

Impact Organizational Culture and Intrapreneurship Employees on Work Discipline Employees in Brangkal Offset

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Abstract. Discipline is very important for organizational growth, used primarily to motivate employees to be able to discipline themselves in carrying out work both individually and in groups. Besides that, the discipline is beneficial to educate employees to comply with and enjoy the rules, procedures, and policies that exist, so that they can produce good performance. The objectives of this study are: 1) To find out whether organizational culture and employees intrapreneurship have a partial effect on work discipline of employees in Brangkal Offset Mojokerto 2) To find out whether intrapreneurship organizational culture and employees simultaneously influence the work discipline of employees in Brangkal Offset Mojokerto. The population in this study were 35 people, this study used population research. In sampling from 35 employees, 100% were taken as subjects or respondents. Based on the results of the regression analysis it was found that first that: 1) There is a partial influence between intrapreneurship organizational culture and employees on employee discipline in Brangkal Offset Mojokerto. 2) There is a simultaneous influence between intrapreneurship organizational culture and employees on work discipline of employees in Brangkal Offset Mojokerto.

Keywords: Organizational culture, Employee intrapreneurship, work discipline of employees

Abstrak. Disiplin sangat penting untuk pertumbuhan organisasi, digunakan terutama untuk memotivasi pegawai agar dapat mendisiplinkan diri dalam melaksanakan pekerjaan baik secara perorangan maupun kelompok. Disamping itu disiplin bermanfaat mendidik pegawai untuk mematuhi dan menyenangkan peraturan, prosedur, maupun kebijakan yang ada, sehingga dapat menghasilkan kinerja yang baik. Tujuan dari penelitian ini adalah : 1) Untuk menemukan apakah budaya organisasi dan intrapreneurship karyawan berpengaruh secara parsial terhadap disiplin kerja karyawan pada Brangkal Offset Mojokerto 2) Untuk menemukan apakah budaya organisasi dan intrapreneurship karyawan berpengaruh secara simultan terhadap disiplin kerja karyawan pada Brangkal Offset Mojokerto. Populasi dalam penelitian ini sebanyak 35 orang maka penelitian ini menggunakan penelitian spopulasi. Dalam pengambilan sampel dari 35 karyawan ini diambil 100 % sebagai subjek atau responden. Berdasarkan hasil analisis regresi ditemukan bahwa pertama bahwa: 1) Terdapat pengaruh secara parsial antara budaya organisasi dan intrapreneurship karyawan terhadap disiplin kerja karyawan di Brangkal Offset Mojokerto. 2) Terdapat pengaruh yang simultan antara budaya organisasi dan intrapreneurship karyawan terhadap disiplin kerja karyawan di Brangkal Offset Mojokerto

Kata Kunci. Budaya organisasi, Intrapreneurship karyawan, Disiplin kerja karyawan

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1. INTRODUCTION

Discipline is very important for organizational growth, used primarily to motivate employees to be able to discipline themselves in carrying out work both individually

and in groups. Besides that, the discipline is beneficial to educate employees to comply with and enjoy the rules, procedures, and policies that exist, so that they can produce good performance. Among the factors that influence

discipline are the employee's intrapreneurship attitude.

Employees who have a high intrapreneurship attitude, will always anticipate existing situations and opportunities, and seek solutions to problems faced by the company. Antonic and Hisrich (2003) suggest intrapreneurship in the direction of emergent behavioral intentions and behaviors that are related to departures from the customary ways of doing business in existing organizations. However there is still a tendency for intrapreneurship to be weak, this is indicated by the fact that there are still employees who are passive in working and leaving their jobs for reasons that are not clear. If employees continue to behave like this, it will have an impact on productivity. While the continuity of a business is determined not only by intrapreneurship employees, it is also determined by organizational culture. Purnama (2013) found that organizational culture has a strategic role in improving employee performance. In Purnama (2017) study found that organizational culture can increase satisfaction. Keller et al., (2004) defines organizational culture is a pattern of shared basic assumptions that the group learns as it is solved, problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as a matter of understanding, thinking and feeling in relation to those problems.

Organizational culture that has been practiced so far shows family and teamwork. In line with the application of the organizational culture, there are still some weaknesses. The cultural values of the company that employees still complain about, especially regarding the company's attention to employees, this is indicated by employee complaints about welfare and benefits which according to some employees are not commensurate with the work they are carrying out.

Based on the background of the problem, the researcher wanted to examine the influence of intrapreneurship organizational culture and employee relations on work discipline of employees in Brangkal Offset Mojokerto.

2. FRAMEWORK & HYPOTHESES

Organizational Culture

Organizational culture according to Robbins (2008) is a system of values that are perceived by all people in the organization. According to Kreitner & Kinicki (2006) Organizational culture is part of the values and beliefs that underlie or become the identity of a company or organization. Denison et al., (2003) suggested "Organizational culture is the values, beliefs and basic principles that are the foundation of systems and management practices and behaviors that enhance and strengthen these principles.

From several definitions that have been described, it can be concluded that organizational culture is something that is invisible and cannot be felt directly. Antonic & Hisrich (2003) suggested ten characteristics of organizational culture, namely: Individual initiative, risk tolerance, direction, integration, management support, control, identity, reward system, conflict tolerance, and communication patterns which were then used as indicators in this study.

Intrapreneurship Employees

Antonic and Hisrich (2003) suggest intrapreneurship in terms of emergent behavioral intentions and behaviors that are related to departures from the customary ways of doing business in existing organizations. Winardi (2001) suggests Intrapreneur is every person among dreamers who carry out. Bonnet et al., (2009) define Intrapreneurs as employees within existing corporate structures who are risk takers.

From the definition above, it can be concluded that intrapreneurship is the attitude of employees who dare to take risks, pour their ideas through an innovation and aim to advance the company. Antonic and Hisrich (2003) suggested the characteristics of intrapreneurship as follows: New ventures, new business, service innovativeness, process innovativeness, self-renewal, risk taking, proactiveness, competing aggressiveness, persists, and understand the

environment. Furthermore, this research is used as an indicator.

Employee Work

Discipline according to Moekijat (1991) discipline is the ability to control oneself that is regulated. according to Singodimedjo (2005) discipline is the attitude of willingness and willingness of a person to understand and obey the regulatory norms that apply around him. According to Nurmiyanto & Siswanto (2006) work discipline as an attitude of respect, respect, obey and obey the rules that apply both written and unwritten and able to run and do not avoid receiving sanctions if he violates the duties and authority given to her.

From several definitions that have been described, it can be concluded that work discipline is an attitude, behavior and action that is in accordance with the rules of the organization both written and unwritten. Indicators used in this study using indicators developed by Moekijat (1991) and Siagian (2002) are: Obedience to regulations, compliance with official orders, compliance with working hours, compliance with uniform dress, compliance with the use and maintenance of facilities and infrastructure, working in accordance procedure, the high sense of care of employees towards achieving goals, the high enthusiasm and enthusiasm of work and the initiative of employees in doing work, the magnitude of the sense of responsibility of employees to carry out their duties as well as possible and the development of a sense of belonging and high sense of solidarity among employees

With the influence of good organizational culture and intrapreneurship employees, it is hoped that work discipline of employees will increase so that the company's goal to seek profits can be achieved. Then the conceptual framework in this study can be formulated as follows:

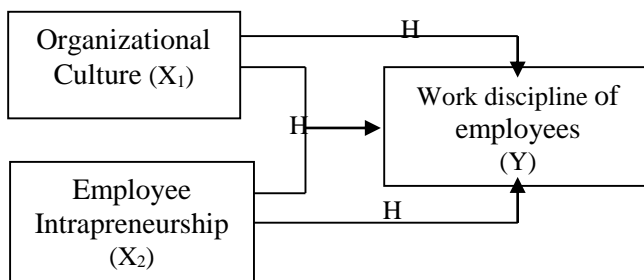


Figure 1. Conceptual Framework of Research Research

Hypothesis

From the formulation of the problem, research objectives, theoretical basis and has been outlined in the mindset, the hypothesis in this study is:

There is a partial effect of organizational culture on work discipline of employees in Brangkal Offset Mojokerto.

There is a partial effect of intrapreneurship employees on work discipline of employees in Brangkal Offset Mojokerto.

There are simultaneous influences on organizational culture and intrapreneurship employees on work discipline of employees in Brangkal Offset Mojokerto.

3. METHOD

The study or research essentially aims to gain knowledge of what is considered right through theprose's asked and answered. This study uses a questionnaire design, this type is very useful for developing innovation, research itself is generally useful: a) in theory, because it departs from doubting a theory; b) practically, because it can also be used to solve practical problems (Gulo, 2005: 111).

This research is included in quantitative correlational research. Correlational research is a study that is intended to determine whether there is a relationship between two variables or several variables (Arikunto, 2006: 247). Research with a quantitative approach is research whose data is numerical and processed using statistical methods.

This research is an experimental research. According to Krathwohl in Nana (2006: 53) the experimental method is validation or testing, namely testing the effect of one or more variables on other variables. The variables that influence are grouped as independent variables,

and the variables that are affected are grouped as dependent variables (dependent variables).

Population and Sample

According to Widayat (2017) the population is a whole of a collection of elements that have a number of general characteristics, which is a region of research that will be generalized. The total population in this study were 35 employees from 35 employees taken 100% as respondents. According to Arikunto (2006: 134) if subjects less than 100 are better taken all so that this study is a population research.

4. RESULT AND DISCUSSION

The initial step to test the correctness of the hypothesis is to test the validity and reliability of the measuring instrument to be used in the study, in this case the questionnaires. In this study, the validity and reliability tests were carried out on all variables, namely organizational culture (X_1), intrapreneurship employees (X_2), and work discipline of employees (Y).

Validity Test

Based on the index discrimination item from the scale of organizational culture which consists of 10 items, the results show that items that have an index below r_{table} (5%) or <0.304 and are declared null / invalid, none. Thus, all items on a valid organizational culture scale remain 10 items.

While the scale of intrapreneurship employees. based on Item discrimination index of the scale of intrapreneurship employees consisting of 10 items, the results show that items that have an intrapreneurship index Employee below r_{table} (5%) or <0.304 and are declared null / invalid, none. So, all items on the intrapreneurship Employee scale are valid for 10 items.

Whereas for work discipline of employees scale. Based on the discrimination item index of the work discipline of employees scale consisting of 10 items, it was found that items that had an intrapreneurship index employee below r_{table}

(5%) or <0.304 and were declared null / invalid, none. so, all items in the Work discipline of employees scale are valid for 10 items.

Reliability Test Reliability

Test results of organizational culture variable (X_1), From the 10 item variable organizational culture (X_1 valid), then calculated reliability. So with N subjects = 10, cronbachs alpha results obtained = 0.971. According to Azwar (in Priyatno, 2008) that reliability above 0.8 is good, it can be stated that the scale of organizational culture factors is reliable.

Reliability test results for intrapreneurship employee variables (X_2). Of the 10 items of intrapreneurship employee variables (X_2) that are valid, reliability is then calculated. So with N subjects = 10, cronbachs alpha results were obtained = 0.978. According to Azwar (in Priyatno, 2008) that reliability above 0.8 is good, it can be stated that the scale of the factors of intrapreneurship employees is reliable.

Reliability test results of work discipline of employees variables (Y). From the 10 items, the work discipline of employees variable (Y) is valid, then the reliability is calculated. So with N subjects = 10, cronbachs alpha results were obtained = 0.921. According to Azwar (in Priyatno, 2008) that reliability above 0.8 is good, it can be stated that the scale of work discipline of employees factors is reliable.

Regression Testing

Based on calculations using the program regression analysis between the variables X_1 (organizational culture), the variable X_2 (employee intrapreneurship), with a variable Y (work discipline of employees), carried out using SPSS 24 for windows and can be seen in the table as follows: Variable X_1 (organizational culture), the variable X_2 (employee intrapreneurship), with a variable Y (work discipline of employees) showed the employee intrapreneurship higher $R = 0.635$ $R = 0.403$ table at significant level 0.05, then there is the effect of simultaneously between intrapreneurship organizational culture and employee towards work discipline of employees in Brangkal Offset

Table 1. Determination Coefficient Variable Organizational Culture, Employee Intrapreneurship and Employee Work Discipline of Employees

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .902 ^a | .814 | .802 | 1.69696 |

Predictors: (Constant), X2, X1

Sources: Primary data is processed

Table 2. Results of Anova Variable Organizational culture, Employee Intrapreneurship and Work Discipline of Employees

| ANOVA ^a | | | | | |
|--------------------|----------------|----|-------------|--------|-------------------|
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 Regression | 402.022 | 2 | 201.011 | 69.803 | .000 ^b |
| Residual | 92.149 | 32 | 2.880 | | |
| Total | 494.171 | 34 | | | |

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Sources: Primary data is processed

From table 1 and table 2 explained in column R that the correlation coefficient (r_{xy}) = 0.902 then compared with R_{table} at a significant level of 5% with $n = 35$ is 0.220 so note that $R_{count} 0.902 > R_{table} 0.220$. With a probability value of 0,000, the value of $F_{count} 69,803 > F_{table} 4.08$ and the value of Sig. (2-tailed) smaller than level of significant ($\alpha = 0.05$), so it can be concluded that variable organizational culture and intrapreneurship employees simultaneously have a significant positive effect on work discipline of employees variables. From the Adjusted column, the R_{square} result is 0.802, which means that 80.2% of employee discipline can be influenced by organizational culture and intrapreneurship employees and the remaining 19.8% is influenced by other variables not included in this study.

Table 3. Coefficient Test Results Variable Organizational Culture, Intrapreneurship and Work Discipline of Employees

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | -.055 | 1.117 | | -.049 | .961 |
| X1 | .459 | .077 | .493 | 5.947 | .000 |
| X2 | 1.840 | .260 | .587 | 7.078 | .000 |

Dependent Variable: Y

Sources: Primary data is processed

From Table 3 above, the constant and Linear regression equation coefficients obtained by multiple linear regression equation are as follows $Y = -0.055 + 0.495X1 + 1.840X2 + \epsilon_0$. This means that if the organizational culture variable is increased by one unit, it will have an impact on increasing employee discipline by 0.495 units, if the intrapreneurship employee variable is increased by one unit, it will have an increase in work discipline of employees by 0.495 units, and if there is no independent variable X1 (organizational culture) and X2 (intrapreneurship employees), the work discipline of employees is -0.055.

From table 3 it can be explained also that for organizational culture $t_{count} = 5,947$ with a probability value of 0,000 then compared to r_{table} at a significant level of 5% with $n = 40$ the value of $t_{count} 4.797 > t_{table} 1.684$ and sig value. (2-tailed) is smaller than the level of significant ($\alpha = 0.05$), so that koefisien correlation X1 (organizational culture) with a variable Y (work discipline of employees) is significant. Whereas for intrapreneurship employees $t_{count} = 1.981$ with a probability value of 0.005 then compared with r_{table} at a significant level of 5% with $n = 40$ the value of $t_{count} 1.981 > t_{table} 1.684$ and sig. (2-tailed) is smaller than the level of significant ($\alpha = 0.05$), so that koefisien correlation X2 (employee intrapreneurship) with a variable Y (work discipline of employees) is significant

The Effect of Organizational Culture on Work Discipline of Employees

From the results of multiple regression tests it was explained that for organizational culture $t_{count} = 5.947$ with a probability value of 0,000 then compared to r_{table} at a significant level of 5% with $n = 40$ the value of $t_{count} 4.797 > t_{table} 1.684$ and sig value. (2-tailed) smaller than level of significant ($\alpha = 0.05$), so that the organizational coefficient of correlation ($Y1$)

with Y variable (work discipline of employees) is significant.

The results of the study are in line with what was stated by Purnama (2017) Organizational culture has a significant effect on work discipline of employees. Ting (2011) to create effective and efficient employee performance for organizational progress, it is necessary to have organizational culture as one of the work guidelines that can be used as a reference for employees to carry out organizational activities. Organizational culture is values that develop in an organization, where these values are used to direct the behavior of members of the organization (Soedjono, 2005). The behavior of employees is influenced by the environment in which they work which is formed through organizational culture, where the existence of culture in an organization is expected to improve the work discipline of employees.

In addition to influencing employee performance, organizational culture also has a close relationship with job satisfaction. Job satisfaction can be defined as a pleasant or unpleasant emotional state in which employees perceive their work (Handoko, 2009). If employee perceptions of culture in an organization are good, then employees will feel satisfied with their work. Conversely, if employee perceptions of culture in an organization are not good, then employees tend to be dissatisfied with their work (Robbins and Judge, 2008). Employees who feel satisfied with their work and consider their work as something pleasant will tend to have good work discipline.

The Effect of Intrapreneurship Employees on Work Discipline of Employees

From the results of multiple regression tests it is explained that for intrapreneurship employees $t_{count} = 1.981$ with a probability value of 0.005 then compared with t_{table} at a significant level of 5% with $n = 40$ the value of $t_{count} 1.981 > t_{table} 1.684$ and sig. (2-tailed) is smaller than the level of significant ($\alpha = 0.05$), so that koefisien correlation X2 (employee intrapreneurship) with a variable Y (work discipline of employees) is significant.

The results of the study are in line with what Rauch et al. (2009) suggests that intrapreneurship is the key to improving performance. Companies that are entrepreneurial-oriented employees have a clear and courageous vision to face risks so they can create better performance. The entrepreneurial mindset is an individual and collective phenomenon that is important for employees, managers and leaders (Covin and Slevin, 2002). McGrath and MacMillan (2000) have stated as a way in which individuals think about business, focusing on the benefits that occur with uncertainty. This means that the entrepreneurial mindset is very important to seize opportunities and, as a result, can contribute to organizational performance (Miles et al., 2000).

5. CONCLUSION

Discipline is very important for organizational growth, used primarily to motivate employees to be able to discipline themselves in carrying out work both individually and in groups. Besides that, the discipline is beneficial to educate employees to comply with and enjoy the rules, procedures, and policies that exist, so that they can produce good performance. The objectives of this study are: 1) To find out whether organizational culture and employees intrapreneurship have a partial effect on work discipline of employees in Brangkal Offset Mojokerto 2) To find out whether intrapreneurship organizational culture and employees simultaneously influence the work discipline of employees in Brangkal Offset Mojokerto. The population in this study were 35 people, this study used population research. In sampling from 35 employees, 100% were taken as subjects or respondents. Based on the results of the regression analysis it was found that first that: 1) There is a partial influence between intrapreneurship organizational culture and employees on employee discipline in Brangkal Offset Mojokerto. 2) There is a simultaneous influence between intrapreneurship organizational culture and employees on work discipline of employees in Brangkal Offset Mojokerto

6. REKOMENDATION

After completing the study authors and closed with the conclusion, the writer needs to give suggestions as follows:

1. To the owners of the company should implement a culture of intrapreneurship employees and organizations together to increase that discipline in Brangkal Offset Employee Mojokerto increased.
2. For employees should exercise Intrapreneurship Organizational Culture and Employee well in order to improve the discipline of Employee so that the number of customers increased in Brangkal Offset Mojokerto.
3. For further research, collection of data in this study through questionnaires, in this technique is the possibility of dishonesty respondents in providing answers therefore need to implement data collection techniques such as interviews, or observation, so the results can be used as a comparison with the results of this study. For the measurement of variable data is not expected to do based on perception alone but uses other measurements, so the results can be used as a comparison with the results of this study.

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