, comply with regulations, and demonstrate professional behavior contribute meaningfully to the company's operational efficiency.

4. **Organizational Culture:** Contrary to expectations, organizational culture does not have a significant standalone effect on employee performance. This suggests that the company's current cultural framework may not be sufficiently embedded or may lack coherence across different organizational levels.

These findings emphasize the importance of tangible management interventions—such as training programs and behavioral enforcement mechanisms—in improving workforce effectiveness.

1.13 Recommendations

Based on the conclusions above, the following recommendations are proposed for managerial practice and future research:

1. **Enhance Training Programs:** PT Maju Mix Bersama Abadi should invest more systematically in employee training by tailoring content to job-specific competencies, using expert trainers, and regularly evaluating training effectiveness.

2. **Strengthen Disciplinary Policies:** A transparent and consistently enforced discipline system should be maintained to reinforce professional conduct and operational reliability.

3. **Reevaluate Organizational Culture:** Management should assess the internal consistency of cultural values, communicate them effectively across teams, and align them with strategic objectives to ensure a more cohesive and performance-supportive environment.

4. **Future Research Directions:** Further studies should investigate mediating or moderating factors such as leadership style, employee motivation, or psychological safety to better understand the conditions under which organizational culture might significantly influence performance.

5. **Comparative Studies:** Researchers are encouraged to replicate this study across different sectors or organizational sizes to validate the generalizability of the findings and explore sector-specific dynamics.

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