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## The Effect of Organizational Culture, Work Discipline, and Workload on Employee Performance

Apriliyani Rosma Widia<sup>1\*)</sup>; Eri Marlapa<sup>2)</sup>

<sup>1)</sup> [apriyanirosma08@gmail.com](mailto:apriyanirosma08@gmail.com), Universitas Mercu Buana, Indonesia

<sup>2)</sup> [Eri.marlapa@mercubuana.ac.id](mailto:Eri.marlapa@mercubuana.ac.id), Universitas Mercu Buana, Indonesia

\*) Corresponding Author

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### ABSTRACT

*This study aims to analyze the effect of organizational culture, work discipline, and workload on employee performance at the Karang Tengah District Office. Using a quantitative approach with a saturated sampling technique, all 58 employees participated as respondents. Data collection was conducted through questionnaires, interviews, observations, and documentation, and analyzed using the Structural Equation Modeling (SEM) method with the Partial Least Squares (PLS-SEM) approach via SmartPLS. The results reveal that organizational culture and work discipline have a positive and significant effect on employee performance, while workload has a negative and significant effect. The findings underline the importance of fostering a healthy organizational culture, enforcing consistent work discipline, and managing workload proportionally to optimize performance.*

**Keywords:** Organizational Culture; Work Discipline; Workload; Employee Performance; SEM-PLS.

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## **INTRODUCTION**

Employee performance is one of the most important determinants of organizational success. In government institutions, performance is closely linked to the quality of public services. Karang Tengah District Office, as a public service provider, is required to ensure that employees work effectively and efficiently to meet the needs of the community. However, performance is influenced by various internal and external factors, including organizational culture, work discipline, and workload.

Organizational culture serves as a system of shared values, beliefs, and norms that shape behavior and attitudes in the workplace. A positive culture can foster cooperation, responsibility, and innovation, while a weak culture can lead to conflicts, low motivation, and decreased productivity. Work discipline refers to employees' compliance with organizational rules, procedures, and standards. High discipline ensures tasks are completed on time and in accordance with expected quality.

On the other hand, workload refers to the amount and complexity of work assigned to employees within a specific period. An excessive workload can cause stress, fatigue, and reduced job satisfaction, ultimately lowering performance. Meanwhile, an optimal workload can encourage productivity and skill development.

Based on preliminary observations at the Karang Tengah District Office, performance issues are still found, such as delays in completing administrative services, uneven workload distribution, and varying levels of discipline among employees. Therefore, it is important to analyze the extent to which organizational culture, work discipline, and workload influence employee performance. This research aims to (1) determine the effect of organizational culture on employee performance, (2) determine the effect of work discipline on employee performance, and (3) determine the effect of workload on employee performance.

## **LITERATURE REVIEW**

### **Organizational Culture**

Organizational culture is defined as shared values, beliefs, and practices that influence behavior and interaction in an organization (Robbins & Judge, 2021). Indicators of organizational culture include innovation, risk-taking, attention to detail, results orientation, people orientation, team orientation, and stability.

### **Work Discipline**

Work discipline refers to employees' compliance with rules and organizational standards (Hasibuan, 2020). Indicators include punctuality, adherence to work hours, compliance with rules, responsibility, and work ethics.

### **Workload**

Workload is the amount of work an employee is required to complete in a given time (Tarwaka, 2020). It can be measured in terms of work volume, time pressure, complexity, and physical/mental demands.

## Employee Performance

Employee performance is the result of work achieved by employees in accordance with job responsibilities (Mangkunegara, 2020). Indicators include work quality, work quantity, timeliness, and cooperation.

## Research Framework and Hypotheses

Based on theory, the hypotheses are:

H1: Organizational culture positively affects employee performance.

H2: Work discipline positively affects employee performance.

H3: Workload negatively affects employee performance.

## METHOD

This study uses a quantitative approach with an explanatory research type. The population consisted of all 58 employees of the Karang Tengah District Office. Sampling was conducted using a saturated sampling technique, meaning all employees were used as respondents. Data were collected through questionnaires, interviews, observations, and documentation.

The measurement scale used was the Likert scale with five response options. Data analysis employed Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method using SmartPLS software. Validity, reliability, and hypothesis tests were conducted to ensure data accuracy and research conclusions.

## RESULTS AND DISCUSSION

### Results

The SEM-PLS analysis showed that:

- Organizational culture has a positive and significant effect on employee performance (p-value < 0.05).
- Work discipline has a positive and significant effect on employee performance (p-value < 0.05).
- Workload has a negative and significant effect on employee performance (p-value < 0.05).

### Discussion

The positive influence of organizational culture indicates that shared values and norms motivate employees to work better. This finding is consistent with Robbins & Judge (2021), who state that a strong culture drives employee performance. The positive effect of work discipline supports Hasibuan's (2020) view that discipline is the key to achieving organizational goals.

The negative effect of workload suggests that excessive tasks cause stress and reduce performance. This supports Tarwaka's (2020) statement that high workload leads to physical and mental fatigue, affecting output quality.

## CONCLUSION

Organizational culture and work discipline significantly improve employee performance, while workload has a significant negative effect. Strengthening organizational culture, enforcing consistent discipline, and balancing workload are essential to improving performance at the Karang Tengah District Office.

**Recommendations:**

1. Strengthen shared values through team-building activities.
2. Enforce rules consistently to maintain discipline.
3. Distribute workload proportionally among employees

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