



Influence of Work Culture and Work Motivation on Employee Performance through Work Discipline Intervention Variable

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Abstract

Purpose: This study aims to analyze the influence of work culture and work motivation on employee performance through work discipline as an intervening variable at the Department of Cooperatives, Industry and Trade–UKM Mojokerto.

Research Methodology: The study involved 50 employees as respondents using the census sampling technique. Data analysis was conducted using path analysis to examine direct and indirect relationships among variables.

Results: The results show that work culture has a positive but insignificant effect on employee performance ($T = 1.578$; $p = 0.115 \geq 0.05$). Work motivation has a positive and significant effect on employee performance ($T = 5.584$; $p = 0.000 < 0.05$), and work discipline also has a positive and significant effect on employee performance ($T = 3.398$; $p = 0.001 < 0.05$). Furthermore, work culture significantly affects work discipline ($T = 4.669$; $p = 0.000 < 0.05$), as does work motivation ($T = 5.578$; $p = 0.000 < 0.05$). In addition, work culture has a significant indirect effect on employee performance through work discipline ($T = 2.447$; $p = 0.015 < 0.05$), and work motivation also has a significant indirect effect on employee performance through work discipline ($T = 3.603$; $p = 0.000 < 0.05$).

Conclusions: Work motivation and work discipline significantly influence employee performance, while work culture does not have a direct significant effect. However, work discipline plays an important mediating role in strengthening the relationship between work culture, work motivation, and employee performance.

Limitations: This study is limited to 50 employees of the Department of Cooperatives, Industry, and Trade-UKM Mojokerto; therefore, the findings may not be fully generalizable to other public institutions or private organizations.

Contributions: This study contributes to the development of human resource management literature by explaining the mediating role of work discipline in the relationship between work culture, work motivation, and employee performance.

Keywords: *Employee Performance, Work Culture, Work Discipline, Work Motivation*

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1. Introduction

Performance is a very important and interesting part because it has proven to be very important in its benefits; an institution wants employees to work hard according to their abilities to achieve good results.

Without good performance from all employees, it will be difficult to achieve goals. Performance includes mental attitudes and behaviors that always have the view that the work currently being carried out must be of better quality than the implementation of past work for the future to be of better quality than now. Several factors are thought to influence performance, such as career systems, leadership, welfare, organizational culture, and work motivation (Anggraini, 2021).

The Mojokerto Cooperative and Small and Medium Enterprises Service was established in 1964 with the Inspectorate of Cooperatives Agency which is now called the Mojokerto City Cooperative and UMKM Service, the main task and function of the Mojokerto City Cooperative and UMKM Service has the main task of having part of the regional household activities in the field of small and medium business cooperatives and carrying out tasks in accordance with its field of duty. The Mojokerto City Cooperative, UMKM, Industry, and Trade Service carries out its duties as the executor of regional government authority in the field of cooperatives, micro, small, and medium enterprises, industry and trade, deconcentration authority, and formation tasks given by the government. The above tasks are institutional, which are the responsibility of a Head of Service who is assisted by the Secretary, Head of Sub-Service, Head of Technical Implementation Unit of the Service (UPTD), section head, and Sub-Section Head to complete and follow up on the implementation of government tasks and development. In addition to the main tasks and functions of the Mojokerto City Cooperatives and SMEs Service, it also has a work culture that is different from other agencies in the Mojokerto City government. Work culture is a mental attitude that always seeks improvement or refinement of what has been achieved by implementing new methods and believing in the progress that will be obtained. As public servants, civil servants, as a bureaucratic machine, are required to work effectively and efficiently to maximize the function of government organizations (Newman et al., 2022; Stentoft & Freytag, 2020). In addition to the demands above, another responsibility is to maintain and improve the image of employees in the eyes of the public, because they are often considered as employees who do not have high work innovation, so that organizational performance is considered less than optimal (Bullock et al., 2020; Engin & Treleaven, 2019). This view provides deep encouragement and allows people who understand it to view work, both individually and in groups in an organization, as a priority (Aprillita & Perkasa, 2021).

Psychologically, an employee's performance in carrying out their work is greatly influenced by the work culture and motivation that drives them (Ahmad, 2021; Ciobanu et al., 2019). The strength of the work culture is seen from how employees view the work culture, which influences the behavior that is described as having high motivation, dedication, creativity, ability, and commitment. The stronger the work culture, the higher the employee productivity (Abdullah, 2021; Ravesangar & Fauzi, 2022). And in the end it will provide satisfaction to the community with the services provided by state officials (Thokozani & Maseko, 2017). Work culture can be realized after undergoing a long process. This is because changing old values into new values will take time to become habits and will continue to make improvements. This personality becomes an attitude and then a behavior that contains elements of enthusiasm. Discipline, diligence, honesty, responsibility, thrift, and integrity are required to achieve high or satisfactory quality work results.

2. Literature Review

2.1 Work Culture

Work culture refers to the values, attitudes, habits, and behavioral patterns that guide employees in carrying out their duties within an organization (Oroka & Oroka, 2020). In public institutions, work culture plays an important role in shaping how employees perceive responsibility, discipline, service quality, and organizational commitment (Nuraeni et al., 2022). A strong work culture encourages employees to work more effectively, maintain professionalism, and continuously improve their performance. In this context,

work culture is not only related to formal rules but also to shared values that influence daily behavior in the workplace (Satria, 2021).

A positive work culture can strengthen employees' sense of responsibility and encourage them to perform their duties according to institutional expectations. Employees who work in an environment with clear values, discipline, cooperation, and integrity tend to show better work attitudes (Juliati, 2021). However, work culture may not always directly improve performance if it is not supported by strong discipline and motivation (Hernawan et al., 2022). Therefore, work culture needs to be internalized through consistent organizational practices so that it can influence employee behavior and contribute to performance improvement (Solihin, 2021).

2.2 Work Motivation

Work motivation is an internal and external drive that encourages employees to perform their duties effectively and achieve organizational goals (Abbas et al., 2023; Kuswati, 2019). Motivation can arise from various factors, such as recognition, responsibility, career opportunities, supportive leadership, and a comfortable work environment (Abidin et al., 2022). In human resource management, motivation is considered an important factor because it determines the level of enthusiasm, persistence, and commitment of employees in completing their work (Fathihani & Nasution, 2021).

Employees with high motivation tend to show better initiative, responsibility, and productivity. Motivation encourages employees to work not only to fulfill formal obligations but also to achieve better results. In public sector organizations, work motivation is essential because employees are required to provide quality services to the community (Chien et al., 2020). Therefore, institutions need to strengthen employee motivation through fair policies, clear work targets, appreciation, and opportunities for professional development (Fathihani, 2021).

Work discipline is the willingness and ability of employees to comply with organizational rules, work procedures, and responsibilities. Discipline reflects employees' commitment to punctuality, obedience to regulations, responsibility in completing tasks, and consistency in maintaining work standards (Fadlianto & Sulistyowati, 2022). In an organization, work discipline functions as a control mechanism that ensures employees perform their duties according to institutional expectations (Ikhsani et al., 2021; Rizqi & Sakinah, 2021).

Good work discipline can improve employee performance because disciplined employees tend to work more systematically, efficiently, and responsibly. Work discipline also helps reduce delays, negligence, and work errors (Kurniawan & Hariadi, 2022). In this study, work discipline serves as an intervening variable that connects work culture and work motivation with employee performance. This means that work culture and work motivation may improve performance more effectively when employees also have strong work discipline (Wardhani & Ully, 2021).

2.3 Employee Performance

Employee performance refers to the quality and quantity of work achieved by employees in carrying out their duties according to organizational standards (Al-Saffar & Obeidat, 2020; Berlian Rms & Wahyuningasih, 2021). Performance reflects the extent to which employees are able to complete tasks, achieve targets, follow procedures, and contribute to institutional goals. In public sector organizations, employee performance is closely related to service quality, accountability, efficiency, and public satisfaction (Saputra & Kusnadi, 2021).

High employee performance is influenced by several factors, including work culture, motivation, discipline, leadership, competence, and organizational support. Employees who have strong motivation and discipline are more likely to produce better work outcomes (Utin & Yosepha, 2019). In addition,

a supportive work culture can encourage employees to develop positive work habits. Therefore, improving employee performance requires an integrated approach that strengthens both individual and organizational factors (Suyanto et al., 2021).

2.4 Relationship among Work Culture, Work Motivation, Work Discipline, and Employee Performance

Work culture and work motivation are important factors that can influence employee performance either directly or indirectly through work discipline. A strong work culture shapes positive employee behavior, while motivation encourages employees to work with enthusiasm and responsibility (Kurniawan & Heryanto, 2019). However, these factors will be more effective when supported by work discipline because discipline ensures that employees consistently follow rules, complete tasks on time, and maintain work quality (Sumaryadi & Kusnadi, 2021).

Work discipline can act as a bridge between organizational values and actual employee performance. Employees who understand organizational culture and have high motivation will show better performance when they also practice strong discipline (Hasan, 2022; Setyawati & Aristiyanto, 2021). Therefore, work discipline plays an important role as an intervening variable in strengthening the relationship between work culture, work motivation, and employee performance. This relationship indicates that organizations should not only build a positive culture and motivation but also ensure that discipline is consistently implemented in daily work activities (Vanesa et al., 2019).

3. Methodology

This study was quantitative in nature. This research was an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher. This study used a cross-sectional method. The population was 50 people. The census sampling technique means that all populations were used as samples in the study (Sugiyono, 2014).

4. Results and Discussion

4.1 Results

4.1.1 Validity Results

A validity test was used to measure the validity of the questionnaire. The validity of the questionnaire was determined by calculating the answer scores of each Respondent of the Mojokerto Cooperatives, Industry and Trade-UKM Service Employees. The significance test was performed by comparing the calculated r value with the r table.

Dimension	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
WORK CULTURE	0.888	0.904	0.917	0.689
DISCIPLINE	0.857	0.860	0.904	0.702
PERFORMANCE	0.873	0.879	0.908	0.664
MOTIVATION	0.828	0.828	0.898	0.746

Figure 1. Validity Test Results

Based on Figure 1, the correlation between each indicator and the total construct score of each variable shows significant results, and shows that $r_{\text{count}} > r_{\text{table}}$. Therefore, it can be concluded that all question items are valid.

4.1.2 Reliability Test Results

Dimension	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
WORK CULTURE	0.888	0.904	0.917	0.689
DISCIPLINE	0.857	0.860	0.904	0.702
PERFORMANCE	0.873	0.879	0.908	0.664
MOTIVATION	0.828	0.828	0.898	0.746

Figure 2. Reliability Test Results

Based on Figure 2, the recapitulation of the results of the reliability measurements in the table above shows that the five variables have an alpha value > 0.6; thus, the research instrument is suitable for use in data collection.

4.1.3 Research Data Source

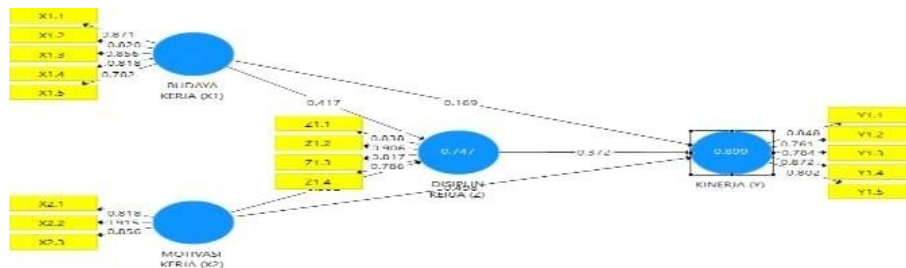


Figure 3. Path Analysis

Based on Figure 3, the path analysis model shows the relationships between Work Culture (X₁) and Work Motivation (X₂) on Employee Performance (Y), with Work Discipline (Z) acting as an intervening variable. The figure indicates that both X₁ and X₂ influence Y directly and indirectly through Z, which serves as a mediating variable in improving employee performance.

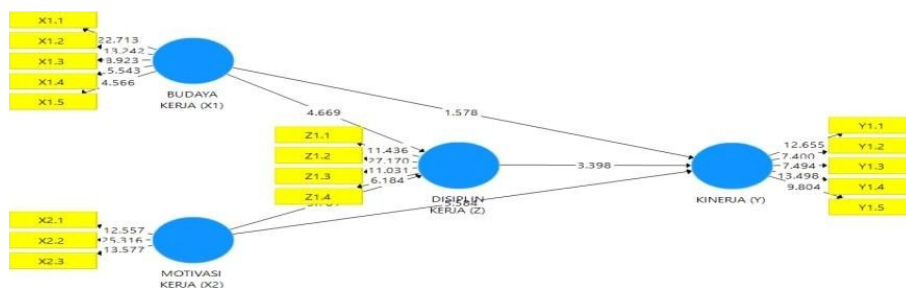


Figure 4. Path Analysis

Based on Figure 4, the structural model illustrates the relationships between the independent variables, namely Work Culture (X₁) and Work Motivation (X₂), on Employee Performance (Y) with Work

Discipline (Z) as a mediating variable. The model shows that Work Culture and Work Motivation are reflected by their respective indicators (X1.1–X1.5 and X2.1–X2.3), while Work Discipline is measured by indicators (Z1.1–Z1.4) and Employee Performance by indicators (Y1.1–Y1.5). Furthermore, the figure indicates that Work Culture and Work Motivation have direct effects on both Work Discipline and Employee Performance, and Work Discipline also has a direct effect on Employee Performance, suggesting a mediating role of Work Discipline in the relationship between the independent variables and Employee Performance.

Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
WORK CULTURE (X1) -> WORK DISCIPLINE (Z)	0.417	0.424	0.089	4.669	0.000
WORK CULTURE (X1) -> PERFORMANCE (Y)	0.169	0.164	0.107	1.578	0.115
WORK DISCIPLINE (Z) -> PERFORMANCE (Y)	0.372	0.362	0.109	3.398	0.001
WORK MOTIVATION (X2) -> WORK DISCIPLINE (Z)	0.552	0.535	0.096	5.781	0.000
WORK MOTIVATION (X2) -> PERFORMANCE (Y)	0.498	0.514	0.089	5.584	0.000

Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
WORK CULTURE (X1) -> WORK DISCIPLINE (Z) -> PERFORMANCE (Y)	0.155	0.155	0.063	2.447	0.015
WORK MOTIVATION (X2) -> WORK DISCIPLINE (Z) -> PERFORMANCE (Y)	0.205	0.190	0.057	3.603	0.000

Figure 5. Path Coefficients and Specific Indirect Effect Results

Based on Figure 5, the path coefficient results show that work culture has a positive and significant effect on work discipline (O = 0.417, T = 4.669, P = 0.000). However, work culture does not have a significant direct effect on performance (O = 0.169, T = 1.578, P = 0.115). Work discipline has a positive and significant effect on performance (O = 0.372, T = 3.398, P = 0.001). In addition, work motivation has a positive and significant effect on work discipline (O = 0.552, T = 5.781, P = 0.000) and performance (O = 0.498, T = 5.584, P = 0.000). These results indicate that work discipline plays an important role in improving employee performance, while work motivation is the strongest factor influencing work discipline and performance. The specific indirect effect results indicate that work discipline significantly mediates the relationship between work culture and performance (O = 0.155, T = 2.447, P = 0.015). Work discipline also significantly mediates the relationship between work motivation and performance (O = 0.205, T = 3.603, P = 0.000). Therefore, improving work discipline can strengthen the effect of work culture and work motivation on employee performance.

4.2 Discussion

Based on the calculations in the table above, the research hypothesis can be answered and proven as follows.

- **H1:** It is proven that work culture has a positive and insignificant effect with a probability value of $0.115 \geq 0.05$ on employee performance at the Office of Cooperatives, Industry, and Trade-UKM Mojokerto.
- **H2:** It is proven that work motivation has a positive and significant effect with a probability value of $0.000 < 0.05$ on employee performance at the Office of Cooperatives, Industry, and Trade-UKM Mojokerto.

- **H3:** It is proven that work culture has a positive and significant effect with a probability value of $0.000 < 0.05$ on employee work discipline at the Office of Cooperatives, Industry, and Trade-UKM Mojokerto.
- **H4:** Work motivation has a positive and significant effect with a probability value of $0.000 < 0.05$ on employee work discipline at the Office of Cooperatives, Industry, and Trade-UKM Mojokerto.
- **H5:** Employee work discipline has a positive and significant effect on employee performance at the Office of Cooperatives, Industry, and Trade-UKM Mojokerto, with a probability value of $0.001 < 0.05$.
- **H6:** It is proven that work culture has a positive and significant effect with a probability value of $0.015 < 0.05$ on employee performance through employee work discipline at the Office of Cooperatives, Industry, and Trade-UKM Mojokerto.
- **H7:** Work motivation has a positive and significant effect with a probability value of $0.000 < 0.05$ on employee performance through employee work discipline at the Office of Cooperatives, Industry, and Trade-UKM Mojokerto.

5. Conclusions

Assumption testing using path analysis at the Mojokerto Cooperatives, Industry, and Trade-UKM Office shows that Work Culture has a positive but insignificant effect on Employee Performance ($T = 1.578$, $p = 0.115 \geq 0.05$). Meanwhile, Work Motivation has a positive and significant effect on Employee Performance ($T = 5.584$, $p = 0.000 < 0.05$), and Work Discipline also has a positive and significant effect on Employee Performance ($T = 3.398$, $p = 0.001 < 0.05$). In addition, Work Culture significantly affects Work Discipline ($T = 4.669$, $p = 0.000 < 0.05$), as does Work Motivation, which has a significant effect on Work Discipline ($T = 5.578$, $p = 0.000 < 0.05$).

The indirect effect results indicate that Work Culture influences Employee Performance through Work Discipline with a significant mediation effect ($T = 2.447$, $p = 0.015 < 0.05$). Similarly, Work Motivation also affects Employee Performance through Work Discipline, showing a significant indirect effect, indicating that Work Discipline acts as a mediating variable in strengthening the relationship between Work Motivation and Employee Performance.

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Author Contributions

E conceptualized the study, designed the methodology, and performed the data analysis. She contributed to the interpretation of results and manuscript writing. E also conducted the literature review, collected the data, reviewed the manuscript critically, and approved the final draft.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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