



The influence of organisational culture on work discipline with organisational justice as an intervening variable (Case study at the Population and Civil Registration Office of Kerinci District)

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ABSTRACT

This study reveals key findings related to the influence of Organizational Culture and Organizational Justice on Work Discipline at the Population and Civil Registration Office of Kerinci Regency. The results of path analysis show that Organizational Culture has a significant direct influence on Organizational Justice (54.7%) and Work Discipline (53.4%). Organizational Justice also affects Work Discipline directly with a contribution of 15%. In addition, there is a significant indirect effect of Organizational Culture on Work Discipline through Organizational Justice, with a contribution of 61.6%. These results highlight the importance of Organizational Justice as a mediator in understanding how Organizational Culture shapes employee Work Discipline. The main conclusion is that efforts to improve Work Discipline can be enhanced through improving Organizational Culture and Organizational Justice. A better understanding of these relationships can assist management in developing more effective strategies to create a disciplined and equitable work environment. The practical implications of this study can assist organizations in designing more targeted policies and training programs to improve employee performance and positive attitudes.

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1. INTRODUCTION

In a government organisation environment, the role of human resources is very strategic and vital because Human Resources (HR) are important assets as planners, implementers and even controllers who always play an active role in realising organisational goals at work (Bhattacharyya, 2009; Itika, 2011; Tyson, 2014). Therefore, government organisations must be able to manage well, their human resources because their existence cannot be replaced by other resources. The more developed technology used or the amount of funds prepared if without the support of human resources who have good abilities will all be meaningless. Human resource management in government organisations is not enough to have a good recruitment program or training and development of human

resources in order to improve the ability of individual employees in the organisation, but must implement a policy or program that can maintain and improve the performance of each individual employee towards the work that is his responsibility, so that the employee will maintain and build discipline towards the organisation, and from all these things it is expected to be able to maintain quality human resources and have high performance to remain in the organisation (Andriani et al., 2022; Ardan & Jaelani, 2021; Labola, 2019; Sunarto, 2020).

In producing optimal performance, work discipline is needed so that organisational goals can be achieved (Katzenbach & Smith, 2008; McKenzie, 2001; Paulus, 2023). According to (Hasibuan, 2014) discipline is the awareness and willingness of an employee to obey all the rules and norms that exist in a government organisation. With this, it will encourage passion or work enthusiasm, and encourage the realisation of organisational goals. Employees with high morale feel that they are included in organisational goals worthy of attention and that their efforts are recognised and appreciated (Febrianty & Muhammad, 2023; Irmayani & SE, 2021; Zumrotin, 2020). Employees with high morale provide positive attitudes, such as loyalty, excitement, co-operation, pride in service and obedience to obligations (Jitklongsub, 2019; Mashile, 2021; Mukuni, n.d.). Discipline is a means to train the personality of employees to always show good performance, attitudes, behaviour and good life patterns and discipline is not shaped in a long time, one of the processes to shape the personality is done through the training process. The training is carried out together between employees, leaders and all personnel in the organisation. According to (Hasibuan, 2014), argues that discipline is a person's awareness and willingness to obey all agency regulations and applicable social norms, so that it will produce good performance. Civil servant discipline has been regulated in Government Regulation Number 94 of 2021 concerning Civil Servant Discipline.

Creating employee work discipline in an organisation / agency is certainly not easy because work discipline can be created because it is influenced by several factors, one of which is organisational culture. According to (Afandi, 2018), organisational culture is a system of values, assumptions, beliefs, philosophies, organisational habits that exist in an organisation. Every organisation, be it a private organisation or a government organisation, must have its own characteristics which will form its own organisational culture, but in essence, organisational culture can help employee work, because it creates an extraordinary level of motivation for employees to give their best ability to take advantage of the opportunities provided by their organisation. Shared values make employees feel comfortable working, have commitment and loyalty and make employees maintain excellence in the midst of competition between employees so of course it has an impact on employee discipline. In addition to organisational culture, work discipline is also influenced by other factors, one of which is the organisational justice received by employees of an organisation, organisational justice is one of the important aspects of human resource management, because organisational justice is one of the most sensitive aspects in work relations, errors in implementing the organisational justice system will result in demotivation and lack of job satisfaction among workers, if this happens it will certainly have an adverse effect on the organisation, but on the other hand, if the organisational justice system is implemented as expected, it can help in reinforcing the key values of the organisation and facilitating the achievement of organisational goals and providing satisfaction for employees according to (Wirawan, 2015) organisational justice is the perception of employees regarding the ethical and moral behaviour of organisational managers in making decisions

2. RESEARCH METHOD

The research approach used in this research is Quantitative. (Sugiyono, 2005, 2019) quantitative is data in the form of numbers obtained as a result of measurement or

summation. These quantitative data can then be processed with statistical techniques. The analysis technique used to analyse by calculating the effect of Organisational Culture on Work Discipline through Organisational Justice as an intervening variable at the Kerinci Regency Population and Civil Registration Office.

Type and Data Source

The types of data in this study are primary data and secondary data. According to (Sugiyono, 2017), primary sources are data sources that directly provide data to data collectors. Secondary data, namely data obtained from literature studies, among others, include official documents, books, research results entitled reports and so on. The types and sources of data used in the study are as follows:

a. Primary Data

Data which is the main type of data that supports research. This primary data source is obtained directly from the results of research responses through respondents' answers to research questionnaires circulated at the Population and Civil Registration Office of Kerinci Regency.

b. Secondary Data

Data which is the second type of data that supports research, this data is obtained indirectly from sources of information that the researcher does not seek to collect himself. Secondary data sources are data sources such as employee data, internal supervisory assessment results, organisational structures, journals, and readings related to research and this data source is obtained from the population and civil registration office of Kerinci Regency.

Data Analysis Technique

Data analysis technique is a method or method used to process data into information so that the characteristics of the data become easily understood and useful for finding solutions to problems, the main one is the problem in a study. In this study, data analysis using Path Analysis Method is an approach used as data analysis. In path analysis to analyse the data, the equation model can be obtained from the research structure model based on the previously described framework. To determine the direct effect of each variable, namely the Organisational Culture variable (X1) on work discipline (Y), Organisational Justice variable (X2) on work discipline (Y), Organisational Culture variable (X1) on Work Organisation Justice (X2), Organisational Culture variable (X1) on work discipline (Y) through Work Organisation Justice (X2), based on the above conception can be seen in the specification of the analysis model, as illustrated in the following path analysis picture:

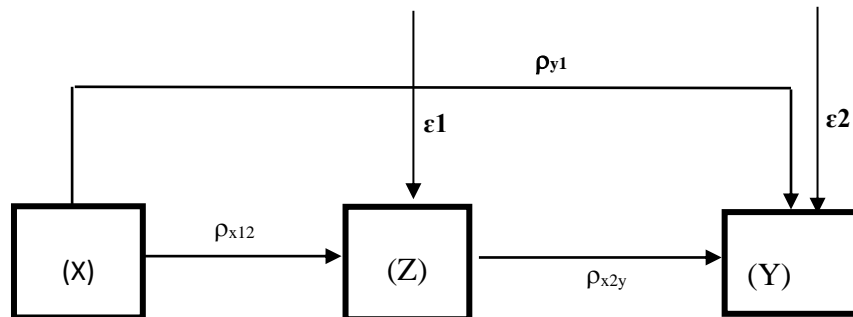


Figure 1. Path analysis model

Based on the path analysis model described above, further processing can be carried out by dividing the path structure into 2 (two) groups, namely Substructure path 1 and Sub Structure 2 as illustrated below:

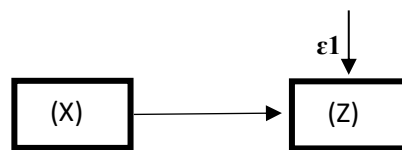


Figure 2. Sub-structural Pathway I

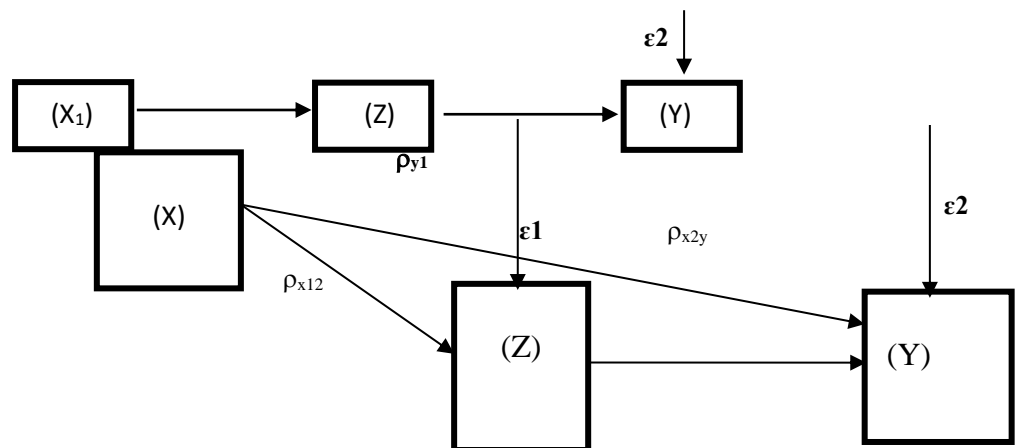


Figure 3 Sub Structural Pathway II

Path Analysis

(Ghozali, 2013) explains that the path analysis method is used to test the effect of intervening variables. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (casual models) that have been previously determined based on theory. Path analysis itself cannot determine the cause-and-effect relationship nor can it be used as a substitute for researchers to see the causal relationship between variables. What path analysis can do is determine the pattern of relationships between three or more variables.

3. RESULTS AND DISCUSSIONS

Path Analysis Regression Results

To see the direct and indirect effects of variables in this study, it was searched using SPSS version 24.0 with regression analysis which was carried out 2 times regression because there were 2 equations which later had 2 path coefficient models.

Table 1. Regression Test Results Model 1

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta		
1. (Constant)	17.808	4.787		3.736	<.001
Organisational culture	.547	.151	.559	3.633	.001

a. Dependent Variable: Organisational Justice

Source: Data processed, 2023

Table 2. Regression Test Results Model 1

Model	ANOVA ^b				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	169.848	1	169.848	13.201	.001 ^a
Residual	373.120	29	12.866		
Total	542.968	30			

a. Predictors: (Constant), Organisational culture

b. Dependent Variable: Organisational Justice

Source: Data processed, 2023

Table 3. Regression Test Results Model 1

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 ^a	.313	.289	3.587

a. Predictors: (Constant), Organisational culture

b. Dependent Variable: Organisational culture

Source: Data processed, 2023

Based on Table 1-3, it can be seen that the significance value of the organisational culture variable is 0.001 and smaller than 0.05 (0.001<0.05). These results provide a conclusion that Regression Model I, namely the Organisational Culture variable has a significant effect on Organisational Justice. The regression equation can be explained, namely the Organisational Culture coefficient value of 0.547 indicates that the Organisational Culture variable has a positive effect on Organisational Justice, or in other words, if the value of Organisational Culture is increased by one unit, it will increase Organisational Justice by 0.547 units. Based on the R Square value contained in Table 1 is 0.313, this indicates that the contribution of the Organisational Culture variable to Organisational Justice is 31.3% while the remaining 68.7% is the contribution of other variables not included in the study. Thus the structure model 1 path diagram is obtained as follows:

$$\text{Equation } Z = \rho_{zx} + \varepsilon_1 ; Z = 0,547 + 0,687 \quad (1)$$

Table 2. Regression Test Results Model II

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta		
1. (Constant)	17.742	1.118		15.876	<.001
Organisational culture	.534	.035	.545	15.106	<.001
Organisational Justice	.015	.001	.807	22.352	<.001

a. Dependent Variable: work discipline

Source: Data processed, 2023

Table 2. Regression Test Results Model II

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	523.168	2	261.583	369.878	<.001 ^b
	Residual	19.802	28	.707		
	Total	542.968	30			

a. Predictors: (Constant), Organisational culture

b. Dependent Variable: Organisational Justice

Source: Data processed, 2023

Table 2. Regression Test Results Model II

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982 ^a	.964	.961	.841

a. Predictors: (Constant), Budaya Organisasi

b. Dependent Variable: Keadilan Organisasi

Source: Data processed, 2023

Based on the model II regression output in Table 2, it is known that the significance value of the Organisational Culture variable is 0.001, and the organisational justice variable is 0.001 and it is smaller than 0.05. So these results provide the conclusion that Regression model II, namely the Organisational Culture and Organisational Justice variables have a significant effect on Work Discipline. The regression equation is explained as follows:

1. The coefficient value of Organisational Culture of 0.534 indicates that the organisational culture variable has a positive effect on work discipline, or in other words, if the value of organisational culture is increased by one unit, it will increase work discipline by 0.534 units.
2. The coefficient value of organisational justice of 0.15 indicates that the organisational justice variable has a positive effect on work discipline, or in other words, if the value of organisational justice is increased by one unit, it will increase work discipline by 0.15 units.

The magnitude of the R Square value contained in Table 4.19 is 0.964, this shows that the contribution of organisational culture and organisational justice to work discipline is 96.4% while the remaining 3.6% is the contribution of other variables not examined. Thus the structure II path diagram is obtained as follows:

$$\text{Equation II: } Y = \rho_{xy} + \rho_{zy} + e_2; Y = 0.534 + 0.15 + 0.036 \quad (2)$$

Hypothesis Test

The Effect of Organisational Culture on Organisational Justice

There is a significant influence between Organisational Culture and Organisational Justice. To test the effect of the Organisational Culture variable on the Organisational Justice variable, the hypothesis can be seen through the probability results (0.001) based on the P value (significance value) < 0.05 (0.001 < 0.05) and can be seen from the t table and t count, namely t count of 3.633 while the t table is (df = 31 - 2 - 1) = 28; t table = 2.048) so 7.496 > 2.048, then H1 is accepted, the results of this test indicate a significant effect of organisational culture variables on organisational justice variables partially.

Results of Sub-structural equation I:

$$\begin{aligned} Z &= \rho_{zx} + e_1 \\ Z &= 0,547X + e_1(0,687) \end{aligned} \quad (3)$$

This equation describes the causal effect of the Organisational Culture variable (X) on Organisational Justice (Z). Based on significance testing, the Organisational Culture variable (X) affects Organisational Justice (Z) with a Beta value of 0.604 which shows the magnitude of the influence of the Organisational Culture variable (X) on the Organisational Justice variable (Z), thus, the high and low of Organisational Justice (Z) is influenced by Organisational Culture (X) by 54.7%.

The Effect of Organisational Culture on Work Discipline

To test the effect of organisational culture variables on work discipline, it can be seen in table 4.9 through the probability results (0.001) based on the P value (significance value) < 0.05 ($0.001 < 0.05$) and can be seen from the t table and t count, namely the tcount of 3.633 while the t table is 2.048 so $3.633 > 2.048$, then H2 is accepted, the results of this test indicate a significant effect of the organisational culture variable on the work discipline variable partially. With a beta value of 0.534 which shows the magnitude of the influence of the organisational culture variable on work discipline, thus the high and low of work discipline is influenced by organisational culture by 53.4%.

The Effect of Organisational Justice on Work Discipline

To test the effect of organisational justice variables on work discipline, it can be seen from the probability result of 0.001 based on the P value (significance value) < 0.05 , namely ($0.001 < 0.05$) and can be seen from the t table and t count, namely t count of 22.352 while t table is 2.048 so $22.352 > 2.048$, then H3 is accepted, meaning that the organisational justice variable has a significant effect on work discipline partially. With a beta value of 0.15 which shows the magnitude of the influence of the organisational justice variable on work discipline, thus the high and low of work discipline is influenced by organisational justice by 15%.

Direct, Indirect and Total Effect

Sub-structural I and sub-structural II calculations produce two equations that describe the relationship of independent variables to intervening variables and the relationship of independent variables to dependent variables. Sub-structural I and sub-structural II equations show the magnitude of the effect of X on Z, X on Y and Z on Y. The following is a table of direct effects, indirect effects and total effects, namely:

Table 3. Direct, Indirect and Total Effect

No	Variable	Path	Influence		Total
		Coefficient	Directly	Indirect	
1	X against Z	0,547	0,547		0,547
2	X against Y	0,534	0,534	$0,547 \times 0,15 = 0,082$	0,616
3	Z against Y	0,15	0,15		0,15
4	e1	0,687	0,687		0,687
5	e2	0,036	0,036		0,036

Source : Data processed, 2023

Based on table 3 on the results of path analysis X to Y with variable Z as an intervening variable, it can be concluded that the Organisational Culture variable (X) has a direct effect on the Organisational Justice variable (Z) of 0.547. then for the Organisational Justice variable (Z) has a direct effect on the Work Discipline variable (Y) of 0.15. Meanwhile, the Organisational Culture variable (X) has a direct effect on Work Discipline (Y) of 0.534 and an indirect effect of 0.082 because it is through the intervening variable, namely Organisational Justice (Z) so that the total effect is 0.616.

The Effect of Organisational Culture on Work Discipline and Organisational Justice as an Intervening Variable

To examine the effect of organisational culture variables on work discipline variables with organisational justice variables as intervening variables, it can be seen from the magnitude of direct and indirect effects, it can be seen in Table 4.11 that the organisational culture variable has a direct effect on work discipline of only 0.534 (53.4%), while the indirect effect is 0.082 (8.2%), so that here it can be concluded that the direct effect of organisational culture on work discipline is greater than the indirect effect due to the influence of organisational justice variables which become mediating variables which cause the indirect effect to be smaller, so that the total effect is 0.616 (61.6%).

Results of sub-structural equation II ;

$$Y = \rho_{xy} + \rho_{zy} + e_2 \quad (4)$$

$$Y = 0,534 + 0,15 + 0,036$$

This equation describes the effect of the Organisational Culture variable (X) on the Work Discipline variable (Y). Based on significance testing, the Organisational Culture variable (X) affects customer Work Discipline (Y) because the Organisational Justice variable (Z) mediates.

Discussions

The results showed that Organisational Culture and Organisational Justice had a significant effect both directly and indirectly on the work discipline of the State Civil Apparatus (ASN) at the Population and Civil Registration Office of Kerinci Regency. One of the factors affecting work discipline is Organisational Culture and Organisational Justice in other words all exogenous variables have a correlation with work discipline. This shows that the higher the factors that increase work discipline that are considered, the higher the work discipline of employees at the Population and Civil Registration Office of Kerinci Regency. The results of this study are in line with (Sake et al., 2020) shows that organisational culture has a positive and significant effect on work discipline employees at the Mallusetasi District Office, Barru Regency. research conducted by (Wicara, 2022) stated that organisational culture has a significant effect on employee discipline work discipline of employees of PT Timur Jaya Pekanbaru. This is also supported by research (Riana Aprilianti, 2022), (Sularmi & Apriyanti, 2019), and (Oktaviani & Saragih, 2017) stated that Organisational Culture has a positive and significant positively and significantly on employee discipline.

4. CONCLUSION

Based on the results of data analysis and discussion, it shows that the proposed model is accepted, the results of the study recommend that what affects work discipline is organisational culture. The conclusions in this study are as follows: 1). Organisational culture has a significant effect on work discipline in employees of the population and civil registry office of Kerinci district. This means that organisational culture. This means that organisational culture is able to influence employee work discipline, 2). Organisational justice mediates the effect of organisational culture on employee discipline at the Population and Civil Registration Office of Kerinci Regency. This means that organisational justice provides meaning or contribution to the influence of organisational culture on work discipline, 3). Organisational justice has a positive and significant effect on the work discipline of employees of the population and civil registry office of Kerinci district. This means that organisational justice is able to influence work discipline. My hope for future researchers, it is advisable to examine employee work discipline seen from other factors and analysed in every section in the institution.

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