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# The Influence Of Company Policy, Organizational Culture, And Workload On Employee Performance At Pt New Arrival Logistic Indonesia

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**Abstract**

*This study examines the influence of company policy, organizational culture, and workload on employee performance at PT New Arrival Logistic Indonesia, a developing logistics company whose work systems and organizational structure are still being consolidated. A quantitative causal-associative design was used. The study involved all 65 employees through saturated sampling, and primary data were collected using a five-point Likert-scale questionnaire. Data were analyzed using descriptive statistics, instrument validity and reliability tests, normality testing, multiple linear regression, partial t-tests, simultaneous F-tests, and the coefficient of determination. The findings show that company policy has a positive and significant effect on employee performance (B = 0.326; t = 4.054; p < 0.001). Organizational culture has a negative and significant effect on employee performance (B = -0.299; t = -3.360; p = 0.001), indicating that the cultural practices measured in the study may not yet be fully aligned with employees' operational needs. Workload has a positive but statistically insignificant effect (B = 0.058; t = 0.748; p = 0.457). Simultaneously, the three independent variables significantly affect employee performance (F = 7.345; p < 0.001). The adjusted R-squared value of 0.229 indicates that 22.9% of the variation in employee performance is explained by the model, while 77.1% is associated with other factors. The results emphasize the importance of consistent company policies, critical evaluation of organizational culture implementation,*



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*and balanced workload management in supporting sustainable employee performance in a growing logistics company.*

**Keywords: Company Policy, Organizational Culture, Workload, Employee Performance, Human Resource Management.**

## INTRODUCTION

The logistics sector plays an increasingly important role in the movement of goods, the continuity of supply chains, and the competitiveness of firms. In a growing logistics organization, operational effectiveness is inseparable from the quality of human resource management because employees translate organizational rules, service standards, and business objectives into daily work activities. Human resource management therefore requires systematic planning, development, performance management, and maintenance of employees so that organizational goals can be achieved effectively and efficiently (Hasibuan, 2021; Sundari, 2023). Contemporary organizations also face rapid environmental and technological change, making the alignment of human resource practices with organizational strategy increasingly important (Syahiruddin et al., 2026).

PT New Arrival Logistic Indonesia is a logistics company that has been developing its work systems, organizational structure, and internal culture. The company operates in cold-chain logistics and has 65 employees distributed across managerial, administrative, finance, maintenance, and driver functions. As an organization in a growth phase, it faces several managerial challenges. Company policies have changed during the development process, employees come from different work and cultural backgrounds, and several functions require employees to handle multiple responsibilities. These conditions create an important context for examining whether company policy, organizational culture, and workload are associated with differences in employee performance.

Company policy is a managerial instrument that provides direction for decision making and employee behavior. Policies can clarify expected conduct, rights and obligations, operational procedures, and the allocation of responsibility. Nugroho (2023) and Winarno (2023) describe policy as a purposeful direction or set of decisions intended to address specific problems and achieve predetermined objectives. In organizational settings, a well-designed policy should not only be formally available but should also be implemented consistently, communicated clearly, and perceived as fair. Putra and


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Pratiwi (2024) emphasize the role of organizational policy as a basis for strategic decision making, while Rahayu and Sari (2024) highlight the importance of policy implementation in modern organizations. These perspectives indicate that employees may perform better when policies reduce ambiguity and help them understand how work should be carried out.

Organizational culture represents shared values, beliefs, norms, and behavioral expectations that shape how organizational members think and act. A strong culture can provide identity, coordinate behavior, and strengthen commitment, but the effect of culture depends on how those values are experienced in practice. Lase et al. (2025) view organizational culture as an important determinant of organizational identity, operational efficiency, and long-term sustainability. Organizational culture may also influence communication, teamwork, innovation, discipline, and the way employees respond to managerial decisions. Previous work in the thesis literature base shows that organizational culture is frequently examined alongside employee performance and other human resource variables (Chika, 2025; Tiyanti & Sri, 2021).

Workload is related to the amount of work, time demands, and standards that employees must meet. In a developing company, workload can change rapidly because procedures are still being refined and employees may be required to perform multiple functions. A workload that is proportional to capacity can encourage responsibility and productivity, whereas a workload that is excessive or poorly distributed can create inefficiency and reduce work quality. In the present study, workload is represented by the number of tasks, completion time, and work standards. The interaction between workload and employee performance is therefore expected to depend on how effectively tasks are allocated and supported by organizational systems.

Employee performance is the observable result of employees' work behavior and the extent to which work outputs meet organizational standards. It is not limited to final results but also includes the quality, quantity, effectiveness, and commitment demonstrated in completing assigned tasks. Performance management is central to organizational effectiveness because it connects employee contributions to organizational objectives (Soemohadiwidjojo, 2024). In a growing logistics company, employee performance is particularly important because service reliability, timeliness, documentation accuracy, and operational coordination depend on the quality of day-to-day execution.

The novelty of this study lies in examining company policy, organizational culture, and workload simultaneously in a relatively new foreign-investment logistics company


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that is still establishing its internal work system and organizational practices. The combination of these three variables provides a managerial perspective on how formal rules, shared values, and job demands interact with employee performance during organizational development. Accordingly, this study tests four hypotheses: (H1) company policy significantly affects employee performance; (H2) organizational culture significantly affects employee performance; (H3) workload significantly affects employee performance; and (H4) company policy, organizational culture, and workload simultaneously affect employee performance.

## RESEARCH METHODS

This study used a quantitative approach with a causal-associative research design. A causal-associative design is appropriate when a study aims to examine whether independent variables are associated with changes in a dependent variable (Sugiyono, 2020). The research object was PT New Arrival Logistic Indonesia. The independent variables were company policy (X1), organizational culture (X2), and workload (X3), while employee performance was treated as the dependent variable (Y).

The population consisted of all 65 active employees of PT New Arrival Logistic Indonesia. Saturated sampling was applied so that all members of the population were included as respondents. Primary data were collected through a questionnaire distributed to employees using Google Forms. Each item was measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The company policy variable was measured through policy effectiveness, policy impact, equity, and adequacy. Organizational culture was measured through creativity, accuracy, result orientation, and attention to employees. Workload was represented by task volume, completion time, and work standards. Employee performance was measured through work quality, quantity, effectiveness, and commitment.

Data analysis was conducted using SPSS. The analysis included descriptive statistics, instrument validity and reliability testing, normality testing, multiple linear regression, partial t-tests, simultaneous F-tests, and the coefficient of determination. Item validity was assessed using Pearson correlation with a significance level of 0.05, while instrument reliability was evaluated using Cronbach's alpha with a minimum criterion of 0.60. The significance level for hypothesis testing was set at 5% ($\alpha = 0.05$).


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**Table 1. Research Variables and Indicators**

| Variable | Code | Indicators |
|---|---|---|
| Company Policy | X1 | Effectiveness; policy impact; equity; adequacy |
| Organizational Culture | X2 | Creativity; accuracy; result orientation; attention to employees |
| Workload | X3 | Task volume; completion time; work standards |
| Employee Performance | Y | Work quality; quantity; effectiveness; commitment |

**Source: Adapted from the thesis research instrument (2026).**

## RESULTS AND DISCUSSION

### Respondent Characteristics and Descriptive Findings

The study analyzed responses from 65 employees. The respondent profile was dominated by male employees, representing 83.1% of the sample, while female employees represented 16.9%. In terms of age, 38.5% of respondents were older than 35 years, 32.3% were 26–35 years old, and 29.2% were 20–25 years old. Most respondents (58.5%) had worked for less than one year, which is consistent with the company's relatively recent operational development. This profile is relevant because employees with short tenure may still be adapting to evolving policies, organizational values, and work routines.

**Table 2. Respondent Profile and Descriptive Assessment**

| Indicator | Category | Frequency | Percentage |
|---|---|---|---|
| Gender | Male | 54 | 83.1% |
| Gender | Female | 11 | 16.9% |
| Age | 20–25 years | 19 | 29.2% |
| Age | 26–35 years | 21 | 32.3% |
| Age | > 35 years | 25 | 38.5% |
| Tenure | < 1 year | 38 | 58.5% |
| Tenure | > 1 year | 27 | 41.5% |
| Company policy perception | Good | 38 | 58.5% |



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| Indicator | Category | Frequency | Percentage |
|---|---|---|---|
| Organizational culture perception | Good | 36 | 55.4% |
| Workload perception | Good | 39 | 60.0% |
| Employee performance | Good | 37 | 56.9% |

**Source: Processed from thesis results (2026).**

Descriptively, 58.5% of respondents evaluated company policy as good, 55.4% evaluated organizational culture as good, 60.0% evaluated workload conditions as good, and 56.9% were classified as having good performance. At the same time, the proportions categorized as poor remained substantial, ranging from 40.0% to 44.6% across the independent variables. This indicates that positive perceptions were not yet uniform and that the company still has room to improve the clarity of policy implementation, cultural alignment, and workload management.

**Instrument Quality and Assumption Testing**

The instrument test showed that nearly all questionnaire items met the validity criterion. One employee performance item (Y.9) had a correlation below the specified threshold and a significance value of 0.053, so it did not meet the validity criterion reported in the thesis. Reliability testing nevertheless showed Cronbach's alpha values above 0.60 for all constructs: 0.847 for company policy, 0.816 for organizational culture, 0.929 for workload, and 0.754 for employee performance. The normality test also produced significance values above 0.05 for all variables, supporting the use of parametric regression analysis in the study.

**Table 3. Reliability and Normality Test Summary**

| Variable | Cronbach's Alpha | K-S Sig. | Interpretation |
|---|---|---|---|
| Company Policy (X1) | 0.847 | 0.232 | Reliable; normal |
| Organizational Culture (X2) | 0.816 | 0.335 | Reliable; normal |
| Workload (X3) | 0.929 | 0.355 | Reliable; normal |


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| Variable | Cronbach's Alpha | K-S Sig. | Interpretation |
|---|---|---|---|
| Employee Performance (Y) | 0.754 | 0.483 | Reliable; normal |

**Source: Processed from thesis instrument tests (2026).**

**Hypothesis Testing**

The final coefficient results reported in the thesis show the regression equation Y = 32.060 + 0.326X1 - 0.299X2 + 0.058X3. Company policy has a positive and statistically significant coefficient, organizational culture has a negative and statistically significant coefficient, and workload has a positive but statistically insignificant coefficient. The simultaneous F-test is significant, which means that the three independent variables jointly contribute to explaining employee performance.

**Table 4. Multiple Regression and Hypothesis Test Results**

| Predictor | B | t | Sig. | Decision |
|---|---|---|---|---|
| Constant | 32.060 | 5.934 | 0.000 | — |
| Company Policy (X1) | 0.326 | 4.054 | 0.000 | H1 accepted |
| Organizational Culture (X2) | -0.299 | -3.360 | 0.001 | H2 accepted |
| Workload (X3) | 0.058 | 0.748 | 0.457 | H3 rejected |

*Simultaneous test: F = 7.345; Sig. = 0.000. Adjusted $R^2$ = 0.229. Source: Thesis results (2026).*

**The Effect of Company Policy on Employee Performance**

Company policy has a positive and significant effect on employee performance, with B = 0.326, t = 4.054, and p < 0.001. This means that better perceptions of company policy are associated with higher employee performance. In the context of PT New Arrival Logistic Indonesia, this finding is particularly meaningful because the company is still refining its internal procedures. Clear, consistent, and understandable policies can reduce uncertainty and give employees a more stable basis for making operational decisions. A policy that provides direction on work procedures, attendance, task responsibilities, and other employment arrangements can function as an organizational


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control mechanism while simultaneously improving employees' ability to meet performance expectations.

This result is consistent with the conceptual role of policy described by Nugroho (2023), Winarno (2023), and Putra and Pratiwi (2024), who emphasize that policy provides structured guidance for achieving organizational objectives. It is also relevant to Hidayat et al. (2025), who place policy effectiveness in relation to organizational efficiency. The descriptive finding that 58.5% of respondents considered company policy to be good suggests that the company has already established a generally positive policy environment, but the remaining 41.5% negative assessment indicates that policy consistency and communication should still be strengthened. For a developing logistics company, rapid changes may sometimes be necessary, but the benefits of those changes will depend on how they are explained and implemented. Therefore, managerial attention should focus not only on policy content but also on timing, transparency, socialization, and consistency across employee groups.

**The Effect of Organizational Culture on Employee Performance**

Organizational culture has a negative and significant effect on employee performance, with B = -0.299, t = -3.360, and p = 0.001. This finding is noteworthy because organizational culture is commonly expected to strengthen employee performance. The negative coefficient does not necessarily mean that organizational culture is inherently harmful. Instead, it suggests that the specific cultural practices measured in this study may not yet be fully aligned with employee needs or operational realities. The company operates in a period of organizational development and has employees with different backgrounds, while decision authority remains relatively concentrated. Under such conditions, values intended to promote coordination can be experienced as rigid or inconsistent if they are not internalized uniformly.

Lase et al. (2025) argue that culture shapes organizational identity and long-term effectiveness, while Tiyanti and Sri (2021) link culture and employee commitment to performance. The present result indicates that the quality of cultural implementation matters as much as the existence of organizational values. A culture that is communicated as a set of formal expectations but not supported by participative leadership, consistent behavior, and two-way communication may create tension rather than commitment. This interpretation is also compatible with the descriptive result in which 44.6% of respondents rated organizational culture poorly. Management should therefore evaluate which cultural dimensions are perceived as supportive and which are


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perceived as obstacles. Strengthening employee participation, managerial role modelling, inter-unit coordination, and open communication may help convert organizational values into a culture that contributes positively to performance.

**The Effect of Workload on Employee Performance**

Workload has a positive but statistically insignificant effect on employee performance, with B = 0.058, t = 0.748, and p = 0.457. The insignificant result indicates that variation in workload, as measured by task volume, completion time, and work standards, is not sufficient by itself to explain differences in employee performance. One possible interpretation within the context of the thesis is that employees have adapted to the current work demands or that other factors—such as policy clarity, leadership, motivation, competence, rewards, or work systems—play a stronger role in determining performance. The descriptive result also shows that 60.0% of respondents considered workload conditions to be good, suggesting that most employees may perceive their workload as manageable even though some functions involve multitasking.

The result should not be interpreted as meaning that workload is unimportant. Rather, it indicates that the direct statistical relationship was not significant in this sample. Human resource management should still monitor task distribution because workload can become problematic when the number of assignments, time pressure, and job standards exceed employee capacity. Nuzulia (2023) places workload alongside policy in relation to employee performance, while the broader performance literature emphasizes that performance emerges from multiple organizational and individual factors. In practical terms, PT New Arrival Logistic Indonesia should continue reviewing job descriptions, role overlap, staffing sufficiency, and task priorities so that workload remains proportional to employee capability.

**Simultaneous Influence and Managerial Implications**

The simultaneous F-test produced F = 7.345 with p < 0.001, confirming that company policy, organizational culture, and workload collectively have a significant effect on employee performance. However, the adjusted R-squared value of 0.229 shows that the model explains only 22.9% of the variance in performance, while 77.1% is associated with factors outside the model. This relatively modest explanatory power is important because it indicates that employee performance in the company is influenced by a broader set of determinants. Motivation, leadership style, competence, compensation, work environment, technology, communication quality, and career


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development are among the factors that may be investigated in future research. The thesis literature itself points to the multidimensional character of employee performance and human resource management (Chika, 2025; Hamarto, 2022; Hidayat, 2023).

From a managerial perspective, the strongest practical message is that policy improvement should be treated as a priority because it has a positive and significant association with performance. At the same time, organizational culture requires critical evaluation because its negative coefficient suggests a mismatch between formal cultural expectations and employees' experience. Workload should be managed preventively even though its direct effect was insignificant. Together, these findings suggest that a developing logistics company should build an integrated human resource system: policies should be stable enough to provide certainty, culture should be participative and operationally relevant, and workload should be distributed in line with job capacity. Such integration is expected to support consistent employee performance and reduce the disruption associated with organizational growth.

## CONCLUSION

This study concludes that company policy, organizational culture, and workload have different relationships with employee performance at PT New Arrival Logistic Indonesia. Company policy has a positive and significant effect on employee performance, indicating that clearer and better-implemented policies are associated with stronger employee outcomes. Organizational culture has a negative and significant effect, suggesting that the cultural practices captured by the study require evaluation so that organizational values are more closely aligned with employees' work needs. Workload does not have a significant partial effect on performance, although workload management remains important for maintaining operational balance. Simultaneously, the three variables significantly affect employee performance, but the model explains only 22.9% of performance variation. The company is therefore encouraged to improve policy consistency and communication, evaluate the implementation of organizational culture, and maintain proportional workload allocation. Future studies should include larger or multiple-company samples and consider other determinants such as leadership, motivation, competence, compensation, work environment, and career development.


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