



THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT BANGUN BINA PRIMA SARANA SERPONG, SOUTH TANGERANG

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ABSTRACT

This study aims to examine the influence of organizational culture and work discipline on employee performance at PT. Bangunbina Prima Sarana in Serpong, South Tangerang, both partially and simultaneously. The study is grounded in organizational behavior and human resource management theories, which suggest that shared organizational values, norms, and employee discipline are important determinants of individual work behavior and performance. The research gap arises from the limited empirical evidence examining the combined contribution of organizational culture and work discipline to employee performance in the specific organizational context of PT. Bangunbina Prima Sarana, particularly in relation to observed workplace issues such as tardiness, unexcused absences, and suboptimal cooperation and responsibility among employees. This study employed a quantitative approach with a descriptive method. The population consisted of 80 employees, all of whom were selected as respondents using a saturated sampling technique. Data were collected through a questionnaire using a Likert scale and analyzed using SPSS version 25. The analytical procedures included validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-test, and the coefficient of determination. The results indicate that organizational culture has a positive and significant effect on employee performance, as demonstrated by a t-value of 5.126, which exceeds the t-table value of 1.664, with a significance level of $0.000 < 0.05$. Work discipline also has a positive and significant effect on employee performance, with a t-value of $4.917 > 1.664$ and a significance level of $0.000 < 0.05$. Simultaneously, organizational culture and work discipline have a positive and significant effect on employee performance, as indicated by an F-value of $12.975 > 3.14$ and a significance level of $0.000 < 0.05$. The coefficient of determination (R^2) is 25.2%, indicating that organizational culture and work discipline jointly explain 25.2% of the variance in employee performance, while the remaining 74.8% represents variance not explained by the variables included in the model. These findings highlight the importance of strengthening organizational culture and work discipline as part of human resource management efforts to improve employee performance.

1. INTRODUCTION

Human resources constitute one of the most critical organizational assets because employees are responsible for translating organizational strategies, plans, and available resources into concrete operational outcomes. Organizational effectiveness is therefore influenced not only by financial resources, technology, and physical infrastructure but also by the extent to which employees are capable of performing their roles effectively. Human resource management plays an important role in aligning employee capabilities and behavior with organizational objectives through appropriate practices related to recruitment, development, motivation, performance management, and employee relations (Armstrong & Taylor, 2023).

Employee performance represents an important indicator of organizational effectiveness because it reflects the extent to which employees accomplish assigned tasks and contribute to the achievement of organizational goals. Performance can be assessed through several dimensions, including the quality and quantity of work, timeliness, effectiveness, independence, and responsibility in carrying out job-related duties. Consequently, organizations need to establish clear performance standards and provide appropriate managerial support to ensure that employees understand expectations and are able to achieve the required level of performance (Robbins & Judge, 2022).

In an increasingly competitive business environment, maintaining and improving employee performance has become a strategic concern for organizations. Changes in technology, customer expectations, market competition, and organizational structures require employees to adapt continuously and demonstrate greater levels of competence, discipline, and commitment. Organizations that are able to manage their human resources effectively are more likely to create working conditions that encourage employees to perform consistently and contribute to organizational sustainability (Dessler, 2020).

From an organizational behavior perspective, employee performance is influenced by both individual and organizational factors. Organizational culture represents a system of shared values, beliefs, assumptions, and behavioral norms that shapes how organizational members perceive situations, interact with one another, and perform their work. A strong and supportive organizational culture can provide employees with clear behavioral expectations, strengthen their sense of belonging, and encourage behaviors that are aligned with organizational objectives. Conversely, a weak or inconsistent organizational culture may create uncertainty regarding expected standards of behavior and reduce employees' commitment to organizational goals. Therefore, organizational culture is theoretically expected to play an important role in shaping employee performance (Schein & Schein, 2017).

In addition to organizational culture, work discipline represents an important behavioral factor in achieving effective employee performance. Work discipline refers to employees' willingness and ability to comply with organizational rules, procedures, working hours, responsibilities, and established standards. Employees who demonstrate a high level of discipline are generally expected to manage their working time effectively, follow established procedures, complete assigned responsibilities, and maintain consistency in their work behavior. From an organizational behavior perspective, discipline therefore functions not only as a mechanism for regulating employee conduct but also as a means of establishing accountability and consistency in the execution of work responsibilities (Robbins & Judge, 2017). Empirical research has also indicated that work discipline can contribute positively to employee performance, suggesting that employees who consistently comply with organizational standards are more likely to achieve expected performance outcomes (Saputri et al., 2021; Sanjaya & Febrian, 2024).

The theoretical relationship between organizational culture, work discipline, and employee performance is supported by previous empirical research conducted in various organizational contexts. Jatilaksono found that work discipline and organizational culture had positive and significant effects on employee performance, both individually and simultaneously, indicating that employees' adherence to organizational standards and the internalization of organizational values can contribute to improved work outcomes (Jatilaksono, 2016). Similarly, Rahmawati and Nurhadian (2023), in their study of a government agency in Bandung Regency, found that both work discipline and organizational culture had positive and statistically significant effects on employee performance, including a significant simultaneous effect of the two variables. Evidence from the hospitality sector further supports these relationships. Dewi, Heryanda, and Widiastini reported that organizational culture and work discipline had positive and significant effects on employee performance among employees of Adirama Beach Hotel Lovina, suggesting that the relationship between these variables may also be relevant in service-oriented organizational environments (Dewi et al., 2020). More recent evidence also indicates that organizational culture and work discipline remain relevant predictors of employee performance in different organizational settings (Suryani & Husein, 2025).

More recent empirical evidence further supports the relevance of examining these variables together. Maulida and Dewanto reported that work discipline and organizational culture significantly affected employee performance at PT Transportation Jakarta, with work discipline showing a particularly substantial contribution to performance. Likewise, Susandi and Listiani found that organizational culture and work

discipline were positively associated with productivity in regional public enterprises in West Java. Recent research at PT X in Batam also found that organizational culture and work discipline had positive and significant effects on employee performance, although communication was additionally included as an explanatory variable. These findings provide empirical support for the proposition that organizational culture and work discipline are relevant determinants of employee performance.

However, the existing literature does not entirely resolve the question of how these two variables operate within different organizational and service contexts. Previous studies have been conducted in government agencies, hotels, transportation organizations, public enterprises, and manufacturing or other corporate settings, with differences in organizational characteristics, employee composition, management practices, and work environments. For example, some studies examine organizational culture and work discipline as direct predictors of performance, while other studies introduce additional variables such as communication, leadership, competence, or work environment. This variation indicates that the relationship between organizational culture, work discipline, and employee performance remains context-dependent and should continue to be examined in specific organizational settings.

A further research gap concerns the limited empirical evidence regarding the relationship between organizational culture, work discipline, and employee performance within the specific organizational context of PT Bangunbina Prima Sarana, particularly its Serpong branch in South Tangerang. Although previous studies have demonstrated that organizational culture and work discipline are associated with employee performance, empirical findings obtained from different organizational settings should not be generalized automatically because organizational characteristics, management practices, employee characteristics, organizational values, and working conditions may vary across institutions (Schein & Schein, 2017; Robbins & Judge, 2022). Differences in organizational context may consequently influence the way employees respond to cultural values, disciplinary practices, and managerial policies, making context-specific empirical investigation important. Therefore, the present study seeks to extend the existing literature by simultaneously examining organizational culture and work discipline as predictors of employee performance within the specific service-sector context of PT Bangunbina Prima Sarana, Serpong, South Tangerang.

The importance of this organizational context is further supported by preliminary observations conducted at PT Bangunbina Prima Sarana Serpong. The preliminary observations identified several behavioral and performance-related concerns, particularly in the areas of employee attendance, punctuality, cooperation, and responsibility. Some employees were observed arriving after the scheduled working hours, while irregular attendance and inconsistent compliance with established workplace rules were also identified as areas of concern. These initial conditions indicate the existence of work-discipline issues that may affect the consistency of employees' work behavior and their ability to fulfill assigned responsibilities. In addition, the preliminary observations suggested that cooperation among employees was not always optimal. In several situations, employees appeared reluctant to assist colleagues, avoided certain assigned tasks, or transferred responsibilities to other employees, particularly administrative personnel. Such conditions may disrupt the smooth execution of organizational activities and potentially affect employee performance. These observations provide an important empirical basis for further examining the extent to which organizational culture and work discipline are related to employee performance within this specific organizational context (Robbins & Judge, 2022; Armstrong & Taylor, 2023).

Nevertheless, these practical problems should not be interpreted merely as evidence that organizational culture or work discipline causes low employee performance. Preliminary observations should instead be regarded as initial indications of a potential managerial issue that requires systematic empirical investigation. Accordingly, the present study examines whether organizational culture and work discipline are statistically associated with employee performance rather than assuming a causal relationship solely on the basis of observational evidence. This distinction is important because employee performance is a multidimensional outcome that can be influenced by various individual and organizational factors, including leadership, motivation, job satisfaction, compensation, work environment, communication, competence, and workload (Robbins & Judge, 2022; Armstrong & Taylor, 2023). Therefore, empirical testing is necessary to determine whether organizational culture and work discipline have significant relationships with employee performance within the specific organizational context examined in this study.

The organizational culture of PT Bangunbina Prima Sarana is particularly relevant because organizational culture establishes shared values, norms, and behavioral expectations that guide employees in carrying out their duties and interacting within the organization. When organizational values emphasize responsibility, cooperation, discipline, service quality, and the achievement of organizational objectives, these values can function as behavioral guidelines that encourage employees to align their actions with organizational expectations. Conversely, when organizational values are not consistently communicated, implemented, and reinforced, employees may develop inconsistent approaches to their work responsibilities and behavioral standards. Organizational culture can therefore influence how employees understand their roles, respond to organizational expectations, and perform their assigned

tasks (Schein & Schein, 2017; Robbins & Judge, 2022). Accordingly, examining organizational culture in relation to employee performance is important for determining whether the prevailing values and behavioral norms within PT Bangunbina Prima Sarana support the achievement of desired employee performance standards.

Work discipline is equally important because the operational effectiveness of a service-oriented organization depends substantially on employees' consistency in following working schedules, procedures, responsibilities, and organizational rules. Work discipline reflects employees' adherence to established organizational standards and their willingness to perform work responsibilities in accordance with applicable regulations. Persistent lateness, irregular attendance, and weak compliance with work procedures may interfere with coordination, reduce work consistency, and disrupt the continuity of organizational activities. Conversely, employees who consistently comply with working hours, procedures, and organizational requirements are more likely to demonstrate orderly and responsible work behavior. Thus, work discipline provides an important behavioral mechanism through which organizational expectations can be translated into employees' daily work practices and may subsequently be associated with employee performance (Robbins & Judge, 2022; Armstrong & Taylor, 2023).

The simultaneous examination of organizational culture and work discipline is particularly important because these variables are conceptually related but represent different organizational mechanisms. Organizational culture primarily provides shared values, norms, and behavioral expectations, whereas work discipline reflects employees' adherence to established rules and standards. A positive organizational culture may encourage employees to internalize desired behaviors, while effective work discipline ensures that those behaviors are consistently implemented in daily activities. Examining both variables in one empirical model therefore provides a more comprehensive understanding of the organizational and behavioral conditions associated with employee performance than examining either factor independently.

The empirical literature also suggests that the strength of these relationships may vary across organizational settings. For instance, a study of regional public enterprises in West Java found positive effects of organizational culture and work discipline on productivity, while research at PT Transportation Jakarta reported a substantial contribution from work discipline alongside organizational culture. More recent research in the public-sector context also found significant effects of organizational culture and work discipline on employee performance, with work discipline identified as the more dominant variable. These differences demonstrate that although the general direction of the relationship appears consistent, the magnitude and practical relevance of each variable may depend on organizational context. This provides further justification for conducting a context-specific investigation at PT Bangunbina Prima Sarana.

The novelty of this study therefore lies primarily in its empirical examination of the simultaneous relationship between organizational culture and work discipline and employee performance within PT Bangunbina Prima Sarana Serpong, South Tangerang. Rather than assuming that findings from previous organizations apply universally, this study provides organization-specific evidence regarding whether these two human resource management variables are significantly related to employee performance in the selected research setting. The study also connects documented workplace concerns regarding punctuality, attendance, cooperation, and responsibility with measurable organizational culture and work discipline variables, thereby providing an empirical basis for understanding the performance problems identified during the preliminary stage of the research.

PT Bangunbina Prima Sarana operates within a service-oriented business environment in which employee performance is particularly important because employees directly contribute to the effectiveness and continuity of organizational activities. In such an environment, the ability of employees to perform their responsibilities consistently, cooperate with colleagues, comply with organizational procedures, and complete tasks effectively can influence the quality and efficiency of organizational operations. Consequently, improving employee performance is not only an internal human resource issue but also an important managerial consideration for maintaining organizational effectiveness and achieving long-term objectives.

Based on the theoretical arguments, previous empirical findings, research gap, and preliminary conditions identified at PT Bangunbina Prima Sarana Serpong, this study examines the influence of organizational culture and work discipline on employee performance. Specifically, the study aims to determine: (1) whether organizational culture has a significant effect on employee performance; (2) whether work discipline has a significant effect on employee performance; and (3) whether organizational culture and work discipline simultaneously have a significant effect on employee performance at PT Bangunbina Prima Sarana Serpong, South Tangerang. The findings are expected to contribute to the empirical literature on human resource management and provide practical information for management in developing organizational culture and work discipline policies aimed at improving employee performance.

2. METHODS

3.1 Research Design

This study employed a quantitative approach with an explanatory research design. The quantitative approach was selected because the study aims to statistically examine the relationships between organizational culture, work discipline, and employee performance. The explanatory design was used to test whether organizational culture and work discipline are statistically associated with employee performance, both partially and simultaneously. The study focuses on three variables: organizational culture (X1) as the first independent variable, work discipline (X2) as the second independent variable, and employee performance (Y) as the dependent variable. The research model was developed based on human resource management and organizational behavior perspectives, which suggest that organizational values, norms, employee discipline, and adherence to work standards are important factors related to employee performance.

3.2 Population and Sampling

The population of this study consisted of 80 employees of PT Bangunbina Prima Sarana, Serpong, South Tangerang, Indonesia. Because the total population was relatively small and all employees were accessible to the researcher, the study used a saturated sampling technique (census sampling).

Under saturated sampling, all members of the population are included as research respondents. Therefore, the sample consisted of **80 employees (n = 80)**. The use of saturated sampling ensures that the research represents the entire accessible employee population of the selected organization rather than selecting only a subset of employees.

3.3 Data Collection

Primary data were collected through a structured questionnaire distributed directly to the 80 employees. The questionnaire was designed to measure three constructs: organizational culture, work discipline, and employee performance.

Each statement was measured using a **five-point Likert scale**, ranging from 1 to 5, with the following interpretation:

Score	Response
a.	Strongly Disagree
b.	Disagree
c.	Neutral
d.	Agree
e.	Strongly Agree

The questionnaire was administered after the respondents were informed about the purpose of the study and the voluntary nature of their participation.

3.4 Measurement of Variables

The variables were operationalized into measurable indicators to ensure that each construct could be assessed through questionnaire items.

3.4.1 Organizational Culture (X1)

Organizational culture refers to the shared values, norms, beliefs, and behavioral expectations that guide employees in carrying out their work and interacting within the organization.

The organizational culture variable was measured through indicators related to:

1. innovation and risk-taking;
2. attention to detail;
3. results orientation;
4. employee orientation;
5. team orientation;
6. aggressiveness; and
7. stability.

The questionnaire consisted of **10 statement items** measuring organizational culture.

3.4.2 Work Discipline (X2)

Work discipline refers to employees' willingness and consistency in complying with organizational rules, working schedules, procedures, and responsibilities.

The work discipline variable was measured through indicators including:

1. punctuality;
2. attendance;

3. compliance with organizational rules;
4. compliance with work procedures;
5. responsibility for assigned tasks; and
6. adherence to established work standards.

The questionnaire consisted of **10 statement items** measuring work discipline.

3.4.3 Employee Performance (Y)

Employee performance refers to the level of work achievement demonstrated by employees in completing their duties and responsibilities according to established organizational standards.

Employee performance was measured through indicators including:

- a. quality of work;
- b. quantity of work;
- c. timeliness;
- d. effectiveness;
- e. independence; and
- f. responsibility.

The questionnaire consisted of **10 statement items** measuring employee performance.

3.5 Instrument Validity Test

Before conducting hypothesis testing, the questionnaire was examined for validity to determine whether each statement item appropriately measured its intended construct.

The validity test was conducted using the Pearson Product-Moment correlation coefficient through SPSS Version 25. Each questionnaire item was correlated with the total score of its respective variable. The decision criterion was based on the comparison between the calculated correlation coefficient (**r-count**) and the critical correlation coefficient (r-table). With 80 respondents and a significance level of 5%, the critical r-value used in this study was **0.219**.

An item was considered valid when: $r\text{-count} > r\text{-table}$ (0.219)

Based on the validity test, the organizational culture items produced r-count values ranging from 0.397 to 0.688, all of which exceeded the critical value of 0.219. Therefore, all organizational culture items were considered valid.

For the work discipline variable, the r-count values ranged from 0.323 to 0.712. Since all values exceeded 0.219, all work discipline items were considered valid. For employee performance, the r-count values ranged from 0.389 to 0.677. All values exceeded the critical value of 0.219, indicating that all employee performance items were valid.

3.6 Reliability Test

Reliability testing was performed to evaluate the internal consistency of the questionnaire items for each research variable. The reliability test employed **Cronbach's Alpha** using SPSS Version 25.

A construct was considered reliable when its Cronbach's Alpha coefficient exceeded **0.60**.

The results are presented below.

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Decision
Organizational Culture (X1)	0.769	0.60	Reliable
Work Discipline (X2)	0.717	0.60	Reliable
Employee Performance (Y)	0.711	0.60	Reliable

The Cronbach's Alpha coefficient for organizational culture was **0.769**, for work discipline **0.717**, and for employee performance **0.711**. Because all coefficients exceeded 0.60, the questionnaire demonstrated adequate internal consistency and was considered reliable for subsequent analysis.

3.7 Data Analysis

The data were processed using **IBM SPSS Statistics Version 25**. The analysis consisted of descriptive statistics, classical assumption tests, multiple linear regression analysis, and hypothesis testing.

Descriptive statistics were used to summarize the characteristics of the respondents and the distribution of the research variables. The analysis included frequency distributions, minimum values, maximum values, means, and standard deviations.

Before conducting regression analysis, classical assumption tests were performed, including:

1. normality test;
2. multicollinearity test; and
3. heteroscedasticity test.

These tests were conducted to assess whether the regression model met the assumptions required for appropriate statistical inference.

3.8 Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the statistical relationship between

organizational culture and work discipline as independent variables and employee performance as the dependent variable.

The regression model is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

- Y = Employee Performance;
- α = Constant;
- β_1 = Regression coefficient of Organizational Culture;
- β_2 = Regression coefficient of Work Discipline;
- X_1 = Organizational Culture;
- X_2 = Work Discipline; and
- ε = Error term.

The regression coefficients indicate the direction and magnitude of the statistical relationship between each independent variable and employee performance, holding the other independent variable constant.

3.9 Partial Hypothesis Testing (t-Test)

The t-test was used to determine whether organizational culture and work discipline were individually and significantly associated with employee performance.

The hypothesis testing criteria were:

- If **Sig. < 0.05**, the null hypothesis is rejected and the alternative hypothesis is supported.
- If **Sig. > 0.05**, the null hypothesis is not rejected.

The t-test results were interpreted together with the direction of the regression coefficient to determine whether the relationship was positive or negative.

3.10 Simultaneous Hypothesis Testing (F-Test)

The F-test was conducted to determine whether organizational culture and work discipline jointly provide statistically significant explanatory information regarding employee performance.

The decision criterion was:

- If **Sig. F < 0.05**, the independent variables jointly have a statistically significant relationship with the dependent variable.
- If **Sig. F > 0.05**, the simultaneous relationship is not statistically significant.

3.11 Coefficient of Determination

The coefficient of determination (R^2) was used to assess the proportion of variance in employee performance explained by organizational culture and work discipline within the regression model.

An R^2 value of **25.2%**, if confirmed by the SPSS Model Summary output, means that organizational culture and work discipline jointly explain 25.2% of the variance in employee performance in the model. The remaining 74.8% represents variance not explained by the two independent variables included in this study. It should not be interpreted as evidence that specific other factors directly caused the remaining variance because those factors were not examined in this research.

3.12 Ethical Considerations

Ethical considerations were applied throughout the data collection process. Participation was voluntary, and respondents were informed about the purpose of the research before completing the questionnaire. Respondents were not required to provide unnecessary personally identifying information, and the information collected was treated confidentially and used exclusively for academic research purposes.

The study also ensured that respondents could participate without coercion and that questionnaire responses were analyzed in aggregate rather than used to evaluate individual employees.

3.13 Research Model

Based on the theoretical framework, the research model consists of organizational culture (X_1) and work discipline (X_2) as independent variables and employee performance (Y) as the dependent variable.

The hypotheses are formulated as follows:

H1: Organizational culture has a positive and statistically significant relationship with employee performance.

H2: Work discipline has a positive and statistically significant relationship with employee performance.

H3: Organizational culture and work discipline simultaneously have a statistically significant relationship with employee performance.

3. RESULTS AND DISCUSSIONS

Results

A summary of the data characteristics in this study is presented through descriptive statistics in Table 1, which confirms the distribution of minimum, maximum, average (mean), and standard deviation values for each variable analyzed.

Validity Test for the Work Organizational Culture Variable (X_1)

The validity test for the Organizational Culture variable (X_1) was conducted using SPSS Version 25. The dataset consists of ordinal data from a sample of 80 respondents, comprising 10 statements. Table 4.4 shows that the values range from a high of 0.688 to a low of 0.397. The results in Table 4.4 indicate that all statements within the Organizational Culture variable (X_1) are valid, as the calculated correlation coefficient for each statement exceeds the critical value $> r_{table}$ of 0.219.

Validity Test of Work Discipline Variable (X2)

Table 4.4 above shows that the values for the statements within the Work Discipline variable (X2) range from a high of 0.712 to a low of 0.323. Furthermore, the table indicates that all statements regarding the Work Discipline variable are valid; this is evident because the calculated $r_{hitung} > r_{tabel}$ for each statement exceeds the critical $r_{hitung} > r_{tabel}$ of 0.219.

Validity Test for the Performance Variable (Y)

Table 4.4 above shows that the values for the statements within the Performance variable (Y) range from a high of 0.677 to a low of 0.389. Furthermore, the table indicates that all statements within the Performance variable are valid; this is evident because the value for each statement exceeds the critical r -table value of 0.219

Reliability Test

Reliability testing is conducted to determine the extent to which measurement results remain consistent when the same phenomenon is measured twice or more using the same instrument. To this end, a reliability test was performed on the research instrument by calculating the Cronbach's Alpha value; according to Ghozali (2018), a questionnaire is considered reliable if the Cronbach's Alpha value exceeds 0.60.

Table 2. Reliability Test

No.	Variabel	Cronbach Alpha	Keputusan
1	Budaya Organisasi (X ₁)	0,769	Reliabel
2	Disiplin Kerja (X ₂)	0,717	Reliabel
3	Kinerja (Y)	0,711	Reliabel

Sumber: Hasil olah data SPSS 25 (2024)

Based on the reliability test results in Table 4.6 above, it can be seen that the Cronbach's Alpha value for the Organizational Culture variable (X1) is 0.769, for the Work Discipline variable (X2) it is 0.717, and for the Performance variable (Y) it is 0.711; since these values exceed 0.60, the statement items for these variables can be considered reliable.

Classical Assumption Tests

1. Normality Test

According to Ghozali (2012), "The normality test is used to determine whether a regression model follows a normal distribution. The normality assumption is a crucial requirement for testing the significance of regression coefficients." A good regression model is one that follows a normal or near-normal distribution, making it suitable for statistical testing. If the data are not normally distributed, the necessary course of action is to replace or remove invalid items and re-administer the questionnaire. The Kolmogorov-Smirnov (KS) statistical test can be used to determine whether the data are normally or near-normally distributed. This study employs the one-sample Kolmogorov-Smirnov test, where data are considered normally distributed if the Asymp. Sig. (2-tailed) value is greater than 0.05; conversely, data are considered non-normally distributed if the Asymp. Sig. (2-tailed) value is less than 0.05. The results of the data normality test are presented below:

Table 3. One Sample Kolmogorov

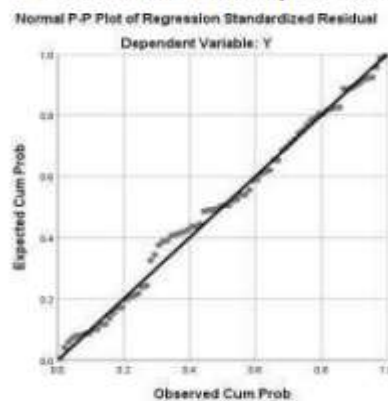
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.39047147
Most Extreme Differences	Absolute	.074
	Positive	.036
	Negative	-.074
Test Statistic		.074
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Sumber: Data diolah oleh Peneliti (2024)

Based on the results of the normality test calculations, the data in this study can be considered normally distributed. This is because the Asymp. Sig. value from the normality test was 0.200, which is greater than 0.05; thus, the significance level exceeds 0.05, indicating a normal distribution. Visually, the normal probability plot can be seen in Figure 2 below:

Uji Normalitas Diagram Penyebaran Titik Residual

Sumber : Data diolah oleh peneliti (2024)



The normal probability plot shown above displays a pattern indicating that the regression model satisfies the normality assumption. This is evident from the data points being distributed around the plot and following the diagonal line.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between independent variables in the regression model. Ideally, a good regression model should not exhibit correlation among the independent variables. Multicollinearity can be detected by examining the Variance Inflation Factor (VIF) and tolerance values.

Table 4. Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	24.178	3.797		6.367	.000		
	Budaya Organisasi i(x1)	.404	.320	.471	1.261	.211	.070	14.361
	Disiplin (x2)	.030	.346	.032	.086	.932	.070	14.361

a. Dependent Variable: Kinerja

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Sumber: Hasil olahan data SPSS 25 (2024)

Based on the data above, it can be concluded that the tolerance values for the variables Organizational Culture (X1) and Work Discipline (X2) are 0.070, which is greater than 1. Meanwhile, the VIF values for Organizational Culture (X1) and Work Discipline (X2) are 14.361, which is greater than 10. Thus, it can be concluded that there is no issue of multicollinearity.

Statistical Tests

1. Simple Linear Regression Test

Simple Linear Regression Test of the Organizational Culture variable on Employee Performance (X1 against Y). According to Supardi (2013), "Simple linear regression analysis is used to determine the pattern by which the dependent variable (criterion) can be predicted through the independent variable (predictor)."

The simple linear regression table for X1 against Y

Table 5. Regeresi Linear
Regresi Linier Sederhana X₁ terhadap Y (X₁ → Y)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	24.312	3.435		7.077	.000		
	Budaya Organisasi (X1)	.430	.084	.502	5.126	.000	1.000	1.000

a. Dependent Variable: Kinerja

Sumber: Hasil olah data SPSS 25 (2024)

Based on the output data in the table above, the following results are obtained:

a. The regression model obtained is $Y = 24.312 + 0.430 X_1$

- 1) The constant of 24.312 indicates that, in the absence of organizational culture, employee performance is established at a level of 24.312.
- 2) The organizational culture variable has a positive effect on employee performance, with a coefficient value of 0.430. This means that if the organizational culture variable increases by one unit, employee performance will increase by 0.430.

Table 6. Regresi Linear Sederhana
Regresi Linier Sederhana X₂ terhadap Y (X₂ → Y)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	23.411	3.762		6.222	.000		
	Disiplin (X2)	.451	.092	.486	4.917	.000	1.000	1.000

a. Dependent Variable: Kinerja

Based on the data output in Table 4.13 above, the following results are obtained:

a. The regression model obtained is $Y = 23.411 + 0.451 X_2$.

- 1) The constant of 23.411 indicates that, in the absence of the Work Discipline variable, Employee Performance stands at a value of 23.411.
- 2) The Work Discipline variable has a positive effect on Employee Performance, with a coefficient value of 0.451. This means that if the Work Discipline variable increases by one unit, Employee Performance will increase by 0.451.

is presented below:

Multiple Linear Regression Test

According to Sugiyono (2017), "Multiple linear regression analysis aims to predict the state (fluctuations) of the dependent variable when two or more independent variables acting as predictor factors are manipulated (their values increased or decreased)." The results of the multiple linear regression test are presented in Table 7.

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	24.178	3.797		6.367	.000		
	Budaya Organisasi (X1)	.404	.320	.471	1.261	.211	.070	14.361
	Disiplin (X2)	.030	.346	.032	.086	.932	.070	14.361
a. Dependent Variable: Kinerja								

Based on the output data in the table above, the following results are obtained:

a. The regression model obtained is $Y = 24.178 + 0.404 X_1 + 0.030 X_2$

1) The constant of 24.178 indicates that, in the absence of work environment and work culture factors, employee performance is still established at a value of 24.178.

2) The Organizational Culture variable has a positive effect on Employee Performance, with a coefficient value of 0.404. This means that if the Organizational Culture variable increases by one unit, Employee Performance will increase by 0.404.

3) The Work Discipline variable has a positive effect on Employee Performance, with a coefficient value of 0.030. This means that if the Work Discipline variable increases by one unit—assuming the Work Discipline variable remains constant—Employee Performance will increase by 0.030.

Partial Hypothesis Testing

1. Partial t-Test

The t-test is conducted to determine the magnitude of the influence of each independent variable on the dependent variable. To assess whether the influence is significant, a significance level of 5% (0.05) is used, and the calculated t-value is compared with the critical t-value. The procedure for determining the value is as follows:

Table 8. t-test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.312	3.435		7.077	.000
	Budaya Organisasi (X1)	.430	.084	.502	5.126	.000
a. Dependent Variable: Kinerja						

Sumber: Hasil olahan data SPSS 25 (2024)

Based on Table 4.20, it can be seen that the calculated t-value (5.126) is greater than the t-table value (1.664), with a significance level of $0.000 < 0.05$; therefore, H_{01} is rejected, and H_{a1} is accepted, indicating that organizational culture has a positive and significant effect on employee performance at PT. Bangunbina Prima Sarana.

Simultaneous Hypothesis Test (F-test)

The overall test is conducted to determine whether there is a simultaneous effect of the independent variables on the dependent variable.

a. Dependent Variable: Performance

This test utilizes the F-distribution by comparing the calculated F-value (F-count) with the F-table value. Determining the F-value requires the degrees of freedom for the numerator and the denominator, calculated using the following formulas:

Table 9. Uji Simultan

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	306.059	2	153.030	12.975
	Residual	908.128	77	11.794	
	Total	1214.188	79		
a. Dependent Variable: Kinerja					
b. Predictors: (Constant), Disiplin, Motivasi					

Sumber: Data olahan SPSS 25 (2024)

Based on the results presented in the table above, the simultaneous test (F-test) indicates that organizational culture and work discipline jointly have a statistically significant relationship with employee performance. The calculated F-value of 12.975 is greater than the F-table value of 3.14, while the significance value of 0.000 is lower than the 0.05 significance level. These results indicate that the null hypothesis (H0) is rejected and the alternative hypothesis (H3) is accepted. Therefore, organizational culture and work discipline, when considered simultaneously, significantly contribute to explaining variations in employee performance at PT Bangunbina Prima Sarana Serpong.

The significant simultaneous result indicates that employee performance cannot be considered solely from the perspective of organizational culture or work discipline independently. Rather, the combination of organizational values, behavioral expectations, compliance with organizational rules, and employees' consistency in carrying out their responsibilities provides a broader framework for understanding employee performance. A supportive organizational culture can provide employees with behavioral direction, while effective work discipline can encourage employees to implement these expectations consistently in their daily activities. This interpretation is consistent with the organizational behavior perspective, which emphasizes that employee behavior and performance are shaped by interactions between individual and organizational factors (Robbins & Judge, 2022; Schein & Schein, 2017).

The findings are also consistent with previous empirical research showing that organizational culture and work discipline can jointly influence employee performance. Jatilaksono (2016) reported that organizational culture and work discipline had positive and significant effects on employee performance, both partially and simultaneously. Similarly, Rahmawati and Nurhadian (2023) found that organizational culture and work discipline simultaneously had a significant effect on employee performance in a government institution in Bandung Regency. These findings provide empirical support for the present study because they demonstrate that the simultaneous contribution of organizational culture and work discipline to employee performance is not limited to a single organizational setting.

In the context of PT Bangunbina Prima Sarana Serpong, the significant F-test result suggests that improving employee performance requires attention to both organizational culture and work discipline. Strengthening organizational values related to responsibility, cooperation, service quality, and achievement should be accompanied by consistent implementation of working rules, attendance requirements, punctuality, and employee responsibilities. The statistical finding therefore provides empirical evidence that these two organizational factors, when examined together, are relevant to understanding employee performance in the organization. However, the result should be interpreted as evidence of a statistically significant relationship within the model rather than as proof that organizational culture and work discipline are the only factors determining employee performance.

4. CONCLUSION

This study concludes that organizational culture and work discipline are significantly associated with employee performance at PT Bangunbina Prima Sarana, Serpong, South Tangerang. Organizational culture has a positive and statistically significant relationship with employee performance, as indicated by a t-value of 5.126 (t-table = 1.664; $p < 0.05$). Work discipline also has a positive and statistically significant relationship with employee performance, with a t-value of 4.917 (t-table = 1.664; $p < 0.05$). Furthermore, organizational culture and work discipline jointly demonstrate a statistically significant relationship with employee performance, as shown by an F-value of 12.975 (F-table = 3.14; $p < 0.05$).

The coefficient of determination (R^2) of 25.2% indicates that organizational culture and work discipline explain 25.2% of the variation in employee performance in the model, while the remaining 74.8% is attributable to factors not examined in this study. These findings highlight the importance of strengthening organizational values, employee discipline, responsibility, cooperation, and compliance with workplace standards. However, because the study was conducted at a single organization using a cross-sectional design and a sample of 80 employees, the findings should be interpreted as evidence of statistical relationships rather than definitive causal effects and should not be generalized automatically to other organizational contexts.

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