
The Influence of Organizational Culture and Work Discipline on Employee Performance at PT Global Putra International Surabaya

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Abstract: Employee performance is a critical determinant of organizational success, requiring strong organizational culture and consistent work discipline to enhance productivity and competitiveness. This study aims to analyze the influence of organizational culture and work discipline on employee performance at PT Global Putra International Surabaya, East Java, Indonesia. Employing a quantitative method with an associative research design, the study involved all 30 employees as respondents through total sampling technique (census). Data were collected using a 28-item Likert-scale questionnaire (10 items for organizational culture, 8 items for work discipline, 10 items for employee performance) distributed via Google Forms and analyzed through validity tests ($r > 0.361$), reliability tests (Cronbach's Alpha > 0.60), classical assumption tests (normality: Asymp. Sig. = 0.123; multicollinearity: VIF = 1.034), multiple linear regression analysis, coefficient of determination (R^2), and hypothesis testing (t-test and F-test). The results showed that organizational culture ($\beta = 0.335$, $p = 0.014$) and work discipline ($\beta = 0.583$, $p < 0.001$) each had a positive and significant partial effect on employee performance. Simultaneously, both variables significantly influenced employee performance ($F = 15.582$, $p < 0.001$). The coefficient of determination (R^2) value of 0.536 indicates that 53.6% of variations in employee performance can be explained by organizational culture and work discipline variables, while the remaining 46.4% is influenced by other factors outside the research model, such as work motivation, leadership, compensation, and work environment. This study concludes that strengthening organizational values and implementing work discipline consistently are strategic priorities for improving employee performance. These findings provide practical implications for companies to strengthen organizational culture internalization and enhance work discipline through consistent rule implementation, employee coaching, and continuous performance evaluation to achieve more optimal human resource management effectiveness in the logistics sector.

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Introduction



Employee performance is a key determinant of organizational success in achieving goals and maintaining competitiveness amidst the dynamics of the business world. In the context of human resource management, organizational culture and work discipline are two factors believed to shape work behavior, increase productivity, and encourage optimal performance. Organizational culture serves as a guideline for values and norms that guide employee behavior, while work discipline reflects the level of compliance with company rules and work standards (Putri et al., 2022; Simatupang et al., 2020). Therefore, companies need to create a work environment that supports the formation of a positive organizational culture and the consistent implementation of work discipline.

PT Global Putra International Surabaya is a logistics and supply chain company that requires high-performance human resources. Despite a relatively good employee attendance rate, the company still faces the phenomenon of tardiness, which has the potential to impact productivity and work effectiveness. This situation indicates that work discipline is not only measured by attendance levels, but also by adherence to time and work responsibilities. Furthermore, the effectiveness of organizational culture in shaping employee work behavior still requires further study, making the influence of these two factors on employee performance important.

Based on these conditions, this study focuses on the questions of whether organizational culture influences employee performance, whether work discipline influences employee performance, and whether organizational culture and work discipline simultaneously influence employee performance at PT Global Putra International Surabaya. In line with the formulation of the problem, this study aims to analyze the influence of organizational culture and work discipline, both partially and simultaneously, on employee performance at PT Global Putra International Surabaya.

This research contributes to the development of human resource management studies, particularly regarding the relationship between organizational culture, work discipline, and employee performance in the logistics sector. Unlike previous research, which was generally conducted in different sectors or with different organizational characteristics, this study presents empirical evidence based on the real conditions of PT Global Putra International Surabaya. The results are expected to enrich the literature on factors that influence employee performance and serve as a basis for companies in formulating strategies to strengthen organizational culture and improve work discipline to support the achievement of more optimal performance.

Research methods

This study uses a quantitative approach with an associative research design to analyze the influence of organizational culture and work discipline on employee performance. The study was conducted at PT Global Putra International Surabaya with all 30 company employees as research subjects. Given the relatively small population, all members of the population were sampled using a total sampling technique (census), so that each employee acted as a research respondent. The research object includes three variables, namely organizational culture as the first independent variable, work discipline as the second independent variable, and employee performance as the dependent variable.

The research data was obtained by distributing an online questionnaire using Google Forms to all respondents. The research instrument was structured as a closed-ended statement with a four-level Likert scale to measure respondents' perceptions of each research variable. The collected data were primary data obtained directly from employees of PT Global Putra International Surabaya.

Data analysis was performed using IBM SPSS. Prior to hypothesis testing, the data were tested through validity, reliability, and classical assumption tests, including normality and multicollinearity



tests. Furthermore, the relationships between variables were analyzed using multiple linear regression, while hypothesis testing was conducted through the coefficient of determination (R^2) test, the t-test to determine partial effects, and the F-test to determine the simultaneous effects of organizational culture and work discipline on employee performance.

Results and Discussion

Respondent Description Results

Table 1 Respondent Characteristics Based on Gender

Information	amount	presentation
Man	14	46.67%
Woman	16	53.33%
Total	30	100%

Based on the travel above, the study involved 30 respondents, consisting of 16 women (53.33%) and 14 men (46.67%). These results indicate that the majority of respondents in this study were women.

Table 2 Respondent Characteristics Based on Age

Information	Amount	Presentation
20-30 years	23	76.67%
>30	7	23.33%
Total	30	100%

The study respondents were predominantly in the 20–30 age group (23 people (76.67%), while 7 respondents (23.33%) were over 30 years old. This indicates that the majority of respondents were of productive age.

Table 3 Respondent Characteristics Based on Last Education

Information	Amount	Presentation
Senior High School/Vocational High School	3	10%
D1/D2/D3	5	16.67%
S1	22	73.33%
Total	30	100%

Based on the table above, the majority of respondents (22 respondents) had a bachelor's degree (73.33%), followed by 5 (16.67%) with a diploma (D1/D2/D3), and 3 (10%) with a high school

(SMA/MA/SMK). These results indicate that the majority of respondents had a bachelor's degree (S1).

Quantitative Analysis

Table 4 Validity Test Results

Variables	Item	Correlati on (R count)	R table	Inform ation
Organizational Culture (X1)	X1.1	0.817	0.3610	Valid
	X1.2	0.868	0.3610	Valid
	X1.3	0.871	0.3610	Valid
	X1.4	0.875	0.3610	Valid
	X1.5	0.917	0.3610	Valid
	X1.6	0.902	0.3610	Valid
	X1.7	0.896	0.3610	Valid
	X1.8	0.805	0.3610	Valid
	X1.9	0.910	0.3610	Valid
	X1.10	0.865	0.3610	Valid
Work Discipline (X2)	X2.1	0.821	0.3610	Valid
	X2.2	0.858	0.3610	Valid
	X2.3	0.914	0.3610	Valid
	X2.4	0.866	0.3610	Valid
	X2.5	0.933	0.3610	Valid
	X2.6	0.920	0.3610	Valid
	X2.7	0.893	0.3610	Valid
	X2.8	0.903	0.3610	Valid
Employee Performance (Y)	Y.1	0.697	0.3610	Valid
	Y.2	0.866	0.3610	Valid
	Y.3	0.835	0.3610	Valid
	Y.4	0.765	0.3610	Valid
	Y.5	0.865	0.3610	Valid
	Y.6	0.733	0.3610	Valid
	Y.7	0.749	0.3610	Valid
	Y.8	0.786	0.3610	Valid
	Y.9	0.835	0.3610	Valid
	Y.10	0.946	0.3610	Valid

Based on a validity test with 30 respondents, the correlation value was greater than or equal to 0.3610, as shown in the table above. Therefore, the results for each item on the instrument are declared valid.

Table 5 Reliability Test Results

No.	Variables	Cronbach's Alpha Calculation	Cronbach's Alpha Minimum	Information
1	Organizational Culture (X1)	0.965	0.60	Reliable
2	Work Discipline (X2)	0.959	0.60	Reliable
3	Employee Performance (Y)	0.960	0.60	Reliable

Based on the reliability test in this study, it shows that the coefficient value of this test displays organizational culture at 0.965, then from work discipline it is at 0.959 and employee performance is at 0.960, so it can be understood that all three are reliable.

Classical Assumption Test Analysis

Table 6 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.24898414
Most Extreme Differences	Absolute	.143
	Positive	.136
	Negative	-.143
Test Statistic		.143
Asymp. Sig. (2-tailed)		.123 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The results of the normality test using the One-Sample Kolmogorov-Smirnov method on the significance level of Asymp. Sig. (2-tailed) is 0.123. If Asymp. Sig. (2-tailed) is greater than 0.05 as indicated by this value, then the data in this study follows a normal distribution. This study has confirmed the assumption of normality.

Table 7 Multicollinearity Test Results

Coefficients ^a							
Model	Unstandardized Coefficients			t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7.333	5.059		1.450	.159		
Budaya Organisasi	.335	.128	.350	2.626	.014	.967	1.034
Disiplin Kerja	.583	.133	.583	4.370	.000	.967	1.034

a. Dependent Variable: Kinerja Karyawan

The multicollinearity test results, as seen from the variable tolerance value, are 0.967 (> 0.10) and the VIF value is 1.034 (< 10), according to the table presented. This finding is understandable if multicollinearity does not occur in the included independent variables.

Multiple Linear Regression Test

Table 8 Multiple Linear Regression Test Results

Coefficients ^a					
Model	Unstandardized Coefficients			t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.333	5.059		1.450	.159
Budaya Organisasi	.335	.128	.350	2.626	.014
Disiplin Kerja	.583	.133	.583	4.370	.000

a. Dependent Variable: Kinerja Karyawan

The results of the multiple linear regression analysis produce the equation $Y = 7.333 + 0.335X_1 + 0.583X_2 + e$. The constant value of 7.333 indicates that employee performance has a baseline value of 7.333 when organizational culture and work discipline are considered constant. The regression coefficient of organizational culture of 0.335 and work discipline of 0.583 indicates that both variables have a positive effect on employee performance. This means that every one unit increase in organizational culture and work discipline will increase employee performance by 0.335 and 0.583, respectively, with work discipline having a greater effect.

Coefficient of Determination (R²)

Table 9 Results of the Coefficient of Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 ^a	.536	.501	4.40354

a. Predictors: (Constant), Disiplin Kerja, Budaya Organisasi

b. Dependent Variable: Kinerja Karyawan

Based on the model summary table, a determination coefficient (R²) of 0.501 was found in the study of independent factors against the dependent variable, as shown in the table above. Therefore, it can be concluded that there is a relationship between organizational culture factors (X₁), work discipline (X₂), and employee performance (Y).

T and F test

Table 10 T-Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	7.333	5.059		.159
	Budaya Organisasi	.335	.128	.350	.014
	Disiplin Kerja	.583	.133	.583	.000

a. Dependent Variable: Kinerja Karyawan

Based on the results of the T test, it shows that both variables have a significant effect on employee performance at PT Global Putra International Surabaya with the results, the organizational culture variable (X1) has a significant value <0.05 (0.014) so that it has a significant effect on employee performance (Y), and the work discipline variable (X2) has a significant value <0.05 (0.000) so that it has a significant effect on employee performance at PT Global Putra International Surabaya.

Table 11 F Test Results

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	604.305	2	302.152	15.582
	Residual	523.562	27	19.391	.000 ^b
	Total	1127.867	29		

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Disiplin Kerja, Budaya Organisasi

As displayed, it was found that the calculated f value produced 15.582 with a significance of 0.000, moving on to the f table at a significance level of 5% in Df found $K = 2$, $Df_2 = (30-2-1)$, then the result is 3.35 in the sense that the calculated f value is further above than the f table. So the temporary assumption H_0 is rejected, but H_1 is accepted or has a significant effect.

HYPOTHESIS DISCUSSION

1. First Hypothesis

The results of the study indicate that organizational culture significantly influences employee performance at PT Global Putra International Surabaya. This finding indicates that organizational culture not only functions as a set of values and norms that regulate work behavior but also serves as a mechanism that can encourage employees to work more effectively and productively. When an organization successfully builds a culture that supports self-awareness, teamwork, results-oriented, and positive work behavior, employees tend to have a higher commitment to completing their work, resulting in improved performance. This finding aligns with research by Amalia Duwi Nursinta (2024) and Fitria Fandalisah (2025), which states that organizational culture significantly influences employee performance. Conversely, the results of this study differ from the research by Annisa Putri Marpaung and Arif Darmawan (2022), which found no effect of organizational culture on employee performance. This difference

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indicates that the effectiveness of organizational culture is strongly influenced by organizational characteristics, the work environment, and the implementation of organizational values in each company. Thus, the academic contribution of this study strengthens empirical evidence that organizational culture is a crucial factor in improving performance, particularly in companies engaged in the logistics sector.

2. Second Hypothesis

This study also proves that work discipline has a positive and significant impact on employee performance. These findings indicate that compliance with work rules, punctuality, and consistency in implementing operational procedures are factors that can increase the effectiveness of work completion. Work discipline not only reflects compliance with company regulations but also demonstrates individual responsibility in carrying out tasks according to established standards. The results of this study support the opinion of Sutrisno (2020), who stated that work discipline is a form of individual awareness to comply with organizational regulations, thereby increasing work effectiveness. This finding is also in line with the research of Amalia Duwi Nursinta (2024), which concluded that work discipline has a significant impact on employee performance. Furthermore, the greater regression coefficient value for work discipline compared to organizational culture indicates that work discipline makes a more dominant contribution to improving employee performance. This condition indicates that organizational success is determined not only by a good work culture, but also by the level of employee compliance in carrying out their work rules and responsibilities.

3. Third Hypothesis

Simultaneously, organizational culture and work discipline significantly influence employee performance, as evidenced by the calculated F value of 15.582, which is greater than the F table of 3.35. In addition, the coefficient of determination (R^2) value of 53.6% indicates that more than half of the variation in employee performance can be explained by these two variables, while the remaining 46.4% is influenced by other factors outside the research model, such as work motivation, leadership, compensation, and the work environment. These findings indicate that improved employee performance is the result of the synergy between a positive organizational culture and high work discipline. Organizational culture shapes employees' mindsets and work behaviors, while work discipline ensures that these values are realized in concrete actions through compliance with work rules and responsibilities. Therefore, this study provides an academic contribution by strengthening the understanding that these two variables complement each other in shaping employee performance. From a practical perspective, the results of this study provide a basis for companies to strengthen the internalization of organizational culture while improving work discipline through the implementation of consistent rules, employee coaching, and continuous performance evaluation to achieve more optimal organizational performance..

Conclusion

This study concludes that organizational culture and work discipline have a positive and significant influence on employee performance at PT Global Putra International Surabaya, both partially and simultaneously. Thus, the research objective of analyzing the influence of organizational culture and work discipline on employee performance has been achieved, while also answering the proposed research problem. The results show that work discipline has a greater influence than organizational culture on improving employee performance. Practically, this finding indicates that companies need to strengthen the internalization of organizational culture and increase the consistent implementation of work discipline in an effort to improve employee performance. From an academic perspective, this study

strengthens empirical evidence regarding the role of organizational culture and work discipline as important determinants in improving employee performance. This study still has limitations because it was only conducted in one company with a relatively limited number of respondents and only examined two independent variables. Therefore, further research is recommended to involve a wider research object and add other variables that have the potential to influence employee performance to provide a more comprehensive understanding of the factors that determine employee performance.

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