

THE INFLUENCE OF TEAM COLLABORATION, ORGANIZATIONAL CULTURE, AND WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE

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Abstract :

This study aims to analyze the influence of team collaboration, organizational culture, and work-life balance on employee performance at PT. Surveyor Indonesia, Lampung Regional Office. Amidst the increasing demands for operational efficiency and speed, companies must optimize their human resources through supportive work environments. This research employs a quantitative approach. The population includes all 43 employees of PT. Surveyor Indonesia Lampung, utilizing a saturated sampling technique (census) where the entire population serves as respondents. Data were collected via questionnaires and analyzed using multiple linear regression with SPSS. The results indicate that team collaboration, organizational culture, and work-life balance individually have a positive and significant effect on employee performance. Simultaneously, these three variables significantly influence employee performance with an F-value of 551.742. The Adjusted R Square value of 0.975 indicates that 97.5% of the variation in employee performance is explained by these variables, with organizational culture being the most dominant factor. This suggests that strengthening corporate values, fostering teamwork, and ensuring a balanced work-life are essential strategies for maximizing employee productivity.

Keywords : Team Collaboration, Organizational Culture, Work-Life Balance, Employee Performance.

INTRODUCTION

Organizational development involves not only the formulation of formal rules but also the internalization of work habits, values, and behavioral patterns adopted by all members of an organization. These elements play a crucial role in shaping employee attitudes and performance. In the context of PT. Surveyor Indonesia Lampung Regional Office, improving human resource performance has become a strategic priority in response to increasingly dynamic work demands that require speed, accuracy, and efficiency. As a state-owned enterprise operating in the inspection and survey service sector, PT. Surveyor Indonesia is expected to maintain high standards of professionalism and service quality. Internal performance data indicate a positive trend in employee productivity, which increased from 72% in 2023 to 78% in 2024, and further to 83% in 2025 (PT. Surveyor Indonesia Annual Report, 2025). This improvement reflects ongoing efforts to enhance coordination, operational systems, and teamwork across divisions.

However, despite the upward trend in productivity, several challenges remain. Field observations and internal evaluations reveal issues related to work-life balance, particularly among operational employees who face tight project



deadlines and extended working hours. In addition, inconsistencies in target achievement across divisions indicate that performance improvement has not been evenly distributed. These conditions suggest that performance outcomes are influenced not only by technical competence but also by organizational and psychosocial factors that affect employee motivation, well-being, and engagement.

Employee performance is widely recognized as a multidimensional construct influenced by various internal organizational factors. One of the most critical factors is team collaboration. Collaboration enables employees to integrate knowledge, skills, and experiences in order to achieve collective goals more effectively than individual efforts. Effective team collaboration is characterized by open communication, mutual trust, coordinated task execution, and shared responsibility (Rahmawati, 2022). In organizations with complex and interdependent tasks such as PT. Surveyor Indonesia, collaboration across functional units is essential to ensure accuracy, efficiency, and timely completion of projects.

Another important determinant of employee performance is organizational culture. Organizational culture represents a system of shared meanings, values, and norms that guide employee behavior and distinguish one organization from another. According to Schein (2004), a strong and adaptive organizational culture encourages employees to innovate, align their actions with organizational goals, and respond effectively to environmental changes. A positive culture fosters commitment, enhances job satisfaction, and strengthens employees' sense of belonging, all of which contribute to improved performance. Conversely, a weak or inconsistent culture may lead to reduced motivation and fragmented work practices.

In addition to collaboration and culture, work-life balance has emerged as a critical issue in modern organizational settings. Work-life balance refers to an individual's ability to manage work responsibilities alongside personal and family life without excessive conflict. Imbalances between these domains can result in stress, burnout, and declining productivity. On the other hand, employees who experience a healthy balance tend to demonstrate higher levels of loyalty, job satisfaction, and performance (Badrianto & Ekhsan, 2021). For organizations operating under high workload pressures, such as PT. Surveyor Indonesia, supportive policies and managerial practices related to work-life balance are increasingly important to sustain long-term performance.

Several previous studies have examined factors influencing employee performance, but with differing emphases. Rachman et al. (2024) highlighted the role of transformational leadership and teamwork, while Purnomo and Sujarwo (2016) focused on organizational culture and work discipline. Although these studies provide valuable insights, they do not comprehensively examine the combined influence of team collaboration, organizational culture, and work-life balance, particularly within the context of a state-owned enterprise in the inspection and survey sector. Therefore, this study seeks to fill this research gap by analyzing the simultaneous and partial effects of these three variables on

employee performance at PT. Surveyor Indonesia Lampung Regional Office, thereby contributing both theoretically and practically to the field of human resource management.

RESEARCH METHOD

Research uses a quantitative method with an associative approach to determine the relationship between variables. The research was conducted at PT. Surveyor Indonesia Wilayah Kerja Lampung from November 2024 to January 2025. The population in this study were all employees of PT. Surveyor Indonesia Lampung, totaling 43 people. The sampling technique used was Saturated Sampling (Sensus), where the entire population was used as the sample because the population size was relatively small (under 100).

Data collection was carried out using a questionnaire with a Likert Scale (1-5). The variables measured include Team Collaboration (X1), Organizational Culture (X2), Work-Life Balance (X3), and Employee Performance (Y). Data analysis techniques included Validity and Reliability Tests, Classical Assumption Tests (Normality, Multicollinearity, Heteroscedasticity), Multiple Linear Regression Analysis, t-test (partial), F-test (simultaneous), and Coefficient of Determination (R^2), processed using SPSS.

FINDINGS AND DISCUSSION

Finding

Respondent Characteristics

The characteristics of the respondents provide an overview of the profile of employees at PT. Surveyor Indonesia Lampung Regional Office. Based on the distributed questionnaires to 43 respondents, the demographic data is presented in Table 1 below

Category	Classification	Frequency	Percentage (%)
Gender	Male	23	53.5%
	Female	20	46.5%
Education	D4	4	9.30%
	S1 (Bachelor)	39	90.70%
Tenure	1-3 Years	8	18.60%
	3-5 Years	32	74.42%
	5-8 Years	3	6.98%

Table 1 shows that the majority of respondents are male (53.5%) and are dominated by employees with an S1 education level (90.70%). In terms of tenure, the workforce is experienced, with 74.42% having worked for 3-5 years.

Instrument and Classical Assumption Tests

The validity test results indicate that all items for Team Collaboration, Organizational Culture, Work-Life Balance, and Performance are valid ($r_{count} > 0.2542$). The reliability test also confirms that all variables are reliable with Cronbach's Alpha > 0.60 . Furthermore, the data passed the classical assumption tests: normality (Sig. $0.351 > 0.05$), no multicollinearity (Tolerance > 0.1 , VIF < 10), and no heteroscedasticity

Hypothesis Testing Results

To determine the simultaneous influence of the independent variables and the goodness of fit of the model, the F-Test and Coefficient of Determination (R^2) were conducted. The results are shown in Table 2

Model	F-Value	Sig.	R Square	Adjusted R Square
Regression	551.742	.000	.977	.975

Based on Table 2, the F-value is 551.742 with a significance of 0.000 (< 0.05), indicating that Team Collaboration, Organizational Culture, and Work-Life Balance simultaneously influence Employee Performance. The Adjusted R Square of 0.975 indicates that 97.5% of the variation in employee performance is explained by these three variables, demonstrating a very strong model. To analyze the partial influence of each variable, Multiple Linear Regression analysis was performed. The detailed results are presented in Table 3.

Model	Unstandardized Coefficients (B)	t	Sig.
(Constant)	0.658	0.587	.561
Team Collaboration (X1)	0.413	8.057	.000
Organizational Culture (X2)	0.461	7.091	.000
Work Life Balance (X3)	0.137	2.905	.004

Based on Table 3, the regression equation is:

$$Y = 0.658 + 0.413X_1 + 0.461X_2 + 0.137X_3 + e$$

The hypothesis testing results are as follows:

1. H1 (Team Collaboration): The significance value is $0.000 < 0.05$. Thus, Team Collaboration has a positive and significant effect on Employee Performance.
2. H2 (Organizational Culture): The significance value is $0.000 < 0.05$. Thus, Organizational Culture has a positive and significant effect on Employee Performance.
3. H3 (Work Life Balance): The significance value is $0.004 < 0.05$. Thus, Work Life Balance has a positive and significant effect on Employee Performance.

Discussion

The Role of Team Collaboration in Enhancing Performance

The first hypothesis testing confirms that Team Collaboration has a positive and significant effect on employee performance ($B=0.413$, $Sig.=0.000$). This finding indicates that at PT. Surveyor Indonesia Lampung, the ability of employees to work together synergistically is a critical driver of productivity. In the context of survey and inspection services, which often involve complex projects requiring cross-divisional coordination, effective communication and mutual support are essential. When team members trust each other and share knowledge freely, operational bottlenecks are minimized, leading to faster and more accurate service delivery. This aligns with the theory put forward by Rahmawati (2022), which states that collaboration allows individuals to combine their skills to achieve results that exceed individual capabilities.

Organizational Culture as the Primary Performance Driver

The study reveals that Organizational Culture has the strongest influence on performance among the three variables ($B=0.461$, $Sig.=0.000$). This suggests that the values, norms, and habits embedded within PT. Surveyor Indonesia play a dominant role in shaping employee behavior. A strong culture that promotes discipline, integrity, and professionalism encourages employees to consistently meet their targets without the need for constant supervision. The high regression coefficient implies that cultural alignment is key to operational excellence. This finding supports Schein's (2004) view that organizational culture creates a system of shared meaning that distinguishes the organization and motivates employees to innovate and perform at their best. Furthermore, it reinforces Purnomo & Sujarwo's (2016) conclusion that a disciplined culture directly correlates with higher employee performance.

The Importance of Work-Life Balance for Sustainable Performanc

Although Work-Life Balance has the lowest regression coefficient ($B=0.137$) compared to the other variables, its influence remains positive and significant ($Sig.=0.004$). This indicates that while technical collaboration and cultural fit are paramount, the psychological well-being of employees cannot be ignored. Employees at PT. Surveyor Indonesia who feel their personal and professional lives are balanced tend to have lower stress levels and higher job satisfaction. This balance prevents burnout, ensuring that high performance can be sustained over the long term rather than being a short-term burst. This result aligns with Badrianto & Ekhsan (2021), who emphasized that maintaining a healthy work-life balance creates a loyal and productive workforce by reducing fatigue and emotional exhaustion.

Simultaneous Influence and Model Strength Simultaneously, Team Collaboration, Organizational Culture, and Work-Life Balance have a very strong influence on employee performance ($F=551.742$, $Sig.=0.000$). The Adjusted R Square value of 0.975 is exceptionally high, indicating that 97.5% of the variation in employee performance at PT. Surveyor Indonesia Lampung can be explained by this specific combination of variables. This "perfect storm" of factors suggests that the management has successfully integrated soft skills (collaboration), structural values (culture), and well-being (work-life balance) into a cohesive performance management system. The remaining 2.5% of the variation is likely

influenced by other minor factors such as individual competence or external economic conditions not covered in this study. This comprehensive model highlights that maximizing performance requires a holistic approach that addresses social, cultural, and personal dimensions of the workplace.

CONCLUSION

The study concludes that Team Collaboration, Organizational Culture, and Work-Life Balance are vital determinants of employee performance at PT. Surveyor Indonesia, Lampung Regional Office. Based on the analysis, Organizational Culture emerges as the most dominant factor, indicating that the internalization of strong corporate values is the primary driver for employees to achieve their targets. Furthermore, effective Team Collaboration facilitates the synergy of skills required for complex survey and inspection tasks, while a healthy Work-Life Balance ensures that employees maintain the psychological well-being necessary for sustained productivity. Simultaneously, these three variables account for a very substantial proportion (97.5%) of the variance in employee performance, demonstrating that a holistic approach combining social, cultural, and personal well-being is highly effective in this organizational context.

Based on these findings, it is recommended that the management of PT. Surveyor Indonesia continues to prioritize the reinforcement of organizational culture through regular internalizing programs and leading by example. Additionally, management should facilitate more collaborative platforms to enhance teamwork and ensure policies that support work-life balance are maintained to prevent burnout. For future research, it is suggested to explore other variables such as Transformational Leadership, Compensation, or Digital Competence to explain the remaining 2.5% of the performance factors, or to expand the scope of the study to a broader population within the survey industry to generalize the findings..

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