

THE INFLUENCE OF ORGANIZATIONAL CULTURE, INTERNAL COMMUNICATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE TRANSPORTATION DEPARTMENT OF BANDAR LAMPUNG CITY

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Abstract: *Employee performance is a key factor in the effectiveness of public organizations, especially in service-oriented agencies such as the Transportation Agency of Bandar Lampung City. Organizational culture, internal communication, and work discipline are suspected to play a strategic role in shaping work behavior and employee productivity. This study aims to assess the influence of organizational culture, internal communication, and work discipline on employee performance, both individually and collectively. A survey approach is employed in conjunction with an explanatory quantitative research method. Data were subjected to classical assumption tests, reliability tests, validity tests, and multiple linear regression analysis. (1) Organizational culture positively and significantly impacts employee performance; (2) Internal communication positively and significantly affects employee performance; (3) Work discipline positively and significantly influences employee performance; and (4) Organizational culture, internal communication, and work discipline collectively have a significant effect on employee performance. Work discipline was proven to be the most dominant variable affecting performance.*

Keywords: *Organizational culture, internal communication, work discipline, employee performance.*

1. Introduction

Human resources (HR) are a strategic element that influences organizational effectiveness in achieving its objectives, especially in the public sector focused on service delivery. Civil servants, as executors of government policies, are essential to ensuring effective, efficient, and accountable public services. According to (Sedarmayanti, 2021) Human resource management in the public sector aims not only to improve work productivity but also to foster integrity, professionalism, and accountability as integral elements of bureaucratic reform. Therefore, employee performance serves as a primary indicator of organizational effectiveness in government institutions, including the Transportation Agency of Bandar Lampung City, which is responsible for regional transportation management.

Employee performance in public enterprises is driven not only by technical skill but also by behavioral factors and organizational ideals that create the work environment (Jatininingrum et al, 2020;). These values are reflected in organizational culture, internal communication, and work discipline. (Mangkunegara, 2021) emphasizes that optimal

employee performance is achieved through the synergy between professional competence and a supportive organizational character. Consequently, strengthening organizational culture, enhancing internal communication, and enforcing work discipline are essential strategies to improve the performance of civil servants at the regional level.

One of the major challenges faced by public organizations in Indonesia is developing an adaptive work culture and effective communication within complex bureaucratic structures. Data from the Central Statistics Agency of Lampung Province indicate that the number of civil servants reached 13,906 in 2024, while only 73.15% were placed according to their competencies (Regional Civil Service Agency of Lampung Province, 2023). This condition suggests that improving employee performance cannot rely solely on technical training, but must be accompanied by strong organizational culture, effective internal communication, and consistent enforcement of work discipline.

Organizational culture significantly influences employee behavior, dedication, and loyalty. Organizational culture comprises the values, norms, and beliefs that guide individuals in executing their duties (Sedarmayanti, 2021). In the context of the Transportation Agency, a disciplined and service-oriented work culture is essential to ensure safe and orderly transportation services in Bandar Lampung City.

However, several issues have been identified related to organizational culture within the Transportation Agency of Bandar Lampung City, particularly the suboptimal internalization of organizational values, norms, symbols, and work commitment. These conditions are reflected in the achievement of organizational culture indicators, as presented in Table 1.

Table 1
Target and Realization of Organizational Culture Indicators
Transportation Agency of Bandar Lampung City, 2025

No	Indicator	Target (%)	Realization (%)
1	Values	90	58.4
2	Norms	90	60.2
3	Symbols	85	55.1
4	Commitment	95	57.6

Source: Transportation Agency of Bandar Lampung City, 2025.

Table 1 shows that none of the organizational culture indicators have reached the established targets. The symbol indicator recorded the lowest realization at 55.1%, while commitment reached only 57.6%, indicating that organizational culture has not been strongly embedded in employees' work behavior and may negatively affect performance.

Alongside corporate culture, internal communication is a crucial element in sustaining collaboration and operational efficiency. Zamzami (2021) elucidates that internal communication pertains to the transmission of information, concepts, and messages between leaders and employees to attain a mutual comprehension of company objectives. Ineffective communication may hinder coordination and task execution, as illustrated in Table 2.

Table 2
Target and Realization of Internal Communication Indicators
Transportation Agency of Bandar Lampung City, 2025

No	Indicator	Target (%)	Realization (%)
1	Information Clarity	95	61.5
2	Participation	90	58.9
3	Feedback	90	56.7
4	Coordination	95	60.1

Source: Internal evaluation and preliminary observation, 2025.

The feedback indicator shows the lowest realization at 56.7%, suggesting limited responsiveness and interaction among employees, which may disrupt task implementation.

A further factor of employee performance is work discipline. Mangkunegara (2021) characterizes work discipline as the consciousness and readiness of employees to adhere to organizational regulations and standards. Although attendance levels at the Transportation Agency are relatively high, the quality of discipline remains inadequate, as shown in Table 3.

Table 3
Employee Work Discipline Based on Attendance Quality
Transportation Agency of Bandar Lampung City, 2025

No	Month	Employees Present	Late Arrivals	Delay Percentage (%)	SOP Violations
1	January	113	27	23.68	18
2	February	113	29	25.44	20
3	March	114	25	21.93	16
4	April	113	31	27.19	22
5	May	114	26	22.81	17
6	June	113	28	24.56	19

Source: Attendance records and internal supervision reports, 2025.

Despite high attendance rates, the delay percentage remains between 21.93% and 27.19%, accompanied by repeated violations of working hours and standard operating procedures.

These disciplinary issues ultimately affect employee performance, particularly in terms of effective working time utilization and task completion, as presented in Table 4.

Table 4
Employee Performance Based on Work Time Effectiveness
Transportation Agency of Bandar Lampung City, 2025

No	Month	On-Time Attendance	Percentage (%)	Tasks Completed on Time	Percentage (%)
1	January	86	75.44	82	71.93
2	February	84	73.68	80	70.18
3	March	89	78.07	85	74.56
4	April	82	71.93	78	68.42
5	May	88	77.19	84	73.68
6	June	85	74.56	81	71.05

Source: Attendance records and internal supervision reports, 2025.

The proportion of tasks completed on time ranges from 68.42% to 74.56%, indicating that employee performance has not yet reached optimal levels.

The findings indicate that employee performance in the Transportation Agency of Bandar Lampung City is significantly linked to organizational culture, internal communication, and work discipline. Consequently, analyzing the impact of these factors on employee performance is crucial for fostering the advancement of professional civil servants and enhancing the quality of public transportation services.

2. Literature review

2.1 Employee Performance

A person's performance shows the extent of success achieved by a person in fulfilling the responsibilities given by the organization. (Ganyang, 2018) Performance is characterized by the quality and quantity of work results produced by individuals according to the tasks assigned. In the public sector, employee performance is evaluated not only on administrative productivity but also on service quality, punctuality, and accountability to the public (Robbins & Judge, 2022).

High employee performance is closely related to effective utilization of working time, compliance with procedures, and the ability to coordinate across organizational units. In government institutions, performance outcomes directly affect public satisfaction and institutional credibility. Therefore, improving employee performance requires attention not only to technical skills but also to behavioral and organizational factors that shape work attitudes and discipline (Luthans, 2021).

2.2 Organizational Culture and Employee Performance

Organizational culture embodies a collection of common values, beliefs, practices, and symbols that direct employee conduct inside an organization. (Sedarmayanti, 2021) Organizational culture serves as a behavioral control mechanism that influences employee cognitions, actions, and relationships in the workplace. An effective organizational culture fosters commitment, responsibility, and consistency in achieving organizational goals.

Empirical studies indicate that organizational culture has a significant positive effect on employee performance in public sector organizations. (Marina & Zulkarnain, 2024) discovered that corporate culture markedly enhances employee performance among civil servants by reinforcing job dedication and congruence with organizational goals. Similarly, (Rizati et al., 2025) (Yanti & Kurniawan, 2023) shows that “a supportive organizational culture increases employee motivation, loyalty, and performance outcomes.

In government agencies such as the Transportation Agency, organizational culture is particularly important due to the technical and service-oriented nature of work. A culture that emphasizes discipline, responsibility, and public service orientation is expected to improve employee performance and service effectiveness.

2.3 Internal Communication and Employee Performance

Internal communication describes the flow of communication, information, and ideas within an organization in an effort to foster consensus and cooperation. (Zamzami, 2021)

defines internal communication as a strategic mechanism that connects leadership and employees in aligning vision, mission, and operational goals.

Effective internal communication facilitates coordination, reduces misunderstandings, and enhances cooperation among employees. (Harsanto & Fakhri, 2022) found that effective communication significantly improves employee performance by increasing clarity of tasks and strengthening teamwork. (Saleh et al., 2023) also confirmed that internal communication positively influences employee performance in public health service institutions.

However, ineffective communication may lead to delays, errors, and reduced work synergy. In public sector organizations with complex bureaucratic structures, communication breakdowns can significantly hinder task implementation and performance outcomes. Therefore, internal communication is considered a critical determinant of employee performance.

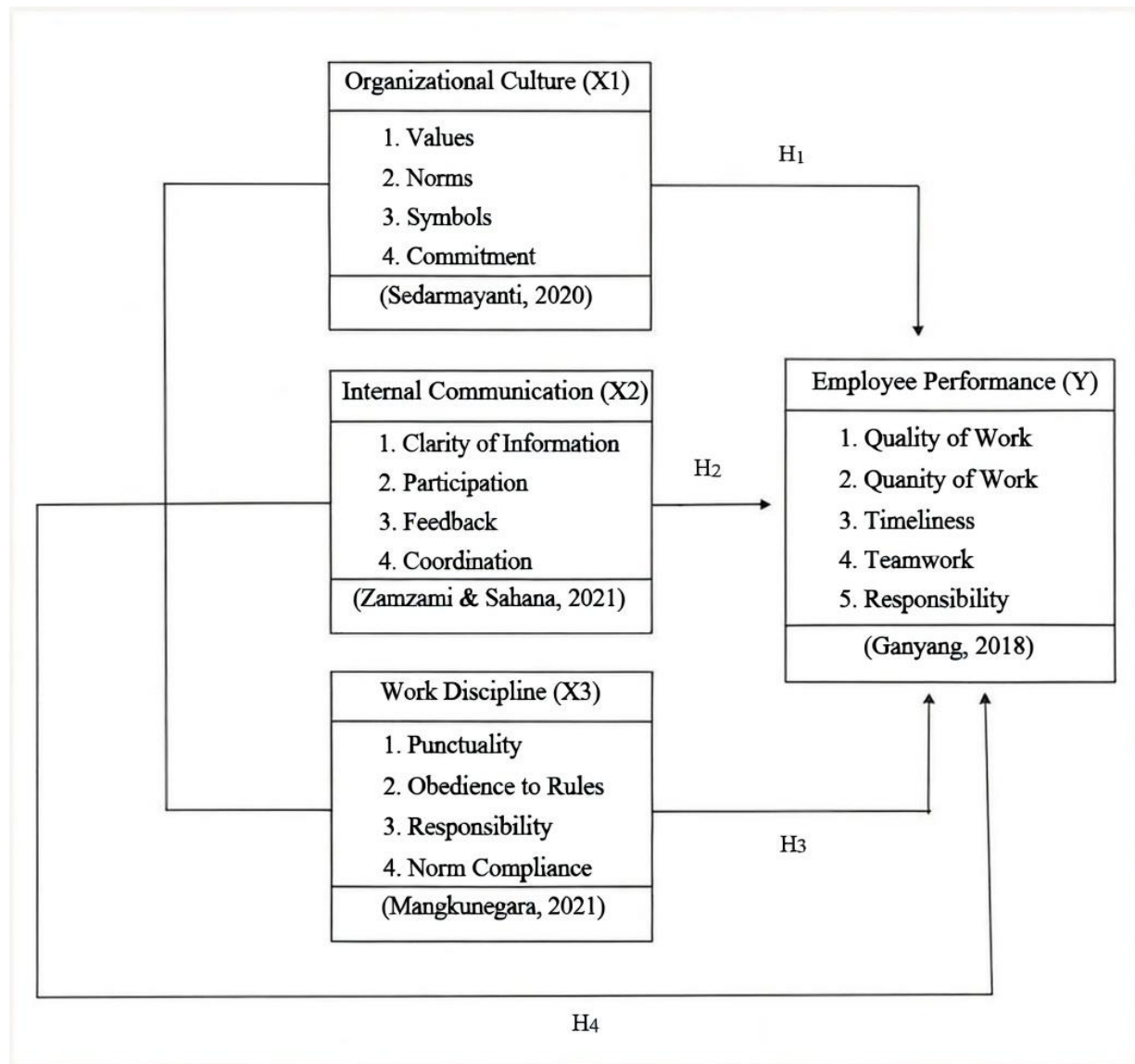
2.4 Work Discipline and Employee Performance

Work discipline indicates the degree of employee adherence to organizational regulations, working hours, and standard operating procedures. (Mangkunegara, 2021) Work discipline is defined as an employee's cognizance and readiness to adhere to organizational regulations. Discipline demonstrates an employee's sense of responsibility and professionalism in performing assigned duties.

Numerous studies indicate that work discipline substantially influences employee performance. (Suhada & Fitriana, 2023) discovered that elevated levels of discipline enhance employee performance, especially regarding timeliness and task fulfillment. (Wigatiningsih et al., 2024) further demonstrated that work discipline positively affects performance both directly and indirectly through job satisfaction.

In public sector organizations, discipline is essential to ensure efficient service delivery and adherence to public accountability standards. Weak enforcement of discipline may result in inefficiencies, reduced productivity, and lower service quality. Consequently, enhancing work discipline is a fundamental approach for augmenting employee performance.

Framework think



The Effect of Organizational Culture on Employee Performance

Organizational culture denotes a framework of shared values, conventions, and beliefs that directs employee conduct and work practices inside an organization. An effective company culture synchronizes individual aspirations with corporate aims, fosters employee allegiance, and promotes productive work conduct.

Empirical research demonstrates that organizational culture significantly influences employee performance in public sector entities. Yanti and Kurniawan (2023) discovered that company culture substantially impacts employee performance by molding work ethics and accountability. This conclusion is corroborated by Wigatiningsih et al. (2024), who proved that organizational culture influences employee performance both directly and indirectly via

work satisfaction. Marina and Zulkarnain (2024) and Saleh et al. (2023) similarly documented a positive and significant correlation between company culture and employee performance”.

The following first hypothesis is developed from these theoretical and empirical results:

H1: Organizational culture has a significant effect on employee performance.

The Effect of Internal Communication on Employee Performance

Internal communication is the process of delivering information, instructions, and feedback among employees and between supervisors and subordinates. In public sector organizations, effective internal communication facilitates coordination, aligns inter-unit activities, and ensures smooth policy implementation (Harsanto & Fakhri, 2022).

Previous studies indicate that internal communication positively influences employee performance. Marina and Zulkarnain (2024) found that effective communication improves employees’ understanding of work targets and organizational policies, thereby enhancing performance. Consistent with this, Saleh et al. (2023) reported that internal communication significantly improves teamwork and service effectiveness in public service institutions.

Consequently, the second hypothesis is articulated as follows:

H2: Internal communication has a significant effect on employee performance.

The Effect of Work Discipline on Employee Performance

Work discipline reflects employees’ compliance with organizational rules, procedures, and norms, and represents their level of responsibility and commitment to assigned tasks. High work discipline ensures punctuality, procedural compliance, and consistency in task execution.

According to Wigatiningsih et al. (2024), work discipline has direct and indirect impacts on employee performance. Ningrum (2025) recognized job discipline as the primary element affecting employee performance. Discipline in the workplace has a positive and substantial influence on productivity, according to research by Alam and Appriansyah (2024) and Wiranawata (2024).

Based on the consistency of previous empirical findings, the third hypothesis is formulated:

H3: Work discipline has a significant effect on employee performance.

The Simultaneous Effect of Organizational Culture, Internal Communication, and Work Discipline on Employee Performance

Employee performance is shaped by the interplay of various organizational elements rather than by a singular issue in isolation. Organizational culture establishes shared values and work behavior, internal communication ensures effective coordination and information flow, and work discipline guarantees consistent compliance with organizational standards.

Previous studies demonstrate that these variables collectively contribute to improving employee performance (Yanti & Kurniawan, 2023; Saleh et al., 2023; Wigatiningsih et al., 2024; Rizati et al., 2025). The interplay of corporate culture, internal communication, and work discipline fosters a conducive work environment that improves efficiency and performance results.

Consequently, analyzing the concurrent impact of these three variables is crucial for a thorough comprehension of the factors influencing employee performance in the Transportation Agency of Bandar Lampung City. The fourth hypothesis is articulated as follows:

H4: Organizational culture, internal communication, and work discipline simultaneously have a significant effect on employee performance.

3. Research methods

This research is a quantitative study with an explanatory approach. The population used is all active civil servants (PNS) at the Transportation Agency of Bandar Lampung City in 2025, totaling 114 employees. The sample used in this study was determined based on the number of complete and valid returned questionnaires, resulting in 80 respondents. The data utilized in this study are primary data obtained through structured questionnaires distributed to the respondents. The questionnaire with statements and answers had been prepared by the researcher, so that respondents could only choose from the five-point Likert scale alternatives (1 = Strongly Disagree to 5 = Strongly Agree) according to their perceptions.

Operational Definition of Variables

Organizational Culture (X1) The organizational culture variable in this study uses a five-point Likert scale which was adapted and then developed based on Sedarmayanti (2021). The measurement indicators for organizational culture include values, norms, symbols, and commitment.

Internal Communication (X2) This research instrument was adapted and developed based on indicators formulated by Zamzami (2021). The measurement indicators for the internal communication variable include clarity of information, participation, feedback, and coordination.

Work Discipline (X3) This research instrument was adapted and developed based on indicators formulated by Mangkunegara (2021). The measurement indicators for the work discipline variable include punctuality, compliance with rules, responsibility, and adherence to norms.

Employee Performance (Y) The employee performance variable was measured using a five-point Likert scale adapted and developed based on indicators formulated by Ganyang (2018). The measurement indicators include quality of work, quantity of work, timeliness, cooperation, and responsibility.

In this study, the influence of corporate culture, internal communication, and work discipline on productivity was studied using quantitative methods. Data were gathered through primary sources using a structured questionnaire administered to civil personnel at the Transportation Agency of Bandar Lampung City. The survey used a five-point Likert scale, ranging from strongly disagree to strongly agree. This study's population comprised 114 employees, with 80 valid replies utilized for analysis. The data were analyzed using SPSS software and multiple linear regression analysis. Before conducting hypothesis testing, validity and reliability assessments were executed to guarantee data quality. In this study, the partial and simultaneous influence of independent factors on employee performance was

assessed, and was conducted at a significance level of 5%. Secondary data were obtained from institutional documents, books, and relevant scientific publications to support the analysis.

The regression model employed in this investigation may be articulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

Y : Employee Performance

X₁ : Organizational Culture

X₂ : Internal Communication

X₃ : Work Discipline

a : Constant

b₁, b₂, b₃: Regression Coefficients

e: Error Term

4. Results and Discussion

4.1 Results

Validity Test

Validity test to see whether the items in the questionnaire are reliable and appropriate for evaluating the variables being studied. “An item is deemed legitimate if the computed correlation coefficient (r-count) exceeds the r-table value. With a confidence level of 95% and a sample size of 80 respondents, the r-table value is **0.219**.

Organizational Culture (X1)

The validity coefficients for Organizational Culture items ranged from 0.597 to 0.754, all exceeding the r-table value (0.219). Therefore, all items measuring Organizational Culture were declared valid.

Internal Communication (X2)

The validity coefficients for Internal Communication ranged from 0.566 to 0.718. Since all r-count values were greater than 0.219, all items were considered valid.

Work Discipline (X3)

The validity test for Work Discipline showed r-count values ranging from 0.672 to 0.755, which exceeded the r-table value. Thus, all items were valid.

Employee Performance (Y)

The validity coefficients for Employee Performance ranged from 0.648 to 0.821, indicating that all items met the validity criteria and were valid.

Overall, the results confirm that all questionnaire items used in this study are valid and suitable for further analysis.

Reliability Test

Reliability testing was performed utilizing Cronbach’s Alpha with the aid of SPSS version 26. A variable is deemed dependable if the Cronbach’s Alpha value above 0.60.

Table 5.
Reliability Test

Variable	Cronbach's Alpha	Result
Organizational Culture (X1)	0.904	Reliable
Internal Communication (X2)	0.903	Reliable
Work Discipline (X3)	0.924	Reliable
Employee Performance (Y)	0.835	Reliable

Source: SPSS output results, processed data

All variables have Cronbach's Alpha values exceeding 0.60, signifying that the measuring tools are reliable and consistent. Consequently, all items are suitable for subsequent statistical analysis.

Normality Test

The Kolmogorov–Smirnov test was employed to assess the normality of the regression residuals. The test findings indicate an Asymp. Sig. (2-tailed) value of 0.061, exceeding 0.05.

This signifies that the residuals follow a normal distribution. Consequently, the normality assumption of the regression model is satisfied.

Multicollinearity Test

The multicollinearity test was conducted to assess the degree of correlation among the independent variables. The assessment was conducted utilizing the Variance Inflation Factor (VIF). Multicollinearity is deemed absent when the VIF value is below 10.

Table 6.
Multicollinearity Test

Variable	VIF	Result
Organizational Culture (X1)	2.620	No multicollinearity
Internal Communication (X2)	3.281	No multicollinearity
Work Discipline (X3)	3.423	No multicollinearity

Source: SPSS output results, processed data

All VIF values are below 10, signifying the absence of multicollinearity issues among the independent variables. Thus, the regression model meets the multicollinearity assumption.

Table 7.
Results of Multiple Linear Regression Analysis

Coefficients^a						
Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	.185	.224		.825	.412

	Budaya_Organisasi_X1	.309	.078	.312	3.977	.000
	Komunikasi_Internal_X2	.119	.091	.115	1.311	.004
	Disiplin_Kerja_X3	.530	.087	.547	6.096	.000
a. Dependent Variable: Kinerja_Y						

Source: SPSS output results, processed data

The regression coefficients obtained from the table above can be expressed in the following equation, which describes the relationship among the variables:

$$Y = 0.185 + 0.309X_1 + 0.119X_2 + 0.530X_3$$

Constant coefficient (α), The constant value of 0.185 indicates that when Organizational Culture (X1) and Internal Communication (X2) increase, Employee Performance (Y) increases by 0.185, assuming other variables remain constant.

Organizational Culture coefficient (β_1), An increase of one unit in Organizational Culture (X1) increases Employee Performance (Y) by 0.309 units.

Internal Communication coefficient (β_2), An increase of one unit in Internal Communication (X2) increases Employee Performance (Y) by 0.119 units.

Work Discipline coefficient (β_3), An increase of one unit in Work Discipline (X3) increases Employee Performance (Y) by 0.530 units.

Coefficient of Determination (R^2)

This study employs more than two independent variables; therefore, the Adjusted R Square is used. A significant characteristic of R^2 is that its value does not diminish with the inclusion of new independent variables in the model. The term adjusted signifies that the R^2 value has been modified to account for the number of independent variables (degrees of freedom) in the model. Although the adjusted R^2 may still increase as more variables are added, the increase is relatively small.

Table 8.
Results of the Coefficient of Determination Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906a	.821	.814	.24280
a. Predictors: (Constant), Disiplin_Kerja_X3, Budaya_Organisasi_X1, Komunikasi_Internal_X2				
b. Dependent Variable: Kinerja_Y				

Source: SPSS output results, processed data

The Adjusted R Square value, as indicated by the test results, is 0.821 (82.1%). This signifies that 82.1% of the variance in the dependent variable, Employee Performance (Y),

can be elucidated by the independent variables: Organizational Culture (X1), Internal Communication (X2), and Work Discipline (X3).

This finding indicates that Organizational Culture, Internal Communication, and Work Discipline collectively account for 82.1% of Employee Performance, with the remaining 17.9% attributed to characteristics not examined in this study.

F-Test (Simultaneous Test)

The F test evaluates whether the independent variables (X) collectively have a significant impact on the dependent variable (Y). If the significance value (Sig. F) is less than 0.05, the hypothesis is confirmed, indicating a significant collective impact of Organizational Culture (X1), Internal Communication (X2), and Work Discipline (X3) on Employee Performance (Y).

Table 9.
Presents The Results Of The ANOVA (F-test).

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.619	3	6.873	116.584	.000b
	Residual	4.480	76	.059		
	Total	25.100	79			
a. Dependent Variable: Kinerja_Y						
b. Predictors: (Constant), Disiplin_Kerja_X3, Budaya_Organisasi_X1, Komunikasi_Internal_X2						

Source: SPSS output results, processed data

The ANOVA findings indicate an F-test value of 116.584 with a significance 0.000. Given that the probability value (Sig. F) is significantly below 0.05, the hypothesis is accepted. This signifies that Organizational Culture (X1), Internal Communication (X2), and Work Discipline (X3) collectively and significantly influence Employee Performance (Y).

t-Test (Partial Test)

The t-test is employed to assess whether the independent variables Organizational Culture (X1), Internal Communication (X2), and Work Discipline (X3) exert a positive and significant influence on the dependent variable, Employee Performance (Y).

Table 10.
Hypothesis Testing Results

Variable	Unstandardized Coefficients (B)	Standardized Coefficients (β)	t-value	Sig.	Remark
Constant	0.185	0.224	0.825	0.412	—
Organizational	0.309	0.078	3.977	0.000	Hypothesis

Culture (X1)					Supported
Internal Communication (X2)	0.119	0.091	1.311	0.004	Hypothesis Supported
Work Discipline (X3)	0.530	0.087	6.096	0.000	Hypothesis Supported

Source: SPSS output results, processed data

The outcomes of the hypothesis testing are elucidated as follows:

Hypothesis 1 (H1), The initial hypothesis posits that Organizational Culture (X1) exerts a favorable and significant influence on Employee Performance (Y). The regression findings indicate a significance value of 0.000, which is below the 0.05 criterion. Consequently, H1 is accepted, signifying that company culture has a favorable and considerable impact on employee performance.

Hypothesis 2 (H2), The second hypothesis proposes that Internal Communication (X2) has a positive and significant effect on Employee Performance (Y). The significance value obtained is 0.004, which is less than 0.05. Thus, H2 is accepted, confirming that internal communication positively influences employee performance.

Hypothesis 3 (H3), The third hypothesis states that Work Discipline (X3) has a positive and significant effect on Employee Performance (Y). The analysis shows a significance value of 0.000, indicating a statistically significant effect. Hence, H3 is accepted, and work discipline is confirmed as a significant determinant of employee performance.

4.2 Discussion

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

The t-test results indicate that organizational culture (X1) has a t-value of 3.977 and a significance level of 0.000 (< 0.05), demonstrating a positive and substantial impact on employee performance. Therefore, H1 is accepted.

This finding indicates that a stronger organizational culture—reflected in shared values, service orientation, discipline, and commitment enhances employee performance at the Transportation Agency of Bandar Lampung City. Organizational culture serves as a behavioral framework that influences work attitudes and accountability.

These findings align with other research indicating that organizational culture substantially affects employee performance in public organizations (Yanti & Kurniawan, 2023; Wigatiningsih et al., 2024; Marina & Zulkarnain, 2024; Saleh et al., 2023; Jatiningrum et al, 2025)).

Effect of Internal Communication (X2) on Employee Performance (Y)

The t-test results demonstrate that internal communication (X2) has a t-value of 1.311 and a significance level of 0.004 (< 0.05), signifying a positive and substantial impact on employee performance. Thus, H2 is accepted.

Effective internal communication improves employees' understanding of tasks, policies, and organizational goals, reduces work errors, and enhances coordination. This discovery

corroborates prior research emphasizing the significance of communication in enhancing employee performance (Marina & Zulkarnain, 2024; Saleh et al., 2023; Harsanto & Fakhri, 2022; Cahyadi et al., 2024). Differences with studies reporting insignificant effects may be attributed to variations in organizational characteristics and communication patterns.

Effect of Work Discipline (X3) on Employee Performance (Y)

The findings indicate that work discipline (X3) possesses the greatest t-value of 6.096 with a significance level of 0.000 (< 0.05), signifying that it exerts the most substantial and predominant influence on employee performance. Therefore, H3 is accepted.

This finding suggests that compliance with rules, punctuality, adherence to standard operating procedures, and responsibility play a crucial role in improving performance. Employees with high work discipline tend to perform tasks more effectively and consistently.

This outcome aligns with prior research highlighting work discipline as a crucial factor influencing employee success (Wigatiningsih et al., 2024; Ningrum, 2025; Alam & Appriansyah, 2024; Wiranawata, 2024).

Simultaneous Effect of Organizational Culture, Internal Communication, and Work Discipline on Employee Performance

The F test shows that work discipline, corporate culture, and internal communication have a significant impact on employee performance, as evidenced by the F value of 116.584 and a significance level of 0.000 (< 0.05). Thus, H4 is accepted.

The research results show that various organizational elements interact with each other and influence employee performance. A strong organizational culture provides value orientation, effective communication ensures coordination, and high work discipline guarantees consistent task execution.

This finding supports previous studies showing the combined effect of organizational factors significantly improves employee performance (Marina & Zulkarnain, 2024; Alam & Appriansyah, 2022; Wigatiningsih et al., 2024).

5. Conclusion

This study concludes that company culture, internal communication, and work discipline significantly impact employee performance, as demonstrated by research data and hypothesis testing. The organizational culture significantly and favorably impacts employee performance. Internal communication exhibits a substantial and beneficial effect, highlighting the necessity for effective information transmission and coordination inside the organization. Moreover, work discipline significantly and positively impacts employee performance, highlighting its crucial role in improving job effectiveness.

Employee performance is considerably and favorably affected by company culture, internal communication, and work discipline. The results demonstrate that employee performance in public sector firms is influenced by the interaction of organizational values, communication effectiveness, and employee discipline.

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