

The Influence of Work Discipline, Organizational Culture, and Work Conflict on Employee Performance: A Study of Miss Cimory Employees at Cimory Center Pesanggrahan

Koen Hendrawan¹, Rizqi Maulana Ibrahim², Aris Wahyu Kuncoro³, Widi Wahyudi⁴

Faculty of Economics and Business, Universitas Budi Luhur, Jl. Ciledug Raya Petukangan Utara, Kebayoran Lama, Jakarta Selatan, DKI Jakarta 12260, Indonesia

| Article Info | ABSTRACT |
|---|---|
| Keywords: Work Discipline, Organizational Culture, Work Conflict, Employee Performance | This study aims to examine the influence of work discipline, organizational culture, and work conflict on employee performance. The research was conducted on employees of Miss Cimory at Cimory Center Pesanggrahan. A quantitative approach was employed using a questionnaire distributed to the respondents. The data were analyzed using multiple linear regression with the assistance of statistical software. The findings indicate that work discipline does not have a significant effect on employee performance. In contrast, organizational culture shows a positive and significant influence, suggesting that a strong and supportive organizational culture can enhance employee performance. Furthermore, work conflict also has a significant effect, which implies that certain forms of conflict may act as stimulants to employee productivity when managed properly. These results provide valuable insights for organizational leaders in developing strategies to improve employee performance by fostering a positive culture and managing conflict effectively. |
| This is an open access article under the CC BY-NC license | Corresponding Author: Koen Hendrawan Faculty of Economics and Business, Universitas Budi Luhur, Jl. Ciledug Raya Petukangan Utara, Kebayoran Lama, Jakarta Selatan, DKI Jakarta 12260, Indonesia koen.hendrawan@budiluhur.ac.id |
|  | |

INTRODUCTION

Human resources are considered one of the most critical assets in achieving organizational goals. Without quality human capital, it is difficult for a company to sustain competitiveness in the face of dynamic business challenges. According to Panggabean (2020, as cited in Silalahi, 2022), human resource management involves a series of activities aimed at acquiring, training, evaluating, and retaining employees while ensuring their well-being and fostering fairness within the workplace.

In today's business environment, companies must not only rely on strategies or technologies, but also on how effectively they manage their people. As stated by Putri et al. (2022), human resource management practices contribute significantly to the development of organizations by optimizing employee potential and aligning it with corporate objectives. It becomes essential, therefore, to examine factors that influence employee performance,

particularly in roles that combine personal responsibilities and professional duties, such as those experienced by Miss Cimory employees.

Employee performance is central to organizational success. Robbins and Judge (2014, as cited in Adityarini, 2022) explain that performance refers to the level of achievement a person attains in completing tasks, measured against specific standards or targets. High-performing employees help organizations achieve their objectives more efficiently, while low-performing individuals may hinder progress and impact overall competitiveness.

At the Cimory Center in Pesanggrahan, Miss Cimory employees serve not only as workers but also as caregivers in their households. This dual responsibility demands the ability to balance time and energy, which often leads to complex challenges in maintaining consistent work performance. Eko Budiyanto (2020) highlights that understanding the internal and external factors influencing performance is crucial in creating sustainable workforce productivity.

Work discipline is one of the key elements that can influence employee performance. It reflects a person's willingness and consistency in adhering to organizational rules and expectations. Jufrizan and Fadila (2021) emphasize that discipline entails not only compliance but also personal awareness and self-control, which are essential in cultivating a reliable and committed workforce. However, discipline alone may not be sufficient to improve performance if it is not supported by a healthy organizational environment.

Organizational culture, in this regard, plays a transformative role. According to Sulaksono (2019, as cited in Azman, 2021), culture provides a shared framework of values and practices that shape behavior across the organization. A positive culture can create a supportive environment, boost morale, and foster cooperation among employees. Conversely, a toxic culture may lead to disengagement and reduce employee motivation, ultimately affecting their performance.

Another aspect that deserves attention is work conflict. In many organizations, especially those involving sales and distribution teams like Miss Cimory, conflict is often inevitable due to overlapping responsibilities or competition for targets. Nanda (2023) notes that conflict arises from incompatible goals, miscommunication, or differing perceptions. While conflict can have detrimental effects, when managed constructively, it may also lead to growth, innovation, and improved team dynamics.

In the context of Miss Cimory, conflicts have reportedly emerged around sales territories and performance targets, which sometimes escalate into interpersonal disputes. These conflicts, if unresolved, can cause emotional distress and decrease employee engagement. However, Mangkunegara (as cited in Diovany et al., 2023) suggests that not all conflict is harmful, some may serve as catalysts for change, encouraging dialogue and improvement.

Given the significance of these three factors, discipline, organizational culture, and work conflict, it becomes vital to analyze their impact on employee performance. This study aims to explore how these variables interact and influence the productivity of Miss Cimory employees at Cimory Center Pesanggrahan. By understanding these relationships, the

company can better formulate strategies to improve performance, enhance job satisfaction, and build a more resilient workforce.

METHODS

This study adopts a quantitative research approach aimed at examining the relationship between work discipline, organizational culture, and work conflict on employee performance. A quantitative framework was chosen to allow measurable and objective evaluation of variables through numerical data, making it possible to identify patterns and relationships based on statistical analysis. The focus of this research is to gain a clearer understanding of how internal organizational factors influence employee outcomes in a real-world corporate setting.

The research was conducted at Cimory Center Pesanggrahan, specifically targeting employees under the Miss Cimory program. These individuals serve not only as product distributors but also play an active role in building customer relationships within their respective sales areas. Given their dual responsibilities, the employees were considered ideal subjects for studying how discipline, culture, and conflict affect performance under operational pressures. A saturated sampling technique (also known as census sampling) was employed, where the entire population of interest was surveyed due to its manageable size. In total, all Miss Cimory employees at the Pesanggrahan branch, consisting of fifty individuals, were included as respondents. This approach ensured the data captured the full spectrum of employee experiences without introducing sampling bias.

Data collection was conducted through a structured questionnaire using a Likert scale to measure respondent perceptions across the research variables. The questionnaire consisted of carefully validated items that reflected the theoretical constructs of work discipline, organizational culture, work conflict, and employee performance. Prior to full deployment, the questionnaire was pre-tested to ensure clarity and relevance of the questions for the respondents. To maintain data integrity and support valid conclusions, the questionnaire results were processed using SPSS version 25. Multiple statistical tests were applied to verify the reliability and validity of the instrument, including Cronbach's alpha for internal consistency and correlation analysis for item validity. Further diagnostic checks such as normality, multicollinearity, and heteroskedasticity tests were also performed to ensure that the data met the assumptions required for regression analysis.

The core analysis method employed was multiple linear regression, which was used to assess how each independent variable (work discipline, organizational culture, and work conflict) influences the dependent variable (employee performance). This method allows for the simultaneous evaluation of multiple predictors and the estimation of their individual and combined effects. Ethical considerations were upheld throughout the study. All respondents participated voluntarily and were assured of the confidentiality and anonymity of their responses. The purpose of the study was clearly communicated to the participants, and informed consent was obtained prior to data collection. This ensured that the research was conducted in alignment with ethical research practices.

RESULTS AND DISCUSSION

Validity Test

This study involved 50 respondents, and the validity test was conducted using SPSS version 25. The results showed that all questionnaire items had correlation values higher than the critical r-value of 0.278, indicating that all items are valid.

Table 1. Validity Test Results

| Variable | Item | Correlation Item – Total Correlation | Description |
|-----------------------------|---------|--------------------------------------|-------------|
| Work Discipline (X1) | Item_1 | 0.499 | Valid |
| | Item_2 | 0.701 | Valid |
| | Item_3 | 0.666 | Valid |
| | Item_4 | 0.805 | Valid |
| | Item_5 | 0.815 | Valid |
| | Item_6 | 0.679 | Valid |
| | Item_7 | 0.783 | Valid |
| | Item_8 | 0.753 | Valid |
| Organizational Culture (X2) | Item_1 | 0.591 | Valid |
| | Item_2 | 0.62 | Valid |
| | Item_3 | 0.69 | Valid |
| | Item_4 | 0.696 | Valid |
| | Item_5 | 0.694 | Valid |
| | Item_6 | 0.728 | Valid |
| | Item_7 | 0.729 | Valid |
| | Item_8 | 0.742 | Valid |
| | Item_9 | 0.679 | Valid |
| | Item_10 | 0.737 | Valid |
| Work Conflict (X3) | Item_1 | 0.488 | Valid |
| | Item_2 | 0.619 | Valid |
| | Item_3 | 0.575 | Valid |
| | Item_4 | 0.726 | Valid |
| | Item_5 | 0.704 | Valid |
| | Item_6 | 0.775 | Valid |
| | Item_7 | 0.599 | Valid |
| | Item_8 | 0.5 | Valid |
| Employee Performance (Y) | Item_1 | 0.788 | Valid |
| | Item_2 | 0.751 | Valid |
| | Item_3 | 0.565 | Valid |
| | Item_4 | 0.752 | Valid |
| | Item_5 | 0.683 | Valid |
| | Item_6 | 0.728 | Valid |
| | Item_7 | 0.598 | Valid |
| | Item_8 | 0.706 | Valid |
| | Item_9 | 0.629 | Valid |

Source: Processed Data Output from SPSS v.25

Reliability Test

Table 2. Reliability Test Results

| Variable | Cronbach's Alpha | Description |
|-----------------------------|------------------|-------------|
| Work Discipline (X1) | 0.908 | Reliable |
| Organizational Culture (X2) | 0.915 | Reliable |
| Work Conflict (X3) | 0.861 | Reliable |
| Employee Performance (Y) | 0.907 | Reliable |

Source: Processed Data Output from SPSS v.25

Based on the reliability test results shown in Table 2, the Cronbach's alpha values for all variables are greater than 0.6, indicating that all questionnaire items for each variable are reliable.

Normality Test

The normality test was conducted using the Kolmogorov-Smirnov method. If the Asymp. Sig (2-tailed) value is greater than 0.05, the residual data is normally distributed; otherwise, it is not.

Table 3. Normality Test Results

| One-Sample Kolmogorov-Smirnov Test | | Unstandardized Residual |
|------------------------------------|----------------|-------------------------|
| N | | 50 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 2.75369582 |
| Most Extreme Differences | Absolute | .079 |
| | Positive | .064 |
| | Negative | -.079 |
| Test Statistic | | .079 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |

Based on Table 3, the Asymp. Sig (2-tailed) value is 0.200, which is greater than 0.05. This indicates that the residual data in this study is normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test Results

| Model | Variable | Tolerance | VIF |
|-------|------------------------|-----------|-------|
| 1 | Work Discipline | 0.244 | 4.106 |
| | Organizational Culture | 0.155 | 6.455 |
| | Work Conflict | 0.24 | 4.165 |

a. Dependent Variable: Employee Performance

Based on Table 4, the tolerance values for Work Discipline, Organizational Culture, and Work Conflict are all above 0.10, and their VIF values are below 10. This indicates that all independent variables are free from multicollinearity issues.

Heteroscedasticity Test

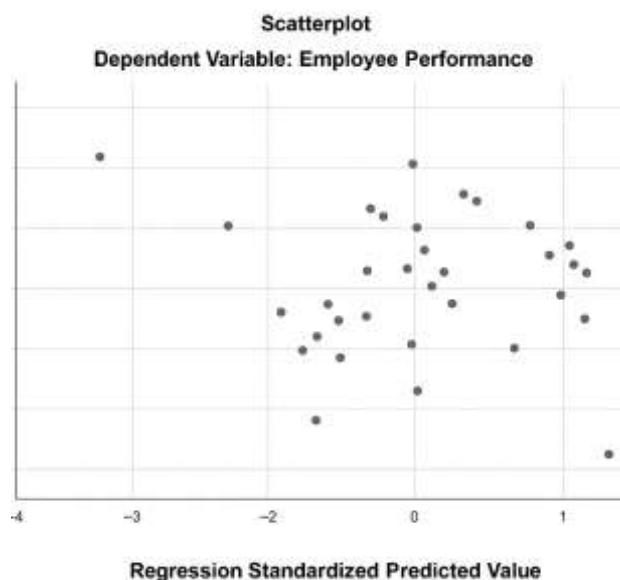


Figure 1. Heteroscedasticity Test Results

The scatterplot shows randomly dispersed points without a clear pattern, both above and below the zero line on the Y-axis. This indicates that the regression model does not exhibit heteroscedasticity.

Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Coefficients

| Model | Variable | Unstandardized Coefficients (B) | Std. Error | Standardized Coefficients (Beta) | t | Sig. | Tolerance | VIF |
|-------|------------------------|---------------------------------|------------|----------------------------------|--------|-------|-----------|-------|
| 1 | (Constant) | -0.806 | 2.14 | — | -0.377 | 0.708 | — | — |
| | Work Discipline | 0.048 | 0.108 | 0.044 | 0.442 | 0.66 | 0.244 | 4.106 |
| | Organizational Culture | 0.234 | 0.116 | 0.251 | 2.015 | 0.05 | 0.155 | 6.455 |
| | Work Conflict | 0.8 | 0.118 | 0.68 | 6.791 | 0 | 0.24 | 4.165 |

Source: Processed Data Output from SPSS v.25

Based on Table 5, the regression equation is as follows: $Y = -0.806 + 0.048 X_1 + 0.234 X_2 + 0.800 X_3 + \epsilon$. This equation can be interpreted as:

- The constant value of -0.806 indicates that if all independent variables (Work Discipline, Organizational Culture, and Work Conflict) are zero, the Employee Performance score would be -0.806.

- b. The coefficient for Work Discipline (0.048) means that for every one-unit increase in work discipline, employee performance increases by 4.8%, assuming other variables remain constant.
- c. The coefficient for Organizational Culture (0.234) implies that a one-unit increase leads to a 23.4% rise in employee performance.
- d. The coefficient for Work Conflict (0.800) suggests that as work conflict increases by one unit, employee performance rises by 80.0%, under the assumption that other variables remain constant.

Coefficient of Determination (R^2) Test

Table 6. Results of the Coefficient of Determination (R^2) Test

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate |
|-------|-------|----------|-------------------|--------------------------------|
| 1 | 0.943 | 0.889 | 0.882 | 1.386 |

Source: Processed Data Output from SPSS v.25

The coefficient of determination is used to measure how much influence the independent variables have on the dependent variable. When more than one independent variable is involved, the Adjusted R Square is used. Based on Table 6, the Adjusted R Square value is 0.882, meaning that approximately 88.2% of the variation in employee performance can be explained by the independent variables, while the remaining 11.8% is influenced by other factors outside the model.

t-Test

Table 7. t-Test Results

| Model | Variable | Unstandardized Coefficients (B) | Std. Error | Standardized Coefficients (Beta) | t | Sig. |
|-------|------------------------|---------------------------------|------------|----------------------------------|--------|-------|
| 1 | (Constant) | -0.806 | 2.14 | — | -0.377 | 0.708 |
| | Work Discipline | 0.048 | 0.108 | 0.044 | 0.442 | 0.66 |
| | Organizational Culture | 0.234 | 0.116 | 0.251 | 2.015 | 0.05 |
| | Work Conflict | 0.800 | 0.118 | 0.68 | 6.791 | 0,00 |

Source: Processed Data Output from SPSS v.25

The t-test results can be interpreted based on whether the t-value exceeds the critical value (t-table = 2.013) and whether the significance value (p-value) is below 0.05.

- a. Work Discipline
 The t-value (0.442) is less than the t-table value, and the significance value (0.660) is greater than 0.05. This means H1 is rejected, indicating that work discipline does not have a significant partial effect on employee performance.
- b. Organizational Culture:

The t-value (2.015) is greater than the t-table value, and the significance value (0.050) is equal to 0.05. This means H2 is accepted, indicating that organizational culture has a significant partial effect on employee performance.

c. Work Conflict:

The t-value (6.791) is greater than the t-table value, and the significance value (0.000) is less than 0.05. This means H3 is accepted, indicating that work conflict has a significant partial effect on employee performance.

The results of this study reveal varying effects of the independent variables on employee performance at Miss Cimory Center Cimory Pesanggrahan. Firstly, work discipline was found to have no significant influence on employee performance, indicating that higher or lower levels of discipline do not substantially impact how employees perform their tasks. This means hypothesis H1 is rejected, and the null hypothesis is accepted. On the other hand, organizational culture showed a significant positive effect on employee performance. A supportive and well-structured culture within the organization appears to enhance employee motivation and productivity, thereby supporting the acceptance of hypothesis H2 and the rejection of the null hypothesis. Furthermore, work conflict was also found to have a significant influence on employee performance. This suggests that, in this context, certain types of conflict—when managed appropriately—can contribute positively to performance outcomes, leading to the acceptance of hypothesis H3 and the rejection of the null hypothesis. Overall, the findings highlight the importance of organizational culture and conflict management, while suggesting that discipline alone may not be a decisive factor in improving performance.

CONCLUSION

This study aimed to examine the influence of work discipline, organizational culture, and work conflict on employee performance at Miss Cimory Center Cimory Pesanggrahan. Based on the analysis conducted, the findings indicate that work discipline does not have a significant effect on employee performance. This suggests that discipline alone may not be sufficient to drive higher levels of productivity or achievement among employees in this particular organizational setting. In contrast, organizational culture was found to have a significant and positive impact on performance, highlighting the critical role of shared values, norms, and workplace environment in shaping employee behavior and outcomes. A strong and cohesive culture fosters motivation, collaboration, and a sense of belonging, which in turn enhances performance. Additionally, work conflict was also shown to significantly influence employee performance. When managed constructively, conflict can stimulate improvement, innovation, and deeper engagement among team members. These results underscore the importance for organizations to invest not only in rule enforcement but also in building a positive culture and developing conflict management strategies. Creating an environment that supports open communication, mutual respect, and shared goals may offer a more sustainable path to improving employee performance than relying solely on discipline-based approaches. The

study contributes to a deeper understanding of internal organizational factors that shape workforce effectiveness.

REFERENCE

Adinda, T. N., Firdaus, M. A., & Agung, S. (2023). The effect of work motivation and discipline on employee performance. *Jurnal Manajemen*, 1, 134–143.

Ainan, M., Marhendi, M., & Hadi, S. (2023). Non-physical factors influencing employee performance at Patra Semarang Hotel and Convention. *Jurnal Ekonomi dan Manajemen*, 11(2), 144–156.

Azizah, D. H. (2023). Human resource performance improvement model based on organizational culture and commitment through OCB. *IOP Conference Series: Materials Science and Engineering*, 44(8). <https://doi.org/10.1088/1751-8113/44/8/085201>

Diovany, T., & Anggun, W. (2023). The impact of work conflict on employee performance. *Jurnal Ekonomi Akuntansi Manajemen Agribisnis*, 1(2), 57–70.

Fajrian, A., & Amin, S. (2023). The impact on banking performance with fraud prevention as a mediating variable. *Jurnal Ilmu Manajemen*, 12(3), 703–717.

Febriani, F. A., Ramli, A. H., & Reza, H. K. (2023). The influence of organizational culture on employee performance through engagement. *Jurnal Ilmu Manajemen Kesehatan*, 11(2), 309–320. <https://doi.org/10.37641/jimkes.v11i2.1999>

Juni, A., & Wahyu, S. (2023). Performance appraisal factors at PT Perkebunan Nusantara III Medan. *Jurnal Bisnis Indonesia*, 1(1), 21–33.

Patricia, N. (2023). The influence of work motivation, work conflict and organizational culture on employee performance during the Covid-19 pandemic. *Jurnal Manajemen Bisnis*, 1(2), 135–153.

Polopadang, K. Y., Tewal, B., & Walangitan, M. D. (2019). The impact of conflict and work stress on employee satisfaction and performance. *Jurnal EMBA*, 7(4), 5125–5135.

Pramudya, A. A., Purnama, M. R., Andarbeni, N. S., Nurjayanti, P., & Anshori, M. I. (2023). Implementation of work culture and leadership style to improve employee performance. *Jurnal Manajemen dan Organisasi*, 1(4), 45–59.

Putri, E. Y., Putri, A., Rahma, A. R., & Maolani, F. M. (2022). The practice of human resource management and its relationship with employee performance. *Jurnal Ekobis: Ekonomi Bisnis & Manajemen*, 12(2), 343–356. <https://doi.org/10.37932/j.e.v12i2.618>

Reza, Y. (2018). The influence of work conflict, work stress, and work environment on employee performance: A case study at BATAN Serpong. *Jurnal Manajemen Sumber Daya*, 6(2), 119–131.

Rizky, M. (2022). Factors influencing motivation: Leadership style, job satisfaction, and organizational culture. *Jurnal Sumberdaya Manusia*, 3(3), 290–301.

Rusmini, R. (2023). The influence of organizational culture and work motivation on lecturer performance at UIN STS Jambi. *Jurnal Ilmu Pendidikan*, 5(1), 22–32.

Ryan, O. S. Y., & Ling, S. H. (2023). The influence of communication, work motivation & discipline on employee performance at EKA KARYA SEJAHTERA Cooperative. *Jurnal Ekonomi dan Bisnis*, 1(9), 120–130.

Sari, S. K. D. A., Elmas, M. S. H., & Yatiningrum, A. (2023). The influence of work discipline, organizational culture and work conflict on employee performance. *JUMAD: Journal of Management, Accounting, & Digital Business*, 1(5), 701–710. <https://doi.org/10.51747/jumad.v1i5.1468>

Silalahi, L. M. (2022). The influence of human resource management practices and work environment on job satisfaction: A literature review. *Jurnal Ilmu Manajemen*, 4(1), 11–21.

Wahyudi, M. (2019). The effect of discipline and motivation on employee performance. *Scientific Journal of Reflection: Economic, Accounting, Management and Business*, 2(3), 351–360. <https://doi.org/10.37481/sjr.v2i3.84>