

Employee Performance from an Organizational Culture Perspective at PT Tri Stuba Amiga Bandung A Literature Review

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Abstract

This article aims to explore the perspectives of organizational culture and work discipline on employee performance through a qualitative method using a literature review approach. The focus of this article is on data and results from previous research at PT Tri Stuba Amiga in Bandung. Unlike the original quantitative study, this article seeks to analyze more concisely and in-depth how these two factors interact in shaping work performance.

The method used was a qualitative descriptive approach based on secondary data analysis. Through a literature review of previous study results, it was found that organizational culture plays a dominant role (contributing 73.3%) in shaping employee behavior, while work discipline serves as a crucial supporting factor. The analysis concluded that reinforcing organizational values, balanced with consistently high discipline, has a positive and significant impact on the achievement of corporate goals. This article is intended to provide a more practical perspective for corporate management in managing human resources.

Keywords: *Organizational Culture, Work Discipline, Employee Performance, Literature Review.*

INTRODUCTION

Human resources are an organization's most crucial asset because they serve as the primary drivers in achieving the company's vision and mission. The success of an organization depends heavily on employee performance, defined as work results viewed in terms of quality, quantity, work time, and cooperation (Mangkunegara, 2017). However, in practice, maintaining optimal performance is no easy task as it is influenced by various internal factors, including organizational culture and work discipline.

Organizational culture serves as a system of values, norms, and behaviors that members of an organization follow to guide their conduct (Robbins & Judge, 2019). A strong culture is expected to unite organizational members in developing strategies for survival and improving performance. On the other hand, work discipline serves as a crucial tool for motivating employees to adhere to the rules and social norms in place at the company, thereby preventing the misuse of work time and low productivity (Hasibuan, 2018).

In today's increasingly competitive business environment, organizations are required not only to survive but also to grow sustainably. This can only be achieved if all elements of the organization, particularly human resources, work in synergy by adhering to mutually agreed-upon cultural values. A positive organizational culture fosters a conducive work environment, encourages employee commitment, and serves as the foundation for professional and ethical work behavior. Conversely, a lack of internalization of organizational culture can lead to decreased motivation, increased internal conflict, and a decline in overall performance.

The findings regarding the subject of this study—PT Tri Stuba Amiga, located in the Dago Asri Complex in Bandung—indicate serious challenges related to performance. Data shows significant fluctuations in target achievement, even reaching a low of 49.5% in a certain quarter. This is exacerbated by discipline issues, where the attendance rate dropped to 69.2% due to employees' habit of procrastinating and a lack of strict sanctions from management. These conditions indicate that the organization's cultural values have not been fully internalized, so employees have not been able to use them as a guide for their daily work behavior. If this situation is left unaddressed without appropriate intervention, the company's long-term operational sustainability could be at risk.

Previous studies have demonstrated a significant relationship between organizational culture

and work discipline and employee performance. Research by Hartono and Kusuma (2021) indicates that a strong organizational culture has a positive and significant impact on improving employee performance. Similarly, Sari and Pratiwi (2022) found that high work discipline directly contributes to the consistent achievement of company targets. These findings underscore the urgency of research focusing on these two variables, particularly in the context of companies facing performance issues, such as PT Tri Stuba Amiga.

This article was written to provide a concise overview of the influence of organizational culture and work discipline on employee performance through a qualitative literature review. Theoretically, this review is expected to enrich the body of knowledge in human resource management regarding the effective utilization of human resources. Practically, this analysis aims to provide solutions for companies in resolving internal issues and to serve as a reference for future researchers focusing on similar problems.

METHOD

This study employs a qualitative approach using a descriptive method based on a literature review (library research). This approach is chosen to provide an in-depth and interpretive understanding of how organizational culture influences employee performance at PT Tri Stuba Amiga Bandung through the analysis of previous research findings.

1) Type and Research Approach

This research is classified as descriptive qualitative research. The qualitative approach is used because this study does not aim to test hypotheses statistically, but rather to interpret and analyze existing data comprehensively. In line with Creswell (2014), qualitative research enables researchers to explore and understand the meaning individuals or groups ascribe to social or organizational problems.

2) Object and Focus of the Study

The object of this study is PT Tri Stuba Amiga, located in the Dago Asri Complex, Bandung. The focus of the study is on two main variables: organizational culture as the independent variable and employee performance as the dependent variable. The analysis is based on secondary data derived from previous quantitative research conducted at the company, including correlation, regression results, and operational data such as target achievement and attendance rates.

3) Data Collection Techniques

Data were collected through documentation and literature review techniques. The sources of data include: Previous research findings related to organizational culture and employee performance at PT Tri Stuba Amiga Bandung. Scientific journal articles in the field of human resource management published between 2018 and 2024. Relevant reference books and theoretical frameworks from recognized experts such as Mangkunegara, Hasibuan, and Robbins & Judge.

The selection of literature was conducted using the following criteria:

a. Inclusion Criteria

Articles discussing organizational culture, work discipline, and employee performance
Publications in reputable national or international journals
Articles published within the last 5–7 years (2018–2024)
Studies with clear methodology and relevant findings

b. Exclusion Criteria

Articles not directly related to the research variables
Non-scientific sources such as blogs or opinion articles
Studies with unclear methods or incomplete data
A total of 10–15 relevant articles were selected and analyzed to support this study.

4) Literature Review Process (Flow)

The literature review process in this study follows a simplified systematic approach:

Identification: Searching for relevant articles using keywords such as organizational culture, work discipline, and employee performance. Screening: Filtering articles based on title and abstract relevance. Eligibility: Evaluating full-text articles based on inclusion and exclusion criteria. Analysis: Interpreting and synthesizing selected studies to generate meaningful insights.

5) Data Analysis Techniques

Data analysis was conducted through three main stages:

Data Reduction: Selecting and focusing on relevant information related to organizational culture and employee performance. Data Interpretation: Providing qualitative meaning to quantitative findings from previous research, such as correlation coefficients (0.858), contribution values (73.3%), and regression coefficients (0.927). Literature Synthesis: Integrating empirical findings with theoretical perspectives to produce a comprehensive understanding of the relationship between variables.

RESULTS AND DISCUSSION

Performance refers to the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities (Mangkunegara, 2013). Hasibuan (2013) adds that performance is the outcome achieved by an individual in carrying out the tasks assigned to them. Work performance is defined as an employee's fulfillment of job-related tasks or skills (Hamid & Hassan, 2015). Employee performance can be assessed using several indicators, such as the quality of an employee's work, the quantity or achievement of predetermined targets, the completion of assigned tasks, an employee's responsibility for the work assigned, and how an employee maintains their own well-being (Bernardin and Russel in Sutrisno, 2016).

Meanwhile, organizational culture is understood as a system of shared values, norms, and beliefs that shape how organizational members think, behave, and act in performing their work (Robbins & Judge, 2019). The relationship between organizational culture and employee performance is not merely a correlational one, but a causal relationship that has been extensively demonstrated in various empirical studies in the field of human resource management. In the context of PT Tri Stuba Amiga Bandung, this relationship is the primary focus of this study, which employs a literature review approach supported by field data.

After analyzing all the data, here is a comprehensive discussion of each research variable:

1. Organizational Culture Dynamics as the Foundation of Work Behavior

From a literature review perspective, organizational culture is a system of values and beliefs shared by members of an organization that determines how they behave and perform their duties. At PT Tri Stuba Amiga Bandung, organizational culture plays a vital role as a guide for employee behavior. Theoretically, a strong organizational culture functions as an invisible social control mechanism whose impact is felt directly. This is reflected in the analysis results, which show a very strong and positive correlation between organizational culture and employee performance.

This linear relationship confirms the theory that when corporate values are well internalized, individuals tend to align their personal goals with those of the organization. According to Schein (2010), cultural internalization occurs across three layers: visible artifacts, held values, and unconscious basic assumptions. Ideally, these three layers should operate in harmony so that the culture can truly drive productive, results-oriented work behavior.

Specifically, cultural aspects such as etiquette, communication patterns, and job responsibilities at PT Tri Stuba Amiga serve as key indicators in shaping a productive work environment. However, this literature review also highlights a gap between the ideal values expected and actual practices on the ground. Although statistically organizational culture contributes a dominant

73.3% to performance, qualitative realities reveal challenges in cross-hierarchical communication. The inability to effectively communicate vision and instructions can obscure the meaning of the organizational culture itself; thus, even though a value system has been established, its implementation still requires oversight and collective commitment to prevent a decline in productivity.

These findings align with Denison's (1990) view that organizations with a deeply internalized culture tend to exhibit more consistent performance levels and are less susceptible to external pressures. Therefore, strengthening the organizational culture at PT Tri Stuba Amiga should be prioritized not merely as a formal policy, but as a collective movement rooted in the awareness of every individual within the company.

2. Employee Performance: A Manifestation of Value Internalization

Employee performance is not merely a matter of achieving targets; rather, it is a manifestation of an individual's willingness to contribute their best to the company. The literature emphasizes that performance is influenced by both internal and external factors, with organizational culture acting as an internal motivator. At PT Tri Stuba Amiga, fluctuations in performance—evidenced by a decline in the achievement of service usage targets—indicate obstacles in the process of internalizing the work culture. Theoretically, if employees feel connected to a corporate culture that values professionalism and discipline, a 49.5% decline in target achievement could be avoided through individual proactivity and initiative.

This situation can be explained by McClelland's theory of motivation (1987), which states that an individual's need for achievement is strongly influenced by the value system of the environment in which they work. If that environment does not provide sufficient stimulation through a system of rewards and recognition, employees' internal drive to achieve targets will gradually weaken. This appears to be one of the root causes of the issues at PT Tri Stuba Amiga, where the weak enforcement of sanctions and the lack of appreciation for individual achievements have contributed to a drop in attendance rates to 69.2%.

This literature review indicates that optimal performance can only be achieved when there is harmony between organizational expectations and employees' actual behavior. The constant term of 10.298 in the regression equation suggests that employees possess a baseline level of performance; however, to achieve superior performance, significant cultural factors are required. This aligns with the views of experts who state that without a solid cultural foundation, employee performance will tend to stagnate and be easily shaken by operational pressures. Therefore, performance improvement at PT Tri Stuba Amiga must begin with strengthening employees' understanding of the meaning of their work within the framework of the existing corporate culture.

Furthermore, it is important to note that declining performance is not always caused by a lack of technical competence among employees, but often stems from weak emotional bonds and a lack of identification with the organization's values. When an employee no longer feels part of the company's larger mission, their contributions tend to be minimal and transactional rather than optimal and dedicated.

3. Theoretical Synthesis: Causal Relationships from a Management Perspective

The relationship between organizational culture and employee performance at PT Tri Stuba Amiga in Bandung provides empirical evidence supporting modern human resource management theory. The significance of the influence found, at 0.001 (below the 0.05 alpha level), scientifically proves that organizational culture is not a passive variable, but rather an active variable capable of predicting the direction of the company's productivity. This literature review concludes that the dominance of cultural influence at 73.3% indicates that, within the work environment at PT Tri Stuba Amiga, human factors and the value systems they adhere to are far more decisive for success than technical or other material factors.

These findings reinforce the concept put forward by Peters and Waterman (1982) in their classic work *In Search of Excellence*, which states that the world's best companies excel not only because of their technological superiority, but precisely because they possess a strong, consistent, and people-oriented organizational culture. In a more contemporary context, Cameron and Quinn (2011) also emphasize that sustainable organizational performance transformation must begin

with cultural transformation, not merely changes in structure or operational procedures. When considered in light of previous research, these findings reinforce the view that organizational culture is the most valuable form of intangible capital. Studies by Diella Fakhriyah and Anggi (2021) and Dallen Mewoh et al. (2017) also reveal a similar pattern, in which failure to manage organizational culture almost always leads to a decline in individual performance. For PT Tri Stuba Amiga, the challenge ahead is how to manage the remaining 26.7% of other factors not examined in this study so that they continue to support the strengthening of the core culture. These other factors—likely include variables such as leadership, compensation, the physical work environment, and career development, which should be the focus of future research. One strategy that can be adopted is to transform the organizational culture from mere written rules into ingrained habits, so that every employee automatically maintains the quality of their work without the need for repressive supervision. In management literature, this approach is known as normative control—a value-based control mechanism that is more effective and sustainable than rule-based control alone.

4. Managerial Implications and Strategies for Cultural Improvement

Based on a literature review of the observed phenomenon, the managerial implication for PT Tri Stuba Amiga Bandung is the need to revitalize communication channels and culture-based reward systems. Given the very strong correlation ($r = 0.858$), even minor improvements in how the company values work ethics and responsibility will have a significant positive impact on overall employee performance. The decline in attendance rates to 69.2% during a specific period should be viewed as a signal that there is a need to systematically and strategically restore “organizational health.”

To that end, there are at least three key strategies that the management of PT Tri Stuba Amiga can implement. First, conduct periodic cultural audits to identify gaps between the espoused culture and the culture in practice. Second, establish a more open two-way communication system between management and employees, so that corporate values do not merely flow from the top down, but also receive constructive feedback from the operational level. Third, design human resource development programs based on the organization’s cultural values, such as training, mentoring, and a rewards system that explicitly links performance outcomes to the embodiment of the company’s core values.

Management literature suggests that to improve performance, organizations must focus on developing competencies that align with cultural values. At PT Tri Stuba Amiga, this means ensuring that every employee understands that etiquette, solidarity, and punctuality are not mere formalities, but key elements that ensure the company’s survival amid intense industry competition. By optimizing the cultural regression coefficient of 0.927, the company has a strong chance of significantly increasing work output through a persuasive and educational approach to strengthening organizational culture.

Ultimately, PT Tri Stuba Amiga’s success in improving employee performance will depend heavily on top management’s consistency in serving as role models for the cultural values they wish to instill. As stated by Kotter and Heskett (1992), genuine organizational cultural change always begins at the top of the hierarchy and spreads throughout all levels of the organization through exemplary behavior, not merely formal instructions.

CONCLUSION

Based on the results of the literature review and data analysis at PT Tri Stuba Amiga Bandung, it can be concluded that organizational culture is the primary determinant that has a very strong and significant influence on employee performance, with a contribution rate of 73.3%. This finding confirms that the internalization of values such as responsibility, etiquette, and effective communication patterns serves as a psychological foundation that directs employee behavior toward achieving organizational goals. Although statistically there is a very strong positive correlation of 0.858, the qualitative reality in the field—which shows fluctuations in target achievement and attendance rates—indicates that the effectiveness of organizational culture is highly dependent on the consistency of implementation and managerial oversight. Thus, strengthening organizational culture is not merely a formal strategy but an urgent necessity to

bridge productivity gaps and ensure the company's long-term performance sustainability.

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