

THE EFFECT OF WORK DISCIPLINE, WORK STRESS, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT UD. BELLA DECORATION IN BADUNG REGENCY, BALI

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Abstract: The implementation of robust work discipline has been demonstrated to exert a substantial influence on the trajectory, effectiveness, and prevailing culture of an organization. In the context of any company or organization, the importance of work discipline cannot be overstated. Excessive work stress has been demonstrated to have a detrimental effect on an individual's well-being, manifesting in a decline in cognitive performance, particularly in the areas of concentration and problem-solving skills, within the professional context. Organizational culture is defined as a pattern of beliefs and values that are comprehended, assimilated, and enacted by an organization, thereby conferring a distinctive significance and serving as the foundation for regulations aimed at enhancing performance and conduct within the organization. The objective of this study is to elucidate the impact of work discipline, work stress, and organizational culture on employee performance at UD. Bella Dekorasi Kab. Badung Bali. The present study employs a quantitative research method, with primary data obtained from a questionnaire measured using a Likert scale. The population of this study comprised all 30 employees of UD. Bella Dekorasi Kab. Badung Bali. The data analysis employed in this study utilized Multiple Linear Regression Analysis, a statistical method, through the utilization of the SPSS application. The findings of the study indicate that work discipline exerts a positive and significant influence on employee performance. Conversely, work stress demonstrates a negative and substantial impact on employee performance. Moreover, organizational culture has been shown to have a positive and significant effect on employee performance.

Keywords: work discipline, work stress, organizational culture, employee performance

INTRODUCTION

Human resources represent a company's most significant asset. The role of human resources is evident in the quality and quantity of a company's work, and human resources also have the capacity to determine the sustainability of a company. In the current era of globalization, the competition for human resources is a significant concern, particularly for companies in the tourism sector in the Badung region of Bali. Human resources represent the final element by which a company can achieve its objectives. Employees are the most significant asset of a company. Performance is defined as the result of the work achieved by each employee in carrying out their duties in accordance with the responsibilities assigned to them. According to Sembiring (2020:15), performance is the effect of

quality work and the capacity achieved by individuals within a company to carry out their work based on the pressure or tasks assigned by the company.

Employee performance is a critical component of organizational effectiveness, with the potential to enhance operational efficiency, provide valuable insights to employees and prospective employees, and exert a substantial influence on the long-term viability of the company in achieving its objectives. Employee performance can be influenced by a variety of factors, both internal and external, that can either enhance or detract from that performance. According to Wulandari & Mustam (2016), employee performance is influenced by various factors, including work discipline, work stress, and organizational culture that aligns with current developments. Work discipline is of paramount importance in any corporate or organizational context, as it exerts a substantial influence on the trajectory, effectiveness, and prevailing culture of the enterprise. The necessity of good work discipline for companies today and in the future is a challenge that has a significant impact on every company or organization.

As posited by Martono et al. (2022), discipline can thus be defined as the implementation of management strategies that encourage a culture of responsibility among employees. As posited by Kunzl & Messner (2023), discipline is defined as the act of regulating activities in a timely manner. This regulation is achieved through the implementation of specific plans and instructions that delineate the manner in which these activities are to be carried out. As Sitopu et al. (2021) have demonstrated, one method by which companies regulate their employees is through the implementation of work discipline. As indicated by the aforementioned definitions, it can be concluded that work discipline is the process of regulating activities with the objective of encouraging all employees to be responsible and willing to adhere to established rules. It can be argued that discipline is the key to the success of a company or organization in achieving its goals. Consequently, the absence of robust employee work discipline hinders an organization's capacity to attain its objectives.

Work discipline has been demonstrated to exert an influence on the performance of employees. This finding aligns with the research conducted by Saraswati et al. (2024), which demonstrated that work discipline exerts a positive and significant influence on employee performance. The rationale behind this relationship is that effective work discipline facilitates the expeditious attainment of organizational objectives. Research conducted by Purwati et al. (2019) also found that work discipline has a positive and significant effect on employee performance, meaning that the better the work discipline of employees, the faster the company's goals will be achieved. This assertion is consistent with the findings of research conducted by Persada & Nabella (2023), which demonstrated that work discipline

exerts a positive and significant influence on employee performance. Specifically, the study indicated that a strong work discipline fosters enhanced employee performance in attaining organizational objectives. Research conducted by Afwindra et al. (2022) found that work discipline has a positive and significant effect on employee performance, because good work discipline accelerates the achievement of company goals. However, a divergent perspective emerges from the research conducted by Camelie et al. (2023), which posits that work discipline does not exert a significant influence on employee performance. The rationale underlying this assertion is that in instances where work discipline is deemed ineffective and exhibits a decline, employee performance is likely to be compromised, consequently leading to a decline in overall effectiveness.

According to Novarini et al. (2022), work stress is defined as an employee's experience of psychological and physical disturbances in dealing with problems or work that can adversely impact performance in the company and create an imbalance between an employee's personality and their work characteristics. According to Choi et al. (2022), work stress is a multifaceted phenomenon resulting from numerous factors inherent in the contemporary industrial structure. As Irawanto et al. (2021) have demonstrated, work stress is a condition that affects emotions, thoughts, and thought processes. As indicated by the aforementioned definitions, it can be concluded that work stress is an action or condition that causes a lack of concentration in facing problems or work, which can affect performance in a company or organization. The following are some of the characteristics or signs that a person is experiencing work stress: emotional instability, anxiety, loneliness, difficulty sleeping, excessive smoking, inability to relax, tension (nervousness), high blood pressure, and poor work control.

The impact of workplace stress on employee performance is a multifaceted issue that merits further examination. This finding aligns with the research conducted by Mudrika et al. (2021), which demonstrated that work stress has a positive and significant effect on employee performance. This suggests that when employees maintain a positive mindset, their performance is more likely to be optimal. Research conducted by Setiawan & Indradewa (2022) also found that work stress has a positive and significant effect on employee performance, because the better the health status, the higher the employee performance. A parallel investigation undertaken by Putro & Wening (2022) determined that occupational stress exerts a favorable and substantial influence on employee performance. This is predicated on the premise that when employees are in good health, they are able to enhance their performance for the organization to a considerable extent. Concurrently, a study by Febrian & Nurhalisah (2024) posits that work stress has a significant impact on employee performance, suggesting that moderate levels of

work stress can enhance creativity and employee performance within the organizational context. However, a contradictory viewpoint is posited by research conducted by Johan & Satrya (2023), which asserts that work stress exerts a negative and significant impact on employee performance. Specifically, the researchers contend that as the demands placed on employees increase, their performance concomitantly diminishes.

According to Qatawneh (2023), a robust organizational culture can facilitate employee focus on their work and ensure that all individuals are cognizant of the company's objectives. As posited by Arikayanti et al. (2024), organizational culture is defined as a set of values, norms, and practices that are ingrained in the office environment and have been in existence for a considerable duration. It is employed in occupational settings as a catalyst for enhancing the quality of work produced by employees. As posited by Al Amin et al. (2023), organizational culture has the capacity to influence an individual's attitudes and behaviors. This influence can also prompt an individual to develop a more profound comprehension of the organization's core values and subsequently engage more actively with the organization. As indicated by the aforementioned definitions, it can be concluded that organizational culture is a pattern of beliefs and values that are comprehended, assimilated, and enacted by the organization, thereby conferring a distinctive significance and serving as the foundation for enhancing performance and conduct within the organization. Consequently, organizational culture must possess a certain degree of density in order to achieve the objectives of an organization or company.

The influence of organizational culture on employee performance is a subject that has been the focus of numerous studies. This finding aligns with the research conducted by Widiarni et al. (2019) and Permadi et al. (2023), which demonstrated that organizational culture exerts a positive and significant influence on employee performance. Specifically, a robust organizational culture has the capacity to shape employee performance by influencing the establishment of goals that are in alignment with the company's objectives. A parallel investigation by Rojak et al. (2024) determined that organizational culture exerts a positive and substantial influence on employee performance, suggesting that a robust organizational culture is associated with enhanced employee performance. Research conducted by Iskanto (2023) found that organizational culture exerts a significant effect on employee performance, indicating that the stronger the organizational culture of a company, the better the performance of its employees. Concurrent with these findings, research conducted by Putri et al. (2023) determined that organizational culture exerts a significant influence on employee performance, indicating that the more favorable the organizational culture of a company, the more optimal the

performance of its employees. However, the extant literature contains contradictory findings. Specifically, the research conducted by Khilmi & Utari (2023) suggests that organizational culture does not have a significant effect on employee performance. This phenomenon can be attributed to the presence of an ineffective organizational culture, characterized by employees who consistently arrive late to work. Such tardiness has been demonstrated to contribute to diminished efficiency and suboptimal performance outcomes among these individuals.

LITERATURE

Work Discipline

As posited by Purwati et al. (2019), discipline is defined as a state of mind or a behavioral disposition in which employees exhibit a profound respect for the company's established guidelines and regulations. As posited by Martono et al. (2022), discipline is defined as the implementation of management strategies that encourage all employees to assume responsibility. As Dwiyanti & Badar (2022) contend, discipline is defined as a responsible attitude or keeping promises so that people always trust them when they are given trust. As posited by Kunzl and Messner (2023), discipline is defined as the act of regulating activities in a timely manner. This regulation is achieved through the implementation of specific plans and instructions that delineate the manner in which these activities are to be executed. As Sitopu et al. (2021) have demonstrated, one method by which companies regulate their employees is through the implementation of work discipline. As indicated by the aforementioned definitions, it can be concluded that work discipline is a tool utilized by leaders to communicate with all employees, thereby encouraging them to modify their behavior in accordance with established rules. This suggests that discipline plays a pivotal role in the success of a company or organization in achieving its objectives. According to Khoirinisa (2019), seven factors have been identified as influential in the context of work discipline. These factors include low compensation, the presence or absence of leadership role models within the organization, the existence or absence of clearly defined rules, the courage of leaders to take action, the presence or absence of leadership supervision, the presence or absence of attention from leaders, and habits that support strong discipline. Concurrently, Agustini (2019) posits that work discipline can be categorized into multiple indicators, including: attendance rate, which measures the frequency with which employees are present to execute work activities; work procedures, which delineate the rules or regulations that must be adhered to by all employees; obedience to superiors, which signifies that employees comply with instructions from their superiors to attain optimal results; and work

awareness, which indicates the degree of patience exhibited by an individual in their professional endeavors.

Work Stress

According to Novarini et al. (2022), work stress is defined as an employee's experience of psychological and physical disturbances in dealing with problems or work that can adversely impact performance in the company and create an imbalance between an employee's personality and their work characteristics. As posited by Mudrika et al. (2021), work stress may be delineated as an employee's psychological condition, marked by adverse responses. As posited by Rahmawati et al. (2021), work stress is defined as a sense of pressure experienced by employees when confronted with their professional obligations. According to Choi et al. (2022), work stress is a multifaceted phenomenon resulting from numerous factors inherent in the contemporary industrial structure. As Irawanto et al. (2021) have demonstrated, work stress is a condition that affects emotions, thoughts, and thought processes. As indicated by the aforementioned definitions, it can be concluded that work stress is an action or condition that causes a lack of concentration in facing problems or work, which can affect performance in a company or organization. Robbins (2008) posits that work stress can be categorized into three distinct factors: organizational, environmental, and individual. According to Mangkunegara (2013), the indicators of work stress include the following: work conflicts, differences in values between employees and leaders, perceived excessive workload, unhealthy work climate, urgent work deadlines, work authority, and quality of supervision.

Organizational Culture

According to Qatawneh (2023), a robust organizational culture can facilitate employee focus on their work and ensure that all individuals are cognizant of the company's objectives. Iskanto's (2023) seminal work established the concept of organizational culture as a long-standing habit applied in the world of work to improve employee performance in controlling a company or organization. According to Widiarni et al. (2019), organizational culture is defined as a fundamental philosophy comprising beliefs, norms, and shared values that serve as the core characteristics of the manner in which operations are conducted within an organization. As posited by Arikayanti et al. (2024), organizational culture is defined as a set of values, norms, and practices that are ingrained in the office environment and have been in existence for a considerable duration. It is employed in occupational settings as a catalyst for enhancing the quality of work produced by employees. As posited by Al Amin et al. (2023), organizational culture has the capacity to influence an individual's attitudes and behaviors. Furthermore, it can serve as a catalyst for an individual to develop a more profound comprehension of

the organization's core values and to become more engaged with the organization. As indicated by the aforementioned definitions, it can be concluded that organizational culture is a pattern of beliefs and values that are comprehended, assimilated, and enacted by the organization, thereby conferring a distinctive significance and serving as the foundation for regulations aimed at enhancing performance and conduct within the organization. This results in the establishment of a volume and workload that must be attained to achieve the organization's objectives. Baron et al. (2003:80) posit that organizational culture can be divided into six factors, including values, beliefs, desired behavior, critical situations, guidelines for selecting or evaluating events and behavior. According to Ernawan (2018:81), the concept of organizational culture can be categorized into five distinct indicators, including behavioral rules, norms, dominant values, philosophies, and rules.

Employee Performance

As Sembiring (2020:15) asserts, performance is the result of quality work and the capacity of individuals within a company to carry out their work based on the pressure or tasks assigned by the company. This is due to the fact that the progress or decline of a business can be seen from the performance of its employees and organization. According to Mangkunegara (2018), employee performance is the result of the quality and quantity of work achieved by an employee in carrying out tasks in accordance with the responsibilities assigned. According to Purnamasari et al. (2023), performance is defined as the actual behavior demonstrated by each employee, with employees producing work achievements in accordance with their roles in the company. Kasmir (2018) defines performance as the results and behavior of an individual in relation to the completion of assigned tasks and responsibilities within a specified timeframe. According to Nabawi (2020), performance is defined as a process related to activities that involve the production of an output. As indicated by the aforementioned definitions, it can be concluded that employee performance is the process of achieving work results that can be achieved by an employee in accordance with their duties and responsibilities in achieving company goals. According to Sedarmayanti (2017), the factors influencing employee performance are numerous and include: work motivation, work discipline, and work ethics; education; skills; leadership management; income level; salary and health; social security; work environment; facilities and infrastructure; technology; and opportunities to excel. According to Mangkunegara (2015), the performance of employees can be categorized into four distinct indicators, namely: work quality, work volume, work reliability, and attitude.

Research Hypothesis

Based on the literature review and previous research, the hypotheses of this study are as follows: 1) work discipline affects employee performance, 2) work stress affects employee performance, and 3) organizational culture affects employee performance.

RESEARCH METHOD

The research method employed is quantitative. According to Sugiyono (2017), quantitative data is defined as a type of data that can be measured or calculated directly, and is expressed in numbers or numerical form.

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics applied by researchers to be studied and then conclusions are drawn (Sugiyono 2017:80). The population of this study comprised all 30 employees of UD. Bella Dekorasi Kab. Badung, Bali. The sample in this study consisted of 30 people. The sampling method employed in this study was saturated sampling, also known as census sampling, wherein members of the population are used as samples.

The data collection techniques employed in this study included interviews and questionnaires. The study was conducted in the Jalan Beraban No. 03 Seminyak, North Kuta District, Badung Regency, Bali, location. The following tests were performed: validity, reliability, normality, multicollinearity, heteroscedasticity, multiple linear regression analysis, coefficient of determination (adjusted), t-test, and F-test.

RESULTS AND DISCUSSION

Validity Test

The researchers employed validity testing to assess the questionnaire's validity, utilizing a sample of 30 respondents. According to Sugiyono (2019:178), if the factor score correction with the total score is positive and greater than 0.3, then the factor is considered a strong control. The results of the validity test are displayed in the subsequent table:

Table 1
Validity Test Results

Variable	Items	Correlation Coefficient	> 0.3	Description
Work Discipline (X ₁)	X _{1.1}	0.799	0.3	Valid
	X _{1.2}	0.721	0.3	Valid
	X _{1.3}	0.857	0.3	Valid
	X _{1.4}	0.848	0.3	Valid
	X _{1.5}	0.857	0.3	Valid

	X _{1.6}	0.848	0.3	Valid
Work Stress (X ₂)	X _{2.1}	0.784	0.3	Valid
	X _{2.2}	0.821	0.3	Valid
	X _{2.3}	0.895	0.3	Valid
	X _{2.4}	0.766	0.3	Valid
	X _{2.5}	0.893	0.3	Valid
	X _{2.6}	0.784	0.3	Valid
	X _{2.7}	0.821	0.3	Valid
	X _{2.8}	0.895	0.3	Valid
	X _{2.9}	0.766	0.3	Valid
	X _{2.10}	0.893	0.3	Valid
Organizational Culture (X ₃)	X _{3.1}	0.926	0.3	Valid
	X _{3.2}	0.939	0.3	Valid
	X _{3.3}	0.850	0.3	Valid
	X _{3.4}	0.850	0.3	Valid
	X _{3.5}	0.926	0.3	Valid
	X _{3.6}	0.939	0.3	Valid
Employee Performance (Y)	Y ₁	0.912	0.3	Valid
	Y ₂	0.837	0.3	Valid
	Y ₃	0.948	0.3	Valid
	Y ₄	0.763	0.3	Valid
	Y ₅	0.876	0.3	Valid

The validity test results presented in the tabular data above indicate that the coefficient values for each research instrument exceed 0.3. This finding suggests that the research instruments employed for the variables of work discipline, work stress, organizational culture, and employee performance are valid.

Reliability Test

The reliability of the scale was assessed through the implementation of the Cronbach Alpha statistical test. Ghazali (2019:48) asserts that a construct or variable is deemed reliable if it yields a Cronbach Alpha value greater than 0.60. The outcomes of the reliability test are presented in the following table:

Table 2
Reliability Test Results

Variable	Cronbach's Alpha	> 0.60	Description
Work Discipline (X ₁)	0.904	0.60	Reliable
Work Stress (X ₂)	0.951	0.60	Reliable
Organizational Culture (X ₃)	0.955	0.60	Reliable

Employee Performance (Y)	0.914	0.60	Reliable
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As illustrated in the above table, the Cronbach's alpha values for the variables of work discipline, work stress, organizational culture, and employee performance exceed 0.60, indicating their reliability.

Normality Test

The hypothesis that the population data is normally distributed is contingent upon the Asymp. Sig (2-tailed) coefficient is greater than $\alpha = 0.05$. The results of the normality test are presented in the following table:

Table 3
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	1.51899394
Most Extreme Differences	Absolute	0.128
	Positive	0.128
	Negative	-0.096
Test Statistic		0.128
Asymp. Sig. (2-tailed)		0.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

The results presented in the above table demonstrate that Asymp. Sig. The two-tailed test yielded a result greater than 0.05, with a value of 0.200. Consequently, it can be posited that the variable is normally distributed.

Multicollinearity Test

To detect the presence or absence of correlation between independent variables, researchers can examine the tolerance value of more than 0.1 and the Variance Inflation Factor (VIF) of less than 10. A value of less than 10 for the VIF indicates that there is no multicollinearity (Ghozali, 2019). The results of the multicollinearity test are presented in the following table:

Table 4
Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		

	X1	0.584	1.712
	X2	0.779	1.284
	X3	0.660	1.516
a. Dependent Variable: Y			

The results of the calculations in the above table demonstrate that all independent variables possess a tolerance value that exceeds 0.10. The results of the variance inflation factor (VIF) calculations further demonstrate that all independent variables possess a VIF value below 10. Consequently, it can be deduced that multicollinearity is not present among the independent variables in the regression model.

Heteroscedasticity Test

To ascertain the presence of homogeneous variance, it is necessary to examine the significance value of the absolute residual (ABS_RES), which is greater than $\alpha = 0.05$. This finding indicates that the model in regression does not exhibit symptoms of heteroscedasticity, thereby ensuring its suitability for predicting the dependent variable. The outcomes of the heteroscedasticity test are presented in the subsequent table:

Table 5
Heteroscedasticity Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.322	1.756		0.753	0.458
	X1	0.087	0.064	0.328	1.360	0.186
	X2	-0.023	0.033	-0.146	-0.699	0.491
	X3	-0.067	0.055	-0.276	-1.218	0.234
a. Dependent Variable: ABS_RES						

The results of the Glejser test, as presented in the tabular data above, indicate significant values, with all independent variables exhibiting a Sig. value greater than 0.05. This finding indicates that the regression model is not affected by heteroscedasticity.

Multiple Linear Regression Analysis

The findings of the multiple linear regression analysis conducted in this study are presented in the subsequent table:

Table 6
Multiple Linear Regression Test Results

Coefficients ^a				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	4.242	3.089		1.373	0.181
	X1	0.576	0.112	0.562	5.129	0.000
	X2	-0.158	0.058	-0.261	-2.750	0.011
	X3	0.257	0.097	0.272	2.643	0.014
a. Dependent Variable: Y						

The subsequent multiple linear regression equation is obtained based on the data presented in Table 1:

$$Y = 4,242 + 0,576 X_1 - 0,158 X_2 + 0,257 X_3$$

1. $\beta_1 = 0.576$. This finding suggests that an enhancement in the work discipline variable exerts a favorable influence on employee performance. Consequently, a robust work discipline is associated with enhanced employee performance.
2. $\beta_2 = -0.158$. This finding suggests a negative correlation between an increase in work stress variables and employee performance. Consequently, elevated levels of occupational stress have been demonstrated to correlate with diminished employee performance.
3. $\beta_3 = 0.257$. This finding suggests that an enhancement in organizational culture variables exerts a favorable influence on employee performance. Consequently, it can be inferred that a favorable organizational culture is conducive to optimal employee performance.

Determination Coefficient Test

According to Ghozali (2019), the coefficient of determination essentially measures the extent to which a model can explain dependent variation. A minimal R2 Squared value indicates that the variation in the dependent variable is negligible. The results of the adjusted R2 in this study are shown in the following table:

Table 7
Determination Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.904 ^a	0.818	0.797	1.604
a. Predictors: (Constant), X3, X2, X1				
b. Dependent Variable: Y				

The results, as indicated by the Adjust R Square value of 0.797, indicate that the independent variables employed in this study, namely work discipline, work stress, and organizational culture, account for 79.7% of the variance in employee performance. The residual 20.3% is attributed to unmodeled variables.

F Test

In the context of statistical analysis, a significant effect is indicated by a sig F value less than 0.05. The F test results are presented in the following table:

Table 8
F Test Results

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	300.554	3	100.185	38.928	0.000 ^b
	Residual	66.913	26	2.574		
	Total	367.467	29			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X2, X1						

As demonstrated in the above table, the F test results indicate a calculated F value of 38.928 with a significance level of 0.000, which is greater than 0.05. Consequently, it can be concluded that the variables of work discipline, work stress, and organizational culture have a positive and significant effect on the employee performance variable.

t Test

In the event that the obtained p-value is > 0.05, the Ho is rejected. Conversely, if the p-value is < 0.05, the Ho is accepted. The t-test results are presented in the following table:

Table 9
t Test Results

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.242	3.089		1.373	0.181
	X1	0.576	0.112	0.562	5.129	0.000
	X2	-0.158	0.058	-0.261	-2.750	0.011
	X3	0.257	0.097	0.272	2.643	0.014
a. Dependent Variable: Y						

Based on the table above, it shows that:

1. The t-value for the work discipline variable is 5.129, and the significance value is 0.000, which is less than 0.05. Therefore, Ho is accepted, meaning that work discipline has a positive and significant effect on employee performance.
2. The t-value for the work stress variable is -2.750, and the significance value of 0.011 is less than 0.05, so Ho is accepted, meaning that work stress has a negative and significant effect on employee performance.
3. The t-value for the organizational culture variable is 2.643, and the significance value is 0.014, which is less than 0.05. Therefore, Ho is accepted, meaning that

organizational culture has a positive and significant effect on employee performance.

Discussion

The Effect of Work Discipline on Employee Performance

The findings of the analysis demonstrate that work discipline exerts a positive and significant influence on employee performance, thereby substantiating the initial hypothesis that work discipline has a positive and significant effect on employee performance. Work discipline is defined as the awareness and willingness of employees to adhere to all applicable organizational rules and social norms, and to refrain from violating established rules. According to Saraswati et al. (2024), work discipline exerts a positive and significant effect on employee performance. As Purwati et al. (2019) posit, work discipline exerts a positive and significant effect on employee performance. As posited by Persada & Nabella (2023), work discipline exerts a positive and significant influence on employee performance. This assertion is corroborated by Afwindra et al. (2022), who likewise conclude that work discipline has a positive and significant effect on employee performance. An analogous conclusion is reached by Lestari & Febrian (2024), who determine that work discipline has a positive and significant effect on employee performance.

The Effect of Work Stress on Employee Performance

The findings of the analysis demonstrate that work stress exerts a negative and significant impact on employee performance, thereby supporting the second hypothesis, which posits that work stress has a negative and significant effect on employee performance. Work stress is defined as a psychological condition exhibited by employees who demonstrate adverse reactions to occupational demands. The present study hypothesizes that work stress is a contributing factor to employee performance, including a decrease in work activity. As posited by Johan & Satrya (2023), work stress exerts a detrimental and substantial influence on employee performance. As posited by Putra et al. (2024), work stress exerts a detrimental and substantial influence on employee performance. As posited by Maesa et al. (2024), work stress exerts a detrimental and substantial influence on employee performance. This assertion is corroborated by Novarini et al. (2024), who contend that work stress has a deleterious and significant impact on employee performance. Similarly, Parwita et al. (2024) conclude that work stress has a negative and significant effect on employee performance.

The Effect of Organizational Culture on Employee Performance

The results of the analysis demonstrate that organizational culture exerts a positive and significant influence on employee performance, thereby supporting the third hypothesis, which posits that organizational culture has a positive and

significant effect on employee performance. Organizational culture is defined as a pattern of organizational beliefs and values that are comprehended, assimilated, and enacted by the organization. This pattern is endowed with its own significance and functions as the foundation for rules that enhance performance and behavior within the organization. Consequently, this creates a volume and workload that must be actualized to achieve the organization's objectives. According to Widiarni et al. (2019) and Permadi et al. (2023), organizational culture exerts a positive and significant effect on employee performance. According to Rojak et al. (2024), organizational culture exerts a positive and significant effect on employee performance. Iskanto's (2023) research indicates that organizational culture exerts a substantial influence on employee performance. Putri et al. (2023) discovered that organizational culture exerts a significant influence on employee performance. Similarly, Antara et al. (2024) found that organizational culture has a positive and substantial effect on employee performance.

CONCLUSION AND LIMITATIONS

Conclusion

The findings of the study suggest that the performance of UD Bella Dekorasi employees is significantly influenced by three primary factors: work discipline, work stress, and organizational culture. Research has demonstrated a direct correlation between work discipline and employee performance, suggesting that employees with higher levels of discipline exhibit superior performance outcomes. Conversely, work stress has been demonstrated to exert a substantial negative influence on employee performance, suggesting that an augmentation in stress levels can result in a deterioration in job performance. Concurrently, organizational culture exerts a positive and substantial influence on employee performance, indicating that a robust organizational culture is conducive to optimal employee performance. Consequently, enhancing work discipline and fortifying organizational culture, in conjunction with the management of occupational stress, are pivotal in maximizing employee performance.

Recommendation

UD Bella Dekorasi is expected to consider several steps to improve employee performance. Firstly, with respect to the matter of professional discipline, it is incumbent upon management to devise a set of explicit Standard Operating Procedures (SOPs) that delineate the rationales for tardiness and to rigorously enforce sanctions against any employees found to have transgressed these protocols within a stipulated timeframe. Secondly, in regard to occupational stress, management should undertake evaluations and offer training in alignment with each employee's respective field of work, thereby addressing the challenges they

encounter. Thirdly, to fortify the organizational culture, it is recommended that management establish robust and consistent norms, and that they ensure the strict compliance of all employees with these regulations, thereby enhancing work performance. In the interest of further research, it is recommended that additional variables be incorporated to account for potential influences on employee performance, including motivation, the work environment, and leadership.

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