
THE ROLE OF ORGANIZATIONAL CULTURE AND WORK DISCIPLINE IN IMPROVING EMPLOYEE PERFORMANCE OF REGIONAL PUBLIC COMPANIES IN WEST JAVA



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Abstract

Using regional public enterprises in West Java as a case study, this research will examine how organizational culture and work discipline affect employee performance improvement (Y). Out of a total of 325 workers, 179 from regional public enterprises in West Java were selected for the study. All of the variables in this study were measured using a Likert scale questionnaire, which is a quantitative approach. Data analysis methods make use of route analysis and descriptive statistics. According to the findings, company culture has a direct and beneficial effect on productivity in the workplace, regarding the correlation between strict workplace discipline and increased productivity.

Keywords: Organizational Culture, Work Discipline, Employee Performance

INTRODUCTION

When it comes to running a business, human resources are king. There is a strong correlation between employee engagement and the organization's success or failure. According to Susijawati et al. (2023), human resources are vital since they are a state's and nation's most precious asset.

In order to fulfill their roles and obligations inside the organization, employees must demonstrate strong performance. Optimal performance allows workers to get tasks done quickly and efficiently, which in turn allows the organization to address its many issues in an appropriate manner. There is a three-way relationship between an employee's performance and his level of effort, competence, and opportunity. Put another way, performance is a reflection of the outcomes of an employee's efforts within a certain time frame, with an emphasis on the accomplishments that have been made inside that window. Companies often assess employee performance in order to enhance that performance.

When an organization's performance is up to par and helps bring about its stated objectives, we say that it is performing at its optimal level. The growth of a company or government agency may be enhanced by enhancing worker productivity. Individual characteristics, as well as corporate culture and degree of work discipline, are among the many elements that impact employee success.

For an organization to function at its best, particularly a regional public firm, workers need leadership, direction, and oversight. The goal of this management style is to instill in workers the self-control and attention to detail necessary to complete tasks to the company's specifications. The corporate culture and the degree of employee discipline are two of the most important aspects that impact the attainment of company objectives.

There is a wealth of opportunity for businesses and organizations that can find ways to boost staff performance. Productive employees get things done more quickly. The effects extend beyond only raising worker output to enhancing the efficacy of all processes involved. One of the most important factors influencing productivity on the workplace is inspiring and motivating workers to give their best in their work. Furthermore, disciplinary action taken against employees is crucial. A rise in total employee performance is beneficial to the business when workers demonstrate self-control and reliability in their job. According

to the idea put up by Irsyad et al. (2022), organizational cultural elements have the potential to impact an employee's attitude toward everyday duties, which in turn affects their performance.

REVIEW OF LITERATURE

Organizational Culture

Organizational culture includes values, beliefs, attitudes, and behavioral norms that have been internalized and reflected in how to behave, behave, and act, thus forming a distinctive identity in a particular organization (Solahudin et al., 2024).

Here are some aspects of organizational culture: How much of an emphasis is placed on encouraging staff to think outside the box and take calculated risks; The degree to which workers are expected to pay close attention to detail, conduct thorough analyses, and concentrate on correctness, "Results focus" refers to the degree to which top executives in a company place an emphasis on getting things done rather than getting things done well. Focus on employees: How much management cares about how their actions will affect their happiness and contentment on the job, Embracing a collaborative mindset: The extent to which cooperation among individuals is emphasized in achieving organizational goals, Aggressiveness: The extent to which individuals in the organization exhibit a competitive and aggressive attitude as opposed to a more calm approach to work, Stability: The extent to which the organization emphasizes the importance of maintaining existing conditions rather than encouraging change or development.

Consistent with other studies, this one finds that company culture has a beneficial effect on productivity (Azhari, 2017). This is due to the fact that an organization's culture influences the norms of conduct, which in turn shape the rules put in place and the environment in which employees work.

Work Discipline

Employees' demeanor and actions toward following the established policies, practices, and culture of an organization are examples of work discipline. The purpose of instituting work discipline is to guide every employee to adhere to predetermined protocols in pursuit of the organization's stated objectives (Siregar et al., 2020).

The following aspects of work discipline are listed by Hasibuan in (Permata & Arifin, 2024): purpose and ability, leadership example, merit pay, justice, waskat, punishment sanctions, firmness, and human relations. These dimensions are used to assess the amount of conformity with work rules.

This confirms what Ayuningsih (2023) found, that there is a favorable correlation between the degree of work discipline and employee performance. One definition of work discipline is an employee's degree of compliance with all relevant rules and policies, whether those rules and policies are expressed or not.

Employee Performance

A person's performance is their level of success in meeting their assigned duties (Hafid, 2018). One measure of an employee's performance is how well they carry out their duties and achieve their goals on the job.

Several indicators can be used in conducting individual assessments of employee performance in an organization (Bintoro & Daryanto, 2017: 159, among others: Quality; Quantity; Responsibility; Initiative.

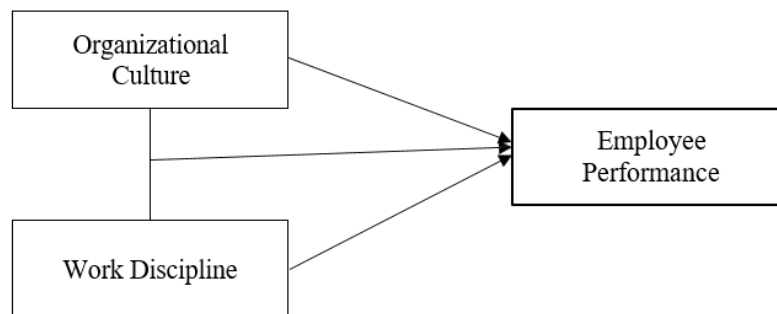


Figure 1
Research Framework

Using the framework as a guide, this study tests the following hypotheses: 1. There is a significant relationship between organizational culture (X1) and employee performance (Y); 2. Work discipline (X2) also has a significant effect on performance (Y); and 3. X1 and X2 both affect performance (Y).

RESEARCH METHOD

This study makes use of the quantitative research approach. In order to examine specific populations or samples, quantitative researchers apply research methodologies

(concrete data) based on positive ideologies (Sugiyono, 2019). Two separate factors, work discipline (DK) and organizational culture (BO), are assessed using eight statement items each. Employee Performance (KK), assessed by four statement items, is the dependent variable. In this research, the Likert scale was used as the measuring tool. According to Sekaran and Bougie (2016), the Likert scale was developed to measure the degree to which an individual agrees or disagrees with a statement using a five-point scale.

With a 10% margin of error, 179 respondents were selected from a pool of 325 employed by regional public companies in West Java for this study's sample. In order to gather information for the study, a questionnaire with answers provided to the survey takers. Instrumental tests include validity and reliability analyses, multicollinearity and normality tests, and hypothesis tests that employ t and F tests.

RESULTS AND DISCUSSION

Table 1 displays the respondent characteristics broken down by age, gender, level of education, and duration of employment.

Table 1
Respondent Characteristics

Characteristics	Total	Percentage (%)
Gender		
a. Male	84	46,93
b. Female	95	53,07
Age		
a. < 25 Years		
b. 26 - 35 Years	13	7,26
c. 36 - 45 Years	87	48,60
d. > 46 Years	72	40,22
Education		
a. SMP	7	3,91
b. HIGH SCHOOL		
c. Bachelor		
Length of Service		
a. < 2 Years	85	47,48
b. 2 - 5 Years	94	52,52
c. 6 - 10 Years		
d. > 10 Years	36	20,11
	33	18,43
	89	49,72
	21	11,73

Source: Results of Research Questionnaire, 2025

The number of respondents seen from the gender of the most are women as many as 95 respondents or 53.07%, based on the age of the most are aged 26-35 years as many as 87 respondents or 48.60%, the most respondent education is undergraduate as many as 94 respondents or 52.52%, and the length of work of the most respondents is 6-10 years as many as 89 respondents or 49.72. Based on the characteristics of the respondents, it can be said that the respondents in this study can be categorized in productive age and have a fairly high education. The results of the research instrument validity test can be seen in Table 3 below:

Table 2
Validity Test Results

Organizational Culture		Work Discipline		Employee Performance		R _{table}	Description
No.	R _{count}	No.	R _{count}	No.	R _{count}		
1	0,862	1	0,838	1	0,842	0,138	Valid
2	0,810	2	0,794	2	0,812	0,138	Valid
3	0,829	3	0,813	3	0,826	0,138	Valid
4	0,825	4	0,856	4	0,832	0,138	Valid
5	0,842	5	0,842			0,138	Valid
6	0,848	6	0,790			0,138	Valid
7	0,806	7	0,821			0,138	Valid
8	0,821	8	0,835			0,138	Valid

Source: Data Processing Results, 2025

According to Table 2, all of the research instruments that measure variables have a value of $r_{count} > r_{table}$, indicating that they are all legitimate. But as you can see in Table 3 below, the instrument reliability test came back with:

Table 3
Reliability Test Results

Variables	Cronbach's Alpha	N of Items
Organizational Culture Work	0,962	8
Discipline	0,953	8
Employee Performance	0,917	4

Source: Data Processing Results, 2025

Table 3 above shows that the Cronbach's Alpha value for each variable is 0.962 for organizational culture variables, 0.953 for work discipline variables, and 0.917 for employee performance variables. Tables 4 and 5 below show the results of the two most used classic assumption tests: the normalcy test and the multicollinearity test.

Table 4
Multicoloniarity Test Results

Model	Unstandardized		Standardized	t	Sig.	Collinearity	
	Coefficients		Coefficients			Statistic	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.065	.475		2.240	.026		
Organizational	.085	.027	.178	3.129	.002	.252	3.968
Culture	.384	.028	.768	13.527	.000	.252	3.968
Work Discipline							

Source: Data Processing Results, 2025

Based on Table 4, all research variables have a Tolerance value > 0.01 and a VIF value < 10, so there is no multicollinearity.

Table 5
Normality Test Results

		Unstandardi
		ed Residual
N		179
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.63558012
Most Extreme Differences	Absolute	.065
	Positive	.065
	Negative	-.065
Test Statistic		.065
Asymp. Sig. (2-tailed)		.060

Source: Data Processing Results, 2025

The data is normally distributed, according to the results of the normalcy test (Table 5), because the Asymp.Sig (2-tailed) value is 0.060 > 0.05.

Table 6
T Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.065	.475		2.240	.026
Organizational Culture	.085	.027	.178	3.129	.002
Work Discipline	.384	.028	.768	13.527	.000

Source: Data Processing Results, 2025

Table 6 displays the results of a t-test examining the impact of organizational culture factors on employee performance. The t-value was 3.129>, which is more than the critical t-value of 1.973, and the p-value was 0.002. The value of this positive variable is less than 0.05 ($\alpha = 0.05$). Consequently, we accept H 1 and reject H 0. What this indicates is that company culture does, in fact, impact productivity. Table 6 displays the results of a t-test examining the impact of work discipline factors on employee performance. The t-value was 13.527>, which is positive, and the t-table value was 1.973. 0.000, nothing. The value of this positive variable is less than 0.05 ($\alpha = 0.05$). Consequently, we accept H1 and reject H0. Employee performance is positively impacted by work discipline.

Table 7
F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2855.270	2	1427.635	527.675	.000 ^b
Residuals	476.172	176	2.706		
Total	3331.441	178			

a. Dependent Variable: Employee Performance

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

Source: Data Processing Results, 2025

Compared to the F table value of 3.05 and a significance threshold of 0.000, the F test resulted in a F value of 527.675>, as shown in Table 7. Therefore, $\alpha = 0.05$, the significance

threshold is lower than 0.05. As a result, the regression coefficient supports the conclusion that work discipline and organizational culture both positively affect employee performance.

Effect of Organizational Culture (X1) on Employee Performance (Y)

Research on the relationship between organizational culture (X1) and employee performance (Y) using a partial hypothesis testing (T test) study reveals that X1's t value reaches 3,129. The significance level (sig) is $0.00 < 0.05$, and this number is higher than the t table value of 1,973. Therefore, it is reasonable to accept the null hypothesis that there is no relationship between organizational culture (X1) and employee performance (Y) in West Java's regional public companies. Consistent with (Azhari, 2017), this research found that company culture has a beneficial effect on workers' productivity. This is due to the fact that an organization's culture influences the norms of conduct, which in turn shape the rules put in place and the environment in which employees work.

Effect of Work Discipline (X2) on Employee Performance (Y)

According to the findings of the partial hypothesis testing (T test) study, the t value for the work discipline variable (X2) reaches 13,527 when considering its influence on performance (Y). The value is more than 1,973, which is the t-table value, and the significance level is 0.00, which is less than 0.05. So, it's safe to say that the work discipline variable (X2) does have a beneficial effect on employee performance (Y) in West Java's Regional Public Companies. These findings are consistent with those of Ayuningsih (2023), who found that a high degree of work discipline positively affects employee performance. A person's degree of compliance with relevant rules and regulations, whether stated or implied, is known as their degree of work discipline.

Effect of Organizational Culture (X1), Work Discipline (X2) on Employee Performance (Y)

In light of the findings, we may conclude that H3 is accepted since the computed F-value (527.674) is more than the F-table value (3.05), and the Sig value (0.000) is less than 0.05. Organizational culture and work discipline are, therefore, factors that impact employee performance. Employees are more likely to feel appreciated, motivated, and a part of the team when the company culture is strong and good. Improvements in employee performance may have a multiplicity of positive effects for businesses and other organizations. Efficient

workers do jobs more quickly. Not only does it boost worker productivity, but it also makes work more efficient in general. An important component influencing job effectiveness is inspiring and motivating workers to do their duties to the best of their abilities. Equally crucial is the implementation of appropriate staff disciplinary measures. Employees' overall performance improves when they demonstrate self-control and reliability in their job. This study's findings corroborate the idea that states that the variables influencing employee variables in corporate culture that affect performance might influence how an individual approaches everyday job. The study conducted by Irsyad et al. in 2022.

CONCLUSION

Examining the relationship between organizational cultural traits and work discipline and employee performance is the main objective of this study. The results showed that company culture significantly affects employee performance in a positive way. The second point is that being disciplined at work leads to more output. Third, the simultaneous f-test shows that both organizational culture and work discipline have a positive effect on employee performance. This study's findings are anticipated to enhance the efficiency and effectiveness of workers at Regional Public Companies in West Java by addressing these variables. As a suggestion, companies need to instill organizational culture values that support employee productivity and welfare. In addition, companies need to periodically evaluate the effectiveness of organizational culture and the implementation of work discipline.

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