



The influence of organizational culture, work discipline, and communication on employee performance at PT X in Batam City

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ABSTRACT

This study investigates the influence of Organizational Culture, Work Discipline, and Communication on Employee Performance at PT X. Using a quantitative associative-causal design, data were collected from 100 employees selected through the Slovin formula. Statistical analyses, including validity and reliability tests, classical assumption tests, and multiple linear regression, were conducted using SPSS. The findings reveal that all three independent variables have a positive and significant effect on employee performance, both partially and simultaneously, with a coefficient of determination (R^2) of 0.714. Among these, communication exerts the strongest influence, indicating that effective interaction and information flow are critical to achieving optimal performance. The results confirm that behavioral and relational factors remain central to organizational effectiveness, particularly in industrial settings.

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1. INTRODUCTION

Geographically, Batam City holds a strategic position along the Malacca Strait and within the Singapore–Johor–Riau (SIJORI) Growth Triangle, making it a regional hub for logistics and manufacturing (Azza & Taek, 2025). The SIJORI Economic Growth Triangle Map (Xiaodong, 2019) visually demonstrates Batam's advantageous position in the Southeast Asian economic network, located between Singapore to the north and Johor, Malaysia to the northwest, along one of the world's busiest maritime routes. This geographic advantage provides Batam with comparative strength as an export-oriented industrial, logistics, and manufacturing center, encouraging regional economic integration that accelerates investment and infrastructure growth (Azza & Taek, 2025).

Located in Indonesia's Riau Islands Province, Batam has emerged as one of the country's largest industrial centers, benefitting from its proximity to Singapore and its robust infrastructure and pro-investment policies (Azza & Taek, 2025). The manufacturing sector significantly contributes to local economic growth through exports, imports, and employment absorption. Quantitative research covering 2013–2022 revealed that export-import variables had a strong positive impact on Batam's economic growth, explaining approximately 74% of its variance (Wirtadipura & Sumarjo, 2025).

Rapid industrial and trade expansion has increased the demand for highly competent human resources (HR). Motivation, organizational culture, and strategic planning have proven to significantly affect organizational performance in Batam's manufacturing firms, while managerial and cultural inadequacies remain major obstacles (Asri & Amanda, 2025). The city's diversification strategy now extends beyond metal and electronic manufacturing to include logistics, aerospace, and service industries, requiring flexible and innovative organizational structures (Azza & Taek, 2025).

Despite its industrial prominence, Batam faces structural challenges. The implementation of the Omnibus Law (Job Creation Act) altered employment systems and increased contractual uncertainty, triggering worker unrest (Hepridayanti & Fauzi, 2021). Environmental and occupational health issues persist as well, with studies detecting high levels of organic solvents and heavy metals—arsenic, tin, and lead—in workers' urine samples in electronic factories, signaling ongoing occupational safety concerns (G et al., 2025).

Industrial zones remain vital to Batam's economy, though managerial challenges persist. Research indicates that internal communication, organizational commitment, and internal image positively affect employee performance, with job satisfaction serving as a mediating factor. Within this industrial ecosystem, PT X (pseudonym) operates in the Tunas Industrial Park, Batam Centre—an area offering logistical efficiency through proximity to ports, suppliers, and customers.

Established in 2011, PT X provides one-stop solutions for PCB assembly, fabrication, and automation machinery. Its products include hand tools, test equipment, jigs, fixtures, and customized industrial machines, positioning it as a technical partner for engineering and production solutions (Yulianto et al., 2023). With over fifteen years of experience in automation and electronics manufacturing, PT X demonstrates strong technical competence and operational reliability. Leveraging in-house fabrication systems and design innovation, the company enhances productivity and competitiveness in Batam's industrial landscape (Hasibuan et al., 2024).

However, challenges in coordination, cross-functional communication, and workflow precision remain common in manufacturing firms with complex technical structures (Sumarsono & Muflihah, 2021; Utami et al., 2023). High workload and time pressure can trigger job stress and reduced productivity, especially among production operators managing precision machinery (Jumarni & Zetli, 2025). Non-technical issues such as discipline and communication further affect operational efficiency (Hutauruk et al., 2024; Maharani & Gunawan, 2023).

Employee performance is central to PT X's operational success. Effective job design, structured tasks, and high motivation strongly correlate with productivity and timeliness (Siagian & Mon, 2024). High-performing employees reduce production errors, improve responsiveness, and strengthen efficiency (Yuswardi et al., 2025). Flexible and adaptive employees enhance organizational innovation in a rapidly changing industrial environment (Lebrata et al., 2024), while robust HR management—including career planning, training, and evaluation—supports readiness for Industry 4.0 (Prabowo et al., 2023). Conversely, poor performance can disrupt operations, raise supervision costs, and erode team cohesion, leading to inefficiency and reduced competitiveness (Siagian & Mon, 2024; Yuswardi et al., 2025). Declining discipline and satisfaction also heighten turnover risk, endangering long-term workforce stability (Kusumo & Mon, 2024).

Internal communication is vital for PT X's daily operations, occurring vertically, horizontally, and diagonally. Regular coordination meetings between production and administration foster operational clarity, while clear managerial communication strengthens motivation (Irawanto et al., 2021; Khaunaini et al., 2024). Informal coordination via messaging apps facilitates rapid responses, and the consistent use of clear Bahasa Indonesia improves mutual understanding (Agung et al., 2024). Nonetheless, issues persist in delayed document delivery, inaccurate data, and insufficient record-keeping, disrupting synchronization among departments (Putra & Haryadi, 2022). Such inefficiencies lower morale and decision-making speed (Gunawan & Zulhaida, 2022; Oktora et al., 2023).

Work discipline plays a crucial role in PT X's operational performance. The company implements shift schedules and attendance monitoring to ensure punctuality, aligning with findings that discipline significantly enhances productivity and quality (Yuliantini & Suryatiningsih, 2021). Yet, internal data for 2024 show persistent tardiness: 3,125 late attendances annually, averaging

260 per month and 10.56% lateness overall. March recorded the highest rate (13.8%), while February the lowest (8.2%). These fluctuations suggest inconsistent discipline, often coinciding with high production periods or holidays. Repeated lateness disrupts workflow synchronization, reduces team efficiency, and creates additional workload for punctual employees (Putra & Haryadi, 2022). Inconsistent enforcement of disciplinary rules has weakened accountability, echoing prior research emphasizing the importance of firm, transparent disciplinary systems (Aarstad & Kvitastein, 2023; Kirana et al., 2022).

Organizational culture also significantly influences employee performance. At PT X, cultural values emphasize teamwork, communication, and professional conduct, reflecting a growing participative and adaptive environment (Djaelani & Mawardi, 2025; Febriani & Ramli, 2023). Recognition for discipline and collaboration further strengthens employee commitment. Nonetheless, informal habits such as delayed task initiation and weak supervision dilute cultural consistency (Hafidulloh & Ratnaningtyas, 2024; Rachmad & Hartono, 2024). These discrepancies between formal values and actual behavior occasionally cause interdepartmental misalignment, undermining collective motivation and organizational cohesion.

Although numerous studies have explored the effects of organizational culture, work discipline, and communication on employee performance, most previous research has focused on general service or administrative sectors, with limited emphasis on the manufacturing context in Batam's export-oriented industrial environment. Studies such as Maharani & Gunawan (2023) and Utami et al. (2023) examined similar variables but did not analyze their simultaneous interaction under high production pressure and complex technical coordination typical of precision manufacturing. Therefore, this study addresses a specific research gap by integrating these behavioral and communicative factors within the operational context of PT X—a mid-scale automation manufacturer—providing a more contextualized understanding of how internal culture, discipline, and communication jointly influence performance outcomes in Batam's manufacturing industry. The novelty lies in the focus on cross-functional integration in a production-intensive environment, highlighting the interplay between organizational behavior constructs and operational reliability.

Based on these observations, the present study aims to analyze the influence of organizational culture, work discipline, and communication on employee performance at PT X in Batam City, with a particular focus on how these organizational factors collectively determine operational effectiveness and competitiveness in Batam's industrial sector.

Conceptually, organizational culture in this study refers to shared norms, values, and behavioral expectations that guide employee interaction and decision-making, emphasizing teamwork, innovation, and accountability, while excluding broader national or societal cultural dimensions. Work discipline is defined as employees' adherence to organizational rules, punctuality, and task responsibility, excluding moral or legal discipline beyond the workplace scope. Communication denotes the clarity, frequency, and effectiveness of information exchange across hierarchical and functional levels, excluding external stakeholder or marketing communication. Meanwhile, employee performance encompasses measurable outcomes of task execution, quality, quantity, timeliness, and responsibility, while excluding attitudinal or emotional engagement components. These operational definitions delineate the analytical scope of the study and ensure conceptual precision in testing the causal relationships among the variables.

2. RESEARCH METHOD

The present research employed a causal-associative quantitative design aimed at examining the cause-and-effect relationship between Organizational Culture (X_1), Work Discipline (X_2), and Communication (X_3) as independent variables and Employee Performance (Y) as the dependent variable. The quantitative approach was selected for its objectivity, systematic measurement, and statistical hypothesis testing through validity, reliability, classical assumption, and multiple regression analyses (Ghozali, 2023; Sugiyono, 2023). This design enables both descriptive and inferential insights into how the three independent variables influence employee performance at PT X.

The operationalization of variables translated abstract concepts into measurable indicators to ensure objectivity and systematic analysis (Ghozali, 2023). The independent variables comprised Organizational Culture, defined as shared values and norms guiding workplace behavior and motivation (Sari et al., 2025); Work Discipline, reflecting employees' adherence to company rules and responsibilities (Setyawati & Arifin, 2024); and Communication, referring to the exchange of information and understanding that supports coordination and efficiency (Agustriani et al., 2022). The dependent variable, Employee Performance, denoted individual achievement in producing timely, high-quality, and accountable outputs (Eprianti et al., 2022). Each variable was measured using Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), with indicators covering innovation, responsibility, communication effectiveness, and output quality (Ashari et al., 2024; Fajri et al., 2022; Putra & Haryadi, 2022; Sugandha & Yonata, 2021).

The study population encompassed all 133 employees of PT X in Batam, representing diverse divisions and job levels, as they directly reflect the company's organizational culture, discipline, communication, and performance dynamics (Ghozali, 2023; Suryawan & Salsabilla, 2022). Applying the Slovin formula with a 5% margin of error yielded a sample size of 100 respondents, ensuring representativeness and compensating for potential non-response (Ghozali, 2023; Sugiyono, 2023).

The 133 employees of PT X comprise production, engineering, quality control, administration, and procurement divisions, each contributing distinct behavioral and communication dynamics relevant to the study variables. Approximately 70% of employees are production operators working in three rotating shifts (morning, afternoon, and night), while 20% serve as administrative and technical support staff, and 10% hold supervisory or managerial positions. Employment status includes 82% permanent and 18% contractual workers, reflecting a mixed employment structure common in manufacturing settings. This composition allows for comparative insights into how discipline patterns, communication intensity, and cultural adherence differ across functional levels and contract types, providing a robust context for analyzing their impact on employee performance.

Data collection employed quantitative methods, relying on both primary and secondary sources. Primary data were obtained via structured Likert-scale questionnaires distributed to employees, designed to capture measurable perceptions of the four variables (Ghozali, 2023). Secondary data were derived from company documents, internal reports, academic literature, and prior studies to reinforce theoretical grounding and contextual interpretation (Ghozali, 2023). Complementary techniques included semi-structured interviews with selected staff and management to enrich contextual understanding and document analysis of attendance, performance, and organizational records to validate findings (Sugiyono, 2023).

Data analysis was performed using SPSS through several stages: validity and reliability testing, classical assumption testing, multiple linear regression, and hypothesis verification (Ghozali, 2023). Validity testing employed Pearson's Product Moment correlations to ensure each questionnaire item accurately reflected the measured construct, where items with $r\text{-count} > r\text{-table}$ were retained. Reliability testing utilized Cronbach's Alpha, with values above 0.60 indicating consistent measurement (Ghozali, 2023). Classical assumption tests confirmed model robustness through normality (Kolmogorov-Smirnov test, Asymp. Sig. > 0.05), multicollinearity (Tolerance > 0.10 , VIF < 10), and heteroskedasticity (Glejser test, Sig. > 0.05) checks to ensure compliance with BLUE criteria (Ghozali, 2023).

Multiple linear regression analysis was applied to determine both partial and simultaneous effects of the independent variables on employee performance, using the model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e \quad (1)$$

where Y represents employee performance, X_1 organizational culture, X_2 work discipline, X_3 communication, and e the error term (Ghozali, 2023). The coefficient of determination (R^2) was used to assess the proportion of variance in Y explained by the three independent variables, with values approaching 1 indicating strong explanatory power.

Hypothesis testing involved both partial (t-test) and simultaneous (F-test) analyses at a 0.05 significance level (Ghozali, 2023). The t-test assessed the individual influence of each

independent variable, where Sig. < 0.05 or t-count > t-table indicated a significant effect, while the F-test examined collective effects under similar criteria.

The research was conducted at PT X, located in Batam, Riau Islands, selected for its relevance to the study variables and representative corporate structure. The setting provided a suitable context for analyzing how organizational culture, discipline, and communication jointly shape employee performance outcomes (Ghozali, 2023).

3. RESULTS AND DISCUSSIONS

Research Object Profile

PT X is an industrial manufacturing and service company based in Batam, established to meet the growing market demand for quality fabrication and industrial products. Initially operating on a small scale with basic mechanical and fabrication services, the company gradually expanded its operational capacity alongside Batam's rapid industrial growth. Over time, PT X enhanced its production facilities by integrating modern machinery and supportive technologies to improve efficiency and service quality. Equally, the company prioritized human resource development through continuous training, discipline enhancement, and the cultivation of a professional work culture to strengthen competitiveness in the industrial sector. Its commitment to quality, timeliness, and professionalism has established PT X as a reputable and trusted service provider in Batam and its surrounding regions.

The company's vision is to become a leading and professional manufacturing and industrial service provider contributing to Batam's industrial development. This vision is operationalized through a mission emphasizing consistent service quality, human resource competence development, professional client relations, and operational efficiency through innovation and resource optimization.

Respondent Characteristics

The respondents in this study consisted of 100 employees from PT X, representing various divisions, educational levels, and tenures, ensuring the data accurately reflected the organization's workforce composition. Regarding age, most respondents (40%) were between 21–30 years, followed by 31–40 years (34%), under 20 years (17%), and over 40 years (9%). This indicates a predominantly productive-age workforce capable of providing relevant insights into the studied variables. In terms of gender, 83% of respondents were male and 17% female, showing that PT X's workforce is male-dominated—typical of industrial and manufacturing settings.

Regarding education, 58% held high school or vocational school degrees (SMA/SMK), 41% undergraduate or applied bachelor's degrees (S1/D4), and only 1% held a master's degree (S2). This demonstrates that the majority of employees possess sufficient educational competence to support operational performance.

By division, most respondents (55%) worked in Production, 27% in Warehouse, and 18% in Administration, reflecting the company's operational focus on production activities.

In terms of tenure, 61% had worked more than two years, 27% one to two years, and 12% less than one year, indicating that most employees have adequate experience and understanding of the company's operational systems.

Respondent Response Description

The study assessed four main variables—Organizational Culture (X_1), Work Discipline (X_2), Communication (X_3), and Employee Performance (Y)—using a five-point Likert scale. For Organizational Culture, the total score was 1,640 with an average of 328, categorized as good. The highest indicator score (337) was “accuracy and precision in task execution,” while the lowest (320) was “focus on innovation and risk management,” showing employees perceive PT X's culture as disciplined and quality-oriented (Source: Processed Questionnaire Data, 2025). The Work Discipline variable obtained a total score of 1,736 (average 347.2), indicating a very good category. The highest indicators were “attendance” and “responsibility” (both 350), demonstrating employees' punctuality and accountability, while “timeliness” scored slightly lower (341) yet remained strong (Source: Processed Questionnaire Data, 2025).

For Communication, the total score was 1,692 (average 338.4). The highest indicator, “attitude change” (344), shows that managerial feedback effectively encourages performance improvement, while “ease of obtaining information” scored lowest (324) but remained within the good range, suggesting overall effective communication (Source: Processed Questionnaire Data, 2025). The Employee Performance variable recorded a total score of 1,676 (average 335.2), categorized as good. The highest indicator, “task completion autonomy” (344), indicates strong independent work performance, while the lowest, “work quantity” (327), still reflects positive employee productivity (Source: Processed Questionnaire Data, 2025).

To provide a clearer picture of employees’ perceptions, the mean and standard deviation values (on a 1–5 scale) were calculated for each variable. The mean for Organizational Culture was 4.10 (SD = 0.42), indicating a generally strong cultural alignment. Work Discipline recorded a mean of 4.34 (SD = 0.39), showing high consistency and adherence to company regulations. Communication obtained a mean of 4.23 (SD = 0.41), reflecting effective interpersonal and managerial information exchange. Meanwhile, Employee Performance averaged 4.19 (SD = 0.44), confirming that employees perceive their performance as solid and consistent across operational tasks.

Data Analysis

- a. Data Quality Testing, validity was assessed using the Pearson Product Moment correlation, confirming all items valid since r-count values exceeded r-table (0.197) at a 0.05 significance level across all variables: Organizational Culture (X_1), Work Discipline (X_2), Communication (X_3), and Employee Performance (Y). Reliability testing produced Cronbach’s Alpha values above 0.70 for all variables (Organizational Culture = 0.910; Work Discipline = 0.895; Communication = 0.894; Employee Performance = 0.913), confirming high internal consistency (Source: Processed Questionnaire Data, 2025).
- b. Classical Assumption Testing, normality testing through histograms and P–P plots indicated residuals were normally distributed, supported by a Kolmogorov–Smirnov significance value of 0.200 (> 0.05). Multicollinearity testing showed Tolerance > 0.10 and VIF < 10 for all variables (Organizational Culture: 0.999/1.001; Work Discipline: 0.954/1.048; Communication: 0.954/1.048), proving the absence of multicollinearity. Heteroscedasticity testing using scatterplots revealed random residual distribution, confirming homoscedasticity and validating the regression model assumptions (Source: SPSS Output, 2025).
- c. Regression Analysis, a multiple linear regression was conducted to examine the influence of Organizational Culture, Work Discipline, and Communication on Employee Performance. The regression equation derived was:

$$\text{Employee Performance} = 4.105 + 0.193X_1 + 0.165X_2 + 0.278X_3 \quad (2)$$

The constant (4.105) indicates the baseline level of performance in the absence of all predictors. The Organizational Culture coefficient (0.193, $p = 0.032$) shows that stronger organizational culture improves performance significantly. The Work Discipline coefficient (0.165, $p = 0.024$) indicates that consistent rule adherence and time discipline positively impact performance. The Communication coefficient (0.278, $p = 0.003$) demonstrates that effective communication exerts the strongest influence on employee performance (Source: SPSS Output, 2025).

The coefficient of determination ($R^2 = 0.714$) reveals that the three independent variables collectively explain 71.4% of the variance in employee performance, while the remaining 28.6% is attributed to external factors such as motivation, work environment, compensation, and leadership style (Source: SPSS Output, 2025).

Hypothesis Testing

The t-test results confirmed significant partial effects of all three independent variables on employee performance: Organizational Culture ($t = 2.180$, $p = 0.032$), Work Discipline ($t = 2.290$, $p = 0.024$), and Communication ($t = 3.060$, $p = 0.003$). These findings indicate that a positive organizational culture, strong work discipline, and effective communication each independently enhance employee performance.

The F-test results further showed a significant simultaneous influence ($F = 7.950$, $p = 0.000 < 0.05$), confirming that the combined effects of the three variables meaningfully predict variations

in employee performance. This underscores that PT X's success in improving employee output relies on the synergistic interaction of culture, discipline, and communication within its organizational environment.

Discussion

The results of this study demonstrate that Organizational Culture (X_1), Work Discipline (X_2), and Communication (X_3) each exert a positive and significant influence on Employee Performance (Y) at PT X. Collectively, these three factors explain 71.4% of the variation in performance, confirming their central role in driving employee productivity and behavioral outcomes within the organization.

From a theoretical standpoint, the findings can be interpreted through the Social Exchange Theory (SET) and the Job Demands–Resources (JD–R) Model. According to SET (Blau, 1964), employees reciprocate supportive cultural norms, fair discipline, and transparent communication with higher performance as a form of social exchange and mutual trust. Meanwhile, the JD–R Model (Bakker & Demerouti, 2007) explains that organizational culture and communication function as key “resources” that buffer the effects of job demands, reducing strain and increasing motivation. Work discipline, in this framework, represents a self-regulatory mechanism that enhances the efficient use of available resources. Together, these perspectives provide an analytical lens showing that employee performance at PT X improves not only due to behavioral compliance but also through psychological reciprocity and resource optimization fostered by a supportive organizational environment.

The positive and significant relationship between organizational culture and employee performance indicates that a strong and adaptive culture fosters better work outcomes. PT X's culture emphasizes precision, teamwork, and professionalism, which in turn motivate employees to perform effectively. This finding supports (Sari et al., 2025), who stated that shared organizational values and norms shape employees' behavior and align them with company goals. Similarly, Robbins and Judge (2019) argue that culture acts as a social control mechanism influencing employee attitudes, engagement, and efficiency.

The findings also align with (Sugandha & Yonata, 2021), emphasizing that innovation, accuracy, and goal orientation within an organizational culture directly enhance performance quality. Although “innovation and risk management” received the lowest indicator score, it still contributed positively, implying that PT X's employees remain open to change but may require greater institutional encouragement to take initiative and innovate. Strengthening internalization of cultural values—especially innovation-oriented behavior—could thus further improve overall performance outcomes. Work discipline significantly affects employee performance, as evidenced by the t-test results ($p = 0.024$). This implies that employee adherence to company rules, attendance, punctuality, and responsibility contributes directly to higher work output. These findings corroborate (Setyawati & Arifin, 2024), who found that consistent application of work regulations enhances performance stability and minimizes operational inefficiencies.

The highest scores in attendance and responsibility indicators suggest that PT X has successfully instilled a sense of accountability and timeliness among its employees. According to (Hasibuan et al., 2024), discipline is the most critical determinant of performance since it reflects intrinsic motivation and work ethics. The result also supports (Fajri et al., 2022), who emphasized that discipline encourages a sense of belonging and professional integrity within industrial environments. Therefore, maintaining and reinforcing these disciplinary values—through fair supervision and recognition systems—remains essential for sustaining productivity levels.

Communication emerged as the most influential factor ($\beta = 0.278$, $p = 0.003$), indicating that effective communication channels are crucial in improving task coordination and reducing misunderstandings. Employees who experience clear and consistent communication tend to understand job expectations better, leading to improved accuracy and collaboration. This aligns with (Putra & Haryadi, 2022) and (Agustriani et al., 2022), who found that effective two-way communication enhances employee satisfaction, task clarity, and performance outcomes.

The highest communication indicator—“attitude change”—reflects the role of managerial communication in motivating behavioral improvement and fostering adaptive workplace relationships. However, “ease of obtaining information” scored slightly lower, suggesting that some

operational communication barriers still exist. Enhancing open communication platforms and feedback loops could thus increase coordination effectiveness and reduce information asymmetry.

The simultaneous test ($F = 7.950$, $p = 0.000$) confirms that organizational culture, work discipline, and communication jointly contribute to improved employee performance. This interaction suggests that cultural values provide behavioral foundations, discipline reinforces consistency, and communication ensures operational coherence—together forming an integrated system that enhances both individual and collective outcomes.

This finding supports the integrative view of (Ghozali, 2023), emphasizing that performance is a multidimensional construct shaped by behavioral, organizational, and relational factors. Moreover, it resonates with (Eprianti et al., 2022), who noted that effective performance management arises from a synergy between strong culture, disciplined behavior, and open communication. At PT X, these three dimensions appear interdependent: culture provides shared meaning, discipline enforces alignment, and communication connects all organizational components dynamically. Theoretically, these results reinforce the behavioral management perspective that organizational culture, discipline, and communication are interlinked antecedents of performance. The study contributes to empirical validation within the industrial sector, particularly in emerging market contexts such as Batam, where workforce dynamics are shaped by both technical and relational factors.

4. CONCLUSION

This study concludes that Organizational Culture, Work Discipline, and Communication each have a positive and significant effect on Employee Performance at PT X, both individually and simultaneously. The findings confirm that a strong and well-internalized organizational culture fosters behavioral alignment and motivation among employees, disciplined work behavior enhances task efficiency and accountability, and effective communication strengthens coordination and mutual understanding. Together, these three factors create a cohesive organizational system that supports optimal performance outcomes. Empirically, the results show that communication has the greatest influence, followed by organizational culture and work discipline, emphasizing that effective information exchange and relational clarity are crucial for maintaining productivity and reducing operational errors. The coefficient of determination ($R^2 = 0.714$) indicates that these three variables explain approximately 71.4% of performance variation, while the remaining 28.6% may be attributed to other factors such as leadership style, work motivation, and compensation systems. Theoretically, these findings reinforce the behavioral management framework, highlighting that performance is not solely determined by technical capability but by the interaction between cultural, disciplinary, and communicative dynamics within the organization. The study contributes to empirical literature by validating this model in an industrial setting within an emerging economy context, offering evidence that organizational behavior constructs remain essential determinants of performance. Managerially, the study implies that PT X and similar organizations should strengthen internal cultural values that encourage innovation, maintain fair and transparent disciplinary systems, and build open, two-way communication mechanisms to sustain productivity and engagement. Future research is recommended to expand this model by including additional behavioral and environmental variables, as well as applying longitudinal designs to observe causal relationships more comprehensively over time. For future research, a more operational agenda could focus on exploring mediating and moderating mechanisms that link organizational culture, work discipline, and communication with performance in industrial contexts such as Batam. Specifically, researchers could examine job satisfaction, organizational commitment, or leadership style as mediating variables to explain how cultural and communicative dynamics translate into measurable performance outcomes.

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