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THE INTEGRATED ROLE OF ORGANIZATIONAL CULTURE AND TEAMWORK IN DRIVING EMPLOYEE PERFORMANCE

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ABSTRACT

In an era of increasingly intense and dynamic business competition, companies are required to adapt quickly to changes in the business environment. One of the key factors determining a company's success is the quality of employee performance. Therefore, employees are expected to continuously improve their performance so that organizational goals can be optimally achieved. Efforts companies can undertake to maintain and enhance employee performance include conducting regular performance evaluations and implementing various continuous improvement measures. These steps aim to improve the quality of human resources so that the company can survive, grow, and excel in competition. This study aims to determine the influence of organizational culture and teamwork on employee performance. The research sample includes all 31 employees of PT. ANDS BALI, with the sampling method using a saturated sampling technique. Data analysis was conducted using regression techniques. The results of the study indicate that organizational culture and teamwork have a positive and significant influence on improving employee performance.

Keywords: organizational culture, teamwork, employee performance

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1. INTRODUCTION

According to , human resource management is a strategic and integrated approach to managing a company's most valuable asset—the people working within the company, both individually and as teams—to contribute to achieving the company's vision. Human Resource Management plays a crucial role in driving employee performance development and ensuring organizational success. With effective HR strategies, companies can increase productivity, motivate employees, and create a positive work environment. According to Cushway & Lodge (2021), the role of HRM is broadly to achieve the company's goals, which involves the human workforce within it—people who are not only competent and skilled but also possess the willingness and dedication to work effectively and efficiently. To achieve high-quality employee performance, skilled and reliable human resource management is required in this field (Mathis & Jackson, 2018) .

A company naturally expects optimal performance from its employees, and one way to achieve this is through a healthy organizational culture. Organizational culture plays a crucial role in shaping employees' attitudes, behaviors, and the way they interact in the workplace. Generally, organizational culture can be defined as a system of accepted beliefs, norms, and customs. According to Meher et al. (2025), organizational culture influences organizational learning in four ways: First, culture shapes employees' assumptions about whether knowledge is important or not and whether it is worth managing. Second, culture enables individual knowledge to become organizational knowledge, which influences the organizational learning process. Third, culture fosters the creation of new knowledge. Fourth, culture creates a social interaction context that fosters an organization's effectiveness in creating, sharing, and applying knowledge. Thus, organizational culture has a significant and positive influence on organizational learning. This culture encompasses and influences the behavior of every employee, ranging from communication styles, decision-making processes, to problem-solving approaches (Putri& Yusuf 2022).

Another factor influencing employee performance is teamwork. Employees with a high level of teamwork are crucial for the growth and prosperity of the company. According to Letsoin, V. R., & Ratnasari (2020) , teamwork involves a group of people who are members of an organization, managing and carrying out tasks collaboratively. Within a team, a group of people within a company serves as a source of strength in achieving the company's goals, because no company can thrive without strong teamwork. "Strong" in this context refers to a cohesive group supported by positive interactions, which leads to optimal performance (Ely Mulyati, 2024) .

PT. ANDS BALI is located in the Batubulan industrial area, Gianyar, Bali—a hub of creativity and craftsmanship. The company specializes in the production and sale of high-quality jewelry featuring elegant designs. It places great emphasis on the quality of its products to captivate a wide audience with pieces brimming with energy. The company symbolizes the fusion of tradition and modernity in the world of jewelry. Every corner of its workspace reflects the harmony between the creative process and technical expertise. Artisans, designers, and experts work to ensure that every detail of the jewelry produced possesses artistic value and the highest quality.

According to the company's director, Mr. Anil Nayaks, PT. ANDS BALI exists to bring timeless beauty through meaningful, handcrafted works. The company is a home for silver and gold artisans—a place where every sparkle is created with love and skill. Here, beauty is not only crafted but also felt, making it a symbol of elegance, dedication, and excellence.

Table 1.Pre-Survey Results for PT. ANDS BALI Employees

No	Statement	Agree	Disagree
1	All employees can complete their assigned tasks on time	60%	40%
2	The company provides the necessary facilities for employees and is always attentive to their physical well-being	30%	70%
3	The core values established by this company are being implemented effectively	40%	60
4	All employees have adhered to the norms or rules in effect at this company	30%	70%
5	Every employee is optimistic about the future of this company	40%	60%
6	All employees always contribute to the team's work	20%	80%
7	Every employee in the company interacts well with others	40%	60%
8	All employees in this company always ensure the team stays organized and always remember the responsibilities assigned to them	40%	60%

Source: Results of the Pre-Survey, 2025

Based on the results of the employee pre-survey at PT. ANDS BALI, it is evident that there are still several critical aspects requiring serious attention from management. These findings indicate that the majority of organizational members have not yet fully demonstrated the ability to work effectively and consistently in completing tasks on time. This suggests the presence of fundamental challenges that could impact the level of effectiveness and coordination among departments within the company.

One of the most prominent findings is the low level of company support for workplace facilities and attention to employees' physical well-being. As many as 70% of respondents disagreed that workplace facilities and attention to employee health were functioning well. This suggests that the available facilities and infrastructure do not yet fully support optimal work performance. The lack of attention to employees' physical well-being also has the potential to reduce motivation, comfort, and work morale in the long term.

Additionally, the pre-survey results also indicate issues with teamwork among employees. Only 20% of respondents stated that all employees consistently contribute to team work, while the remaining 80% disagreed. This situation is reinforced by the results regarding employee interactions, where only 40% felt that workplace relationships within the company were functioning well. This indicates that coordination and synergy among individuals have not been effectively established; furthermore, there appears to be an individualistic mindset during work, where employees focus more on their own results rather than the team's outcomes.

This phenomenon is particularly evident in the production and design divisions, which are closely interdependent. Designers are responsible for creating designs, while the production team brings them to life as tangible products. Ideally, these two departments should collaborate intensively to ensure the final results meet company standards. However, based on pre-survey findings, this collaboration process still frequently faces obstacles, both in terms of coordination and the fulfillment of work responsibilities. This situation results in reduced time efficiency, results that do not meet standards, and low overall team productivity.

Based on the background of these issues, the researcher is interested in conducting a study on "The Influence of Organizational Culture and Teamwork on Employee Performance at PT.ANDS BALI."

2. LITERATURE AND HYPOTHESIS

Organizational Culture

According to , organizational culture is a complex and multidimensional concept encompassing various aspects such as the work environment, employee behavior, shared values, common beliefs, and attitudes that develop within the organization. According to Putri & Yusuf (2022) , organizational culture encompasses and influences the behavior of every employee, ranging from communication styles, decision-making processes, to problem-solving approaches. Researchers highlight the role of culture in determining flexibility, openness to change, and the effectiveness of technology implementation within work systems Tadesse Bogale & Debela (2024) . In the study Indirawati et al. (2024) , five key indicators that shape organizational culture were identified: core organizational values, internal norms or rules, organizational beliefs, organizational symbols or artifacts, and cultural practices.

Teamwork

According toet al. (2025) , teamwork can also be defined as cooperation with others in which team members influence, support, encourage, resolve emerging conflicts, negotiate, and guide one another. Meanwhile, according to Ediger et al. (2022) , teamwork is understood as a collaborative process among multidisciplinary team members with complementary skills, working together toward a common goal through open communication, shared decision-making, and mutual support to optimize results. Teamwork is also a series of social processes in which team members coordinate their efforts and resources to effectively complete a task and achieve a shared goal (Grote & Kozlowski 2023) . According to Garalde et al. (2024), there are five key indicators frequently used to measure teamwork competencies: contribution to team work, interaction with colleagues, ability to maintain team cohesion, expectations regarding work quality, and relevant knowledge and skills.

Employee Performance

According to Hendriani & Tryiis (2024) , employee performance refers to the extent to which an employee can achieve expected results or meet established standards in the context of their work. Performance encompasses the quality and quantity of an individual's work output in relation to their assigned tasks. Budiyanto & Wikan (2020) state that performance refers to the level of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them.Performance involves an employee's attitude and achievements in line with their work outcomes within the company (Silaswara, D. et al. 2021) . According to Yoshanda & Sulistiyowati (2024) , employee

performance can be measured through several key indicators, namely competence, work environment, ability to complete tasks on time, and facility support.

Hypothesis

The influence of organizational culture on employee performance

Organizational culture is a system of values, norms, customs, and collective behaviors that are internalized and practiced by all members of the organization. This culture reflects how employees understand, respond to, and act within the context of service delivery as well as how they interact with one another Nuraini et al. (2024) . When organizational values are fully internalized by organizational members, this fosters behaviors aligned with the institution's vision and mission. Furthermore, organizational culture plays a crucial role in strengthening employees' loyalty and commitment to the organization, thereby enhancing productivity and work efficiency. Based on previous research on the impact of organizational culture on employee performance conducted by Wiratama & Santoso (2022) , Sugiono & Tobing (2021), Munawirsyah (2021), Permadi et al. (2024) and Iskandar & Hasbi (2024), concludes that organizational culture has a positive and significant influence on improving employee performance. Based on this explanation, the following hypothesis can be formulated:

H_1: Organizational culture has a positive effect on employee performance.

The influence of teamwork on employee performance

Teamwork refers to the collaborative efforts of a group of individuals working together to achieve shared organizational goals by leveraging the skills and strengths of each member. According to Setyawan et al. (2021) , teamwork is a crucial factor in improving employee performance, as it enhances coordination, communication, and efficiency in the workplace. Effective teamwork enables employees to complement one another, share knowledge, and solve problems collectively, which ultimately contributes to the company's success. Teamwork not only helps achieve company goals more efficiently but also creates a work environment that supports individual development. With good synergy within the team, employee performance can improve significantly in both quality and quantity (Arifin, F. S & Darmawan, 2024) . Based on previous research on the effects of teamwork on employee performance conducted by Fristky & Suwarni (2023), Hidayat (2021), Abdillah & Sari (2023), Indraningrat et al. (2022), and Iryadana et al. (2024), where the research results show that teamwork has a positive and significant effect on employee performance. Based on this explanation, the following hypotheses can be formulated:

H_2: Teamwork has a positive effect on employee performance.

3. RESEARCH METHOD

The research was conducted at PT ANDS Bali, located on Jalan Raya Batubulan, Gianyar, an area known as a center of arts and crafts activities. This location was selected because preliminary observations indicated issues related to organizational culture, teamwork, and employee performance that were relevant to the research objectives. The population of this study consisted of all 31 employees of PT ANDS Bali. Because the population was relatively small, the study used a saturated sampling technique, meaning that all members of the population were included as respondents. Data were collected through observation, interviews, and questionnaires to obtain both contextual and quantitative information. The collected data were analyzed using validity and reliability tests, descriptive statistical analysis, classical assumption tests, multiple linear regression analysis, coefficient of determination test using adjusted R square, F-test, and t-test.

4. RESULTS AND DISCUSSION

Instrument Validation

a. Validity Test

Table 2. Results of the Instrument Validity Test

No	Variable	Statement	Pearson Correlation	Description
1		$Y_{1.1}$	0.740	Valid

	Employee performance (Y)	$Y_{1.2}$	0.783	Valid
		$Y_{1.3}$	0.923	Valid
		$Y_{1.4}$	0.852	Valid
2	Organizational culture (X_1)	$X_{1.1}$	0.900	Valid
		$X_{1.2}$	0.817	Valid
		$X_{1.3}$	0.820	Valid
		$X_{1.4}$	0.854	Valid
		$X_{1.5}$	0.792	Valid
3	Teamwork (X_2)	$X_{2.1}$	0.742	Valid
		$X_{2.2}$	0.788	Valid
		$X_{2.3}$	0.806	Valid
		$X_{2.4}$	0.819	Valid
		$X_{2.5}$	0.806	Valid

Source: Processed data, 2025

Based on the results in Table 2, which show that all Pearson correlation coefficients for the instruments measuring employee performance, organizational culture, and teamwork are above 0.30. This means that all instruments used to collect data via questionnaires regarding employee performance, organizational culture, and teamwork are valid.

b. Reliability Test

Table 3. Instrument Reliability Test Results

No	Variable	Cronbach's Alpha	Description
1	Employee performance (Y)	0.838	Reliable
2	Organizational culture (X_1)	0.889	Reliable
3	Teamwork (X_2)	0.843	Reliable

Source: Processed data, 2025

Based on the analysis in Table 3 above, it is stated that the Cronbach's Alpha values for the variables of employee performance, organizational culture, and teamwork are 0.838, 0.889, and 0.843, respectively, where these values are greater than 0.60. This means that all instruments for the variables of employee performance, organizational culture, and teamwork are reliable, and the research can proceed.

Classical Assumption Test

a. Normality Test

Table 4. Results of the Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		31
Normal Parameters [a, b]	Mean	0.0000000
	Standard Deviation	2.07846045
Most Extreme Differences	Absolute	0.118
	Positive	0.118
	Negative	-0.079
Test Statistic		0.118
Asymptotic Significance (2-tailed)		0.200[c,d]

Source: Processed data, 2025

Based on the results in Table 4, the Asymp. Sig. (2-tailed) value is 0.200. This value is greater than 0.05, which means that the variable can be said to be normally distributed.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig,	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.756	2.218		0.341	0.736		
	Organizational culture	0.270	0.110	0.338	2.448	0.021	0.860	1.163
	Teamwork	0.481	0.123	0.539	3.904	0.001	0.860	1.163

a. Dependent Variable: Employee performance

Source: Processed data, 2025

Based on the results in Table 5, the tolerance value for the organizational culture and teamwork variables is 0.860, which is greater than 0.10, and the VIF value for the organizational culture and teamwork variables is 1.163, which is less than 10. Therefore, it can be concluded that there is no multicollinearity in the regression model.

c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.251	1,447		1,555	0.131
	Organizational culture	0.037	0.072	0.102	0.510	0.614
	Teamwork	-0.079	0.080	-0.196	-0.977	0.337

a. Dependent Variable: ABS_RES

Source: Processed data, 2025

Based on the results in Table 6, which show that the significance values between the organizational culture and teamwork variables and their absolute residuals are 0.614 and 0.337, respectively, both of which are greater than 0.05. This indicates that there is no heteroscedasticity in the regression model.

Data Analysis Results

Table 7. Results of Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.756	2.218		0.341	0.736
	Organizational culture	0.270	0.110	0.338	2.448	0.021
	Teamwork	0.481	0.123	0.539	3.904	0.001

Dependent Variable: Employee Performance

Source: Processed data, 2025

a. Results of Multiple Linear Regression Analysis

Based on the values in Table 7, the multiple linear regression equation becomes:

$Y = 0.756 + 0.270\ X_1 + 0.481\ X_2 + e$

Based on the multiple linear regression equation above, the regression line equation provides the following information:

1) The coefficient value of the organizational culture variable (β_1) is 0.270, meaning that the better the existing organizational culture, the higher the employee performance, assuming that teamwork is considered constant or its value remains unchanged
2) The coefficient of the teamwork variable (β_2) is 0.481, meaning that as employees' teamwork improves, employee performance increases, assuming that organizational culture is held constant.

A positive regression coefficient indicates a direct relationship, meaning that as organizational culture and teamwork improve, employee performance at PT.ANDS BALI also improves.

b. Coefficient of Determination

Table 8. Results of Coefficient of Determination

Model Summary[b]

Model	R	R-Square	Adjusted R-Square	Standard Error of the Estimate
1	0.736[a]	0.541	0.508	2.151

a. Predictors: (Constant), Teamwork, Organizational culture

b. Dependent Variable: Employee Performance

Source: Processed data, 2025

Based on the analysis results in Table 8, the coefficient of determination (R-Square) is 0.541. This means that employee performance is influenced by organizational culture and teamwork by 54.1%, while the remaining 45.9% is influenced by other variables not examined in this study.

c. F-Test

Table 9. F-Test Results

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	152.787	2	76.394	16.505	0.000[b]
	Residual	129.600	28	4.629		
	Total	282.387	30			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Teamwork, Organizational Culture

Source: Processed data, 2025

Based on Table 9, the calculated F-value is 16.505 with an F-significance of 0.000 < 0.05. These results indicate that organizational culture and teamwork simultaneously have a significant effect on employee performance, suggesting that this research model is suitable for further hypothesis testing.

d. t-test

Table 10. T-Test Results

Coefficients[a]

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Standard Error	Beta		
1	(Constant)	0.756	2.218		0.341	0.736
	Organizational culture	0.270	0.110	0.338	2.448	0.021
	Teamwork	0.481	0.123	0.539	3.904	0.001

a. Dependent Variable: Employee Performance

Source: Processed data, 2025

Based on the results in Table 10, the following conclusions can be drawn:

a) The Effect of Organizational Culture on Employee Performance
   Based on the analysis results, the calculated t-value for organizational culture is 2.448, with a regression coefficient of 0.270 and a significance level of 0.021 < 0.05. This indicates that organizational culture has a positive and significant effect on employee performance. Therefore, the first hypothesis (H_1) in this study is accepted.
b) The Effect of Teamwork on Employee Performance
   Based on the analysis results, the calculated t-value for teamwork is 3.904, with a regression coefficient of 0.481 and a significance level of 0.001 < 0.05. This indicates that teamwork has a positive and significant effect on employee performance. Therefore, the second hypothesis (H_2) in this study is accepted.

Discussion

The Effect of Organizational Culture on Employee Performance

The results of testing the first hypothesis in this study indicate that organizational culture has a positive and significant effect on the performance of PT. ANDS Bali employees. This is demonstrated by the positive regression coefficient value of the organizational culture variable, which is 0.270, and a significance level of 0.021 < 0.05. This result implies that the better the organizational culture perceived by employees at PT. ANDS Bali, the higher the level of employee performance at PT. ANDS Bali. Therefore, the first hypothesis (H_1) in this study is accepted.

Organizational culture is a system of values, norms, customs, and collective behaviors internalized and practiced by all organizational members. This culture reflects how employees understand, respond to, and act within the service context as well as interact with one another (Nuraini et al. 2024). Organizational culture also plays a crucial role in strengthening employees' loyalty and commitment to the organization, thereby enhancing productivity and work efficiency. Based on the findings of this study, it is evident that the organizational culture of PT. ANDS Bali has successfully fostered a sense of pride among its employees. When employees feel proud and understand the company's values, they tend to have a stronger emotional attachment. A clear and consistent organizational culture provides guidelines for behavior, work, and decision-making. A healthy organizational culture at PT. ANDS Bali can also encourage employees to work to high standards, take responsibility for their work outcomes, and manage their time effectively. Goal-Setting Theory, first introduced by Locke (1990), aligns with the findings of this study: organizational culture plays a role in establishing clear goals and fostering commitment to those goals. Employees who take pride in their organization tend to demonstrate higher commitment to achieving the company's objectives, which directly impacts improved performance.

These findings are supported by studies conducted by Rijanto & Mukaram (2019), Wiratama & Santoso (2022), Sugiono & Tobing (2021), Munawirsyah (2021), Permadi et al. (2024) and Iskandar & Hasbi (2024). It can be concluded that organizational culture has a positive and significant influence on improving employee performance; in other words, the better the organizational culture, the higher the performance of the employees.

The Effect of Teamwork on Employee Performance

The results of testing the second hypothesis in this study indicate that teamwork has a positive and significant effect on the performance of employees at PT. ANDS Bali. This is demonstrated by the positive regression coefficient value of the teamwork variable, which is 0.481, and a significance level of 0.001 < 0.05. These results imply that as team collaboration among employees at PT. ANDS Bali increases, employee performance at PT. ANDS Bali also increases, and vice versa. Therefore, the second hypothesis (H_2) in this study is accepted.

Teamwork refers to the collaborative efforts of a group of individuals working together to achieve shared organizational goals by leveraging the skills and strengths of each member. Effective teamwork enables employees to complement one another, share knowledge, and solve problems collectively, ultimately contributing to the company's success. Based on the findings of this study at PT. ANDS Bali, it is evident that employees at PT. ANDS Bali feel they possess the necessary technical and non-technical competencies to fulfill their respective roles. When employees possess adequate capabilities, existing tasks can be carried out more effectively, as each employee is able to make a significant contribution toward achieving the team's goals. Good teamwork enables tasks to be distributed proportionally, facilitates clear communication, and fosters mutual assistance when obstacles arise. These conditions allow employees to perform their duties on schedule and meet established targets. Goal-Setting Theory, first introduced by Locke (1990), aligns with the findings of this study, where teamwork not only strengthens coordination among employees but also helps define objectives. Clarity regarding these objectives ultimately enhances employee performance.

These findings are supported by studies conducted by Ristky & Suwarni (2023), Hidayat (2021), Abdillah & Sari (2023), Indraningrat et al. (2022), and Iryadana et al. (2024), which indicate that teamwork has a positive and significant effect on employee performance. This means that when employees have good teamwork, they will be able to achieve the company's set targets, thereby improving their performance.

5. CONCLUSION

Based on the research questions, data analysis, and discussion, it can be concluded that organizational culture and teamwork have positive and significant effects on employee performance at PT ANDS Bali. A strong organizational culture, reflected in shared values, norms, discipline, responsibility, and consistent work practices, encourages employees to perform their duties more effectively and productively. When employees understand and internalize company values, they tend to show better commitment, work behavior, and achievement of organizational targets. In addition, teamwork also plays an important role in improving employee performance. Effective teamwork supports open communication, mutual assistance, coordination, trust, and collective problem solving in completing tasks. Employees who work in a solid team are more capable of reducing work obstacles and achieving results efficiently. Therefore, improving organizational culture and strengthening teamwork are essential strategies for enhancing employee performance and supporting the achievement of company goals at PT ANDS Bali in a sustainable manner.

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