



THE ROLE OF ORGANIZATIONAL CULTURE ON IMPROVING EMPLOYEE PERFORMANCE THROUGH WORK DISCIPLINE

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ABSTRACT

The Department of Public Works and Spatial Planning in Pandeglang Regency has several problems that must be resolved, including employee performance that is less than optimal. This study aimed to determine whether organizational culture impacts employee performance through work discipline. This study takes a causal approach and uses a quantitative descriptive methodology. Using a sample of 133 respondents, the Department of Public Works and Spatial Planning of Pandeglang Regency became the place of this research. Responses to the questionnaire were rated on a scale of 1 to 10. SmartPLS Software Version 3.29 was used to evaluate the information. Based on the results of this study, 1). Employee performance is influenced by organizational culture. 2). Work discipline is strongly influenced by corporate culture. 3). Employee performance is influenced by work discipline. Work discipline can partially bridge the relationship between organizational culture and performance. It is possible to improve employee performance by directly enhancing the values of the organizational culture or by enforcing work discipline.

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1. Introduction

The existence of government organizations plays a significant role, particularly in implementing government service optimization for the public. All parts of government and development in government organizations must follow applicable regulations and provisions from each employee to carry out the general duties of government and development (Puspita & Warsindah, 2021). Following the scope of their separate responsibilities, government entities are continually faced with the direction of professional service rationalization. In this framework, every government employee must always be able to add value to society through offering services (Astutik, 2016). Employees are the company's most valuable asset, and they play a critical role in achieving organizational goals as thinkers, planners, and controllers of organizational activities (Haryadi et al., 2021; Shin & Shin, 2022).

Employee performance is one of the most critical work attitudes to monitor, and companies frequently conduct performance assessments regularly. High employee performance can enhance customer loyalty and trust (Ibrahim et al., 2022). In this approach, every employee will be able to perceive the critical responsibility, competence level, and the necessary success markers (Sun et al., 2022). Employee performance is a crucial issue in both non-profit and profit companies, and it acts as a baseline for evaluating an organization's or institution's accomplishments (Islam et al., 2022). Performance refers to the quality of work produced or the effectiveness and efficiency of a program or activity (Kissi et al., 2020).



Organizational culture plays an essential role in improving employee performance (Idris, 2022). Organizational culture also plays a critical role in an organization. One of the factors that can improve work performance is to apply an excellent organizational culture (Awino et al., 2018). Individuals' attitudes and behaviors can be influenced by corporate culture, which can lead to a better understanding of the organization's underlying values and more involvement (Otlelea & Popescu, 2014). The previous study has attempted to identify the elements required to increase organizational innovation and performance (Rizki et al., 2019). An organization needs to consider a solid organizational culture and some boundaries (Lopez et al., 2022). It can then facilitate administrative activities if it has a strong organizational culture, has a positive impact, and can be adequately executed by company members (Heffernan et al., 2022). A dense organizational culture does not always run well; thus, changes must be made (Sousa & Campos, 2022). Organizations with a strong culture will impact their behavior and effectiveness (Teymoori et al., 2022). The members' performance will run according to the culture they embrace in the organization (Lv et al., 2022). Organizational culture significantly impacts the efficacy of a company's performance (Sareen & Pandey, 2022). The effectiveness of an organization's performance is greatly influenced by its culture (Desselle et al., 2022). The culture of an organization has a significant impact on its effectiveness (Munir, 2022).

Efforts to improve employee work performance, among others, by paying attention to work discipline (Aufderheide & Nare, 2020). A person tends to work enthusiastically if satisfaction can be obtained from his career, and satisfaction in employee activities is the key to advocating behavior, order, and the results of workers' movements in supporting the realization of agency goals (Arsyad, 2021). The establishment of employee discipline depends on all individuals in the agency. The institution wants to associate all individuals with people who want to be disciplined and convincing for their interests in duty (Sudiarditha, 2019). Work discipline can be defined as management reinforcing the institution's guidelines (Robbins & Judge, 2019). Discipline is an action, behavior, and action of a person following the institution's rules, whether positive, recorded, or not (Ariswan, 2019). Work discipline is a worker's desire to obey the rules and provisions applied around it (May et al., 2019).

The Pandeglang Regency Public Works and Spatial Planning Office was formed based on Regional Regulation No. 6 of 2016 concerning the Formation and Arrangement of Regional Devices. In the regulation, it is stated that the Office of Public Works and Spatial Planning Type A, organizing public works and spatial planning, more clearly regarding Department of Public Works and Spatial Planning Pandeglang Regency Stated in the Pandeglang Regent Regulation Number 54 of 2016 concerning Position, Organizational Structure, Details of Duties and Functions, as well as the Work Procedure of the Office of Public Works and Spatial Planning which has the task of carrying out local government affairs in the fields of diversity, irrigation, building layout, spatial planning and construction services based on the principle of autonomy and assistance duties. Following the primary responsibilities and functions of DPUPR, employees are needed who can carry out their duties optimally.

For the quality of work to succeed optimally, maximum workability is needed. The contribution of organizational culture plays a role in influencing the State Civil Apparatus's ability to work in the Public Works and Spatial Planning Office Pandeglang Regency. Every year there is a difference in performance achievement due to the incompatibility between the plan and the output that must be achieved. A problem must be corrected, namely the results of performance assessments for 3 years from 2018. There was a decrease of 3.01% in the criteria for a good evaluation, or there was a decrease from 92 people to 88 people or a reduction by 4 people. For a sufficient assessment between the value of 61-75 from 2018, there was an increase to 37 in 2019, but in 2020, it decreased back to 35. For less value, there was an increase in 2018. As many as 6 people increased to 10 people in 2020. Thus, indicators of the importance of behavior in employee work goals (SKP) consist of six values of behavioral aspects that are assessed: service orientation, integrity, commitment, leadership, discipline, and cooperation. Assessment of Employee Performance Target from 2018-2020 where service orientation has an increase of 0.83% over the last 3 years, while for other values, there is a decrease from 0.05% of cooperation to a commitment of 0.08%, for the most dominant decline, among others, integrity there is a decrease of 0.13%, the value of discipline by 0.17% and leadership by 0, 70%. The number of behavioral values from 2018 to 2020 decreased by 1.86%.



Some academics have studied organizational culture, work discipline, and employee performance. However, the outcomes of their studies, including research conducted by the author, are inconsistent (Emita et al., 2021; Sari et al., 2021; Zeb et al., 2021). According to his findings, organizational culture significantly impacts employee performance. This suggests that a high organizational culture combined with a high work environment can produce maximum performance and vice versa. A low organizational culture combined with an intense work environment would lower employee performance. But, in contrast to the findings of a study done by (Paramita et al., 2020; Tjahjadi & Ururia, 2021), organizational culture does not significantly affect employee performance. This means that the value of work that is not following the potential of their employees makes them less focused on providing the best service to their customers.

2. Literature Review

2.1 Employee Performance

Performance can be assumed to result from an away or profession in its achievements. Therefore, every employee must have competence in the expertise or ability to perform obligations or occupations that are his responsibility or entrusted (Dewi, 2020). Employee performance is what has been done and how much their participation in the organization (Ingsih, 2019). Employee performance is an employee who has performed roles and responsibilities to share the involvement in creating objects or services or administrative tasks (Marbawi, 2018). The following indicators to measure employee performance according to (Hermawati, 2021) are the quality of work results, the quantity of timekeeping work results, reliability, and competitive attitude.

2.2 Organizational Culture

A core set of beliefs, understandings, and customs that members of an organization and organization embrace with new members are referred to as organizational culture (Zeb et al., 2021). Organizational Culture is a set of values, conventions, beliefs, attitudes, and assumptions that, while not stated, shape how people act and behave (Rizki et al., 2019). What is seen as essential about how people and organizations behave value (Astrama, 2020). Organizational culture is a shared meaning system embraced by members that sets the organization apart from others (Ratnasari, 2019). Innovation and risk-taking, detailed or detailed attention, outcome orientation, human orientation, and team orientation are all factors used in this study to assess corporate culture.

2.3 Work Discipline

Discipline is a management activity to encourage agency personnel to fulfill various provisions (Uloli et al., 2019). Discipline is the level of discipline and adherence to legal requirements, and willingness to accept sanctions or sanctions if it violates the provisions inaugurated in that order (Amira, 2022). Discipline is the discipline of the requirements or demands established by the institution in a way used in finding cases in its work (Thompson, 2017; White, 2020). According to (Raman et al., 2020), researchers use indicators to measure work discipline, including employee Attendance, conformity to work norms, adherence to work standards, alertness, and work ethic.

2.4 Relationship Between Variables

a. Relationship of Organizational Culture on Employee Performance

Research conducted by Awino et al. (2018), the results of the study (Aug 2020), and the results of the survey (Riyanto et al., 2021). According to his research findings, corporate culture significantly impacts employee performance. A strong culture is an invaluable tool for controlling behavior because it helps employees do their jobs better. Every employee must understand the culture and how it is applied early in their career. The author can develop research hypotheses based on the findings of previous studies. Organizational culture has a significant impact on employee performance.

b. Relationship Organizational Culture on Work Discipline

Previous research conducted by (Uloli et al., 2019), then research (Budiawan et al., 2019), and research (Murjana et al., 2020) on the results of his study suggests that fun organizational skills will provide satisfaction and encourage the creation of good work discipline. Organizational culture basically cannot be



seen but felt. In a cultural organization, it can provide its own experience to the members of an organization. If the climate is good, it will also give a good member experience in the organization and vice versa.

c. The Relationship of Work Discipline on Employee Performance

Previous research was conducted by (Listiani et al., 2020). As a result, a study (London & Moore, 2020) and research results (Saragih et al., 2021) revealed that discipline is not only seen in the level of attendance but also seen in the work of employees who are on time, targets, precise services and following the development program in the village. A discipline is a form of obedience or discipline to legal regulations that are either recorded or not recorded.

2.5 Hypothesis and Research Design Model

The existence or lack of direct effect from factors on other variables and interactions between variables is illustrated by thought based on literature reviews, past research, and correlations between variables. The building of research models increases staffing performance by, among other things, based on a library examination and existing analysis and relationships between factors; figure 1 demonstrates the impact of corporate culture features and work discipline on employee performance:

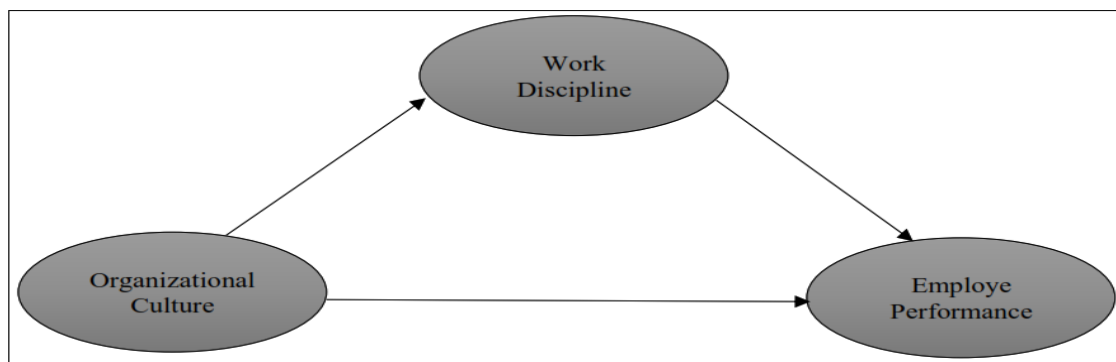


Figure 1 Research model design

Based on the development of the above hypothesis and the framework of the research model, the author formulates research hypotheses, including the following:

- H1: Organizational culture has a significant effect on employee performance.
- H2: Organizational culture has a significant effect on the discipline of work.
- H3: Work discipline has a significant effect on employee performance.

3. Research Method

This research uses descriptive quantitative methods with a causality approach because this approach tests. By evaluating the relationships between variables, specific theories can be tested. These variables are measured using research devices, allowing numerical data to be examined using statistical processes. The population in this study is all Civil Servants in the Pandeglang Regency Public Works and Spatial Planning Office for the 2021 Fiscal Year, which is as many as 133 employees addressed at Jl. Jend. Sudirman Komp. Cikupa Office, Pandeglang, Kec. Pandeglang, Pandeglang Regency, Banten 42211, consisting of 18 women and 115 men. The sample in this study is all Civil Servants in the Pandeglang Regency Public Works and Spatial Planning Office for the 2021 Fiscal Year, which is as many as 133 nonrandom sampling employees. The sampling technique used in this research is saturated sampling or total nonrandom sampling. All populations are sampled, namely all Civil Servants in the Pandeglang Regency Public Works and Spatial Planning Office for 2021. With questionnaires using interval methods 1 – 10. Data analysis techniques in this study use descriptive analysis and inference analysis. For descriptive analysis, the author uses a computer assistance program with SPSS version 26. For inferential analysis, the author uses an SEM-based method with SmartPLS Version 3.29.



4. Results and Discussion

Descriptive statistical analysis helps provide an overview of the data obtained or collected from a study. The data presented in this study includes descriptions of research respondents and descriptive statistics of research variables. The author took the research object at the Pandeglang Regency Public Works and Spatial Planning Office in 2021, with a population of 133 respondents. The sample taken consists of all people made into research objects. The author took a sampling technique: saturated or total sampling, where all respondents are drawn into the sample.

Table 1 Research Respondent Data

No	Gender	Frequency	Percentage
1.	Man	115	86%
2.	Woman	18	14%
	Total	133	100%
No	Last Education	Frequency	Percentage
1.	Diploma	16	12%
2.	Bachelor	111	83%
3.	Postgraduate	6	5%
	Total	133	100%
No	Marriage Status	Frequency	Percentage
1.	Marry	126	95%
2.	Unmarried	7	5%
	Total	133	100%
No	Age	Frequency	Percentage
1.	20 - 30 Years	20	15%
2.	31 - 40 Years	59	44%
3.	41 - 50 Years	43	33%
4.	51 - 60 Years	11	8%
	Total	133	100%
No	Length of Work	Frequency	Percentage
1.	1 – 5 Years	16	12%
2.	6 – 10 Years	17	13%
3.	11 – 15 Years	78	59%
4.	16 - 20 Years	2	1%
5.	21 - 25 Years	7	5%
6.	> 26 Years Old	13	10%
	Total	133	100%

Table 1 shows that the number of male respondents is as many as 115 respondents (86%), while female respondents amounted to 15 respondents (14%). This condition shows that the sample of men dominates compared to women. Most of the respondents were undergraduate educated, as many as 111 respondents (83%) followed by diploma educated respondents, 16 respondents (12%), then Postgraduate 6 respondents (5%). The educational analysis is essential because each type of work requires a person's ability to carry out his work under the job's demands. Higher education will affect a person's ability to manage their work. The Pandeglang Regency Public Works and Spatial Planning Office are mostly married to 126 respondents (95%), employees with unmarried status, namely as many as 7 respondents (5%). Married people are usually more active in working because they have responsibilities towards their families, so they are more focused and diligent. The highest number of respondents were those aged between 31 and 40 years, namely 59 respondents (44%), while those who occupied the second position whose age was in the range of 41-50 years, as many as 43 respondents (33%), then 20 respondents (15%) in the field of 20-30 years and the range of 51-60 years 11 respondents (8%). The data explains that the Office of Public Works and Spatial Planning has relatively young employees. At that age, humans have high work productivity and a desire to develop to increase profits for institutions. The length of work in the range of 1 - 5 years was 16 respondents (12%) than respondents working period 6 - 10 years amounted to 17 respondents (13%) than in the range of 11 - 15 years amounted to 78 respondents (59%), respondents working period 16 - 20 Years 2 respondents (1%).



Field 21 - 25 Years 7 respondents thus range > 26 Years 13 respondents (10%). Therefore, most respondents have a long working period in the field of 11 -15 years.

4.1 Inferential Statistic

a. Outer Model Validity and Reliability Test

The validity test looks at convergent validity and discriminant validity values. Here are the results of the validity test can be seen in figure 2 below:

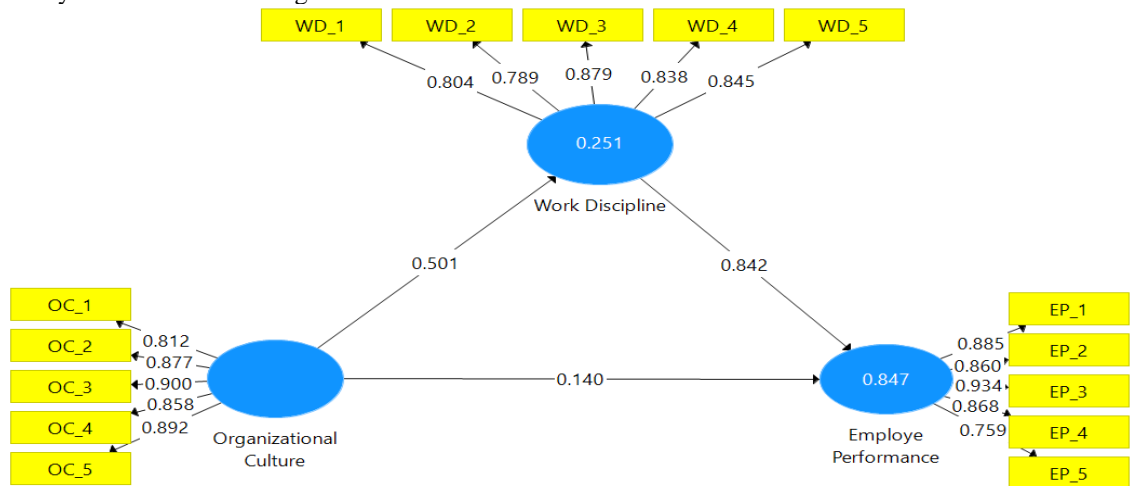


Figure 2 Outer Model Test Results

From Figure 2 above, it can be seen that all the variables of each indicator are > 0.70 to meet the validity criteria. Based (Ghozali. I & Latan. H, 2015; Joe F. Hair et al., 2020; Kock, 2018), From Figure 2 above, it can be seen that all the variables of each indicator > 0.70, so it meets the validity criteria. Based on measuring variables. Measure variable reliability can be done in two ways: Cronbach's alpha and composite reliability or Dillon Goldstein's Rule of Thumb, which can assess variable reliability, namely > 0.70 (Ghozali. I & Latan. H, 2015: 75 - 77). The results of the reliability test can be seen in the table below:

Table 2 Cronbach's Alpha and Composite Reliability

Construct Reliability and Validity			
Variable	Cronbach's Alpha	Composite Reliability	AVE
Employee Performance	0.913	0.936	0.745
Organizational Culture	0.918	0.939	0.754
Work Discipline	0.888	0.918	0.691

From table 2, Cronbach's Alpha and Composite Reliability of all variables have > 0.70, as seen above in the reliability test results. As a result, all variables are either trustworthy or pass reliability testing. In addition to the loading factor's value, the Average Variance Extracted (AVE) value must be more than 0.50 to indicate convergent validity (Ghozali. I & Latan. H, 2015; Sarstedt et al., 2021; Schuberth et al., 2022). The average variance extracted value of each variable is > 0.50. There aren't any issues with convergent validity.

b. Inner Model Test Results

After the research model passes the measurement test, it is necessary to conduct further testing, namely the inner model, to determine the magnitude of the relationship (attachment) between the variables stated in the hypothesis. The first inner test of the structural model or structural model is done by looking at the value of R-Square. According (Cepeda-Carrion et al., 2019; Chin et al., 2020; Ghozali. I & Latan. H, 2015; Joe F.



Hair et al., 2020) joked that in the *R-Square* measurement, there are three categories, namely strong (0.75), medium (0.50) and weak (0.25). Assess *R-Square* on work discipline variable 0.251, which means that it belongs to the category of vulnerable. This result implies that work discipline is affected by 25%. 1% by organizational culture than the remaining 74.9% were other variables not included in the study that influenced the results. The employee performance variable has an *R-Square* value of 0.847, putting it in the high category. This suggests that organizational culture and work discipline influence 84.7 percent of employee performance, while other variables not included in the study influence the remaining 15.3 percent.

c. Bootstrapping Direct Effect Test Results

The hypothesis result is expressed acceptance if the value of *T* Statistic > *T* table (1,960) or *P* values < 0.05 (Hair et al., 2021). These results can be seen in the figure and table below:

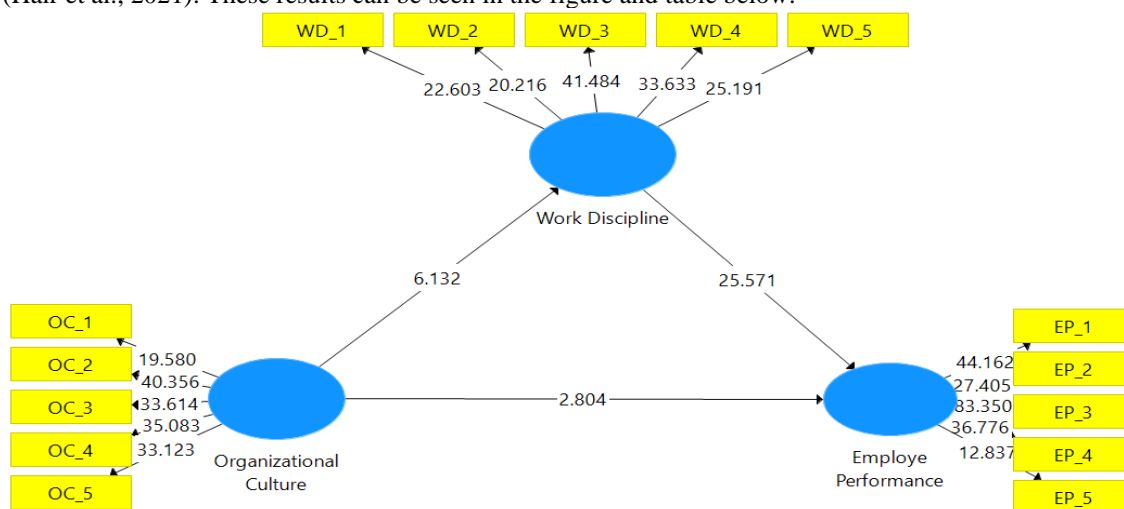


Figure 3 Bootstrapping Direct Effect Test

Table 3 Bootstrapping Direct Effect Test Results
Path Coefficient Direct Effect

Hypothesis	Variable Relationships	Original Sample	T Statistic	P Values
H1	Organizational Culture → Employee Performance	0.140	2,804	0.005
H2	Organizational Culture → Work Discipline	0.501	6.132	0.000
H3	Work Discipline → Employee Performance	0.842	25.571	0.000

Based on table 3, direct effect test results can then be explained below.

H1: The accepted hypothesis that organizational culture has a positive and significant influence on employee performance has a statistic value of 3,227 > t table 1,960 and has a p-value of 0.001 < sig 0.05.

H2: The accepted hypothesis that organizational culture has a positive and significant influence on the discipline of work has a statistical value of 3,743 > t table 1,960 and has a p-value of 0.000 < sig 0.05.

H3: The hypothesis that accepted work discipline has a positive and significant influence on employee performance has a statistic value of 2,144 > t table 1,960 and a p-value of 0.033 < sig 0.05.

d. Bootstrapping Indirect Effect Test Results

The role of work discipline characteristics in mediating the impact of company culture on employee performance It may be inferred that work discipline factors can judge the influence of organizational culture on employee performance, with an original coefficient sample value of 0.422 and a statistical t value of



0.6,285 > t table (1,960) with a p-value of 0,000 sig 0.05. The impact of work discipline mediation on corporate culture's effect on employee performance with an original coefficient sample value of 0.422 and a statistical t value of 0.6,285 > t table (1,960) with a p-value of 0,000 sig 0.05, work discipline variables can mediate between the influence of organizational culture on employee performance. Then, whether there is no mediation (zero mediation), partial mediation (partial mediation), or complete mediation, determine the variable effect of mediation on the two relationships (complete conciliation). According to the VAF (variance accounted for) rule of thumb (Hair et al., 2021; Hair et al., 2020; Nitzl et al., 2016) elaborate, if VAF is less than 20%, then there is no mediation (zero mediation), VAF more than 20% and less than 80% then it can be characterized by partial mediation (partial mediation) and VAF more than 80% indicate complete mediation (complete mediation). The role of the work discipline variable as mediation mediates a VAF value of 75.08%, which means that the relationship of organizational culture influence on employee performance through work discipline is partial mediation (>20%).

4.2 Discussion

a. Relationship of Organizational Culture on Employee Performance

Findings of this study the results of the first hypothesis of this study reveal that organizational culture has a dominant impact on employee performance. Based on the results of bootstrap testing with SmartPLS 3.29, organizational culture affects employee performance. As a result, the first hypothesis, which states that organizational culture significantly affects employee performance, is accepted. Employee performance is directly proportional to how well the company's cultural values are implemented by employees (Parashakti, 2018). Organizational culture is a set of values, conventions, beliefs, attitudes, and assumptions that may or may not be expressed yet impact how people work together, behave, and do things (Rizki et al., 2019). Organizational culture is a set of basic assumptions found, made, or developed by a group to learn to overcome or overcome problems that arise from external adaptation and internal integration that has been running smoothly, so it must be taught to new members as the correct way to understand, think about and understand, and feel about this problem. This study supports previous studies conducted by previous researchers (Aug 2020; Awino et al., 2018; Riyanto et al., 2021), stating that organizational culture has a significant impact on employee performance.

b. Relationship Organizational Culture on Work Discipline

The results of this study indicate that organizational culture has a reasonably good influence on work discipline, according to the findings of this study. According to the effects of bootstrap testing with SmartPLS 3.29, corporate culture impacts work occupation. The second hypothesis, which states that organizational culture strongly influences work discipline, is acceptable. The more use of organizational culture, the better.

Employees' values are carried out, and the higher the work discipline (Ratnasari, 2019). Organizational culture is a set of fundamental beliefs discovered, established, or developed by a group to learn to overcome or overcome challenges emerging from external adaptation and internal integration that has been going well (Awino et al., 2018). So it is necessary to teach new members the correct way to understand, think and feel about these problems (Riyanto et al., 2021). An organization's culture is established to move forward in facing future obstacles (Jabid, 2018).

c. The Relationship of Work Discipline on Employee Performance

The third hypothesis was that work discipline positively affects employee performance. The findings of this study supported this hypothesis. Work discipline has an impact on employee performance, according to the results of bootstrapping testing with SmartPLS 3.29. The third hypothesis was that work discipline positively affects employee performance. The findings of this study supported the third hypothesis. Work discipline affects employee performance, according to the results of bootstrapping testing with SmartPLS 3.29 (Uloli et al., 2019). A person tends to serve enthusiastically if pleasure can be obtained from his career, and happiness in their activities is the key to advocating the ethics of attitude, discipline, and performance of employee activities in supporting organizational goals (Tamsah, 2021). The establishment of punishment depends on all people in the institution group because they want to associate everyone as a person who wants to be disciplined and maintain their interest in duty (Sudiarditha, 2019). This research supports previous



research conducted (Listiani et al., 2020; London & Moore, 2020; Saragih et al., 2021). His study revealed that work discipline has a significant positive effect on employee performance.

5. Conclusion

The author concludes that the first hypothesis of organizational culture has a considerable influence on employee performance based on the findings of this study. Corporate culture must be improved to improve employee performance by improving organizational culture. The second hypothesis of this study shows that organizational culture has a dominant effect on work discipline. Improving corporate culture is one way to improve work discipline. The third hypothesis in this study shows that work discipline has a dominant impact on employee performance. Improving employee performance can be done by increasing work discipline. Work discipline can mediate in enhancing employee performance, either directly or indirectly.

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