

***Enhancing Employee Performance Through Work Culture and Discipline:  
A Case Study of PT. Pilarco Karawang***

**Meningkatkan Kinerja Karyawan Melalui Budaya Kerja dan Disiplin:  
Studi Kasus di PT. Pilarco Karawang**

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**ABSTRACT**

*This study aims to determine the partial and simultaneous influence of work culture and work discipline on employee performance at PT Pilarco Karawang. The method used is descriptive verification. This research was conducted on employees of PT Pilarco Karawang, with a sample size of 80 workers. The Simple Random Sampling method with saturated samples was used as the sampling methodology. Multiple linear regression analysis, including the F test and T test with a significance threshold of 5%, was employed to analyze the data. The findings indicate a partial contribution of work culture to employee performance at PT Pilarco Karawang, with a t-value of 26.387 > 1.991 (tcount > ttable). Employee performance at PT Pilarco Karawang is also partially influenced by work discipline, as shown by the t-value (45.737 > 1.991, or tcount > ttable). Work culture and work discipline collectively account for 96.5% of the performance of PT Pilarco Karawang employees, while the remaining 3.5% is influenced by other factors not examined in this study.*

**Keywords:** Work Culture, Work Discipline, Employee Performance

**ABSTRAK**

Penelitian ini bertujuan untuk mengetahui pengaruh secara parsial dan simultan antara budaya kerja dan disiplin kerja terhadap kinerja karyawan pada PT Pilarco Karawang. Metode yang digunakan adalah metode deskriptif verifikatif. Penelitian ini dilakukan pada karyawan PT Pilarco Karawang. Sebanyak 80 orang karyawan PT Pilarco Karawang menjadi sampel penelitian. Metode Simple Random Sampling dengan sampel jenuh digunakan sebagai metodologi sampel dalam penelitian ini. Model analisis regresi linier berganda yang digunakan dalam penelitian ini menggunakan uji f dan uji t dengan ambang batas signifikansi 5%. Hasil penelitian menunjukkan adanya kontribusi secara parsial antara budaya kerja terhadap kinerja karyawan di PT Pilarco Karawang, dengan nilai t hitung sebesar 26,387 > 1,991 atau thitung > ttabel. Kinerja karyawan PT Pilarco Karawang secara parsial dipengaruhi oleh disiplin kerja, yang ditunjukkan dengan nilai t hitung (45,737 > 1,991 atau thitung > ttabel). Sebesar 96,5 persen kinerja karyawan PT Pilarco Karawang dipengaruhi oleh budaya kerja dan disiplin kerja, sedangkan sisanya sebesar 3,5 persen dijelaskan oleh faktor lain yang tidak diteliti dalam penelitian ini.

**Kata Kunci:** Budaya Kerja, Disiplin Kerja, Kinerja Karyawan.

## **1. Introduction**

The background of this study highlights the importance of employee performance as a vital aspect determining the success and sustainability of an organization. Good employee performance is the result of a work discipline culture where employees realize that their efforts and energy can achieve organizational goals. This performance is measured by comparing the employees' work

results over a certain period with various parameters, targets, or previously set and agreed-upon objectives.

Work culture creates an organizational environment that influences employees' values, norms, attitudes, and behaviors. On the other hand, work discipline is an essential foundation for individuals to successfully carry out their duties and responsibilities. A company with a strong work culture and good work discipline tends to have motivated employees committed to achieving better performance (Aristanti et al., 2022; Agusria et al., 2022).

PT Pilar Cakrawala (Pilarco) is a company located in Karawang engaged in metal plating for vehicle components, furniture accessories, and other furniture items. In recent years, the performance of PT Pilarco employees has declined, especially regarding the quality of products produced. Numerous consumer complaints that have not been fully addressed indicate problems in employee performance affecting the company's production volume.

Based on initial survey results among PT Pilarco employees, it was found that several items indicated employee dissatisfaction with certain aspects of their work. These items reflect problems in employee performance that need to be addressed to improve product quality and production efficiency.

Many factors are thought to influence employee performance at PT Pilarco, including work culture and work discipline, which still need improvement. The concept of work culture, as explained by Stephen P. Robbins in Tika (2014), describes an individual's view of life driven by good personality values. A good work culture typically reflects positive norms, a proactive attitude, and strong cooperation among employees. In a conducive work environment, employees tend to feel motivated and committed to achieving better performance (Haryadi, 2022; Hidayat, 2017).

Moreover, work culture also includes the disposition, ability, and intensity of individual initiatives to positively impact others. In an organizational context, a positive work culture often results in an environment that supports employees' professional and personal growth, which in turn improves their performance. There is synergy between employees and leaders in companies with a strong and positive work culture, reducing the need for leaders to spend excessive time, thought, and effort resolving conflicts arising from differing cultural values in the workplace (Junaedi & Digdowiseiso, 2023; Juliati, 2021).

However, a good work culture alone is not enough to ensure optimal performance. This is where the role of work discipline becomes very important. Work discipline is a method to foster workers' understanding of carrying out their work, which arises through a structured mechanism. Work discipline includes compliance with organizational rules, both written and unwritten. Discipline problems can manifest in various forms, such as arriving late, leaving early, unexcused absences, and not adhering to other rules (Maryani, Entang, & Tukiran, 2021; Mulyanto, 2015).

An effective approach to discipline focuses on employee behavior rather than the individual personally. The aim is to improve performance, not to punish individuals. Findings indicate that work discipline variables affect employee performance. In this context, strong work discipline can encourage employees to work more efficiently, fulfill their responsibilities, and deliver better results for the organization (Nururly et al., 2022; Oley, Saerang, & Pandowo, 2019).

This research aims to explore further how work culture and work discipline interact and how these two factors together affect employee performance. Previous studies have shown that employee performance is strongly influenced by work culture and work discipline variables (Prayogi, Lesmana, & Siregar, 2019; Putri et al., 2019; Sarah & Sjahri, 2023). However, a research gap remains regarding how the interaction between these factors simultaneously impacts employee performance at PT Pilarco Karawang.

The novelty of this research lies in combining the two variables, work culture and work discipline, into one research model to identify their simultaneous effect on employee performance at PT Pilarco Karawang. The goal of this study is to provide a deeper understanding of the factors influencing employee performance and to offer recommendations for PT Pilarco Karawang to improve employee performance by enhancing work culture and work discipline (Yuliandi, 2019).

## 2. Methods

This research employs a quantitative approach, where data is obtained in the form of numbers to support the discussion. The research is both descriptive and verification in nature. The descriptive aspect describes the variables of work culture, work discipline, and employee performance. Meanwhile, the verification aspect tests the validity of the hypotheses previously formulated. The research was conducted at PT Pilarco Karawang, located in Purwadana Village, East Telukjambe District, Karawang, from June to September 2023.

In this study, the object of research was the entire workforce of PT Pilarco Karawang, totaling 80 employees. Because the number of participants in this study is less than 100, the entire population was used as the sample. This is referred to as the use of saturated samples, encompassing all 80 employees in the study. The sampling technique employed was Simple Random Sampling, which is a mechanism for randomly drawing samples from the population without focusing on strata (levels) within the population. All potential respondents, who are personnel of PT Pilarco Karawang, were included using this direct random sampling technique.

Both primary and secondary data sources were utilized in this research. Primary data were collected through surveys, while secondary data were obtained from journals, books, and other references relevant to the study. Supporting data related to the research were also collected using the internet or websites to explore and obtain pertinent information, including papers, journals, and other materials.

The data analysis technique used in this study is multiple linear regression analysis. This technique is chosen to determine the relationship between the independent variables (work culture and work discipline) and the dependent variable (employee performance).

## 3. Results and Discussion

### a. Multiple Linear Regression Analysis

**Table 2. Multiple Linear Regression**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.265	.995		1.272
	Budaya kerja	.083	.070	.089	1.188
	Disiplin kerja	.876	.073	.896	11.947

a. Dependent Variable: Kinerja

The regression equation made in this regression test based on the table above is :

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 1.265 + 0.083X_1 + 0.876X_2$$

Here is one way to interpret the model:

1. The constant (a) of 1.265 indicates that the magnitude of the dependent variable, namely employee performance, is 1.265 units if the independent variables, namely work culture and work discipline, remain the same.
2. The coefficient value for work culture (X1) is 0.083. This shows a unidirectional positive effect of the coefficient of the work culture variable (X1) on performance (Y). This shows that the value of employee performance increases as the value of work discipline increases.
3. The coefficient for Work Discipline (X2) is 0.876. This condition shows that employee performance (Y) is positively influenced (in the same direction) by the coefficient of the work discipline variable (X2). This implies that the value of employee performance increases as work discipline increases. Therefore, the dependent variable of employee performance is positively or unidirectionally influenced by the independent variables of work culture and work discipline.

#### b. Coefficient of Determination

**Table 3. Coefficient of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982 <sup>a</sup>	.965	.964	2.38505

Based on this information, the contribution of work culture and work discipline in influencing employee performance is 0.965 or 96.5%, while the remaining 0.35 or 3.5% is described by other factors not considered in this study.

#### c. Partial Effect of Work Culture on Performance (t test)

**Table 4. Hypothesis Result 1**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	5.148	1.578		3.262
	Budaya kerja	.887	.034	.948	26.387
					.002
					.000

Referring to this information, the work culture variable has a t-count degree of 26.387 and a significance level of 0.000. The t-table degree is 1.991 and the t-count degree is matched with the t-table degree at the 5% significance level.  $df = n - k - 2 = 80 - 2 - 1 = 77$ . Comparison of the degree of t-count with the degree of t-table shows that the degree of t-count is higher ( $26.387 > 1.991$  or  $t\text{-count} > t\text{-table}$ ). Therefore,  $H_0$  is rejected and  $H_a$  is accepted, which shows that work culture partially affects the performance of PT Pilarco Karawang employees. In addition, it can be observed by comparing the alpha ( $\alpha$ ) value with the significance level ( $0.000 < 0.05$ ).

**d. Partial Effect of Work Discipline on Performance (t test)****Table 5. Hypothesis Result 2**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	1.201	.996		1.206
	Disiplin kerja	.960	.021	.982	45.737
					.232
					.000

The t-count degree of the work discipline variable is 45.737 with a significance level of 0.000 according to the table above. The t-count degree is then matched with the t-table degree at 5% significance;  $df = n - k - 1 = 80 - 2 - 1 = 77$ ; then the t-table degree is found to be 1.991. If the t-count and t-table values are matched, then the t-count is greater than the t-table ( $45.737 > 1.991$  or  $t\text{-count} > t\text{-table}$ ). Therefore,  $H_{02}$  is rejected and  $H_{a2}$  is accepted, this condition shows that work discipline has a partial influence on the performance of PT Pilarco Karawang employees. This influence can also be seen from the alpha value ( $\alpha$ ) compared to the degree of significance ( $0.000 < 0.05$ ).

**e. Simultaneous Effect of Work Culture and Work Discipline on Kinerja (F Test)****Table 6. F Test**

ANOVA <sup>b</sup>					
Model		Sum of Squares	Df	Mean Square	F
1	Regression	9.132	2	4.566	785.522
	Residual	.448	77	.006	
	Total	9.580	79		
					.000 <sup>a</sup>

The Fcount degree is 785.522 with a significance level of 0.000 according to the table above. The 5% significance level results in an Ftable value of 3.12 for Ftable.  $F_{hitung} > F_{tabel}$ , or  $785.522 > 3.12$ , is the difference between the  $F_{hitung}$  and  $F_{tabel}$  values when compared, and the significance level of F is more than alpha ( $\alpha$ ), or  $0.000 < 0.050$ . Therefore, it can be stated that  $H_{03}$  is rejected and  $H_{a3}$  is accepted, or there is a simultaneous influence of work culture and work discipline on the performance of employees of PT Pilarco Karawang.

**Discussion**

Referring to the results of hypothesis testing, it is evident that there is a significant partial influence of work culture on the performance of employees at PT Pilarco Karawang, as indicated by a regression coefficient of 0.083. This suggests that a one-unit increase in work culture leads to a 0.083-unit improvement in employee performance, holding other factors constant. This relationship underscores the importance of work culture in influencing performance (Aristanti et al., 2022; Haryadi, 2022).

Similarly, the findings reveal a substantial partial contribution of work discipline to employee performance at PT Pilarco Karawang, with a regression coefficient of 0.876. This indicates that a one-unit increase in work discipline results in a 0.876-unit enhancement in employee

performance, when work discipline remains constant. This highlights the critical role of work discipline in driving performance outcomes (Agusria et al., 2022; Maryani et al., 2021).

Furthermore, the study demonstrates a simultaneous influence of both work culture and work discipline on employee performance. The combined effect of organizational culture and work discipline accounts for 96.5% of the variation in employee performance, while the remaining 3.5% is attributable to unexamined factors. This underscores the synergistic impact of fostering a high-quality work culture and maintaining strong work discipline in achieving organizational goals (Juliati, 2021; Yuliandi, 2019).

In conclusion, the study affirms that both work culture and work discipline significantly influence employee performance. A positive work culture and strong work discipline are crucial for enhancing performance outcomes, whereas deficiencies in these areas can lead to suboptimal performance levels within an organization. This highlights the pivotal role of cultivating and maintaining conducive work environments and disciplined work practices to achieve organizational success (Nururly et al., 2022; Oley et al., 2019).

#### 4. Conclusions

Based on the findings discussed earlier, this study concludes several key points regarding the impact of work culture and work discipline on the performance of employees at PT Pilarco Karawang. Firstly, it is evident that work culture plays a significant role in shaping employee performance within the organization. A conducive work culture fosters positive attitudes, values, and behaviors among employees, which in turn contributes to higher levels of performance. Secondly, work discipline also emerges as a critical factor influencing employee performance. When employees adhere to established rules, exhibit punctuality, and maintain a strong work ethic, their performance tends to improve. Lastly, the combined influence of work culture and work discipline synergistically affects employee performance. Organizations that prioritize cultivating a supportive work environment alongside promoting disciplined work practices are likely to achieve better overall performance outcomes. Future research could explore additional factors that mediate or moderate the relationship between these variables, further enhancing our understanding of organizational dynamics and performance drivers.

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