

The Influence of Work Discipline and Organizational Culture on Employee Performance with Work Motivation as an Intervening Variable in the Palembang City Public Works and Spatial Planning (PUPR) Office

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Article Information:

Received: November 20, 2023, Accepted: November 27 23, 2023, Published: November 28, 2023

Abstract

This research aims to determine the influence of work discipline and organizational culture on employee performance, with work motivation as an intervening variable in the Public Works and Spatial Planning Department of Palembang City. This type of research is associative. The variables researchers use are work discipline, organizational culture, work motivation, and performance. The sample in this research was 125 Public Works and Spatial Planning Department employees of Palembang City who were selected using cluster sampling. The data used in this research is primary data collected using a questionnaire. The data analysis technique used is the Structural Modeling Equation (SEM). The results of this research show that (1) work discipline has an insignificant effect on employee performance, (2) organizational culture has a positive and significant effect on employee performance, (3) work discipline has a positive and significant effect on employee work motivation, (4) organizational culture positive and significant effect on employee work motivation, (5) work motivation has a positive and significant effect on employee performance in the Palembang City Public Works and Spatial Planning department.

Keywords: Work Discipline, Organizational Culture, Work Motivation, Performance.

How to Cite:

Haminsyah K., Asiati, D. I., & Yamaly, F. (2023). The Influence of Work Discipline and Organizational Culture on Employee Performance with Work Motivation as an Intervening Variable in the Palembang City Public Works and Spatial Planning (PUPR) Office *International Journal of Business, Management, and Economics*, 4(4). 340 – 359. DOI:<https://doi.org/10.47747/ijbme.v4i4.1572>

1. Introduction

Human resources are the main asset for government agencies. They are fundamental and act as

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a driving force in government agencies because they are essential in the agency's progress. It requires human resources with a high motivational spirit, work discipline, quality, capacity, and competitiveness to develop or maintain the agency's position in a competitive environment. Quality human resources will be able to manage other resources and carry out services for all work within government agencies.

Success in achieving these goals depends on the reliability and ability of employees to operate the work units in the agency because the agency's goals can only be achieved through the efforts of the actors in each agency. The performance of government agencies is essentially a result of the work requirements that employees must meet. Employees will be willing to work enthusiastically if they feel both physical and non-physical needs are met. This organization is required to produce performance both individually and as a group. To support an employee's performance, employees who are highly motivated, disciplined, and responsible according to the needs of a government agency are needed. Employee placement must also be based on the job description and job specifications that have been determined. (Moeheriono, 2019).

In achieving its goals, an organization will always encounter problems, such as what happened in the Public Works and Spatial Planning (PUPR) Department of Palembang City, where the researcher discovered phenomena that could influence or reduce the company's performance. Before discussing the phenomena, the researcher will briefly explain the Department. Public Works and Spatial Planning of the City of Palembang is an implementing element of government affairs in Public Works and Spatial Planning. The Public Works and Spatial Planning Service (PUPR) is led by a head of department who is subordinate to and responsible to the Mayor through the Regional Secretary who assists the mayor in carrying out affairs in the field of Public Works and Spatial Planning and Assistance tasks.

Employee performance is significant for an agency or government institution to know the abilities, skills, goals, work standards, and time spent by employees working. Thus, employee performance also determines achieving a goal expected by an agency or government institution. The Public Works and Spatial Planning Department also has goals that it wants to achieve, and these goals will be achieved depending on the resources it has; in carrying out the activities of the agency, it appears that the goals have not been achieved at the Palembang City PU PR Service office. The success of a company is said to be good if the company is able to produce optimal or good performance for its employees.

The target set by the Department of Public Works and Spatial Planning (PU PR) of Palembang City has not been achieved the target optimally. It shows that the goal has not been achieved properly as desired by the agency. At the Department of Public Works and Spatial Planning of the City of Palembang, target 1 was with a target of 71.25% and 83.18% realized, meaning it exceeded the target with good category capabilities, on target 2 with a target of 83.50% and 83% realized, meaning it did not reach the target. With good category ability, then target 3 has 2 indicators, with the first indicator target being 76.58% and 81.44% realized, meaning exceeding the target with good category ability. The second indicator with a target of 61.64% and 81.82% realized, meaning exceeding the target with sufficient category ability. Target 4 has 2 indicators with the first indicator target being 14% and 13.94% realized, meaning not achieving the target with poor category ability. The second indicator with a target of 44% and 16 realized, 67%, meaning not achieving the target with poor category abilities, on target 5 with a target of 25% and realization of 22.31%, meaning not achieving the target with poor category abilities, on target 6 with a target of 17.43% and realization of 29, 18%, meaning exceeding the

target with poor ability, then finally target 7 with a target of 80.75% and 80.25% realized, meaning not achieving the target with good category ability.

We can interpret that in terms of employee performance achievements, the Public Works and Public Works Department of Palembang City has 7 targets in 2022, including targets 2, 4, 5, and 7 by not achieving targets in various categories of ability, then targets 1 and 3 by exceeding targets. In the good category of ability, then finally, in target 6 by exceeding the target in the poor category of ability, it can be seen that this condition means that performance achievements are not yet optimal; in this case, it suggests that hard work is needed to achieve performance targets and goals. The agency has determined that.

Work standards at the Palembang City Public Works and Spatial Planning Department are still far from expectations from the clarification of the word excellent; in 2020, they only got work standard results of 90.3, and in 2021, they decreased to 73.6 and in 2022 to 73. Based on The table above, or the assessment standards for Employee Work Targets (SKP), shows that work standards have not been achieved or work achievements in the assessment have not been optimal because the results of the work assessment carried out by employees have not achieved clarification or a very good predicate by achieving the Employee Work Target (SKP) assessment—achievement of 91 and above at the Palembang City Public Works and Public Works Department office. The performance results for the past 3 years show that the Public Works and Spatial Planning Department of Palembang City has not achieved excellent performance, and the average performance of Public Works and Spatial Planning Department employees has achieved sufficient performance. and good, which is far from expectations, namely getting performance with excellent clarification. This shows that work standards have not been achieved for Palembang City Public Works and Spatial Planning Office employees. At the Public Works and Public Works Department of Palembang City.

Furthermore, there are indicators of cooperation because it was also found that there is still a lack of level of cooperation between employees in their work; employees tend to be individualistic in their work, only thinking about their work without paying little attention to their co-workers, for example making reports on the construction of buildings that have not been completed because there are employees who find it difficult to convey things. Communication and lack of mutual trust between employees, with a lack of level of cooperation between employees, will certainly hamper work results and affect performance at the Palembang City Public Works and Public Works Service office. Then there is a phenomenon that occurs from motive indicators, namely a lack of encouragement or motivation from superiors, which is caused by a lack of interaction or communication between employees and superiors; of course, this is a reason for an employee not to do anything more for the agency. Of course, this is a challenge for leaders who must further improve company performance to achieve excellent performance.

One of the variables that influences performance is work motivation. Regarding work motivation, researchers also found another phenomenon in the Public Works and Spatial Planning Department of Palembang City regarding indicators of success; there is a problem where employees still have a low level of desire to excel so that their work will not be optimal, then there are indicators that there are still low opportunities to progress because there are some employees who lack initiative in working. There is still a lack of employee activity to show their best abilities to be promoted. Many employees are still afraid of the risks of work, so there is a lack of innovation or the expression of opinions at work. The next indicator is work

relations; the communication between lines is slow. Some employees do not greet each other with co-workers when they finish morning assembly and group exercise due to personal problems between employees that have not been resolved so that they carry over into work, creating a relationship. There is less harmony between co-workers, and often misunderstandings or miscommunication.

Apart from the performance and work motivation variables that influence it is the work discipline variable where work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and to increase awareness and the willingness of employees to obey all regulations and social norms that apply in the area—a company. In order to achieve effectiveness and efficiency at work, it is necessary to create binding regulations for employees. The existence of this regulation can encourage the creation of employee work discipline. This work discipline attitude can influence the results of their work to produce maximum results.

Researchers also found a phenomenon in the Palembang City Public Works and Spatial Planning Department that there were indicators of compliance with all regulations; since attendance using Finger Print was enforced, it did not make employees diligent, but on the contrary, the Finger Print system made employees slack off over time, employees came only to do things. Fingerprint then went home. Some employees were late for morning assembly and group exercise, and others were absent.

The level of employees absent without explanation per month is quite high, which means that employees still do not care about the work discipline regulated or determined by the government. In January, the level of State Civil Service employees reached 19 people; 10 people left early, and there were 14 people with permits. In February, 31 people were absent without explanation, 10 left early, and 18 had permission. In March, 25 people were absent without explanation, 16 left early, and 9 had permission. In April, 30 people were absent without explanation, 15 were leaving early, and 10 had permission. In May, 27 people were absent without explanation, 22 left early, and 12 had permission. In June, 23 people were absent without explanation, 10 were leaving early, and 15 had permission. In July, 20 people were absent without explanation, 17 left quickly, and 20 had permission. In August, 28 people were absent without explanation, 13 left quickly, and 17 had permission. In November, 22 people were absent without explanation, 20 left quickly, and 16 had permission.

Furthermore, researchers also discovered a phenomenon that contained indicators of making work reports, where employees still lacked discipline in carrying out tasks given by the agency, so when superiors asked employees about the results of work reports, it turned out that the work reports had not been completed optimally. So the task given is late to completion according to the specified time. Researchers also found other phenomena in the Public Works and Spatial Planning Department; there are indicators that employees are often absent during working hours, such as there are still employees who, after being absent, disappear or go home and come back after the break is over, or there are Also, some employees after break time go home and then return to the office. Some employees return quickly from the office, where employees go home before 16:00 WIB, which the Public Works and Public Works Department of Palembang City has determined. Furthermore, researchers also found that there are indicators of time use. However, it often happens that employees use their time in an ineffective way, where employees are seen slacking off after the break and still busying themselves with their activities, so of course, what is delayed is their work so that employees do not seem disciplined in maximizing

their time effectively. So, this will become a serious phenomenon if it continues because it will hinder the achievement of the agency's goals.

Apart from performance variables, work motivation, and work discipline, the influencing variables are organizational culture and organizational culture. Researchers also found another phenomenon in the office of the Palembang City Public Works and Spatial Planning Service regarding indicators of attention to detail. There are problems where there are still employees who are not detailed. or careful in completing work because there are still errors in completing tasks and inputting data, such as data on residents who have access to safe drinking water and data on certified construction workers; this shows that employees have not been thorough and detailed in completing their work and there are still errors in In inputting data, this error occurs when employees work at will following their mood at work, so it gives the impression that the employee's work attitude is haphazard and does not meet the expectations of the agency. Then there are indicators of orientation towards results, where work only follows personal mood and work does not meet expectations, where employees do not show attitudes and values that are not good, resulting in the work being produced not being optimal, such as construction work including construction, maintenance, demolition, and rebuilding of a building. In an organization, some teams are divided to expedite the tasks given to align with the agency's expectations. In contrast, in the Palembang City Public Works and Spatial Planning Department, there are indicators of team orientation where employees have poor relationships and communication. Colleagues in their team sometimes bring personal problems into work problems, making problematic employees lack a sense of unity within the team.

2. Literature Review

One of the important studies in human resource management is performance. Employee performance is critical because it is a benchmark for the success or failure of an employee's work. According to Afandi (2018), performance is the result of an employee's work process that has met the requirements or work standards set by a government agency. According to Boudreau (Priansa, 2018), performance is how employees carry out their work according to predetermined requirements.

According to Kasmir (2016), factors that influence performance are abilities and skills, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline, while according to Afandi (2018), states that the factors that influence performance are ability, clarity and acceptance or clarity, level of motivation, competence, work facilities, work culture, leadership, and work discipline.

Among the factors that influence performance is work motivation. According to Busro (2020), work motivation is a drive from within an individual to carry out certain activities to achieve goals. According to Hasibuan (2018), motivation is encouragement from within and outside a person to do something that can be seen from the internal and external dimensions in other words, employee work motivation has two dimensions, namely the internal encouragement dimension and the external encouragement dimension. Motivation is an inner strength that can arouse, direct, and influence a person to have the intensity and persistence of voluntary behavior in carrying out a job.

Work discipline also influences performance. According to Hasibuan (2018), work discipline is a person's awareness and willingness to obey all organizational regulations and applicable social

norms. With high work discipline, it will be able to help improve employee performance (Siagian, 2016). Discipline is a form of obedience or obedience to applicable regulations, both written and unwritten. This obedience manifests in attitudes, behavior, and actions that comply with these regulations. How will an organization run well if the employees or human resources themselves are not disciplined and do not have the awareness and willingness to obey all the regulations of an organization? On the other hand, if the presence of employees increases discipline, starting from a high level of awareness and obeying all organizational regulations, then a working atmosphere that is good or positive will be created, and this will greatly influence the level of employee performance.

Work discipline also influences work motivation. The presence of work discipline will ensure the maintenance of order and encourage work enthusiasm or motivation as well as facilitate the smooth implementation of tasks so that effective work results are obtained, and organizational targets will be achieved; otherwise, if employees do not comply with the rules, regulations or norms. - the norms that apply in the organization will give rise to bad behavior in terms of habitually delaying time at work; this will hinder the implementation of the work process so that the achievement of the work results received is less effective. Employees need to obey the rules and maintain a disciplined work atmosphere to increase work motivation or enthusiasm, thereby facilitating the smooth implementation of tasks and effective work results.

Apart from work motivation and discipline, organizational culture is another factor that influences performance. According to Edison et al. (2016), organizational culture is a shared belief, behavior, assumption, and value pattern. Organizational culture shapes how members behave and interact and influences how they work. In turn, organizational culture is expected to create an environment conducive to improving individual performance. Organizational culture is a system of beliefs and values developed by an organization, guiding the behavior of the organization's members. Members of the organization will act in achieving organizational goals as guided by the organization through instructions for implementing activities in the form of an operational procedure system. Organizational culture shares social knowledge regarding the rules, norms, and values that shape employee attitudes and behavior—in other words, sharing knowledge internalized by organizational leaders with all members of the organization regarding rules, norms, and values so that the final results of the internalization process can shape the attitudes and behavior of organizational members.

According to Nimran in Busro (2020), organizational culture is a system of meaning shared by an organization that differentiates it from others. Organizational culture is a shared perception held by members of an organization as a system of organizational values held by members of the organization, which then influences the way of working and behaving of the organization so that the value system or meaning system can differentiate one organization from another.

Organizational culture also influences motivation; a conducive and comfortable organizational culture can make employees feel comfortable and calm at work, thereby creating a sense of motivation within employees; on the other hand, if the organizational culture conditions are less conducive, it will make employees less comfortable at work so it can be said that employees lack motivation to work because the organizational culture where the employee works is not by the understanding they apply to their life. A good organizational culture can stimulate employee comfort and enthusiasm at work, meaning that employees have a sense of motivation because a conducive organizational culture supports it.

According to Saydam and Kadarisman in Erri & Fajrin (2018), work discipline is one of the

factors influencing work motivation—research study according to Soelistya et al. (2021). The following research results provide evidence that work discipline also has a significant direct effect on work motivation. Similar research was done by Nurdiana (2022). This research shows that work discipline has a positive and significant effect on employee work motivation. The phenomenon in the Public Works and Public Works Department of Palembang City is that there is still a lack of discipline in carrying out the tasks given by the agency, so the work is completed late according to the specified time. Then, the use of time is ineffective, and employees often stall after breaks; employees are often late in completing tasks. Or report. Employees are often absent during working hours at the Palembang City Public Works and Public Works Department office.

According to Saydam and Kadarisman in Erri & Fajrin (2018), organizational culture is one of the factors influencing work motivation—research study according to Hakim (2020). The research results concluded that organizational culture positively and significantly affects employee work motivation. According to Al-Ayyubi (2019). The results of this research state that organizational culture does not have a positive and insignificant effect on employee performance but rather on work motivation. So, work motivation is an intervening variable influenced by organizational culture, according to Lasarudin et al. (2021). The results of this research conclude that organizational culture has a significant effect on work motivation. The phenomenon in the Palembang City Public Works and Public Works Department in organizational culture is that it has not been detailed or thorough in completing work because there are still errors in completing tasks and inputting data, then orientation to the work results expected by the agency has not been achieved, personal problems are brought to work so that it is not there is a sense of team cohesion at work.

According to Kasmir (2016), organizational culture is one factor that influences employee performance—a research study according to Nasir et al. (2021). The research results show that organizational culture does not affect employee performance. According to Fauzi M Nur SP (2022). The research results show that organizational culture negatively and significantly affects employee performance. Meanwhile, according to Al-Ayyubi (2019). The results of this research state that organizational culture has no positive and insignificant effect on employee performance. The phenomenon of organizational culture can be seen in that there are still employees who are not detailed or thorough in completing their work because there are still errors in completing tasks and inputting data. These errors occur when employees work as they please, following their mood at work, so it gives the impression that the work attitude of these employees is careless. Careless and not in line with the agency's expectations. Because working without showing good attitudes and values means the work produced is not optimal. Some employees have poor relationships and communication; there is one colleague in the team, and sometimes personal problems are brought into work problems, making the problematic employee not have a sense of unity within the team.

According to Kasmir (2016), work motivation is one factor that influences employee performance—a research study by Soelistya et al. (2021). The following research results prove that work motivation has a significant direct effect on performance. According to Nurdiana's research (2022), the research results show that work motivation does not significantly influence employee performance; meanwhile, according to research by Langgeng (2021). The research results show that work motivation positively and significantly affects employee performance. The phenomenon of work motivation can be seen as the level of desire to achieve is still low. There are still few opportunities for advancement because some employees lack initiative.

There is still a lack of employee activity to show their best abilities to get promoted, and many are still afraid of risks—work results in a lack of innovation or expressing opinions at work. Communication between lines is slow in working relationships, making co-worker relations less harmonious. There are often misunderstandings or miscommunications between Public Works and Public Works Department employees of Palembang City.

3. Research Method

The research object is at the Palembang City Public Works and Spatial Planning (PUPR) Office. Alamar Jl. Slmaet Riady, Lawang Kidul, Ilir Timur II, Palembang City, South Sumatra 30118, Indonesia. The Palembang City Public Works and Public Works Service Office carries out government affairs in public works, infrastructure development, and housing for the Palembang area, South Sumatra. Performance is a dependent variable; motivation, work disciplines, and organizational culture are independent variables. The total population is 182, and the sample that will be used in the research is 125 employees of the Palembang City Public Works and Spatial Planning (PUPR) Office. The sampling technique above uses a probability sampling technique with a cluster sampling technique using a cluster method (Cluster Random Sampling). Then, based on the randomization of 8 sections in the Palembang City Public Works and Spatial Planning (PUPR) Office consisting of 182 employees, a research sample of 125 people was obtained, where the determination of this sample size was based on considerations. The data collection methods used in this research are interviews and questionnaires, namely answers from respondents to a series of questions relating to the influence of work discipline and organizational culture on employee performance, with work motivation as an intervening variable at the Public Works and Spatial Planning Service (PUPR) Palembang City, according to the indicators the researchers used.

The data analysis technique for measuring the variables in this research uses capital equation structural equation modeling (SEM). SEM modeling is a further development of path analysis; in the SEM method, the quality relationship between exogenous and endogenous variables can be determined more completely (Abdulah, 2015). By using SEM, not only can direct and indirect quality relationships in observed variables or constructs be detected, but also the components that contribute to the formation of those constructs can be determined in terms of magnitude, thereby making the quality relationships between variables or constructs more informative, complete and accurate.

Variables and dimensions

Variable	Variable Definition	Indicator	Statement items
Performance (η_2)	It is the result of work in quality and quantity that follows what has been determined by the Palembang City PU PR service office.	1. Objective 2. Standard Work 3. Cooperation _ 4. Motive	1 – 3 4 – 6 7 – 9 10 - 12
Motivation Work (η_1)	Motivation provides a driving force that creates enthusiasm for employees' work so that they are willing to work together effectively and integrate with all their efforts to achieve satisfaction by the	1. Success 2. Opportunity _ To Move Forward 3. Connection Work	1 – 3 4 – 6 7 – 9

Palembang City Public Works and Public Works office.			
Work Discipline (ξ_1)	Employee awareness and willingness to obey all company regulations and carry out applicable norms or rules regularly, diligently, continuously, and work so that they are willing to change the behavior of the Palembang City Public Works and Public Works Agency Office.	1. Obey Regulation	1 – 3
		2. Make Report	4 – 6
Culture Organization (ξ_2)	The sharing of social knowledge within an organization regarding the rules, norms, and values shapes the attitudes and behavior of Palembang City PU PR employees.	3. Not absent	7 – 9
		4. General Use of Time Effective	10 – 12
		1. Attention To Detail	1 – 3
		2. Results Orientation	4 – 6
		3. Team Orientation	7 – 9

4. Findings and Discussions

Confirmatory Factor Analysis (CFA). This analysis was carried out on all constructs separately to test the measurement model by evaluating construct validity and construct reliability. Discipline is disiplin, Performance is Kinerja, Motivation is Motivasi, and Organizational Culture is Budaya.

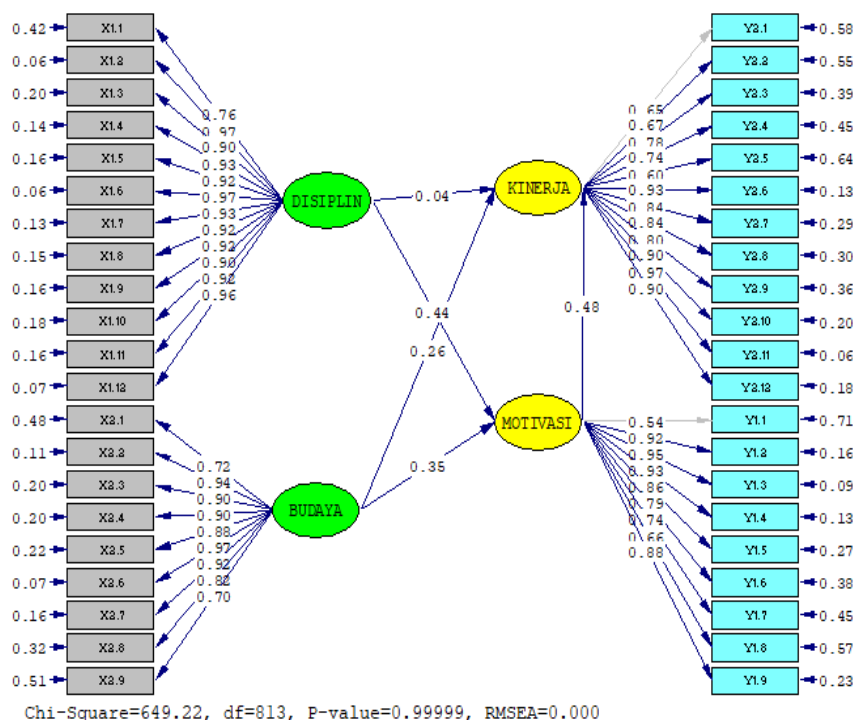


Figure 1. Confirmatory Factor Analysis (CFA)

Based on the Goodness of Fit. A summary of the results of the model suitability test can be made as follows:

Table 1. Goodness Of Fit Index

Goodness Of Fit Index	Cut Of Value	Hasil Analisis	Evaluasi Model
P-Value	$\geq 0,05$	0,99	Good Fit
RMSEA	$\leq 0,1$	0,00	Good Fit
GFI	$\geq 0,90$	0,80	Fit
NNFI	$\geq 0,90$	0,99	Good Fit
SRMR	$\leq 0,1$	0,05	Good Fit
IFI	$\geq 0,90$	0,99	Good Fit
CFI	$\geq 0,90$	0,99	Good Fit
RFI	$\geq 0,90$	0,87	Fit
NFI	$\geq 0,90$	0,88	Fit

Based on Table 1, it can be concluded that the model is good because the overall goodness of fit index criteria is included in the good fit category, especially the P-value value, which is greater than 0.05, and the RMSEA value, which is less than 0.05 so no need to modify the model.

Structural Model. Next, structural model testing will be carried out, namely testing the significance of the influence. The image below is the result of the structural equation.

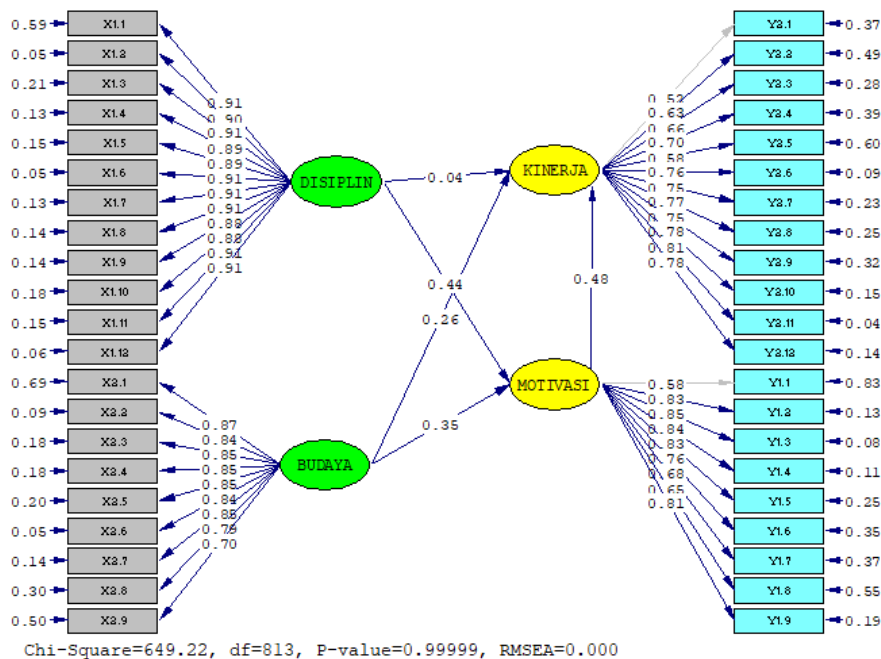
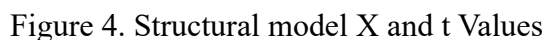


Figure 2. Path Analysis

$$\text{Motivation} = 0.04 * \text{discipline} + (0,26) * \text{organizational culture}$$

$$\text{Performance} = 0,48 * \text{motivation} + 0,44 * \text{discipline} + (0.35) * \text{organizational culture}$$



No	Variables	T-Values	Cr Rate	
1.	Discipline – Performance	0,45	< 1,96	Not significant
2.	Organizational – Performance	3,10	> 1,96	Significant
3.	Discipline – Motivation	4,37	> 1,96	Significant
4.	Organizational – Motivation	3,79	> 1,96	Significant
5.	Motivation – Performance	3,87	> 1,96	Significant

a) The Effect of Work Discipline on Performance

Ho1: Work Discipline does not influence Employee Performance at the Public Works and Public Works Department of Palembang City.

Ha1: There is an influence of Work Discipline on Employee Performance at the Public Works and Public Works Department of Palembang City. Based on Figure 2 and Table 2, it can be seen that the T-Values calculation results are $0.45 < 1.96$, so Ho is accepted. With an error rate of 5%, it can be concluded that work discipline has no significant effect on performance.

b) The Influence of Organizational Culture on Performance

Ho2: There is no influence of Organizational Culture on Employee Performance at the Public Works and Public Works Department of Palembang City.

Ha2: Organizational culture influences employee performance at the Palembang City Public Works and Public Works Department. Based on Figures 2 and Table 3, it can be seen that the calculation results for the T-Values value are $3.10 > 1.96$, so Ho is rejected. This means that with an error rate of 5%, it can be concluded that organizational culture significantly affects performance.

c) The Influence of Work Discipline on Work Motivation

Ho3: Work Discipline does not influence Employee Work Motivation at the Public Works and Public Works Department of Palembang City.

Ha3: Work Discipline influences Employee Work Motivation at the Public Works and Public Works Department of Palembang City. Based on Figure 2 and Table 2, it can be seen that the calculation results for the t-value value are $4.37 > 1.96$, so Ho is rejected. This means that with an error rate of 5%, it can be concluded that work discipline positively and significantly affects work motivation.

d) The Influence of Organizational Culture on Work Motivation

Ho4: Organizational culture does not influence employee work motivation at the Palembang City Public Works and Public Works Department.

Ha4: Organizational culture influences employee work motivation at the Palembang City Public Works and Public Works Department. Based on Figure 2 and Table 2, it can be seen that the calculation results for the t-value value are $3.79 > 1.96$, so Ho is rejected. This means that with an error rate of 5%, it can be concluded that organizational culture positively and significantly affects work motivation.

e) The Effect of Work Motivation on Performance

Ho5: Work motivation does not influence employee performance at the Palembang City Public Works and Public Works Department.

Ha5: Work motivation influences employee performance at the Palembang City Public Works and Public Works Department. Based on Figure 2 and Table 2, it can be seen that the T-Values calculation results are $3.87 > 1.96$, so Ho is rejected. This means that with an error rate of 5%, it can be concluded that work motivation positively and significantly affects performance.

Then, there is direct influence, indirect influence, and total influence. The results of direct influence, indirect influence, and total influence can be seen in table 3 below:

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Table 3. Direct and Indirect Effects

No	Path	Intervening Variable	Direct	Indirect	Total Effect
1.	Discipline - Motivation	-	0,44	-	0,44
2.	Organizational Culture - Motivation	-	0,35	-	0,35
3.	Discipline - Performance	-	0,04	-	0,04
4.	Organizational Culture - Performance	-	0,26	-	0,26
5.	Motivation - Performance	-	0,48	-	0,48
6.	Discipline – Motivation - Performance	Motivation	0,44	0,21	0,65
7.	Organizational Culture – Motivation - Performance	Motivation	0,35	0,16	0,51

Indirect influence of discipline – work motivation – performance = $0.44 \times 0.48 = 0.21$

Indirect influence of culture – work motivation – performance = $0.35 \times 0.48 = 0.16$

Total influence of discipline – work motivation – performance = $0.44 + 0.21 = 0.65$

Total environmental influence – work motivation – performance = $0.35 + 0.16 = 0.51$

Based on Table 3 above, you can see the direct influence, indirect influence, and total influence, which are described as follows: a) The direct influence of the work discipline variable on work motivation, based on the table above, shows that it is 0.44, meaning that if employee discipline increases, work motivation will increase or vice versa. Based on the test results, the influence of work discipline on work motivation is proven to be significant. b) The direct influence of organizational culture variables on work motivation, based on the table above, is 0.35, meaning that if employees complete their work optimally, work motivation will increase or vice versa. Based on the test results, the influence of organizational culture on work motivation is proven to be significant. c) The direct influence of the work discipline variable on performance, based on the table above, is 0.04, meaning that if employee discipline increases, work discipline will increase or vice versa. Based on the test results, the effect of work discipline on performance was proven insignificant. d) The direct influence of organizational culture variables on performance, based on the table above, is 0.26, meaning that if the sense of team cohesion among employees increases, performance will increase or vice versa. Based on the test results, the influence of organizational culture on performance is proven to be significant. e) The direct effect of work motivation variables on performance, based on the table above, shows 0.48, meaning that if employees take more initiative in their work, performance will improve or vice versa. Based on the test results, the influence of work motivation on performance is proven to be significant. f) The direct effect of work discipline on performance is 0.44, while the indirect effect of the work discipline variable on performance with work motivation as an intervening variable is 0.21. This means that work motivation strengthens the influence of work discipline on performance. g) The direct influence of organizational culture on performance is 0.35, while

the indirect influence of organizational culture variables on performance with work motivation as an intervening variable is 0.16. This means that work motivation strengthens the influence of organizational culture on performance.

The influence of work discipline on the work motivation of Palembang City Public Works and Public Works Department employees. Based on the test results, discipline has a positive and significant effect on the work motivation of Palembang City Public Works and Spatial Planning (PU PR) employees. The test results showed t-values of $4.37 > 1.96$, so it can be concluded that work discipline positively and significantly affects work motivation. The results of this research are under the theory according to Saydam and Kadarisman in Erri & Fajrin (2018), who say that work discipline is one of the factors influencing work motivation. This research is in line with research conducted by Soelistya et al. (2021). Istiqomah (2019) states that work discipline positively and significantly affects employee work motivation. However, this research does not align with Jumadil (2023), who states that work discipline has a positive but insignificant effect on work motivation. This research is different from Jumadil's (2023) research because it is based on several aspects; namely, the sample used in Jumadil's (2023) research was 101 samples. In contrast, in this research, there were 125 samples. The sampling technique for Jumadil's research (2023) used the census or saturated sampling method, while in this study, the cluster sampling technique (sample area) was used. It can be seen from the distribution of answers among respondents that the problem is as follows: a) There are still some employees who have not fully complied with all existing regulations in the agency. b) There are still employees working on reports that are not on time. c) There is still a lack of awareness among individual employees not to leave the workplace without asking permission from the leadership. Researchers suggest that to increase employees' sense of discipline; leaders must pay more attention to employees who leave the workplace or are absent without orders and permission from the leadership. They are not disciplined in carrying out their duties properly, and many employees still do not comply with existing regulations, so it is recommended to provide supervision. Be more intensive by giving direct warnings and hand touches from superiors to employees who still frequently do things like that, as well as giving appropriate sanctions to employees who are deemed to need sanctions. So that it affects employees not to do it again, it is hoped that it will increase employee motivation.

The Influence of Organizational Culture on Work Motivation of Palembang City Public Works and Public Works Department employees. Based on the test results, organizational culture has a positive and significant effect on the work motivation of employees of the Public Works and Spatial Planning (PU PR) Department of Palembang City. The test results showed T-Values of $3.79 > 1.96$, so it can be concluded that organizational culture positively and significantly affects work motivation. According to Saydam and Kadarisman in Erri and Fajrin (2018), external factors originating from outside employees, namely organizational culture, can also influence motivation. This research aligns with those conducted by Usman Hakim (2020), who found a positive and significant influence between organizational culture and work motivation. However, this research does not align with research conducted by Alfred Lasarudin (2021), who states that organizational culture has a positive but insignificant effect on work motivation. This research is different from Lasarudin's (2021) research because it is based on several aspects, namely, the number of respondents in Lasarudin's (2021) research was much smaller, namely 35 respondents. In contrast, in this study, there were 125 respondents. Lasarudin (2021) took samples using nonprobability or saturated sampling, while the research used cluster sampling (sample area). Lasarudin's (2021) data analysis method uses a data analysis method, namely

multiple linear regression, while the research uses Structural Equation Modeling (SEM). It shows that organizational culture influences work motivation. It can be seen from the distribution of answers among respondents that the problem is as follows: a) There are still some employees who are not detailed and thorough in their work. b) Some still have not completed their work optimally at work. c) There are still some employees who bring personal problems to work. Researchers suggest that to improve the culture in the organization; leaders must pay more attention to employees making mistakes in inputting data and then pay more attention to employees who have not completed their tasks optimally to avoid bringing personal problems to work; leaders must provide direction or retraining so that minimize errors in data input and complete tasks optimally, then the leadership provides mediation, warnings, and even sanctions if necessary to employees who still have personal problems at work so that problems are quickly resolved so that later it is hoped that the culture in the organization can run well and under what is intended and desired by organizations and employees to increase motivation for employees in the future.

The Influence of Work Discipline on the Performance of Palembang City Public Works and Public Works Department employees. Based on the test results, work discipline does not significantly affect the performance of Palembang City Public Works and Spatial Planning (PU PR) employees. Test results showed t-values of $0.45 < 1.96$. So it can be concluded that work discipline does not significantly affect performance. The results of this research are per the theory that, according to Kasmir (2016), work discipline influences employee performance. This research is not in line with research conducted by Aprilianti (2022), which states that work discipline has a positive and significant influence on employee performance. This research differs from Aprilianti's (2022) research because it is based on several aspects, namely, the data testing method in Aprilianti's research. (2022). The sampling method used by Aprilianti (2022) is a saturated sampling technique, whereas, in this study, the Cluster Sampling technique (sample area) was used. The data analysis method Aprilianti (2022) uses multiple linear regression analysis, while this research uses Structural Equation Modeling (SEM). The reasons the work discipline variable does not affect performance are: first, elements in the indicators other than those asked by the researcher may affect performance, meaning that in this case, the researcher conducting the research only took three indicators that were close to the goal in asking questions to respondents. After all, according to researchers, these indicators are the ones that best represent or correspond to the phenomena and facts when making observations. However, the results obtained by researchers from questionnaires that have been distributed and processed state that the work discipline variable does not affect performance, so indicators of work discipline that are not included in this research may have a significant positive influence on the work discipline variable on performance. It can be seen in the distribution of answers to respondents regarding the problem as follows: a. There are still some employees who do not fully comply with all existing regulations in the agency. b. Some employees are still not disciplined in carrying out the tasks given. c. There is still a lack of awareness among individual employees not to leave the workplace without asking permission from the leadership. Researchers suggest that to increase employees' sense of discipline, and leaders must pay more attention to employees who leave the workplace or are absent without orders and permission from the leadership. They are not disciplined in carrying out their duties properly, and many employees still do not comply with existing regulations, so it is recommended to provide supervision. be more intensive by giving warnings and direct touch from superiors to employees who still frequently do things like that, providing appropriate sanctions to employees who are

deemed to need sanctions. So that it affects employees not to do it again, so it is hoped that employee performance will improve.

The Influence of Organizational Culture on the Performance of Palembang City Public Works and Public Works Department Employees. Based on the test results, organizational culture has a positive and significant effect on the performance of Palembang City Public Works and Spatial Planning (PU PR) employees. Test results show t-values of $3.10 > 1.96$, so it can be concluded that organizational culture significantly affects performance. The results of this research are based on the theory that, according to Kasmir (2016), organizational culture influences employee performance. This research is in line with research conducted by Fauzi (2022), which states that organizational culture has a positive and significant effect on performance. However, this research does not align with Nasir (2021), which states that organizational culture has a positive but insignificant effect on performance. The reason this research is not in line with Nasir's (2021) research is because of several aspects, namely, the analytical method used by Nasir's (2021) research is multiple linear regression analysis, while this research uses the Structural Equation Modeling (SEM) method. The number of samples used by researcher Nasir (2021) was 20; in this study, there were 125 samples. The sampling technique used by researcher Nasir (2021) is saturated, while this research uses a cluster sampling technique. It shows that organizational culture influences performance. It can be seen in the distribution of answers to respondents regarding the problem as follows: a. There are still errors in data input. b. There are still employees who complete work that is not optimal. c. There are still employees who bring personal problems to work. Researchers suggest that to improve the culture in the organization, leaders must pay more attention to employees making mistakes in inputting data, then pay more attention to employees who have not completed their tasks optimally and not bring up personal problems while working; leaders must provide direction or retraining so that minimize errors in data input and complete tasks optimally, then the leadership provides mediation, warnings, and even sanctions if necessary to employees who still have personal problems at work so that problems are quickly resolved so that later it is hoped that the culture in the organization can run well and per what is intended and desired by the organization and employees so that it can improve the performance of employees in the future.

The Influence of Work Motivation on the Performance of Palembang City Public Works and Public Works Department Employees. Based on the test results, work motivation significantly affects the performance of Palembang City Public Works and Spatial Planning (PU PR) employees. The test results in t-values of $3.87 > 1.96$, so it can be concluded that work motivation affects performance. The results of this research are based on the theory according to Kasmir (2016), who states that work motivation influences employee performance. This research aligns with Langgeng et al. (2021), who state that work motivation positively and significantly affects performance. However, this research is not in line with research conducted by Nurdiana (2022), which states that work motivation has a positive but insignificant effect on performance. This research differs from Nurdiana's (2022) research because the number of samples used by Nurdiana's (2022) researchers is much smaller, at 57, while this research has 125. It can be seen in the distribution of answers to respondents regarding the problem as follows: a. Lack of employees to demonstrate their desire to succeed. b. Lack of employees to take the initiative in carrying out work. c. Employees still do not greet each other when they finish morning assembly. Researchers suggest that the leaders of the Palembang City Public Works and Spatial Planning Department should always provide work motivation and enthusiasm to employees so that they can show their desire to succeed then leaders should

provide direction regarding increasing the sense of caring among employees so that they can take more initiative in carrying out their work, and the latter has been increased more intensively to carry out supervision of employees who still carry out inappropriate actions towards fellow employees during morning roll call. So leaders need to increase the sense of harmonization so that it is hoped that work motivation can run well and follow what the organization and employees want so that it can improve performance for employees in the future.

The Influence of Work Discipline on the Performance of Palembang City Public Works and Public Works Department Employees with Work Motivation as an Intervening Variable. Based on the test results, the direct effect of work discipline on performance is 0.44, while the indirect effect of work discipline on performance with work motivation as an intervening variable is 0.65. This means that work motivation strengthens the influence of work discipline on performance. In this case, the work discipline variable must be supported by the intervening variable, work motivation. Supporting work motivation strengthens the influence of work discipline on performance. This statement is based on the results of distributing questionnaires and responses to existing statement items showing that work discipline influences performance through the intervening variable of work motivation, with the results of the questionnaire statement from the Work Motivation variable being dominated by respondents' answers disagreeing and strongly disagreeing, even neutral, quite high. However, out of 125 respondents, some respondents agreed and strongly agreed.

The influence of organizational culture on the performance of Palembang City Public Works and Public Works Department employees with work motivation as an intervening variable. Based on the test results, the direct influence of organizational culture on performance is 0.35, while the indirect influence of organizational culture on performance with work motivation as an intervening variable is 0.51. This means that work motivation strengthens the influence of organizational culture on performance. In this case, the intervening variable, work motivation must support the organizational culture variable. Supporting work motivation strengthens the influence of organizational culture on performance. This statement is based on the results of distributing questionnaires and responses to existing statement items showing that organizational culture influences performance through the intervening variable of work motivation with the results of the questionnaire statement from the Work Motivation Variable dominated by respondents' answers of disagreeing and strongly disagreeing, even neutral, quite high. However, out of 125 respondents, some respondents agreed and strongly agreed.

5. Conclusion

Based on the discussion discussed in the previous chapter, the following author can conclude from the research results, namely as follows: 1. Work discipline has a positive and significant influence on the work motivation of Palembang City Public Works and Spatial Planning Department employees. 2. There is no positive and significant influence of work discipline on the performance of Palembang City Public Works and Spatial Planning Department employees. 3. organizational culture significantly influences employees' work motivation of the Public Works and Spatial Planning Department of Palembang City. 4. Organizational culture significantly influences the performance of Palembang City Public Works and Spatial Planning Department employees. 5. Work motivation significantly influences the performance of Palembang City Public Works and Spatial Planning Department employees. 6. Work motivation strengthens the influence of work discipline on performance, and work motivation strengthens the influence of organizational culture on the performance of Palembang City Public Works and

Spatial Planning Department employees.

To improve work discipline and motivation, leaders must provide more intensive supervision by giving direct warnings from superiors to employees and provide appropriate sanctions to employees who are deemed to need to be given sanctions so that the effect is that employees do not repeat it, so they can It is hoped that this will increase employee motivation. To improve work discipline regarding performance, leaders can hold special training internally for employees in making work reports more effectively and efficiently the aim is to make it easier for employees to make work reports so that errors are minimized, and work report results are more optimal. To improve organizational culture towards motivation, leaders must provide more intensive supervision of employees who do not yet have a sense of team cohesion at work, so the culture to build a sense of cohesion is further improved in order to be able to provide more motivation to employees so that it is hoped that the culture in the organization can run smoothly. Well, it can increase employee motivation. To improve organizational culture on employee performance, leaders must maintain a culture considered good in its implementation. However, it is still necessary to evaluate cultures that are not working well, such as giving warnings to employees who still have errors in data input, so leaders provide training. Especially for employees to minimize errors while working. To increase motivation for employee performance, leaders must pay attention to employees who have not succeeded in showing their best abilities, so leaders must support and facilitate employee development training and so on so that employees will work according to the agency's expectations.

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