

Analysis Of The Influence Of Job Satisfaction, Work Discipline And Organizational Culture On Performance Of State Civil Apparatus In Ministry Offices

Syamsul Hadi

Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia, Indonesia

syamsulhadi.stiepari@gmail.com

Sarwo Hakim

Universitas Teknologi Muhammadiyah Jakarta, Indonesia

sarwohakim@gmail.com

Kiki Setyawati

Universitas Krisnadwipayana, Indonesia

kikisetyawati@unkris.ac.id

Siti Annisa Wahdiniawati

Universitas Dian Nusantara, Indonesia

siti.annisa.wahdiniawati@undira.ac.id

Muhammad Syafr

Universitas Negeri Makassar, Indonesia

syafr.rewa008@gmail.com

Article's History:

Received 7 December 2024; Received in revised form 17 December 2024; Accepted 8 January 2024; Published 1 February 2024. All rights reserved to the Lembaga Otonom Lembaga Informasi dan Riset Indonesia (KITA INFO dan Riset).

Suggested Citation:

Hadi, S., Hakim, S., Setyawati, K., Wahdiniawati, S. A., & Syafrin, M. (2024). Analysis Of The Influence Of Job Satisfaction, Work Discipline And Organizational Culture On Performance Of State Civil Apparatus In Ministry Offices. JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi). JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi), 10 (1). 599-605. <https://doi.org/10.35870/jemsi.v10i1.2104>

Abstract:

With job satisfaction acting as an intervening variable, the purpose of this study is to ascertain if corporate culture and work discipline have an impact on employee performance. All of the participants in this study are employees. Saturated sampling or complete sampling are the sampling criteria used in this study. There were 100 samples used in this investigation. This kind of study data is included in quantitative data. Literature reviews, questionnaires, and interviews were employed by researchers. The existence of a link between latent variables and the indicators that make them up is known as the measurement model. The instrument's validity and dependability are evaluated using this model. A model that links apparent and latent variables is called the structural model. We use R² as the dependent construct in PLS to assess inner capital. T-statistics and Partial Least Square (PLS) were utilized in this study's data analysis. These conclusions can be drawn from the data analysis results: Job satisfaction and organizational culture characteristics are unaffected. The work discipline variable has an impact on job satisfaction. There is a relationship between employee performance and organizational culture. Employee performance is impacted by the work discipline variable. Employee performance and job satisfaction are impacted. Through work happiness, there is a relationship between company culture and employee performance. Workplace discipline affects employee performance through job satisfaction.

Keywords: organizational culture, work discipline, job satisfaction, employee performance.

Introduction

Human resource management is an ongoing process designed to provide organizations and groups with appropriate personnel so that they can be assigned to the appropriate portions and places when the organization needs them (Tubagus et al., 2023; Tubagus & Muslim, 2019). The Civil Service Supervisory Officer appoints Indonesian individuals who fulfill specific qualifications to work as state civil servants permanently in order to fill jobs in the government (Dharta & Chaerudin, 2023). Given that there are over four million government servants in Indonesia, a significant portion of the country's population holds this position, especially when considering the country's population of over 250 million (Satra et al., 2023). Therefore, this number can be considered relatively small (Dharta et al., 2021). The ratio of the number of civil servants (PNS) compared to the population in Indonesia is 2%. This means that for every 100 Indonesian residents, there are only 1-2 civil servants who serve them (Bakri et al., 2023). One of the aspects of the ministries of the Republic of Indonesia where civil servants are spread is the Ministry of Religion. In this case, the office leader must be able to direct each employee to excel and provide maximum service to the community (Hos et al., 2022). As the spearhead of the government implementing apparatus, the Ministry is required to be able to provide the best results (Sutrisno et al., 2023). Therefore, the organization requires employees who can deliver optimal performance, including professionally completing their tasks (Violin, 2022). Employees must pay attention to the organizational culture established by the organization in order to deliver good performance (Nursanti et al., 2022).

Furthermore, all employees are expected to implement it effectively within the existing work culture (Siswanto et al., 2023). The meaning of each cultural value includes the following: Integrity is the state of being good and righteous in words, deeds, and emotions (Violin et al., 2022). Professionalism: do your best work while taking your work seriously, competently, and on time. Innovation is the process of making new, better things and enhancing what currently existing (Violin, 2019). It is your responsibility to work diligently and regularly (Nugroho et al., 2022). Exemplary: able to serve as a useful model for others. These five cultural values ought to work as a guide for behavior and full participation, constantly offering the finest assistance to the community in order to accomplish shared objectives (Sumitra et al., 2021). The interview's findings, however, showed that not all of the organization's established cultural values had been applied correctly (Pujiastuti et al., 2022). Data was obtained indicating that there are still employees who have not implemented the established culture, even though socialization has been carried out regarding work culture values (Sriyono et al., 2021; Kelvinia et al., 2021). As with the point of innovation, at work it is necessary to renew, perfect, and increase the quality of work results. This can be found when the office updates its way of working by involving technology more in its activities, but some employees are still reluctant to develop their technological skills (Pujiastuti et al., 2021).

Previously, we used to carry out the work method intensively to convey reports between superiors and subordinates (Malawat & Putra, 2018). However, now we fill in the Daily Work Report every day using an Android-based application. However, what happens is that 20 out of 50 employees, or 40% of employees, still experience difficulties in inputting assignments online (Pujiastuti et al., 2020). Apart from that, there are issues with training due to insufficient quantity and uneven distribution, resulting in several employees who have never participated in any training and development activities (Oktafiani et al., 2022). Furthermore, despite the establishment of plans and strategies, some employees at the point of responsibility have not demonstrated responsibility in completing their tasks. Apart from that, another problem at the point of responsibility is that there are still employees who have not shown dedication and responsibility in completing their duties (Anantadjaya et al., 2023). For example, around 25 out of 50 employees, or 50%, have the habit of leaving the office during working hours, relaxing, and chatting. Then, we also found that each employee exhibited a lack of professionalism, such as displaying poor attitudes or behavior towards the community, lacking wisdom in providing services, and lacking a competitive spirit at work (Iswanto et al., 2020). As the HR department said, around 30 out of 50 employees, or 60% of employees, still do not meet the standards of excellent service to the community. Another problem with the exemplary point is the lack of good cooperation between employees (Sjahrudin et al., 2022).

Based on interviews conducted by researchers with the HR department, it is known that they still see that the performance of employees is still not satisfactory and still needs improvement because the majority of employees are still in the very good category (Ardyansyah et al., 2022). This occurrence demonstrates that issues exist with employee performance, job happiness, work discipline, and corporate culture. In addition to organizing the Hajj and

Umrah, sharia development, Islamic religious education, madrasa education, diniyah, and Islamic boarding schools, the Ministry of Religion itself has a work program to lead the Islamic community and implement initiatives to enhance religious harmony (Tubagus et al., 2023). However, if the implementation cannot build a good organizational culture for its employees, does not have good work discipline, and is unable to create job satisfaction for its employees, according to various theoretical reviews explained previously, this will result in a decrease in the quality of performance in implementing work programs in serving the community in various religions, which have the potential to be hampered and not optimal (Tubagus et al., 2020).

Literature Review

An organization's members provide a common meaning system that sets it apart from other organizations. Apart from organizational culture, every agency must be able to create conditions that can influence employees' discipline at work. Employee discipline represents the extent to which individuals comply with organizational policies, regulations, and provisions, as it is an interpretation of their behavior within the organization. The discipline of an employee in an organization is very important. Discipline in organizations is the practice of self-control and learning to follow the best course of action that may not be in line with the wishes of every member of the organization. The regulations made in each organization enable each member to obey and comply with these regulations, which can be binding and compelling so that members of the organization can carry out each of their activities with full discipline in achieving organizational goals and as a step to motivate and respect their own organization. Researchers also discovered a phenomenon related to employee dissatisfaction with work. Job satisfaction, which refers to an employee's attitude about their work, is impacted by a variety of elements, including the work environment, employee collaboration, incentives offered by the employer, and aspects of their physical and mental health.

Many employees in the office are still not assigned roles that align with their skills and abilities. He said that only around 20% employees, feel proud and love their work according to the passion they have. The next phenomenon is that there are some employees, approximately 30% employees, who think that they absolutely have to obey the regulations and structures that exist in the organization. The dominant number stated that they did not agree or even disagree with the statement. Some said that work regulations and structures are not absolutes to obey because they will always depend on the situation and conditions. This happens because making regulations often does not involve all members of the organization, thus creating pros and cons in their implementation. Furthermore, some employees resist learning, accepting changes to the current work system, and receiving clear tasks from their superiors, while others remain in certain positions for an extended period of time. Furthermore 35% employees lack appreciation for their work results and creativity, leading to a mismatch between their job satisfaction and their hopes and desires. A phenomenon that occurs where employees feel their work is underappreciated. It will be more effective if employees' work results are appreciated by giving appreciation in the form of awards or certificates. Therefore, they only try to show their dedication to the organization by completing tasks well and precisely. Many factors influence employee job satisfaction, including job suitability, organizational policies, and opportunities for development. The emotional state that employees have about their work determines whether they are happy or unhappy in their jobs. An employee's positive attitude toward their work and everything they come into contact with in their work environment is a good indicator of their job happiness.

Methodology

A population is a generic region made up of persons or items with certain attributes chosen by the researcher to be examined and used as a basis for findings. All of the participants in this study are employees. The sample is a portion of the population's size and makeup. Saturated sampling or complete sampling are the sampling criteria used in this study. There were 100 samples used in this investigation. This kind of study data is included in quantitative data. Literature reviews, questionnaires, and interviews were employed by researchers. The existence of a link between latent variables and the indicators that make them up is known as the measurement model. The instrument's validity and dependability are evaluated using this model. A model that links apparent and latent variables is called the structural model. Researchers evaluate the inner capital in PLS by using R² for its dependent construct. Data

analysis in this study used partial least squares (PLS) and t-statistics.

Case studies

The R² value for job satisfaction is 0.8, which is categorized as strong, according to the test findings that have been conducted. Workplace culture and discipline are two factors that can account for up to 80% of an employee's performance. The remaining 20% were influenced by other factors not included in this analysis. Moreover, performance has an R² value of 0.7, which is categorized as moderate. These findings imply that work discipline and organizational culture can impact employee competency to the extent of 70%, with factors not included in this study influencing the remaining 30%. It is significant to notice that the t-statistical test has a p-value of 0.3 and a significance level of 1.050. When the p-value exceeds the commonly accepted significance level (e.g., 0.05), the null hypothesis (H₀) is considered rejected. Put differently, the research findings indicate that there is no noteworthy correlation between job satisfaction and corporate culture. These outcomes are also in line with earlier studies' conclusions, which demonstrate that organizational culture has no bearing on workers' job satisfaction. Consequently, we can draw the conclusion that, at least in the context of this study, factors other than work discipline and organizational culture are more likely to affect employee job satisfaction.

The study's findings show a strong correlation between job happiness and work discipline. This is supported by the p-value of 0.003 and the significance value of 2.9 in the t-statistical test. As a result, we can accept the alternative hypothesis (H_a), which suggests that there is a positive correlation between employee job satisfaction and work discipline. This result is in line with earlier studies that found a strong and positive correlation between work discipline and job satisfaction. Additionally, the study's findings demonstrate that corporate culture has a big impact on worker performance. This conclusion is supported by the p-value of 0.000 and the significance value of 6.5 in the t-statistical test. Upon acceptance of the alternative hypothesis (H_a), it can be concluded that employee performance is significantly influenced by company culture. This result is consistent with earlier studies that found corporate culture has a major impact on worker performance. All things considered, the study's findings add to our knowledge of the variables affecting workers' job happiness and productivity. The implications of these studies can serve as a foundation for firms to create more successful management practices, particularly in enhancing corporate culture and work discipline to encourage higher performance and happier employees.

The study's findings show that work discipline and employee performance are significantly correlated. The significant value in the t-statistical test of 2.1 and the p-value of 0.05 corroborate this finding. As a result, we may say that the alternative hypothesis (H_a) acknowledges the existence of a positive correlation between employee performance and work discipline. This result is consistent with earlier studies' findings, which showed that work discipline and employee performance had a favorable and substantial relationship. Additionally, studies indicate that job satisfaction a measure of job satisfaction has a substantial impact on employee performance. This link is demonstrated by the t-statistical test's significance value of 4.141 and p-value of 0.000. It follows that work satisfaction acts as a moderator in the association between job satisfaction and employee performance if the alternative hypothesis (H_a) is accepted. This result is in line with earlier studies that found a strong correlation between job happiness and worker performance. All things considered, these results offer significant new understandings regarding the relationship between job happiness and work discipline, which can be mediated by the former. The practical ramifications of this research can be used by organizations to devise more efficacious techniques for human resource management, such as augmenting work discipline and prioritizing components of job happiness, hence enhancing total employee performance.

The research findings indicate that there may be noteworthy discoveries that require further investigation. With a p-value of 0.4, the significance of the t-statistical test for the association between work satisfaction and organizational culture reveals a value of 0.8. As a result, we reject the alternative hypothesis (H_a), which suggests that there is no meaningful relationship between work satisfaction and organizational culture in relation to employee performance. These findings contradict other studies' conclusions, which suggested that company culture influences workers' job happiness and performance. However, studies indicate that job satisfaction has a major impact on work discipline, which in turn affects employee performance. This is demonstrated by the t-statistical test's significance value of 2.8 and p-value of 0.010. The conclusion that works discipline positively improves employee performance

through the job satisfaction measure follows from accepting the alternative hypothesis (Ha). This finding is consistent with earlier studies that discovered a mediating or intervening role for job happiness in the relationship between work discipline and public servant performance. The study's findings aid in our comprehension of the intricate relationships that exist between elements like work discipline, job happiness, company culture, and employee performance. Work discipline and job satisfaction are nevertheless important as associated elements, even though the results show that organizational culture does not directly affect performance through job satisfaction. The research's conclusions can be used by organizations to create more effective management practices that improve job satisfaction and work discipline at the same time, which would improve employee performance.

Conclusion

The following conclusion can be made in light of the data analysis's findings: Job satisfaction and organizational culture characteristics are unaffected. The work discipline variable has an impact on job satisfaction. There is a relationship between employee performance and organizational culture. Employee performance is impacted by the work discipline variable. Employee performance and job satisfaction are impacted. Through work happiness, there is a relationship between company culture and employee performance. Workplace discipline affects employee performance through job satisfaction. There are a few recommendations for the parties engaged in this research based on the outcomes of the analysis and discussion that have been conducted as well as the conclusions above. Here are some of the suggestions in question: Regarding organizational culture, there are still employees who have not implemented organizational culture well and are still It was found that several employees were reluctant to develop their technological skills. Institutions should provide socialization or a more effective approach to enable employees to implement and wholeheartedly carry out the established organizational culture. Regarding work discipline, data on employee tardiness was found to be quite high; therefore, institutions should be able to place more emphasis on policies and regulations. However, it would be even better if it was accompanied by appreciation, for example, "most disciplined employee of the month" and the like, so that the office atmosphere becomes more enthusiastic and conducive.

Regarding job satisfaction, it should be able to be emphasized further so that every employee is able to show better work morals. Because the aspect of satisfaction needs to be a highlight for the institution, especially in matters where each employee must continue to be able to separate things that are their work responsibilities from things that are personal in nature. Regarding performance, data showed that performance was less than optimal; there were several work programs that had not achieved targets. For this reason, the institution should be able to provide understanding so that employees are also able to encourage their respective performances to be at a good competitive level in order to bring progress to the institution. The researcher emphasizes this for future researchers so that they can use this research as a reference for similar research. Future researchers are expected to complete the missing parts of this research, such as updating theories for the next research review, increasing the number of samples, and adding other variables that can influence organizational culture. The researcher hopes that future researchers can also bring innovation so that further research can also be useful in the development of science, especially in the field of human resource management.

References

- Dharta, F. Y., & Chaerudin, D. R. (2023, June). Using Digital Marketing Communications to Boost SMEs' Local Economic Growth in Karawang Regency. In *ICEMBA 2022: Proceedings of the International Conference on Economic, Management, Business and Accounting, ICEMBA 2022, 17 December 2022, Tanjungpinang, Riau Islands, Indonesia* (p. 101). European Alliance for Innovation.
- Dharta, F. Y., Prasetyo, H., & Dema, Y. (2021). Influence of attitude on online impulse buying: perspective on marketing communication. *Jurnal Studi Komunikasi*, 5(3), 729-745.
- Hos, J., Kusujarti, S., Jumintono, Upe, A., Arsyad, M., Hasniah, ... & Natanson, J. (2022). Conflict Management in Multiethnic Communities: a Case Study in Southeast Sulawesi, Indonesia. *Journal of International Migration and Integration*, 23(4), 1963-1985.

- Nursanti, S., Dharta, F. Y., Chaerudin, C., Syam, S. P., & Purnama, R. N. (2022). Generation z's perceptions of health information about the Covid-19. *Jurnal Studi Komunikasi*, 6(2), 587-602.
- Siswanto, A., Pratiwi, R., Rokhmawati, D., & Dharta, F. Y. (2023). Analysis Of Determinant Factors Employee Performance Of Directorate General Of Intellectual Property Rights Republic Of Indonesia. *JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi)*, 9(6), 2493-2498.
- Nugroho, S. P., Soeprapto, A., & Sirait, A. (2022). Strategic Management Accounting Techniques for Strategic Costing in Village-Owned Enterprises. *International Journal of Professional Business Review*, 7(6), e0810-e0810.
- Pujiastuti, E. E., Soeprapto, A., Susanta, S., Utomo, H. S., & Maharani Putri, A. (2022). The role of perceived value in understanding tourist experience and post experience at heritage destinations. *Jurnal Siasat Bisnis*, 36-56.
- Sriyono, S., Pujiastuti, E. E., Pulung, N., & Soeprapto, A. (2021). The Acceleration Village Owned Enterprises towards a Social Enterprise in the Village Using a Strategic Management Approach. *Design Engineering*, 8, 13640-13659.
- Pujiastuti, E. E., Maharani Putri, A., & Soeprapto, A. (2021). Pengaruh Memorable Tourist Experience (Mte) Terhadap Affective Commitment dan Behaviors Storytelling. *Journal of Tourism and Creativity*, 5(1), 1-13.
- Pujiastuti, E. E., Sriyono, S., Soeprapto, A., & Nugroho, S. P. (2020, October). Visiting peaceful Maghilewa: culture and nature as the potentials of community-based tourism. In *Proceeding of LPPM UPN "VETERAN" YOGYAKARTA CONFERENCE SERIES 2020-POLITICAL AND SOCIAL SCIENCE SERIES* (Vol. 1, No. 1, pp. 107-115).
- Oktafiani, F., Irdiana, S., Moridu, I., Latuni, F., & Sesario, R. (2022). Effect of Dividend Policy on Stock Price in LQ45 Companies. *BIRCI-Journal*, 5(02), 10031-10039.
- Anantadajaya, S. P., Setiawan, B. A., Violin, V., Moridu, I., & Bailusy, M. N. (2023). Exploring Financial Technology's Impact On Generation Z Transaction Knowledge. *Jurnal Scientia*, 12(03), 3945-3951.
- Iswanto, A. H., Moridu, I., Inayati, T., Hudzafidah, K., & Rapini, T. (2020). Mobilising financial performance of the Indonesian automotive industry: The role of innovation dimensions and environmental sustainability orientation. *International Journal of Innovation, Creativity and Change*, 11(6), 572-591.
- Sjahruddin, H., Hidayat, P., Moridu, I., & Sutaguna, I. N. T. (2022). Determination of The Best Employee Using The Behavioral Anchor Rating Scale. *Jurnal Mantik*, 6(3), 2753-2758.
- Ardyansyah, F., Sutaguna, I. N. T., Moridu, I., Cakranegara, P. A., & Wiryawan, D. (2022). Business Strategy Formulation Based on SWOT Analysis: Case Study of PT Hatten Wine Bali. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(3), 19867-19876.
- Tubagus, M., Syarifuddin, S., Syafie, L., Koderi, K., Satra, R., & Azis, H. (2023, May). The effectiveness test of the hybrid learning model based on the learning management system using statistical analysis. In *AIP Conference Proceedings* (Vol. 2595, No. 1). AIP Publishing.
- Tubagus, M., Muslim, S., & Suriani, S. (2020). Development of learning management system-based blended learning model using claroline in higher education.
- Tubagus, M., Haerudin, H., Fathurohman, A., Adiyono, A., & Aslan, A. (2023). The impact of technology on islamic pesantren education and the learning outcomes of santri: new trends and possibilities. *Indonesian Journal of Education (INJOE)*, 3(3), 443-450.
- Tubagus, M., & Muslim, S. (2019). The Impact of The Development of Blended Learning Models Using Computer applications in Higher Education. *International Journal of Educational Research Review*, 4(4), 573-581.
- Satra, R., Syafie, L., & Tubagus, M. (2023, May). Comparison of server technologies using Kernel-based virtual machine and container virtualization. In *AIP Conference Proceedings* (Vol. 2595, No. 1). AIP Publishing.
- Bakri, A. A., Wandanaya, A. B., Violin, V., & Fauzan, T. R. (2023). The Application of UTAUT Modified Model to Analyze the Customers Use Behavior of Shopee Paylater. *Jurnal Sistim Informasi dan Teknologi*, 96-101.
- Sutrisno, S., Wulandari, W., Violin, V., Supriyadi, A., & Tawil, M. R. (2023). Prioritization of the Best Online Platform for MSMEs Using Simple Additive Weighting Method. *Journal on Education*, 5(3), 10265-10275.
- Violin, V. (2022). Influence Leadership, Competence and Motivation To Performance Employee Service Health Regency Bay Bintuni West Papua Province. *J. Adm. J. Pemikir. Ilm. dan Pendidik. Adm. Perkantoran*, 9(2), 305-310.

- Violin, V., Hasan, S., & Sufri, M. (2022). Pengaruh Konsep Low-Cost Carrier dan Kualitas Layanan terhadap Kepuasan dan Loyalitas Pelanggan pada Maskapai Lion Airlines di Indonesia. *Journal of Management Science (JMS)*, 3(1), 150-160.
- Violin, V. (2019). PENGARUH HARGA POKOK PRODUKSI TERHADAP VOLUME PENJUALAN PADA PT. SEMEN BOSOWA MAROS. *Jurnal Bisnis dan Kewirausahaan*, 8(2).
- Putra, M. U. M., & Damanik, S. (2020). Service Implementation Of Consumer Interest In Tebing Tinggi Business Clinic Sumatera Utara. *International Journal of Research-GRANTHAALAYAH*, 8(9), 200-208.
- Sumitra, I. D., Wirawan, E., Putra, M., Kusumaningrat, I., & Maulana, H. (2021). Design of webinar information system for people with hearing impairments. *Indonesian Journal of Community and Special Needs Education*, 1(2), 77-86.
- Kelvinia, K., Putra, M. U. M., & Efendi, N. (2021). Pengaruh Lokasi, Harga dan Kualitas Pelayanan Terhadap Keputusan Pembelian. *Jurnal Wira Ekonomi Mikroskil*, 11(2), 85-98.
- Putra, M. U. M., & Damanik, S. (2017). Pengaruh ekspor migas dan non migas terhadap posisi cadangan devisa di Indonesia. *Jurnal Wira Ekonomi Mikroskil*, 7(2), 245-254.
- Malawat, M. S., & Putra, M. U. M. (2018, March). Review Of Implementation In Bunut Shoes Assistance Program In Order Of Micro, Small And Medium Enterprises Economic In Asahan Regency. In *Journal of Physics: Conference Series* (Vol. 970, No. 1, p. 012022). IOP Publishing.