

# **The Influence of Workload and Organizational Culture on Employee Performance of Operational Division at Toyota (Auto 2000) Grand Depok City, Depok**

**Sekar Ayu Widodari<sup>1</sup>, Suci Ayu Sudari<sup>2</sup>, Dwi Rachmawati<sup>3</sup>**

<sup>1,2,3</sup>Jakarta Global University, Indonesia

---

## **ABSTRACT**

---

### ***Corresponding Author:***

Sekar Ayu Widodari  
Jakarta Global University  
Depok, Indonesia

Email:  
sekarayuwidodari@gmail.com

This research aims to examine the influence of workload and organizational culture on employee performance of operational division. This research uses a quantitative method by distributing questionnaires to full time employees of sales and workshop divisions in Toyota (Auto 2000) Grand Depok City. The data is determined by probability sampling technique with convenience sample method as many as 56 respondents. The research sample is determined by analyzed using multiple linear regression data analysis methods with SPSS version 26 application software. The results of this study indicate that partially workload has a negative and significant effect on employee performance at Toyota (Auto 2000) Grand Depok City. Meanwhile, partially organizational culture has a positive and significant influence on employee performance. Workload and organizational culture simultaneously have a significant effect on employee performance with an Adjusted R Square value of 0.28 or 28%. In improving employee performance, companies can pay more attention to the targets that must be achieved indicators and increase the implementation of creativity & innovation also employee initiative.

**Keywords: Workload, Organizational Culture, Employee Performance**

---

## **1. INTRODUCTION**

Within each company, human resources are one of the most important things in achieving the goals of a company. The actions taken to realize these goals, one of which is by having employees who have the capacity to work appropriately. For this reason, employees must have good performance in carrying out the tasks they are responsible for. Employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara in Ansory & Indrasari, 2018). One of the factors that can improve employee performance that needs to be considered is the provision of workload by an organization, be it physical workload or mental workload. It is also stated by Ohorelo (2021) that one of the main factors determining employee performance is workload. Workload that is excessively excessive will have an unfavorable impact, which will cause fatigue both physically and mentally and emotional reactions such as headaches, indigestion, and irritability (Musa & Surijadi, 2020).

Through a study in the Journal of Occupational and Environmental Medicine states that there is a correlation between working hours in a week and the risk of heart attack. People who work 55 hours a week are 16% more likely to develop a heart attack risk than those who work 45 hours a week as reported by Health.kontan.co.id (2019). The study found that people who work 65 hours a week have a 33% chance of having a heart attack. Empirical studies in the journal Psychosomatic Medicine reveal that high workload is related to diabetes, the risk opportunity can reach 45%. Feeling overworked can also damage mental health (Health.kontan.co.id, 2019). The facts and empirical evidence above prove that excessive workload cannot be taken for granted because its impact is terrifying, not only affecting the performance of employees or employees but even to the point of death. Individuals who feel pressured to engage in work will affect individual performance in handling their work (Kumar et al., 2021).

In addition to workload, according to Afandi (2018) state that there is strong evidence that states one of the triggers for employee performance is organizational culture. According to Khan & Rahid in Kholisah (2019), a good organizational culture will create organizational effectiveness because organizational culture

has a strong impact on employee behavior followed by organizational effectiveness and will make it easier for superiors to understand the organization where they work not only according to policies and procedures, but also to understand human behavior and the utilization of human resources in the best way. A strong organizational culture provides employees with a clear understanding of how to get things done in the surrounding environment.

Toyota is one of the largest and most successful transportation manufacturers in Indonesia. This is reinforced by the data on sales achievements in Indonesia which states that Toyota has successfully ranked number one as the automotive company that has made the most sales for 2 consecutive periods. The following table shows Toyota's sales achievement in 2021 and 2022:

**Tabel 1. 1 Gaikindo Brand Data**

NO.	BRAND	JAN - DEC	
		2021	2022
1	TOYOTA	295,768	331,410
2	DAIHATSU	164,908	202,665
3	HONDA	91,122	131,280
4	MITSUBISHI MOTORS	107,605	99,051
5	SUZUKI	91,793	90,408
6	MITSUBISHI FUSO	36,518	37,586
7	ISUZU	26,636	36,646
8	HYUNDAI - HMID	3,005	31,965
9	HINO	20,683	30,853
10	WULING	25,564	29,989

Source :Processed Data, Gaikindo Data by Brand 2021/ 2022

In 2022 Toyota managed to maintain its identity as the largest automotive company by successfully increasing total sales amount to 331,410 units from 295,768 units in 2021. It can be concluded that Toyota has great performance in achieving the largest automotive sales in Indonesia. Although Toyota in Indonesia managed to become the most successful and largest company, based on data obtained from the internal Auto 2000 Grand Depok City stated that there is a employee performance problem indicated by the unachievement of sales targets. Auto 2000 Grand Depok City has 4 (four) divisions, namely admin, customer relation office, sales unit, and entry unit. Based on observations and document observations, divisions that have performance problems are sales units (new vehicle sales) and entry units (vehicles repaired in the workshop) characterized by failure to achieve targets. It is known that in 2020 to 2022 AUTO2000 Grand Depok City did not succeed in achieving the set targets, both sales unit and entry unit targets. The following is a graphical data of the target and achievement realization at AUTO2000 Grand Depok City.

**Figure 1. 1 Sales Unit Graph 2020-2022**



Source : Internal Auto 2000 Grand Depok City

Based on the figure 1.1, in the past 3 years there has been a continuous increase in targets at Auto 2000 Grand Depok City, but this is not in line with its target achievement. In 2020, Auto 2000 Grand Depok City had a car sales target (sales units) amount of 615 units but only managed to achieve a target of 424 units or a total of 68.9%. In 2021, Auto 2000 Grand Depok City increased the number of car sales targets as high as 663 units, which means an increase of 7.8% from the previous year. However, Auto 2000 Grand Depok City could only achieve sales to the amount of 565 units or 85% of the target in 2021. The same thing also happened in 2022 where Auto 2000 Grand Depok City still increased the number of car sales targets by 778 or an increase

of 14.7% from the previous year. Failure also occurred, Auto 2000 Grand Depok City only managed to sell 701 units of cars or could only achieve 90% of sales from the total target in 2022.

**Figure 1. 2 Entry Unit Graph 2020-2022**



Source : Internal Auto 2000 Grand Depok City

The same thing happened to the vehicle service target at the Auto 200 Grand Depok City workshop (entry unit). Based on the figure 1.2, in 2020 Auto 2000 Grand Depok City set a vehicle service target which is 8,844 units but only managed to achieve 96.4% or 8,531 units. In 2021, there was a 23.3% increase in the target from the previous year amounted to 11,541 units. However, Auto 2000 Grand Depok City could only achieve 9,915 units or 85.9% of the total target in 2021. Finally, in 2022, Auto 2000 Grand Depok City lowered its target to 11,132 units from 11,541 units in 2021. Despite the lowered target, Auto 2000 Grand Depok City still failed to achieve the set target. Auto 2000 Grand Depok City only achieved 10,552 units or 94.7% out of the 11,132 units target in 2022. Based on the graph data above, it can be concluded that there is an employee performance problem at Auto 2000 Grand Depok City characterized by unsuccessful target achievements at the branch.

Also, there is a workload problem indicated by excessive working hours that affect the quality of employee performance. Supported by observations obtained by researchers, that many complaints from employees in the difficulty of achieving monthly targets so that employees often work more than 8 hours per day which causes stress as they even work on Sunday without getting overtime pay. Employees are also required to conduct exhibitions in places with long distances or in different cities on weekends / public holidays such as conducting exhibitions / canvassing in the Bintaro area, Karawaci, central Jakarta and various other places using their respective vehicles. The following are the working hours of employees at PT Astra International - Toyota (Auto 2000) Grand Depok City:

**Tabel 1. 2 Working Hours**

<b>Weekday</b>	Office hour	08.00 – 16.00
	Extra time	16.00 – 22.00
<b>Weekend</b>	Shift 1	10.00 – 16.00
	Shift 2	16.00 – 22.00

Source : Internal Auto 2000 Grand Depok City

Based on the data above, the sales and workshop divisions have normal working hours at 08.00 - 16.00, but an internal information from Toyota Auto 2000 Grand Depok City shows that the average employee leaves work at 17.00 because the sales division does not only serve customer who come directly to the showroom (walk in customers), but sales division often have to visit customers with an uncertain distance this causes overtime occur in the sales division, then sales division must exhibit at least 3 times a week scheduled by management to achieve sales targets and employees are often required to exhibit every day. Due to the tight work schedule of employees, it causes fatigue, which often makes employees not carry out their duties properly, such as not running the exhibition well by only taking attendance and then leaving the exhibition, as well as not arriving on time. This reflects a decrease in employee performance levels. Exhibitions are usually carried out on weekdays with working hours at 16.00 -22.00 and exhibitions on weekends are divided into 2 shifts, shift 1 at 10.00 - 16.00 while shift 2 at 16.00 - 22.00. In the workshop division, the average employee is absent at 17:00 because car repairs do not take a short time, and workshop employees often face problems with car conditions that are complicated enough to require more time. Workshop employees also need to ensure the completeness and maintenance of service tools to make service activities easier on the next day. The enactment of punishment in the sales unit if the employee cannot achieve the target in 3 consecutive months then the

employee will be fired and there is a transfer of employees in the entry unit, this makes employees even more burdened with the existing conditions.

AUTO2000 is one of the companies that strives to improve employee performance through the implementation of a strong corporate culture. The corporate culture implemented by AUTO2000 is called "FIRST" (Nararyya Consulting in Panggabean, 2015). The FIRST program implemented by AUTO2000 includes:

1. Focus on Customer, is an effort to understand, establish close relationships and seek feedback from customers on a regular basis;
2. Integrity, consistently in line with the organization's principles and policies as well as the professional code of ethics in the face of adversity is what it means to have integrity.;
3. Respect For Others, is the attitude of always respecting individuals and groups objectively, reasonably and fairly;
4. Strive For Excellence, is working hard and smart in implementing the best way to get results; and
5. Teamwork, is a complementary interaction between individuals according to roles and responsibilities to encourage personal development and to maximize performance.

The five dimensions of FIRST culture explain the aspects that must be fulfilled to realize the values espoused by the company and the goals to be achieved by the company. Therefore, each dimension regulates what the company and employees can and cannot do. Thus, positive behavior will be achieved in employees which will ultimately be reflected in employee performance. This is as stated in Narayya Consulting in Panggabean (2015) that the five values of culture outlined as espoused values must be owned and believed by employees. Furthermore, based on the results of interviews with the Supervisor of Auto 2000 Grand Depok City, it was found that in January - September 2023 only about 40% - 60% of employees out of a total of 20 employees could achieve the monthly sales target of 4 units / month. This indicates that there is a lack of maximization of the application of organizational culture at Auto 2000 Grand Depok City so that many employees cannot achieve the target. Auto 2000 Grand Depok City has never conducted a survey to determine the organizational culture implementation index nor has it known the percentage of the level of understanding of organizational culture in its employees. In a year the company conducts training and evaluation of employees every 3 months, the company emphasizes more on product knowledge and lack of organizational culture counseling also its implementation in the company. Of course, it is important for a company to know the results of the survey as material for evaluating the company's organizational culture on employee performance as one of the indicators that can help the company achieve its goals.

Based on this background, it can be concluded that there are fundamental causes that result in inconsistencies in performance achievement. This research is interested in conducting the study on "The Influence of Workload and Organizational Culture on Employee Performance of Operational Division at Toyota (Auto 2000) Grand Depok City" which is something that supports in increasing effectiveness in achieving company goals. The results of this study are expected to provide information as a basis for consideration, support, and contribution of ideas to Toyota (Auto 2000) Grand Depok City in an effort to improve employee performance so that company goals and targets can be achieved.

## **2. LITERATUR REVIEW**

### ***Workload***

A worker's workload is any procedure or task that needs to be finished in a specific amount of time. A worker's burden does not increase if they can finish and adapt to a variety of activities (Vanchapo, 2019). Whereas few workload is performed due to repetition of movements that cause boredom. The negative impact of excessive workload is not always related to performance, but can also affect the employee himself. Excessive workload can cause emotional reactions in employees. According to Putra in Angrayni (2021) workload indicators include :

1. Targets that must be achieved  
The person's assessment of the quantity of work assigned to him in order to finish it in a specific amount of time.
2. Work conditions  
Includes how individuals view their job conditions.
3. Job standards  
The perception that individuals have about their work, for example the feelings that occur regarding the task that must be finished within a specific period.

### ***Organizational Culture***

Organizational culture is a company's shared values, beliefs, customs, and methods of operation shape its members' behavior and actions. These shared beliefs and practices have typically evolved quickly with the times and have a significant impact on the day-to-day operations of most organizations (Robbins & Coulter,

---

2019). According to Sulaksono in Sukmaridiani (2022) the objectives of organizational culture to increase the morale of employees to work according to the highest potential and increase the overall productivity and efficiency of the company. The benefits of organizational culture for reducing the role that sets one organization apart from another because every organization has a unique role and needs to have deep cultural roots in its processes and operations, giving members a feeling of identity: An organization with a strong culture will provide its members a sense of identity that is distinctive to them, set more shared objectives in place of individual interests, and preserve organizational stability; internal conditions inside an organization will be comparatively stable if its constituent parts are united by a common cultural understanding Echdar & Maryadi (2019). According to Lewaherilla et al., (2023) factors that affect organizational culture, which are as follows:

1. Physical condition, which refers to how a person takes care of his health with, characterized by good body health, avoiding prolonged illness and disease. Illness can disrupt daily activities, the environment and work.
2. Mental conditions of behavior, such as the thoughts, emotions and mental conditions that become the impulse or basis for a person's behavior. This condition will affect when interacting with other people, work, creativity affects feelings or mood.
3. Socio-economic and cultural conditions, means that everyone who reaches adulthood must have a status that generally shows that their role is reasonable. Characterized by the existence of a position, rank, a job that allows you to fulfill your basic and minimal needs as a member of society.
4. Special environmental conditions, which are certain conditions will affect on a person's happiness and imbalance.

According to Moheriono in Satria & Putra (2023) states the indicators of organizational culture with the following characteristics :

1. Comply with all rules  
Employee behavior in complying with work discipline rules established by the company.
2. Good cooperation with coworkers  
Employee efforts to always cooperate with coworkers.
3. Creative and innovative  
Employees in doing tasks must be creative and innovative.
4. Maintain integrity for the trust of various parties.  
Employee efforts in consistency or seriousness in work to maintain the trust of others in the work environment.

### ***Employee Performance***

Employee performance refers to a worker's capacity to use a certain talent to complete the responsibilities that have been delegated to them. According to a few of the aforementioned definitions, performance can be defined as the outcome of an individual's or a group's work performance, both in terms of quantity and quality, in completing the duties that have been allocated to them in line with their area of competence in order to meet organizational objectives (Sinambela & Sinambela, 2019). According to Dessler in Silaen et al., (2021) the benefits of conducting performance appraisals are as follows:

1. To assist in making decisions about pay, promotions, and retention that are based on performance reviews.
2. Performance reviews are essential to the performance management process, particularly when assigning tasks.
3. Managers and their staff members can create strategies to fix errors and incomplete work through performance reviews.
4. Employees will have the chance to examine career planning by taking into account their strengths and limitations through performance reviews.
5. The assessment enables the HR department of the business to determine which training, development, and corrective action plans are required.

According to Afandi (2018) there are several factors that affect employee performance as follows:

1. Ability, personality and work interests.
2. Clarity and acceptance, is the level of understanding and acceptance of employees of the tasks assigned to them.
3. The level of worker motivation, is an employee's effort to improve his performance.
4. Competence, namely the skills possessed by employees.
5. Work facilities, which are a set of supporting tools for the smooth operation of the company.
6. Organizational culture is the work behavior of employees who are creative and innovative.
7. Leadership, namely the behavior of the leader in directing employees in doing work.
8. Work discipline, namely the rules made by the company for all employees to comply so that company goals can be achieved.

Meanwhile, according to Handoko in Surya (2018) there are several supporting factors that affect performance, namely as follows:

1. Motivation  
One of the motivations for working is the existence of needs that must be fulfilled. These needs are related to the fundamental characteristics of each individual to get the best results in his work.
2. Job satisfaction.  
Job satisfaction reflects a person's feelings about their job. When an employee has job satisfaction, it will be seen from the employee's positive attitude towards work and everything faced in the work environment.
3. Stress level  
Stress is a condition of tension that affects emotions, thought processes and current conditions. If employees have low stress levels and can manage their stress levels, employees will feel more comfortable at work so that the work produced is more optimal.
4. Working conditions  
Working conditions in this context include the work environment and workload that can affect performance.

The dimensions and employee performance indicators interpreted by Mangkunegara in Indrasari (2017) include the following five elements:

1. Work quality  
Shows neatness, completeness, and relevancy of work outputs by keeping the amount of effort in mind. High-quality work can reduce the likelihood of mistakes being made when doing a task, which can help the business advance.
2. Work quantity  
Shows how many different kinds of work are being done at once, allowing for efficiency and effectiveness to be met in line with business objectives.
3. Responsibility  
Demonstrates the degree to which an individual accepts and completes their work, takes responsibility for the work's outcomes, uses tools and infrastructure, and behaves professionally every day at work.
4. Cooperation  
The willingness of employees to participate with other employees vertically and horizontally both within and outside of work, so that job results will be better.
5. Initiative  
Employee initiative is the drive to complete tasks and find solutions at work without waiting for orders from managers or assuming responsibility for work that has become a duty.

### **3. RESEARCH METHOD**

#### ***Research Object***

The object of this research is Toyota (Auto 2000) Grand Depok City, Boulevard Raya Grand Depok City Street, Sukmajaya, Depok City, especially full time employees of sales and entry (workshop) divisions.

#### ***Types of Data***

The data source used by researchers is primary data sources, primary data obtained through questionnaires as research. This study uses primary data, because the data taken on this study by distributing questionnaires filled directly by employees of Toyota Auto 2000 Grand Depok City as many as 56 people.

#### ***Techniques of Data Collection***

The data collection techniques in this study are as followed:

- 1) Observation  
In this observation, the researcher is involved with the daily activities of the person being observed or who is being used as a source of research data. With participant observation, the data obtained will be more complete, sharp, and to the level of meaning of each behavior that appears.
- 2) Interview  
Interview is a method of collecting data through questions and answers between data collectors and leaders and employees of Toyota (Auto 2000) Grand Depok City
- 3) Questionnaire  
The questionnaire was distributed online to sales and workshop employees at Toyota Auto 2000 Grand Depok City to obtain answers and employee perspectives regarding workload, organizational culture and employee performance.

### ***Hypothesis Test***

This study uses the t-test and f-test to analyze existing hypotheses. The simultaneous f-test is used to determine whether the independent variables jointly affect the dependent variable and to measure the accuracy of the sample regression function in estimating the actual value through goodness of fit. The hypothesis will be tested with a significance level equal to 0.05. If the significance value is less than 0.05 (same value < 0.05), the hypothesis is accepted, which means that there is a significant influence between the independent variable and the dependent variable. The t statistical test basically shows how far the influence of independent variables individually in explaining the variation in the dependent variable. The t statistical test has a significance of 5%.

### ***Multiple Linear Regression***

Multiple linear regression is used for research that has more than one independent variable. Multiple linear regression analysis is used to determine the direction and how much influence the independent variable has on the dependent variable (Ghozali, 2018). The results of multiple linear regression analysis will examine how much influence workload and organizational culture have on employee performance. In this study, the multiple linear regression analysis formula to be used is :

$$Y = a + \beta_1X_1 + \beta_2X_2 + e$$

## **4. RESULTS AND ANALYSIS**

### ***Validity Test***

An instrument that can measure what has to be measured is called a validity. Valid indicates the degree of precision between the data that can be acquired by the researcher and the data that actually occurs on the object (Sugiyono, 2022). According to Ghozali (2018), validity test in the study using the assistance of the SPSS program. If the value of r count higher (>) than r table and has a positive value, the data is valid, r table is obtained from the significance level ( $\alpha$ ) of 5% (0.05). The following are the results of validity tests regarding workload, organizational culture and employee performance :

**Table 4. 1 Validity Test Result**

<b>Research Variables</b>	<b>Item</b>	<b>Correlation Coefficient</b>	<b>Sig.</b>	<b>Result</b>
Workload ( $X_1$ )	X1.1	0,872	0,000	Valid
	X1.2	0,846	0,000	Valid
	X2.1	0,822	0,000	Valid
	X2.2	0,602	0,000	Valid
	X3.1	0,840	0,000	Valid
	X3.1	0,825	0,000	Valid
Organizational Culture ( $X_2$ )	X1.1	0,943	0,000	Valid
	X1.2	0,904	0,000	Valid
	X2.1	0,920	0,000	Valid
	X2.2	0,912	0,000	Valid
	X3.1	0,866	0,000	Valid
	X3.1	0,902	0,000	Valid
	X4.1	0,929	0,000	Valid
	X4.2	0,892	0,000	Valid
Employee Performance(Y)	X1.1	0,634	0,000	Valid
	X1.2	0,709	0,000	Valid
	X1.3	0,740	0,000	Valid
	X2.1	0,725	0,000	Valid
	X2.3	0,813	0,000	Valid
	X2.3	0,615	0,000	Valid
	X3.1	0,755	0,000	Valid
	X3.2	0,730	0,000	Valid
	X3.3	0,763	0,000	Valid
	X4.1	0,730	0,000	Valid
	X4.2	0,756	0,000	Valid
	X4.3	0,846	0,000	Valid
	X5.1	0,833	0,000	Valid
	X5.2	0,849	0,000	Valid
	X5.3	0,833	0,000	Valid

Source : Data Processed by SPSS vers. 26

Based on the results of the validity test with 56 respondents, it states that the workload, organizational culture and employee performance variables have the value of r count is higher than the r table ( $r_{count} > 0.2221$ ). It can be concluded questionnaire is valid to measure relationship between workload, organizational culture and employee performance variables.

**Reliability Test**

A reliability test is a method for evaluating a questionnaire that serves as a variable indicator. If a respondent's response to a questionnaire is constant or consistent throughout time, it might be considered dependable or trustworthy (Ghozali, 2018). The questionnaire items are said to be reliable (feasible) if Cronbach's alpha  $> 0.70$  and are said to be unreliable if Cronbach's alpha  $< 0.70$ . The following are the results of reliability tests regarding workload, organizational culture and employee performance :

**Table 4. 2 Reliability Test Result**

Variable	Cronbach's Alpha	Result
Workload ( $X_1$ )	0,885	Reliable
Organizational Culture ( $X_2$ )	0,969	Reliable
Employee Performance (Y)	0,947	Reliable

Source : Data Processed by SPSS vers. 26

Based on the reliability results above, it states that the variables have a cronbach alpha higher than 0.70 (cronbach's alpha  $> 0.70$ ) with a workload value of 0.885, organizational culture is 0.969 and employee performance of 0.947. The results above can be concluded that the questionnaire is reliable to measure relationship between workload, organizational culture and employee performance variables.

**Hypothesis T-Test**

Hypothesis testing in the t test statistical test basically aims to show how far the level of relationship and influence of one independent variable individually in explaining the dependent variable in this study. Hypothesis testing with the help of the Statistical For Social Sciences (SPSS) Program can be seen in the following table below:

**Table 4. 3 T-Test Result**

Coefficients <sup>a</sup>						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	422.366	32.957		12.816	.000
	Workload	-.370	.081	-.545	-4.575	.000
	Organizational Culture	.219	.078	.333	2.794	.007

a. Dependent Variable: Employee Performance

Source : Data Processed by SPSS vers. 26

**$H_1$  : Workload partially has negative and significant influence on employee performance at Toyota Auto 2000 Grand Depok City.**

Based on the test results above, the influence between the workload variable ( $X_1$ ) on employee performance (Y) is obtained T Table from the value of the provisions of  $N - 2 = 56 - 2 = 54$  so that the T Table value is 1.674. Furthermore, the T count obtained from the coefficients table is -4.575. With a significant value of  $0.000 < 0.05$ . From these results it can be concluded that  $H_1$  is accepted because partially there is a significant influence between workload variables ( $X_1$ ) on employee performance (Y). The effect is negative, this indicates less workload it can makes employee performance of the employees greater. This is in line with previous research by Rolos et al. (2018), Lukito & Alriani (2018), Ilham & Adolfinia (2021), and Soima et al. (2023) which state that workload has a significant negative effect on employee performance. Meanwhile, there are gap results from Sari et al., (2022), Nurhasanah et al. (2022), P. Widiandi & Herlina (2023), Alqorrib et al. (2023) which state that workload has a significant positive effect on employee performance. In addition, Luthan (2023) states that workload has no effect on employee performance.



**$H_2$  : Organizational Culture partially has positive and significant influence on employee performance at Toyota Auto 2000 Grand Depok City.**

Based on the test results above, the effect between the organizational culture variable (X2) on employee performance (Y) is obtained T Table from the value of the provisions of  $N - 2 = 56 - 2 = 54$  so that the T Table value is 1.674. Furthermore, the calculated T count from the coefficients table is 2.794. This value is then compared with the value of the provisions, meaning that T Count > T Table with a significant value of  $0.007 < 0.05$ . From these results it can be concluded that  $H_2$  is accepted because organizational culture (X2) partially affects employee performance (Y) at Toyota Auto 2000 Grand Depok City. This is in line with previous research by Rijanto & Mukaram (2018), Baihaqi & Saifudin (2021), Ilham & Adolfina (2021) dan Nurhasanah et al. (2022) concluded that organizational culture has a positive and significant effect on employee performance. Meanwhile, according to Huda (2018) dan Girsang (2019) state that organizational culture has no significant effect on employee performance

**Hypothesis F-Test**

Statistical testing of the F test (simultaneous) is carried out to determine whether the independent variables together have a significant influence or not on the dependent variable. Hypothesis testing with the help of the Statistical For Social Sciences (SPSS) Program can be seen in the following table below:

**Table 4. 4 F-Test Result**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74585.506	2	37292.753	11.710	.000 <sup>b</sup>
	Residual	168786.709	53	3184.655		
	Total	243372.214	55			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Workload

Source : Data Processed by SPSS vers. 26

**$H_3$  : Workload and Organizational Culture simultaneously have influence on employee performance at Toyota Auto 2000 Grand Depok City.**

Based on the Anovab table data, the simultaneous f test obtained the calculated F count of 11.710. While the value of the provisions of the F table from the value of the provisions ( $N-2-1 = 56- 2-1 = 53$ ) so that the value of the F table is 3.172. Analysis of the findings is done by comparing the value of F count with the value of F table, thus it can be assumed that the value of F count > F table or with a significant value of F count  $0.000 < 0.05$  so it can be concluded that this value shows that the simultaneous test has a significant effect between the independent variable (X) on the dependent variable (Y) at Toyota Auto 2000 Grand Depok City. This is in line with the results of previous research conducted by Omela (2021), Maesaroh & Marselina (2021), Hamonangan et al. (2021), Putra et al. (2023) concluded that workloads and organizational culture have significant impact on the performance of employees.

**Multiple Linear Regression**

The results of processing using SPSS vers. 27 data on multiple regression analysis on the effect of workload (X1) and organizational culture (X2) on employee performance (Y), it can be seen in the following table:

**Table 4. 5 Multiple Linear Regression Result**

Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	422.366	32.957	
	Workload	-.370	.081	-.545
	Organizational Culture	.219	.078	.333

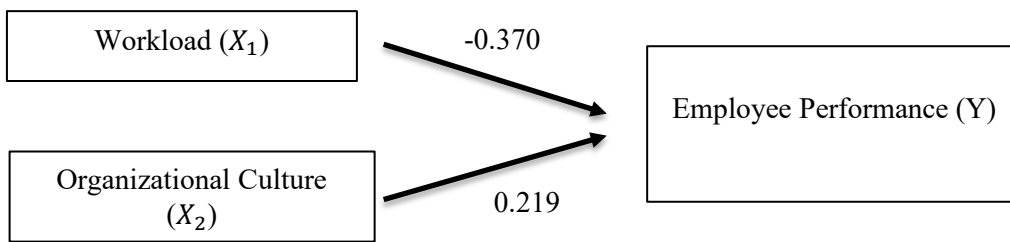
a. Dependent Variable: Employee Performance

Source : Data Processed by SPSS vers. 26

Then the Y value is obtained,

$$Y = 422.366 - 0.370 X1 + 0.219X2$$

**Figure 4. 1 Multiple Linear Regression Framework**



Source : Data Processed, 2024

Based on the picture above it can be concluded,

- The constant value (a) has a positive value of 422,366. The positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable. This shows that if all independent variables including workload (X1) and organizational culture (X2) are 0 or have not changed, then the value of employee performance (Y) is 422,366.
- The regression coefficient on the workload variable (X1) is -0.370 which states shows a negative influence (opposite direction) between workload (X1) and employee performance (Y). This means that if the workload variable (X1) increases by 1, the employee performance variable (Y) will decrease by 0.370, assuming other variables remain constant.
- The regression coefficient on the organizational culture variable (X2) has a positive value of 0.219 which states that if organizational culture (X2) increases by 1, then employee performance (Y) will also increase by 0.219, assuming other variables are considered constant

**Determination Coefficient (R<sup>2</sup>)**

The coefficient of determination (R) in essence is the extent to which the model's ability to explain the dependent variable. The coefficient of determination is between zero and one. A small (R) value means that the ability of the independent variables to explain the variation in the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the dependent variation. From testing the coefficient of determination analysis, the following results can be obtained:

**Table 4. 6 Determination Coefficient Test Result**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.554 <sup>a</sup>	.306	.280	56.43275	1.830

a. Predictors: (Constant), Organizational Culture, Workload

b. Dependent Variable: Employee Performance

Source : Data Processed by SPSS vers. 26

Based on table 4.7, it is known that the Adjusted R square value is 0.280. This result means that the independent variables contribute the dependent variable by 28% while the remaining 72% is influenced by other variables.

**5. CONCLUSION**

Based on the results of research and discussion of the effect of workload and organizational culture on employee performance, it can be concluded as follows:

- Workload has a significant negative effect on employee performance employees at Toyota (Auto 2000) Grand Depok City. This means that workload is proven to be able to influence employee performance. The higher the workload given by the company, the lower the level of employee performance.
- Organizational culture has a significant positive effect on employee performance at Toyota (Auto 2000) Grand Depok City. This means that organizational culture is proven to be able to influence employee performance. This shows that the higher the implementation of organizational culture by employees, the higher the level of employee performance.
- Workload and organizational culture simultaneously have a significant influence on employee performance at Toyota (Auto 2000) Grand Depok City. This means that workload and organizational

---

culture together are proven to be able to influence employee performance at Toyota (Auto 2000) Grand Depok City.

The managerial implications that can be conveyed in this study are as follows:

1. Toyota (Auto 2000) Grand Depok City is expected to increase its attention to the workload given to its employees, in order to improve the performance produced by employees. Companies are also expected to pay attention to the implementation and level of understanding of employee organizational culture, in order for work to run more effectively and thus be able to achieve company targets and goals.
2. For further researchers, it is hoped that other factors that affect employee performance can be developed, such as organizational citizenship behavior, work motivation, compensation, job satisfaction, job training and development, and other variables that correlate and influence each other.

## REFERENCES

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia*. Zafana Publishing.
- Alqorrib, Y., Jumawan, J., Maulia, I. R., Bukhari, E., & Supriyanto, S. (2023). PENGARUH LINGKUNGAN KERJA DAN BEBAN KERJA TERHADAP KINERJA KARYAWAN PADA PT ANTARESTAR GLOBAL KREATIFINDO. *JURNAL ECONOMINA*, 2(11), 3351–3369. <https://doi.org/10.55681/economina.v2i11.977>
- Angrayni, S. U. (2021). *Pengaruh Beban Kerja, Lingkungan Kerja Fisik Terhadap Kinerja Karyawan dengan Stres Kerja Sebagai Variabel Intervening Pada UD Duta Palet Kutowinangun Anton Sujarwadi* [Universitas Islam Riau]. <https://repository.uir.ac.id/10940/1/165210558.pdf>
- Ansory, A. F., & Indrasari, M. (2018). *Manajemen Sumber Daya Manusia*. Indomedia Pustaka.
- Baihaqi, I., & Saifudin, S. (2021). Pengaruh Budaya Organisasi, Gaya Kepemimpinan Transformasional dan Komitmen Organisasi Terhadap Kinerja Karyawan Dengan OCB Sebagai Variabel Intervening. *Jurnal Ilmiah Mahasiswa Ekonomi Dan Bisnis Islam*, 2(1), 10–22. <https://doi.org/10.22373/jimebis.v2i1.191>
- Echdar, S., & Maryadi. (2019). *Business Ethics And Entrepreneurship*. Deepublish.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate SPSS 25*. Universitas Diponegoro.
- Girsang, W. sari. (2019). Pengaruh Budaya Organisasi dan Komitmen Terhadap Kinerja Karyawan RS Putri Hijau No. 17 Medan . *AJIE - Asian Journal of Innovation and Entrepreneurship*, 4(2). <file:///Users/sekarayuwidodari/Downloads/13345-Article%20Text-26507-31219-10-20190904.pdf>
- Huda, M. (2018). *Pengaruh Budaya Organisasional dan Komitmen Organisasional Terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior (OCB) sebagai Variabel Intervening (Pada Karyawan tetap Fakultas Ekonomi Universitas Islam Indonesia)*. UNIVERSITAS ISLAM INDONESIA.
- Ilham, & Adolfini, L. O. H. D. (2021). Pengaruh Budaya Organisasi, Lingkungan Kerja dan Beban Kerja terhadap Kinerja Karyawan di Kantor Wilayah Badan Pertanahan Nasional Provinsi Sulawesi Utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*.
- Indrasari, M. (2017). *Kepuasan Kerja dan Kinerja Karyawan*. Indomedia.
- Kholisah, I. N. (2019). PENGARUH BUDAYA ORGANISASI DAN KEPERIBADIAN TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) MELALUI KOMITMEN ORGANISASI PADA KARYAWAN PT BANK TABUNGAN NEGARA (PERSERO) TBK CABANG JEMBER [Universitas Jember]. <https://repository.unej.ac.id/bitstream/handle/123456789/100411/IDA%20NUR%20KHOLISAH%20-%20150810201074.pdf?sequence=1>
- Kumar, S., Hansiya Abdul Rauf, F., & Rathnasekara, H. (2021). Working to help or helping to work? Work-overload and allocentrism as predictors of organizational citizenship behaviours. *The International Journal of Human Resource Management*, 32(13), 2807–2828. <https://doi.org/10.1080/09585192.2019.1602549>
- Lewaherilla, N. C., Wardhana, A., Kurdi, M., Rismanty, V. A., Kurniawati, D., Mutawali, Sari, E. J., Pratiwi, E., Firmansyah, H., Abrar, U., & Ningrum, D. P. (2023). *MSDM (KUNCI KEBERHASILAN ORGANISASI)*. CV. MEDIA SAINS INDONESIA.
- Lukito, L. H., & Alriani, I. M. (2018). PENGARUH BEBAN KERJA, LINGKUNGAN KERJA, STRES KERJA TERHADAP KINERJA KARYAWAN PADA PT. SINARMAS DISTRIBUSI NUSANTARA SEMARANG. *Jurnal Ekonomi Manajemen Dan Akuntansi*. <http://ejurnal.stiedharmaputra-smg.ac.id/index.php/JEMA/article/view/329/311>

- Luthan, L. (2023). PENGARUH BEBAN KERJA, STRES KERJA, DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN PT. BANK 9 JAMBI CABANG KERINCI. *Al Fiddhoh: Journal of Banking, Insurance, and Finance*, 4(2), 119–128. <https://doi.org/10.32939/fdh.v4i2.2899>
- Musa, M. N. D., & Surijadi, H. (2020). *PENGARUH BEBAN KERJA DAN LINGKUNGAN KERJA TERHADAP KINERJA PEGAWAI*. 1(2).
- Nurhasanah, N., Jufrizen, J., & Tupti, Z. (2022). Pengaruh Etika Kerja, Budaya Organisasi Dan Beban Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Jesyra (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1), 245–261. <https://doi.org/10.36778/jesyra.v5i1.618>
- Ohorelo, M. (2021). *Pengaruh Beban Kerja Terhadap Kinerja Karyawan Pada PT Bank Rakyat Indonesia Cabang Jayapura*. 12(1). <https://ejournal.stie-portnumbay.ac.id/index.php/jeb/article/view/91/81>
- Panggabean, A. A. (2015). *BUDAYA KERJA “FIRST” DI AUT02000 SEBAGAI STRA TEGI PENCAPAIAN KINERJA KARYAWAN (STUDI KASUS PADA AUT02000 CABANG AHMAD YANI SURABAYA)*. Universitas Airlangga.
- Rijanto, A., & Mukaram, M. (2018). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan (Studi Di Divisi Account Executive PT Agrodana Futures). *Jurnal Riset Bisnis Dan Investasi*, 4(2), 35. <https://doi.org/10.35697/jrbi.v4i2.1185>
- Robbins, S. P., & Coulter, M. (2019). *Management* (A. Maulana, Ed.; 13th ed.). Erlangga.
- Rolos, J. K. R., Sambul, S. A. P., & Rumawas, W. (2018). Pengaruh Beban Kerja Terhadap Kinerja Karyawan Pada PT. Asuransi Jiwasraya Cabang Manado Kota. *Administrasi Bisnis*, 6(4).
- Sari, A. D. N., Husnaiti, R., & Tristiarto, Y. (2022). Pengaruh Beban Kerja dan Stres Kerja Terhadap Kinerja Karyawan Selama Pandemi Covid-19. *Jurnal Sosial Sains*, 2(5), 554–562. <https://doi.org/10.36418/sosains.v2i5.390>
- Satria, C., & Putra, A. (2023). *PENGARUH BUDAYA ORGANISASI YAYASAN IGM DENGAN VARIABEL INTERVENING ETIKA TERHADAP PENINGKATAN KINERJA PROGRAM STUDI STEBIS INDO GLOBAL MANDIRI*.
- Silaen, N. R., Setyagustina, K., Ningsih, L. K., Syamsuriansyah, Sari, A. P., Bakti, R., Satriawan, D. G., Fadlillah, A. M., Maftuhah, R., Anggoro KR, M. Y. A. R., Idrus, S., Kartika, R. D., & Ristiani, R. (2021). *MANAJEMEN SUMBER DAYA MANUSIA (MANUSIA, DATA DAN ANALISIS)*. CV Widinia Media Utama.
- Sinambela, L. P., & Sinambela, S. (2019). *Manajemen Kinerja (Pengelolaan, Pengukuran, dan Implikasi Kinerja)*. Rajawali Pers.
- Soima, S., Syahrani, S., & Listyarini, S. (2023). Analisis Pengaruh Beban Kerja dan Stres Kerja Terhadap Kinerja Pegawai Dengan Keterlibatan Kerja Sebagai Variabel Mediasi. *Cakrawala Repositori IMWI*, 6(3). <https://cakrawala.imwi.ac.id/index.php/cakrawala/article/view/331>
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D* (2nd ed., Vol. 29). Alfabeta.
- Sukmaridiani. (2022). *PENGARUH BUDAYA ORGANISASI DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN PADA CV. BERLIAN SARI MEDAN [UNIVERSITAS ISLAM SUMATERA UTARA]*. <https://repository.uisu.ac.id/bitstream/123456789/1560/3/Chapter%20I%2C%20II.pdf>
- Surya, A. (2018). Analisis Faktor-Faktor yang Mempengaruhi Kinerja Karyawan. *JIAGANIS*, 3(2).
- Vanchapo, A. R. (2019). *Beban Kerja dan Stres Kerja*. Qiara Media. [https://www.researchgate.net/publication/360576767\\_Beban\\_Kerja\\_dan\\_Stres\\_Kerja](https://www.researchgate.net/publication/360576767_Beban_Kerja_dan_Stres_Kerja)
- Widianti, P., & Herlina, H. (2023). Pengaruh Beban Kerja dan Stres Kerja Terhadap Kinerja Karyawan. *Indonesian Journal of Economic and Business*, 1(2), 81–92. <https://doi.org/10.58818/ijeb.v1i2.30>