

The Influence of Organizational Culture, Work Discipline and Communication on Employee Performance

Stefanny Indah Rheksa, Reza Kurniawan, Irwana Hidayat

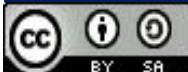
LSPR Institute of Communication & Business

*Corresponding Author: indahstefanny145@gmail.com, kurniawanreza1@gmail.com,
Hidayat.irwana@gmail.com

ABSTRACT

The purpose of this study was to determine the effect of organizational culture, work discipline, and communication on employee performance. The object selected in this study is PT. Wahana Andika Mandiri, a company engaged in transportation and logistics. The analysis technique used is multiple linear regression analysis. The form of research used in this study is descriptive and causal. The population in this study consisted of employees of PT. Wahana Andika Mandiri, totaling 105 employees, with the sample size also consisting of 105 employees. The saturated sampling technique was employed by conducting a questionnaire. The results of this study ultimately indicate that organizational culture, work discipline, and communication have an influence on employee performance.

KEYWORDS *Organizational Culture, Work Discipline, Communication on Employee Performance.*



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International

INTRODUCTION

In the management of a company, achieving the set goals is essential for any organization, as leaders generally expect good performance from each employee in carrying out the tasks and responsibilities assigned to them. Human resources are considered a crucial component in the development process of any company, as they play a pivotal role in achieving organizational objectives (Chakraborty & Biswas, 2019; Sukmo Hadi Nugroho, 2022). Companies are therefore focused on enhancing employee performance to meet the goals they have set (Sarwar, 2024). Effective performance management practices contribute to improving overall organizational success and growth, fostering a positive working environment (Siraj, 2023). Furthermore, employee performance is influenced by the work environment and leadership behaviors, which significantly affect their engagement and productivity (López-Cabarcos, 2022). It is also critical for organizations to maintain continuous efforts to optimize human resource strategies, ensuring that employees remain motivated and aligned with the company's objectives (Alqudah, 2022). As organizations strive for sustainable growth, investing in the development of employees' skills and well-being has become increasingly important

The Influence of Organizational Culture, Work Discipline and Communication on Employee Performance

(Piwowar-Sulej, 2021). This approach not only supports individual growth but also strengthens the overall performance of the organization (Vosloban, 2012).

In the context of PT. Wahana Andika Mandiri, a family-owned transportation and logistics company, the study aims to examine the influence of Organizational Culture, Work Discipline, and Communication on Employee Performance. These factors are pivotal in determining the effectiveness of employees in fulfilling their duties and responsibilities, which directly impacts the achievement of organizational goals. Organizational culture encompasses shared values and norms that guide behavior within the company, fostering a cohesive work environment (Putra et al., 2025). Work discipline refers to the adherence to company rules and regulations, ensuring consistency and reliability in performance (Firmansyah et al., 2023). Effective communication facilitates the clear exchange of information, reducing misunderstandings and enhancing coordination among employees (Kustini et al., 2025). Together, these elements contribute to a work environment that supports high performance and goal attainment (Lutfy & Wulansari, 2025). Employee performance is also influenced by factors such as leadership and organizational support, which enhance motivation and job satisfaction (Alkaf et al., 2024). Companies that foster a positive organizational culture and enforce work discipline are more likely to achieve sustainable growth (Siraj et al., 2023). As organizations strive for success, investing in human resources and communication practices remains essential for overall performance improvement (Vosloban, 2022).

Work discipline refers to when an individual can consistently improve his or her work ability and perform duties in accordance with applicable rules without violating existing regulations (Hasibuan, 2016). Communication is the reception of information or messages carried out in two directions more effectively and efficiently so that conveyed messages can be easily understood by all parties involved (Syamsudin and Firmansyah, 2016). Every industry faces competitive challenges from other companies in creating products with new innovations, developing service systems, and adapting to consumer needs.

Table 1. Delivery of Spare Parts Units January 2022

Rank	City	Spare Parts Units Shipped
1	Tebet	221 unit
2	Green Gems	170 unit
3	Tangerang	167 unit
4	Depok	139 unit
5	Gresik	131 units

In table 1, the city with the most shipments is the city of Tebet with 221 units. Until now, the delivery from the center to the stockist to meet the demand for ATM machine repairs is increasing, so it can be seen that in this logistics industry produces quality products and services that meet the target market.

PT. This Andika Mandiri ride also has a Key Performance Indicator that is useful for finding out the performance and performance of its employees. This is done to measure the performance of each employee precisely. Here is a table related to Key Performance Indicators:

The Influence of Organizational Culture, Work Discipline and Communication on Employee Performance

Tabel 2. Key Performance Indicator

Key Performance Finance & Business Division Indicator	Key Performance Indicator Divisi	Key Performance Operational Division Indicator	Key Performance Indicator Divisi SDM
IT Services			
FINAL SCORE			
95	90	95	95

Source: wahanamovers.id

In table 2, the Final Score Key Performance Indicator of the IT Services Division is 90, which means that it is decreasing. The company also provides services that include escorting goods from the team that packs at the initial location, transportation, warehouses and transportation fleets. Therefore, every existing planning system is always expected to have a good vision and mission so that it continues to develop superiorly. The following is a table of the Vision and Mission of PT. Independent Andika Vehicle

Table 3 Vision and Mission of PT. Independent Andika Vehicle

Vision	Mission
To be at the forefront of the line of service providers as well as service resources and movers.	Providing the best mover services to our business partners with more value on quality service and competitive prices

Source: wahanamovers.id

Another factor that must be considered by the company to improve the performance of its employees is the Work Discipline possessed by all employees to achieve the goals desired by the company. At PT. The Andika Mandiri vehicle has low employee performance which requires more roles to achieve organizational goals. The following is a table of attendance rates owned by PT. Wahana Andika Mandiri in the last 3 years.

Table 4 Attendance Percentage

Year	Attendance Percentage (%)
2019	12
2020	8
2021	10

Source: wahanamovers.id

In Table 4, the percentage of the attendance rate exceeds the reasonable limit. Therefore, it can be concluded that the limit for unreasonable absence from the company is 5.7%, which requires attention as it surpasses the reasonable threshold (Hasibuan, 2002, p. 5). The problems in this study are: (1) Does Organizational Culture affect the

The Influence of Organizational Culture, Work Discipline and Communication on Employee Performance

performance of PT. Self-Portrait of Andika Mandiri? (2) Does Work Discipline affect the employee performance of PT. Self-Portrait of Andika Mandiri? (3) Does Communication affect the performance of PT. Self-Portrait of Andika Mandiri?

Based on the problem formulation presented, this study aims to: (1) test and understand the influence of Organizational Culture on the performance of PT. Independent Andika Vehicle; (2) test and understand the influence of Work Discipline on the performance of PT. Independent Andika Vehicle; and (3) test and understand the influence of Communication on the performance of PT. Independent Andika Vehicle.

The results of research presented by Sudaryono et al. (2017) indicate that Organizational Culture has no effect on employee performance. These findings contrast with Syahyuni (2018), who stated that the Organizational Culture variable affects employee performance. The hypotheses are stated as follows:

- 1) Ho1: Organizational Culture has no effect on employee performance.
- 2) Ha1: Organizational Culture affects employee performance.

The results of research presented by Sinambela et al. (2018) state that Work Discipline has no influence on employee performance. This finding contradicts the opinion of Rangkuti et al. (2021), who argued that Work Discipline does have an influence on employee performance. The hypotheses are:

- 1) Ho2: Work Discipline has no effect on employee performance.
- 2) Ha2: Work Discipline affects employee performance.

The results of research presented by Syamsudin and Firmansyah (2016) demonstrate that Communication has an effect on employee performance, which starkly contrasts with Sutrisno et al. (2017), who stated that Communication has no effect on employee performance. The hypotheses are:

- 1) Ho3: Communication has no effect on employee performance.
- 2) Ha3: Communication affects employee performance.

RESEARCH METHOD

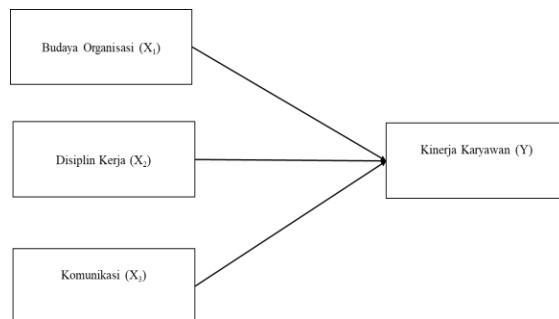


Figure 1 Research Model

This research was descriptive and causal in nature, aiming to identify the cause-and-effect relationships between variables and describe the characteristics of the objects studied. The sample consisted of 105 employees selected using saturated sampling techniques.

The Influence of Organizational Culture, Work Discipline and Communication on Employee Performance

Data collection involved both primary and secondary sources. Primary data were obtained from PT. Wahana Andika Mandiri employees through questionnaires, which were completed by all 105 respondents. Secondary data were sourced from books, journals, and articles to support the research.

Descriptive statistical methods were used to analyze the data and assess respondents' characteristics, including position, gender, age, education, and length of service.

RESULTS AND DISCUSSION

Table 5 Descriptive Statistics of Respondents Based on Position

		Frequency	Percent	Valid Percent	Cummulative Percent
Valid	Director	1	1,0	1,0	1,0
	IT Services	22	21,0	21,0	21,9
	Finance	16	15,2	15,2	37,1
	Operational	21	20,0	20,0	57,1
	Tax	15	14,3	14,3	71,4
	SDM	30	28,6	28,6	100,0
	Total	105	100,0	100,0	

Table 5 states that employees of PT. Wahana Andika Mandiri has 1 Director where there are 22 employees who occupy IT Services positions, which is followed by 16 employees who occupy Finance positions, there are 21 employees with Operational positions, Tax 15 employees and there are 30 employees who occupy HR positions. So it can be concluded that the most employees are 30, namely those who occupy HR positions.

Table 6 Descriptive Statistics of Respondents by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	62	59,0	59,0	59,0
	Woman	43	41,0	41,0	100,0
	Total	105	100,0	100,0	

Table 6 states that the gender of employees of PT. Wahana Andika Mandiri has 62 male employees and 43 female employees. So it can be concluded that the most employees are 62 employees who are male.

Table 7 Descriptive Statistics of Respondents by Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 25 years old	74	70,5	70,5	70,5
	> 50 years	10	9,5	9,5	80,0
	25-49 years old	21	20,0	20,0	100,0
	Total	105	100,0	100,0	

Table 7 states that the age of employees of PT. Wahana Andika Mandiri is 74 employees who are less than 25 years old, there are 10 employees who are over 50 years old and there are 25-49 years old which is 21 employees. So it can be concluded that the 74 employees with the age of less than 25 years are the most.

The Influence of Organizational Culture, Work Discipline and Communication on Employee Performance

Table 8. Descriptive Statistics of Respondents Based on Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma 3 (D3)	10	9,5	9,5	9,5
	Postgraduate (S2)	22	21,0	21,0	30,5
	Series (S1)	67	63,8	63,8	94,3
	High School Equivalent	6	5,7	5,7	100,0
	Total	105	100,0	100,0	

Table 8 states that employees of PT. Wahana Andika Mandiri, which has 10 Diploma 3 (D3) education, is followed by Postgraduate education (S2) which totals 22 employees, there are 67 employees with Bachelor education (S1) and there are 6 employees with high school education equivalent. Therefore, it can be concluded that the level of Bachelor Education (S1) is the most because the employees are 67 people.

Table 9. Descriptive Statistics of Respondents Based on working period

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 10 years	15	14,3	14,3
	< 5 years	62	59,0	73,3
	6-9 years	28	26,7	100,0
	Total	105	100,0	100,0

Table 9 states that employees of PT. Wahana Andika Mandiri has 15 employees with a working period of less than 10 years, there are 62 employees with a working period of less than 5 years and with a working period of 6-9 years totaling 28 employees. Hence, the most employees are 62 employees with a working period of less than 5 years.

Table 10. the result of the hypothesis test

Model	t	Isig.
(Constant)	5,628	0,000
Organizational Culture (X1)	3,153	0,002
Work Discipline (X2)	2,571	0,012
Communication (X3)	3,531	0,001

Table 10 states that the result of the hypothesis test is sig, $0,002 < 0,05$, so it can be concluded that H_a is accepted, namely there is an influence of Organizational Culture on the Performance of PT. Independent Andika Vehicle. As for the sig value, $0,0012 < 0,05$, it can be concluded that H_a is accepted, namely the influence of Work Discipline on the Performance of PT. Independent Andika Vehicle.

CONCLUSION

Based on the findings, Organizational Culture, Work Discipline, and Communication all significantly affect employee performance at PT. Independent Andika Vehicle, with Communication having the strongest positive impact (t -value = 3.531, $p < 0,05$). However, this study has limitations, including a relatively small sample size of 105 employees and a focus on only four variables. For future research, it is recommended to increase the sample size and explore different companies or industries to enhance the generalizability and depth of understanding regarding these factors and their influence on employee performance.

REFERENCES

Alkaf, A. R., Yunus, E., & Ady, S. U. (2024). Employee performance model: Analysis of training, organizational culture, and work environment by mediating work discipline. *SEISENSE Journal of Management*, 7(1), 35–50. <https://doi.org/10.33215/ng8fxg53>

Alqudah, I. H. A. (2022). High-performance human resource management practices and readiness for change. *Cogent Business & Management*, 9(1), 1–20. <https://doi.org/10.1080/23311975.2022.2134123>

Chakraborty, D., & Biswas, W. (2019). Evaluating the impact of human resource planning programs in addressing the strategic goal of the firm. *Journal of Advances in Management Research*, 16(5), 659–682. <https://doi.org/10.1108/JAMR-01-2019-0007>

Firmansyah, I., Rijanto, R., & Pitri, T. (2023). Impact of organizational culture and discipline on employee performance: A study of cooperative members. *Jurnal Bisnis, Manajemen dan Ekonomi*, 4(2), 176–185. <https://doi.org/10.1234/jbme.v4i2.2205928>

Kustini, E., Yusnita, N., & Sunaryo, W. (2025). The influence of organizational culture, work discipline, training programs, and trust on employee performance. *International Journal of Applied Management and Business*, 3(1), 33–44. <https://doi.org/10.54099/ijamb.v3i1.1270>

López-Cabarcos, M. Á. (2022). An approach to employees' job performance through work environmental factors and leadership behaviors. *Journal of Business Research*, 139, 1–9. <https://doi.org/10.1016/j.jbusres.2021.09.053>

Lutfy, R., & Wulansari, P. (2025). The influence of leadership and organizational culture on employee performance with work discipline as a mediating variable at the Health Office of Bengkalis Regency, Riau Province. *International Journal of Scientific Research and Management*, 29(1), 1–3. <https://doi.org/10.18535/ijsr.vxxix.emxx>

Piwowar-Sulej, K. (2021). Human resources development as an element of sustainable HRM – with the focus on production engineers. *Journal of Cleaner Production*, 279, 1–9. <https://doi.org/10.1016/j.jclepro.2020.123530>

Putra, R. S., Agustina, T. S., Khusnrah, H., Subramaniam, A., Fatimah, N., Nisa, K., & Fitriya, A. L. (2025). Organizational culture, work discipline, and competencies drive performance through motivation. *SHS Web of Conferences*, 100, 1–9. <https://doi.org/10.1051/shsconf/202510010009>

Sarwar, U. (2024). Optimizing human resource strategies: Investigating the mediating role of psychological empowerment. *Journal of Business Research*, 88, 1–10. <https://doi.org/10.1016/j.jbusres.2024.04.004>

Siraj, N. (2023). Performance management system and its role for employee performance: Evidence from Ethiopian SMEs. *Cogent Business & Management*, 10(1), 1–19. <https://doi.org/10.1080/23311975.2023.2205928>

Siraj, N., Harahap, H., & Putri, S. F. (2023). Performance management system and its role for employee performance: Evidence from SMEs in Indonesia. *Cogent Business & Management*, 10(1), 1–19. <https://doi.org/10.1080/23311975.2023.2205928>

Sukmo Hadi Nugroho. (2022). The role of human resources management in organizational perspective. *Global Journal of Engineering and Technology Advances*, 10(3), 012–018. <https://doi.org/10.30574/gjeta.2022.10.3.0040>

Vosloban, R. I. (2012). The influence of the employee's performance on the company's

The Influence of Organizational Culture, Work Discipline and Communication on Employee Performance

growth – A managerial perspective. *Procedia – Social and Behavioral Sciences*, 62, 113–117. <https://doi.org/10.1016/j.sbspro.2012.09.019>

Vosloban, R. I. (2022). Organizational culture and work discipline: A relationship with employee performance in small and medium enterprises. *Procedia – Social and Behavioral Sciences*, 62, 113–117. <https://doi.org/10.1016/j.sbspro.2012.09.019>