



HOW AUTO2000'S WORK CULTURE AND RULES SHAPE WORKERS' PRODUCTIVITY?

Ahmad Nizar Yogatana

Department of Management Institut Teknologi dan Bisnis Asia Malang, Malang, Indonesia

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ABSTRACT

The purpose of this research is to investigate the extent to which the company's core values "Customer Focus", "Integrity", "Respect for Others", "Strive for Excellence", and "Teamwork" are reflected in the daily actions and decisions of workers branches through discipline and work environment. This study uses a quantitative approach. Saturation sampling, in which the entire population is used as the sample, is used for this purpose. Multiple linear regression analysis was performed to test responses to a questionnaire based on a Likert scale with five levels. This study found that the basic values of PT Toyota AUTO 2000 have a major influence in the form of discipline and work environment

ABSTRAK

Tujuan penelitian ini adalah untuk menyelidiki sejauh mana nilai-nilai inti perusahaan "Fokus pada Pelanggan", "Integritas", "Menghormati Orang Lain", "Berjuang untuk Keunggulan", dan "Kerja Sama Tim" tercermin dalam tindakan sehari-hari dan keputusan pekerja cabang melalui disiplin dan lingkungan kerja. Penelitian ini menggunakan pendekatan kuantitatif. Sampling saturasi, di mana seluruh populasi digunakan sebagai sampel, digunakan untuk tujuan ini. Analisis regresi linier berganda dilakukan untuk menguji tanggapan terhadap kuesioner berdasarkan skala Likert dengan lima level. Studi ini menemukan bahwa nilai-nilai dasar PT Toyota AUTO 2000 berpengaruh besar dalam bentuk disiplin dan lingkungan kerja.

*Corresponding author email: nizaryogatama@asia.ac.id

INTRODUCTION

According to the findings of the study, the researcher found that the application of work discipline by PT is where the majority of the issues relating to employee performance can be found (Alexandri et al., 2019; Ángeles López-Cabarcos et al., 2022). That company's name is Astra International Tbk. (Toyota Auto 2000) The Sutoyo Malang Branch is currently still relatively inadequate, specifically judging from several things such as the fact that there are still employees who do not follow the procedures or regulations provided by the company, and there are still employees who are late and do not come to work for various reasons and obtain permits every month (Aghasafari et al., 2020; Alexandri et al., 2019; Fauver et al., 2018). In addition, there are still employees who are not following the procedures or regulations provided by the company.

Table 1. Absenteeism of Employee

Month	Sick	Permission	Alpha	Late
May	8	2	3	20
June	3	1	7	44
July	3	3	6	22
August	3	4	2	45
September	5	3	5	24
October	4	5	2	33

In addition to issues with work discipline, issues that develop are related to the atmosphere of the workplace. Employee performance might be negatively impacted when they are forced to endure an unpleasant working environment (Aprillianto et al., 2019; Yogatama & Erwiningtyas, 2021; Yogatama & Giri, 2021). PT has certain issues with the physical environment of the workplace. Astra International, Tbk (Auto2000 Malang City Branch), such as the space that is given for workers that seems to be unorganized, and there are plenty of papers and other materials arranged above and around the work station in such a way that it disrupts employees in their efforts to do their responsibilities. Every individual who must be considered in an organization in order for the organization to function at all times (As' Ad, 2018; Bana, 2016; Fuad & Waloyo, 2020). Taking into account the fact that every person has their own unique set of traits, it is necessary for a company to be capable of overcoming the differences that exist among its workforce in order to ensure that its employees continue to have a disciplined attitude toward their job (Kurniawati & Basalamah, 2020; Nurjaya et al., 2021).

Table 2. Product Sales

Month	Unit
May	92
June	80
July	82
August	71

September	58
October	56

Every month, sales were lower than the previous month. This demonstrates a decline in employee performance, which in turn has an influence on the company's performance, which is also declining. At the end of the day, it is in every company's best interest for its workers to feel like they have accomplished a satisfying amount of work. Any organization or business anticipates having personnel who are not only competent, capable, and skilled, but also have a high work discipline attitude to achieve the best possible results in their job (Alexandri et al., 2019; Soelton, 2018; Syukri & Heryanto, 2019). An organization needs discipline to continue functioning as it has in the past. This is since when there is a high level of discipline, workers or subordinates will observe the regulations that are in place. In its most basic form, discipline is an activity taken on by management to urge members of the organization to conform with the many different rules and regulations that are applicable inside the company. It is expected of every employee that they will perform well. One of them is that to enhance the work of employees, it is vital to have a pleasant or favorable working environment. This, in turn, will increase employee performance to the point where it is at its best. If an employee enjoys their work environment, they will be more productive because they will feel at ease while at work and will be able to carry out their duties in a manner that is not disruptive to others. On the other hand, if the work environment is unsuitable, employee performance will suffer as a result.

METHODS

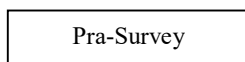
Methods of quantitative research were used for this study. Both the population and the sample for this research consisted entirely of workers from the Auto2000 Sutoyo Malang branch. In this study, the kind of sampling that was used was a saturation sampling method, in which the whole population served as the sample. For this investigation, a questionnaire was developed that had a Likert scale with response options ranging from 1 to 5. Multiple linear regression analysis will be used to make sense of the findings of the questionnaire.

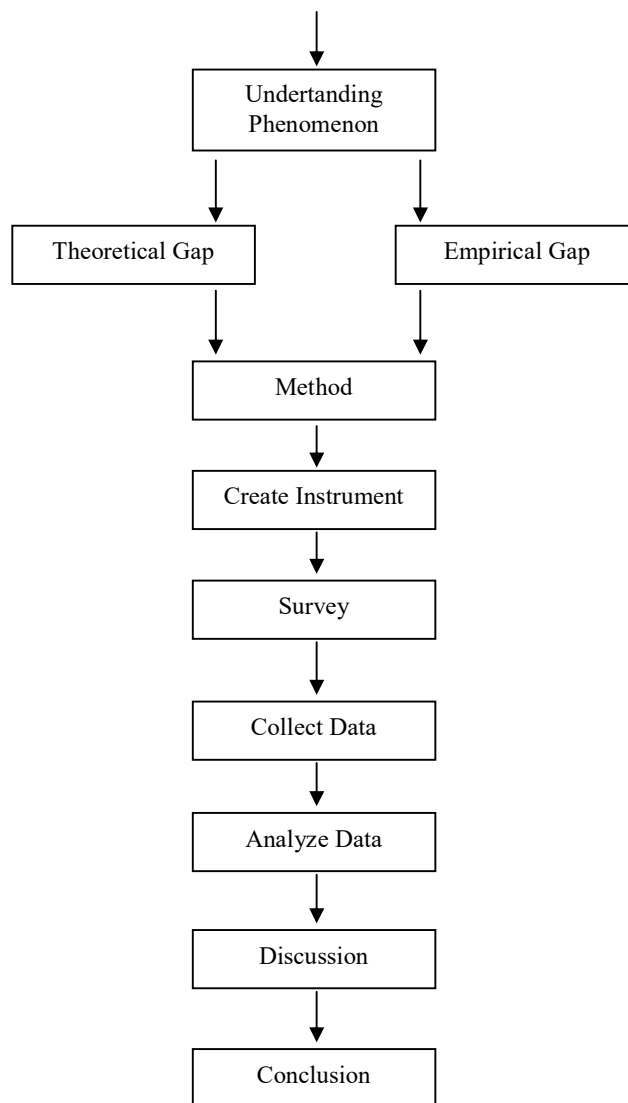
Table 3. Sample

No.	Division	Total
1	Sales	27
2	Mechanics	26
3	Service Advisor	9
4	Administration	17
5	Security	9
6	Casheer	2

Beginning with both preliminary and ongoing interviews with respondents, this study involves multiple phases. The researcher's goal at this point is to get an in-depth understanding of the situation and conditions in the field by learning as much as possible about the respondents' circumstances in relation to the variable under study. In the next step, surveys will be sent out to participants. To account for the fact that several departments maintain varying schedules and employee densities, the distribution of the questionnaire was repeated on many occasions. After collecting survey data, the following step is for the researcher to summarize the findings for validation.

Figure 1. Research Process





RESULTS AND DISCUSSION

In this survey, most respondents were men with a median work experience of 6-10 years and an average age of 31-40. A large percentage of those who filled out the survey had at least a bachelor's degree.

Table 4. Validity & Reliability Instrument

Item		Pearson Correlation	Cronbach's Alpha
Discipline	1.1.	0,412	0,861
	1.2.	0,416	0,863
	1.3.	0,466	0,857
	1.4.	0,780	0,862

	1.5.	0,815	0,860
	1.6.	0,775	0,885
	1.7.	0,772	0,886
Working Environment	2.1.	0,634	0,853
	2.2.	0,672	0,852
	2.3.	0,731	0,847
	2.4.	0,721	0,865
	2.5.	0,705	0,851
	2.6.	0,607	0,853
	2.7.	0,780	0,854
Employee Performance	1.	0,776	0,863
	2.	0,705	0,850
	3.	0,770	0,851
	4.	0,705	0,852

Ninety workers from the PT. Astra International Tbk Auto2000 Branch in Sutoyo, Malang, participated in this research. After that, the responses were divided into categories depending on their gender, age, number of years in the workforce, and level of education attained. After sorting all of the participants in this research by gender, we found that there was a total of 63 males and 27 females. The following categorization is based on age; most of the staff of PT. Astra International Tbk Auto 2000 Branch Sutoyo Malang are between the ages of 31 and 40. Most of the staff at the PT. Astra International Tbk Auto 2000 Sutoyo Malang Branch has been there for between six and ten years, as determined by the study's grouping criteria based on length of service. Finally, the responses were divided into groups according to their level of education, and it was discovered that the vast majority of PT. Astra International Tbk Auto 2000 Branch Sutoyo Malang's staff members had completed no more than a bachelor's degree (S1).

Table 5. Kolmogorov-Smirnov Test

	Unstandardized Residual
N	90
Asymp. Sig. (2-Tailed)	,200

Most PT. Astra International Tbk Sutoyo Malang Branch workers (6/9) did not agree with the statement "Being able to adjust to work procedures at work," based on the results of a questionnaire sent to the company's staff regarding the first variable, work discipline. This occurs because of a generational divide, with most workers falling in the 31–40-year-old bracket. This divide manifests itself in several ways, including a reluctance to show up to work on time, a lack of concentration on tasks at hand, and a general lack of motivation to achieve goals. work, occupation, or occupations. Therefore, if PT. Astra Internasional Tbk Sutoyo Malang Branch places a greater emphasis on work discipline, then the company will see an improvement in employee performance and not see a decrease in sales targets or vehicle service from employees who currently feel inadequate in these areas (adjustment, punctuality, completion of superiors' assigned work, etc).

Table 6. Multicollinearity Test

Model	Tolerance	VIF
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Discipline	0,532	2,073
Working Environment	0,533	2,075

Workers at PT. Astra Internasional Tbk in Cabang Sutoyo, Malang, responded to a survey about their working conditions by spreading kuesioner messages about the second variable, the workplace itself. The survey's highest-response rate was from a single respondent, suggesting that this person strongly disagreed with the decision made. A productive work environment greatly aids in achieving maximum efficiency in one's work. Factors such as poor interdepartmental communication and minor disagreements among workers over office amenities can lead to decreased productivity on the job. This is especially true in settings where workers are forced to perform multiple tasks at once on top of their desks due to a lack of available desk space. Therefore, if PT. Astra Internasional Tbk Cabang Sutoyo Malang pays more attention to the work environment, employees who feel that the office, break room, or conference room is not conducive to productivity will be more at ease and complete their tasks more quickly.

Table 7. Glejser Test

Model	t	Sig.
Discipline	-0,600	0,550
Working Environment	0,760	0,455

There were respondents who strongly disagreed, which was taken based on the highest percentage, namely 3 people, regarding the question of having knowledge and being able to complete work assigned by superiors at PT. Astra Internasional Tbk Sutoyo Malang Branch through the distribution of questionnaires on the dependent variable, namely the work environment. This occurs because there are still workers who lack adequate training and who often put off completing tasks assigned to them by their bosses. Similarly, if PT. Astra Internasional Tbk Sutoyo Malang Branch prioritizes the productivity of workers who lack necessary job expertise or who often arrive late to work, the firm would advance in its ability to meet sales quotas and provide quality service.

Table . Regression Analysis

Variable	B	Standard Error	T	Sig.
	0,868	1,380		
Discipline	0,430		3,420	0,000
Working Environment	0,377		2,690	0,000

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In addition to issues with work discipline, issues that develop are related to the atmosphere of the workplace (Ángeles López-Cabarcos et al., 2022; Wong et al., 2019). Employee performance might be negatively impacted when they are forced to endure an unpleasant working environment. PT has certain issues with the physical environment of the workplace. Astra International, Tbk (Auto2000 Malang City Branch), such as the space that is given for workers that seems to be unorganized, and there are plenty of papers and other materials arranged above and around the work station in such a way that it disrupts employees

in their efforts to do their responsibilities (Chaker et al., 2018; Jolson, 1972; Swimberghe et al., 2014). Every individual who must be considered in an organization in order for the organization to function at all times. Taking into account the fact that every person has their own unique set of traits, it is necessary for a company to be capable of overcoming the differences that exist among its workforce in order to ensure that its employees continue to have a disciplined attitude toward their job. Every month, sales were lower than the previous month. This demonstrates a decline in employee performance, which in turn has an influence on the company's performance, which is also declining. At the end of the day, it is in every company's best interest for its workers to feel like they have accomplished a satisfying amount of work (Abdelwahed et al., 2022; Gabriel, 2013; Rita et al., 2018).

Any organization or business anticipates having personnel who are not only competent, capable, and skilled, but also have a high work discipline attitude to achieve the best possible results in their job. An organization needs discipline to continue functioning as it has in the past (Kossek et al., 2021; Syukri & Heryanto, 2019). This is since when there is a high level of discipline, workers or subordinates will observe the regulations that are in place. In its most basic form, discipline is an activity taken on by management to urge members of the organization to conform with the many different rules and regulations that are applicable inside the company. It is expected of every employee that they will perform well. One of them is that to enhance the work of employees, it is vital to have a pleasant or favorable working environment. This, in turn, will increase employee performance to the point where it is at its best. If an employee enjoys their work environment, they will be more productive because they will feel at ease while at work and will be able to carry out their duties in a manner that is not disruptive to others. On the other hand, if the work environment is unsuitable, employee performance will suffer as a result.

On February 20, 1957, Drs. Tjia Kian Tie (Alm), William Soerjadja (Tjia Kiang Liong), and E. Hariman (Liem Peng Hong) founded PT. Astra International Incorporation (AII) to handle exports and imports of agricultural products, railroad equipment for PKA (now PJKA), and materials for the Jatiluhur hydropower development project. A new headquarters was constructed in Jakarta by PT. Astra International in 1965, relegating the Bandung office to a supporting role. During that time, PT. Astra International was involved in the import of construction equipment and automobiles. On February 25, 1969, PT. Motorcycle Style was launched because of a collaboration between the Indonesian government and the automotive industry. On July 1, 1969, the government of the Republic of Indonesia designated PT. Astra International Incorporation (AII) as the only agent for the "Toyota" brand of motor vehicle across the whole of Indonesia. In the middle of the 1970s, PT. Astra International Incorporation (AII) recognized the importance of distributing and selling Toyota-branded automobiles, therefore it established a dedicated division called "Toyota Division." PT. Toyota Astra Motor (TAM), an Indonesian Japanese joint venture, was established in 1971 when its founders saw a promising market for Toyota-brand vehicles in Indonesia. Toyota Motor Company LTD and Toyota Sales Company LTD are two Japanese firms involved. Furthermore, PT. Astra International and PT. Motorcycle Style represent Indonesia.

When PT. Astra Motor was founded, the role of exclusive agent for the whole Indonesian area was given to the new company, while PT. Astra International shifted to become the primary distributor of Toyota brand automobiles. Toyota vehicles are imported by PT. Toyota Astra Motor from Japan as Completely Knock Down (CKD) kits, whereupon they are assembled by PT. Gaya Motor before being distributed to major dealers in Indonesia. In addition to acting as the only representative for Toyota in Indonesia, PT. Toyota Astra Motor

also imports Toyota-branded auto components. PT. Astra Motor Sales (AMS) was founded on January 1, 1976, per the Deed of Notary Kartini Mulyadi, SH. No. 195 dated July 30, 1975 and No. 52 dated October 10, 1975 in response to the expanding demand for Toyota-branded automobiles and the desire to improve the efficiency and effectiveness of Toyota car marketing managers in Indonesia. The Motor Vehicle Division of PT Astra International was once responsible for the sales of Toyota automobiles. PT. Astra Motor Sales merged with PT. Astra International in 1989 to form its sales branch. PT. Astra International's primary business is the retail sale of Toyota-branded automobiles, and the company just went public by offering shares to the public at a very low price.

After the company became public, PT. Astra International became known as PT. Astra International Toyota Division. Notary Deed Ny. Rukmasanti Hardjasatya, SH No.2, dated August 8, 1995, shows that PT. Astra International Toyota Division became PT. Astra International Tbk. Sales and Marketing at Toyota. PT. Astra International Tbk. Toyota Sales Operation also helps run PT. Serasi Autoraya (Toyota Rent AUTO 2000 Car/Trac) and PT. Arya Kharisma (Mobil 88), both of which offer used Toyota automobiles, to satisfy the demands of Toyota customers.

The AUTO 2000 Group incorporates both businesses. As PT. Astra International Tbk's primary dealer, Toyota Sales Operation serves all of Indonesia, including Sumatra (excluding Jambi, Riau, and Bengkulu), Java (except Central Java and D.I Yogyakarta), Bali, NTB, and NTT. The Pasteur location is the third office serving Bandung and the surrounding districts. Each branch is self-sufficient and reports directly to the central office of PT. Astra International Tbk. Toyota Sales Operation, which is situated at Jl. Motor Style III No. 3 Sunter II North Jakarta.

It wasn't until 1989 that Astra Motor Sales, the original name of Auto2000, was dropped in favor of its current moniker. PT. Astra International Tbk oversees the whole of the Auto 2000 network, which includes the selling, servicing, and distribution of Toyota replacement components. In Indonesia, Auto 2000 is Toyota's biggest major dealer, responsible for between 70 and 80 percent of the brand's annual sales. Auto 2000 works closely with PT. Toyota Astra Motor, the Sole Agent for the Toyota brand owned by the Toyota Brand Holder (ATPM). Along with 4 other certified Toyota dealers, Auto 2000 is a part of the Toyota dealer network.

The Auto 2000 brand is well represented in Indonesia through its many local outlets (except Sulawesi, Maluku, Irian Jaya, Jambi, Riau, Bengkulu, Central Java and D.I.Y). Auto 2000 offers 67 different points of sale in Indonesia between its 63 direct locations and its network of dealers. In this way, Auto 2000 is represented in all of Indonesia through 130 different outlets (including direct, sub-direct, and indirect branches). The 48 service centers at Auto 2000 are the biggest and most extensive in all Southeast Asia. In addition, Auto 2000 has a 407 Partshop that sells only genuine Toyota replacement components.

Since the automotive industry is one in which PT Toyota AUTO 2000 operates, the firm places a premium on new ideas and developments that may contribute to its growth. AUTO2000 aims to keep growing its sales, but it also cares deeply about its customers and staff. This goal is accomplished by the consistent application of AUTO2000's corporate culture and the development of the company's internal factors. PT Toyota AUTO 2000 has the same drive and will to succeed as its parent corporation.

Through a world-class work procedure, PT Toyota AUTO 2000 aspires to become the best and most trustworthy Toyota dealer in Indonesia. PT Toyota AUTO 2000's mission and strategy are based on this vision, and they are as follows: to give customers the best possible

experience when purchasing and owning a Toyota vehicle; to achieve and maintain Market Share position no. 1 in all segments and regions; to provide the best possible working environment; and to generate sustainable business growth. Organizational culture is the bedrock of every successful business, and a powerful firm is one that can put its values into practice across the board.

The core values of AUTO2000 are "Focus on the Customer," "Integrity," "Respect for Others," "Strive for Excellence," and "Teamwork" (FIRST). What does each of these FIRST company cultures mean? Every member of the AUTO2000 team, from the CEO on down, is committed to offering first-rate service that consistently delights customers by delivering an exceptional interactional experience and showcasing premier quality in the areas of speed, friendliness, and familiarity. To have integrity at AUTO2000, one must operate morally and ethically in accordance with the company's ideals, societal norms, and the rules of good corporate governance.

The third tenet of AUTO2000's code of conduct is "respect for others," which requires all staff members to always treat the existence of people and groups with the utmost seriousness and objectivity, and to put the interests of the company ahead of their own. Fourth, AUTO2000's employees constantly push themselves to the limits of their creativity and innovation to provide the highest quality work possible. When we talk about "teamwork," we mean that everyone who works with AUTO2000 is responsible for being able to coordinate their efforts with those of other departments and other AUTO2000 employees to reach their shared goals and objectives. AUTO2000's corporate culture is the company's identity, and it requires all employees to uphold the company's values and work with enthusiasm and cooperation.

CONCLUSION

Businesses of all sizes need employees who are not just knowledgeable and talented but also highly disciplined in their approach to work if they want to succeed. Especially for a large organization like Auto2000, where every process has to be carried out precisely and without bias, this is crucial. Auto2000 needs self-control to keep working as it has in the past. Workers or subordinates who are subject to strict discipline are more likely to follow the rules. Discipline may be defined as any action done by upper-level management to enforce the observance of the organization's policies and procedures. If this rule is broken, the whole performance will be thrown off. Based on the findings, it is clear that maintaining a consistent work environment and enforcing discipline are of utmost importance if all employees are to deliver as anticipated. As a result, the worker's performance will improve to its highest possible level. If workers like where they are employed, they are more likely to get their job done without disrupting others and to have a positive impact on the company's bottom line. Contrarily, if workers aren't comfortable in their workplace, they won't give their all.

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