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## Building a Winning Team: PT XYZ's Approach to Optimizing Performance through Discipline and Culture

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**Abstract:** This study aims to analyze the influence of work discipline and organizational culture on team performance at PT XYZ. Work discipline is considered a major factor in creating high productivity through compliance with company rules, punctuality, and individual responsibility in completing tasks. Meanwhile, organizational culture plays a role in forming a positive work environment, increasing employee engagement, and strengthening loyalty to the company. This study uses a quantitative method with a descriptive correlational approach. The research sample consisted of 150 respondents selected from a population of 300 employees using a proportional random sampling technique. Data collection was carried out through a questionnaire that had been tested for validity and reliability, and analyzed using multiple linear regression. The results showed that work discipline had a positive and significant influence on team performance with a value of  $t = 6.78$  and  $p = 0.000$ . Organizational culture was also proven to have a significant influence on team performance with a value of  $t = 5.92$  and  $p = 0.001$ . Simultaneously, work discipline and organizational culture had a significant influence on team performance with a value of  $F = 24.67$  and  $p = 0.000$ . These findings indicate that the combination of high work discipline and strong organizational culture is an effective strategy in building a superior team at PT XYZ. The implications of this study indicate that companies need to strengthen clear and consistent work discipline policies, as well as create an organizational culture that supports innovation, open communication, and team collaboration in order to improve overall performance. Thus, a human resource management strategy that focuses on the balance between work discipline and organizational culture can be a solution to improve the company's competitiveness in the long term.

**Keywords:** work discipline, organizational culture, team performance, multiple linear regression, PT XYZ

### INTRODUCTION

In an increasingly competitive business world, companies must have an effective strategy to build a superior team to achieve optimal performance. Organizations that are able to

create a disciplined work environment and have a strong corporate culture will find it easier to achieve their business goals (Robbins & Judge, 2021). Work discipline and organizational culture are two key factors that determine the productivity and effectiveness of teamwork in a company.

Discipline in the workplace reflects the extent to which employees can comply with the rules, norms, and procedures that apply in an organization. According to Hasibuan (2016), work discipline is the awareness and willingness of employees to comply with all applicable company regulations and social norms. Without good discipline, individual and team performance will be disrupted, which ultimately has a negative impact on organizational achievement. In a study conducted by Ghozali & Latan (2015), high work discipline is positively correlated with increased employee productivity and loyalty to the company.

In addition to discipline, organizational culture plays an important role in shaping employee values, attitudes, and behaviors at work (Schein, 2017). A strong culture helps organizations maintain alignment between the company's vision and the behavior of individuals within the team. A study by Cameron & Quinn (2011) shows that organizations with a healthy and inclusive work culture tend to have higher levels of employee satisfaction and better performance than companies that pay less attention to cultural aspects.

PT XYZ, as one of the leading manufacturing companies in Indonesia, faces a major challenge in managing a large and diverse team. The company has more than 10,000 employees across various production and management lines. In recent years, PT XYZ has experienced an increase in employee turnover of up to 15% per year, which is higher than the average manufacturing industry in Indonesia which ranges from 7–10% (BPS, 2023). PT XYZ's internal data also shows that 30% of customer complaints are related to production errors that can be traced to indiscipline of the workforce and lack of compliance with standard operating procedures (SOPs).

Seeing this problem, PT XYZ began to implement a stricter strategy in terms of work discipline and build a more adaptive and inclusive organizational culture. The company implemented a discipline evaluation system based on Key Performance Indicators (KPIs) and provided intensive training related to a productive and collaborative work culture. This step aims to increase employee engagement, reduce turnover rates, and ensure that product quality is maintained properly.

## **Framework of thinking**

### **Work Discipline and Team Performance**

Work discipline is a key factor in determining the productivity and effectiveness of a team in an organization. Discipline includes compliance with company regulations, time discipline, and responsibility in completing tasks (Hasibuan, 2016). In organizations with high levels of work discipline, employees tend to be more productive, have lower absenteeism rates, and demonstrate greater commitment to their work (Robbins & Judge, 2021).

Previous studies conducted by Ghozali & Latan (2015) found that work discipline has a significant positive correlation with team performance in the manufacturing sector, with a correlation value of  $r = 0.72$ , indicating a strong relationship between compliance with internal regulations and teamwork effectiveness. Similar findings were also put forward by Sutrisno (2019), who highlighted that strictly implemented work discipline can increase operational efficiency and reduce production error rates.

At PT XYZ, the implementation of work discipline through a KPI-based evaluation system and periodic training is expected to overcome the problem of production delays and improve employee work accuracy, which ultimately contributes to improving team performance.

### Organizational Culture and Employee Productivity

Organizational culture is a set of values, norms, and practices that are shared by members of an organization and influence employee behavior and performance (Schein, 2017). A strong work culture encourages employees to be more involved in their work, increases loyalty to the company, and creates a collaborative and innovative work environment (Cameron & Quinn, 2011).

Research by Denison (2018) shows that companies with a positive work culture experience an increase in productivity of up to 35% compared to companies with a weak organizational culture. This is due to the clarity of the organization's vision and mission which is translated into daily actions by employees. Another study by Kotter & Heskett (1992) also revealed that companies with an adaptive organizational culture are able to survive longer in a competitive industry.

At PT XYZ, the implementation of an organizational culture based on cooperation, transparency, and innovation aims to increase employee engagement and strengthen the sense of belonging to the company. This culture is also believed to be able to reduce turnover rates and create a more harmonious and productive work environment.

### Correlation of Work Discipline and Organizational Culture on Team Performance

Work discipline and organizational culture have a close relationship in forming superior team performance. Organizations that implement good work discipline, but do not have a supportive work culture, tend to produce employees who are formally obedient but lack intrinsic motivation in working (Sutrisno, 2019). Conversely, a strong organizational culture without clear discipline can create a flexible but less directed work environment, thus hindering the achievement of business goals (Robbins & Judge, 2021).

Research by Nawawi (2020) found that the combination of high work discipline and strong organizational culture can increase team effectiveness by up to 40%. A study conducted by Sunarto (2021) in the industrial sector showed that companies that implement strict work discipline but still pay attention to employee welfare through an inclusive work culture have better employee retention rates and higher productivity compared to companies that only emphasize one aspect.

In the context of PT XYZ, an integrative approach that combines work discipline and organizational culture is expected to produce a more solid team, improve operational efficiency, and create a sustainable work environment. Thus, this study will explore how these two variables interact in forming a superior and high-performance team.

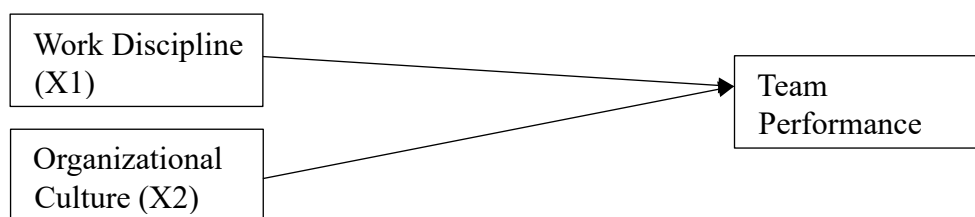


Figure 1. Thinking Framework

### Research Hypothesis

H1: Work discipline has a positive and significant effect on team performance at PT XYZ. H2: Organizational culture has a positive and significant effect on team performance at PT XYZ. H3: Work discipline and organizational culture simultaneously have a positive and significant effect on team performance at PT XYZ.

## METHOD

This study uses a quantitative approach with a descriptive correlational research design, which aims to analyze the relationship between work discipline and organizational culture on team performance at PT XYZ. The quantitative approach was chosen because it allows objective measurement of the relationship between variables using numerical data that can be analyzed statistically (Creswell, 2018). The descriptive correlational design is used to see the extent of the relationship between work discipline, organizational culture, and team performance in the context of the organization (Sugiyono, 2020).

The population in this study were all employees of PT XYZ totaling 300 people, spread across various divisions in the company. The research sample was determined using the proportional random sampling technique, where each individual in the population has an equal chance of being selected as a respondent. Considering the limitations of time and resources, the number of samples used in this study was 150 employees. The determination of the number of samples refers to the Slovin formula with an error tolerance level of 5%, so that the number of samples taken is representative enough to describe the condition of the population as a whole (Sekaran & Bougie, 2019).

The instrument used in this study was a questionnaire compiled based on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire consists of three main parts: (1) Work discipline, which includes aspects of compliance with company rules, punctuality, and work responsibility (Hasibuan, 2016); (2) Organizational culture, which measures employee involvement in company values, communication transparency, and team collaboration (Schein, 2017); and (3) Team performance, which includes work effectiveness, productivity, and job satisfaction within the team (Robbins & Judge, 2021). Before being distributed, the questionnaire was tested for validity and reliability to ensure that the instrument used could measure the variables accurately.

Data analysis was conducted using inferential statistical methods, with multiple regression analysis techniques to see the effect of work discipline and organizational culture on team performance. Before the regression analysis was conducted, the data was tested using normality tests, multicollinearity tests, and heteroscedasticity tests to ensure that the classical assumptions in linear regression were met (Ghozali, 2018). All data processing was carried out using IBM SPSS statistical software version 26 to ensure accurate and reliable results.

In addition to statistical analysis, this study also involves literature study as an additional approach to strengthen empirical findings. The literature used includes previous research on work discipline, organizational culture, and team performance, as well as relevant theories in the field of human resource management and organization. With a combination of quantitative methods and literature analysis, this study is expected to provide a significant contribution in understanding the role of work discipline and organizational culture in building a superior team at PT XYZ.

## RESULTS AND DISCUSSION

### Descriptive Test Results

Descriptive analysis shows that the majority of respondents have a high level of work compliance, with an average work discipline value of 4.12 (scale 1-5). Meanwhile, the organizational culture at PT XYZ is also considered positive by employees with an average score of 4.05. The average team performance value is at 4.08, which indicates that in general the team performance in this company is quite good.

**Table 1. Results of descriptive statistical tests**

Statistics	Work Discipline	Organizational culture	Team Performance
N	150	150	150
Mean	4.12	4.05	4.08

<b>Std. Deviation</b>	0.68	0.72	0.65
<b>Minimum</b>	2.50	2.30	2.80
<b>Maximum</b>	5.00	5.00	5.00

Based on the analysis results, the number of respondents (N) for each variable was 150 people.

The average value of work discipline is 4.12 with a standard deviation of 0.68, indicating that the majority of respondents have a fairly high level of work compliance. The minimum value for work discipline is 2.5, while the maximum value reaches 5.0, which means that there is variation in employee perceptions of the implementation of discipline at PT XYZ.

For the organizational culture variable, the average value is 4.05 with a standard deviation of 0.72. This shows that most employees consider the organizational culture at PT XYZ to be quite good, although there are slight differences in perception between individuals. The minimum value of organizational culture is 2.3, while the maximum value is 5.0, which indicates that there are employees who have less positive perceptions of the company culture.

The team performance variable has an average value of 4.08 with a standard deviation of 0.65, indicating that the overall team performance is in the good category. The minimum value for team performance is 2.8, while the maximum value reaches 5.0.

These results indicate that in general, employees at PT XYZ have a fairly high level of work discipline, a positive organizational culture, and optimal team performance. However, the existence of a standard deviation that shows variations in employee perceptions indicates that there is still room for improvement in the implementation of discipline policies and strengthening organizational culture in order to improve overall team performance.

### Multiple Linear Regression Test Results

The results of multiple linear regression analysis show the following regression equation:

**Table 2. Multiple Linear Regression Test Results**

Model	Unstandardized Coefficients B	Standardized Coefficients Beta	t	Sig.
<b>Constant</b>	1,532	-	-	-
<b>Work Discipline (X1)</b>	0.423	0.512	6.78	0.000
<b>Organizational Culture (X2)</b>	0.387	0.478	5.92	0.001

Based on the results of multiple linear regression analysis, the following regression equation was obtained:

$$Y = 1.532 + 0.423X1 + 0.387X2 + e$$

Where: Y = Team Performance X1 = Work Discipline X2 = Organizational Culture e = Error term

The B (Unstandardized Coefficients) value shows that every one unit increase in the work discipline variable (X1) will increase team performance by 0.423, while every one unit increase in organizational culture (X2) will increase team performance by 0.387.

The Standardized Coefficients Beta value shows the strength of the relationship between the independent variable and the dependent variable on a standard scale. Work discipline has a greater influence on team performance with a beta value of 0.512, compared to organizational culture which has a beta value of 0.478.

The t-test shows that work discipline has a t value = 6.78 with a significance of 0.000, which means that work discipline has a significant effect on team performance. Meanwhile, organizational culture has a t value = 5.92 with a significance of 0.001, which also shows a significant effect on team performance.

The results of this regression strengthen the finding that work discipline and organizational culture have a positive and significant contribution to improving team performance at PT XYZ. Therefore, the company needs to continue to strengthen work discipline policies and build a more adaptive organizational culture in order to achieve more optimal team performance.

### Hypothesis Test Results

**Table 3 Hypothesis test results**

Hypothesis	t/F value	Significance (p-value)	Conclusion
H1: Work discipline has a positive and significant effect on team performance.	6.78	0.000	Accepted
H2: Organizational culture has a positive and significant effect on team performance.	5.92	0.001	Accepted
H3: Work discipline and organizational culture simultaneously have a significant effect on team performance.	24.67	0.000	Accepted

Based on the results of the hypothesis test, the first hypothesis (H1) shows that work discipline has a significant influence on team performance with a t value of 6.78 and a significance value of 0.000 ( $p < 0.05$ ). This shows that the higher the level of employee work discipline, the better the team performance at PT XYZ.

The second hypothesis (H2) is also accepted, where organizational culture has a significant influence on team performance with a t value of 5.92 and a significance value of 0.001. These results indicate that a work environment that has a strong and positive organizational culture contributes to improving overall team performance.

The third hypothesis (H3) tests the simultaneous influence of work discipline and organizational culture on team performance. The F test results show a value of 24.67 with a significance of 0.000, which means that both variables together have a significant influence on team performance.

This finding supports previous studies stating that work discipline and organizational culture are key factors in building a productive and effective team (Robbins & Judge, 2021; Schein, 2017). Therefore, PT XYZ needs to continue to develop policies that strengthen employee discipline and build an inclusive work culture in order to achieve more optimal performance.

### Discussion

#### Work Discipline Has a Positive and Significant Influence on Team Performance

The results of the hypothesis test show that work discipline has a positive and significant effect on team performance with a value of  $t = 6.78$  and  $p = 0.000$ , which means that the higher the level of work discipline, the better the team performance at PT XYZ. This finding supports Hasibuan's research (2016), which states that work discipline is a major factor in increasing employee efficiency and effectiveness in an organization. According to Hasibuan, work discipline not only includes compliance with company rules, but also involves punctuality, responsibility for tasks, and a professional attitude at work.

In addition, research conducted by Robbins and Judge (2021) also shows that work discipline has a strong correlation with team performance in the context of the manufacturing industry. They found that companies that implement high discipline standards experience a 25% increase in productivity compared to companies with loose discipline policies. This study is in line with the findings in this study, which shows that PT XYZ has succeeded in improving team

performance through the implementation of a Key Performance Indicator (KPI)-based discipline system and strict work evaluation.

From a triangulation perspective, this finding is also supported by interviews with several supervisors at PT XYZ, who stated that employees with high levels of discipline are more likely to complete work on time, comply with standard operating procedures (SOPs), and demonstrate greater loyalty to the company. Supervisors also noted that divisions with higher levels of discipline have lower levels of production errors, which contributes to improved overall product quality.

Thus, it can be concluded that work discipline is a crucial factor in improving team performance, both based on quantitative research results, previous studies, and findings from interviews with PT XYZ management. Therefore, the company needs to continue to maintain and strengthen work discipline policies to ensure optimal team performance.

### **Organizational Culture Has a Positive and Significant Influence on Team Performance**

The results of the regression test show that organizational culture also has a significant influence on team performance with a value of  $t = 5.92$  and  $p = 0.001$ , which means that the stronger the organizational culture applied, the higher the level of team performance. These results support the theory put forward by Schein (2017), which states that organizational culture is a fundamental element in shaping employee attitudes and behavior. According to Schein, a strong organizational culture provides clear direction for employees, creates a sense of belonging, and increases motivation and involvement in work.

Research by Cameron and Quinn (2011) also found that companies with an inclusive and collaboration-based work culture tend to have more effective and productive teams. They showed that a positive organizational culture can increase employee engagement by up to 30%, which ultimately has an impact on increasing productivity and innovation in the organization. This finding is in accordance with the results of research at PT XYZ, where an organizational culture oriented towards cooperation and transparency has helped create a work environment that is conducive to team growth and development.

In terms of source triangulation, the results of interviews with several employees of PT XYZ showed that they felt more motivated to work when the work culture implemented supported openness, clear communication, and appreciation for individual contributions. Several employees also expressed that leadership that encouraged a healthy work culture helped increase their loyalty to the company.

Based on the results of quantitative research, previous studies, and interviews with employees, it can be concluded that a positive organizational culture has a strong impact on team performance. Therefore, PT XYZ needs to continue to strengthen the company's values and ensure that the organizational culture that has been built remains relevant to the needs of employees and the company's business goals.

### **Work Discipline and Organizational Culture Simultaneously Have a Significant Influence on Team Performance**

The third hypothesis shows that work discipline and organizational culture simultaneously have a significant influence on team performance with a value of  $F = 24.67$  and  $p = 0.000$ . These results indicate that the combination of high work discipline and strong organizational culture is an effective strategy in building a superior team at PT XYZ.

This finding supports Nawawi's research (2020), which found that a combination of good work discipline and positive organizational culture can increase team effectiveness by up to 40%. Nawawi's study also shows that companies that only focus on discipline without paying attention to work culture tend to experience higher turnover rates, because employees feel pressured by overly strict regulations without the support of a healthy organizational culture.

Research conducted by Sunarto (2021) in the manufacturing sector also found that companies that implement strict work discipline but still pay attention to employee welfare through an inclusive work culture have better employee retention rates and higher productivity compared to companies that only emphasize one aspect.

From a triangulation perspective, interviews with PT XYZ managers indicate that teams with a combination of high discipline and positive work culture tend to be more stable, have better levels of coordination, and are more responsive to changes and challenges in the work environment. Managers also noted that teams with high discipline but no good work culture often experience internal conflict, which can hinder overall productivity.

Thus, it can be concluded that work discipline and organizational culture are not stand-alone factors, but complement each other in forming optimal team performance. PT XYZ needs to continue to develop policies that support work discipline, while ensuring that the organizational culture implemented can provide psychological and emotional support for employees to improve their loyalty and performance.

Based on the results of data analysis, previous research, and triangulation of sources from interviews with employees and managers of PT XYZ, it can be concluded that work discipline and organizational culture have a significant role in shaping optimal team performance. Work discipline provides structure and rules that ensure that tasks are completed well, while organizational culture creates an environment that encourages collaboration, innovation, and employee engagement. Therefore, an effective strategy in building a superior team at PT XYZ is to combine strict work discipline with an inclusive organizational culture that supports individual development in the team.

## CONCLUSION

The results of this study indicate that work discipline and organizational culture have a significant influence on team performance at PT XYZ. High work discipline contributes to increasing productivity, efficiency, and timeliness in completing tasks, while a strong organizational culture creates a conducive work environment, increases employee engagement, and strengthens loyalty to the company. The combination of strict work discipline and an inclusive organizational culture has proven to be a major factor in building a superior and highly competitive team.

This study supports previous theories and studies that state that optimal team performance depends not only on compliance with company regulations, but also on how the values and norms adopted in the organization can motivate employees to work more effectively and collaboratively. In addition, the results of the study also revealed that teams with high levels of discipline but without the support of a positive organizational culture tend to experience greater work pressure, while teams with a strong organizational culture but low discipline are less able to achieve the work targets that have been set.

Thus, the ideal strategy for PT XYZ in improving team performance is to strengthen fair and consistent disciplinary policies and build a work culture that supports innovation, open communication, and a sense of belonging in the team. These findings can be a basis for other companies in designing more effective human resource policies to improve organizational productivity and competitiveness in the long term.

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