

The Influence of Work Discipline and Organizational Culture on Employee Performance with Work Motivation as an Intervening Variable: The Case Study of OKU Regency Housing and Settlement Area Service in Baturaja

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Abstract

This research aims to determine the influence of work discipline and organizational culture on employee performance, with work motivation as an intervening variable at the OKU Housing and Settlement Area Service in Baturaja. 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 employees of the OKU Regency Housing and Settlement Area Service in Baturaja who were selected using cluster sampling. The data used in this research is primary data collected through a questionnaire. The data analysis technique used is Structural Modeling Equation (SEM) with the Lisrel Program Application. The results of this research show that (1) work discipline has a positive and significant 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 has an insignificant effect on employee work motivation, (5) work motivation has a positive and significant effect on employee performance at the OKU Regency Housing and Settlement Area Service in Baturaja.

Keywords: work discipline, organizational culture, work motivation, performance.

1. Introduction

Improving the quality of human resources (HR) is one of the main factors for increasing workforce competitiveness. Thus, it would help if you were prepared optimally to have the abilities, expertise, and skills you can rely upon to enter the world of work. One crucial factor that determines an organization's progress or failure lies in the quality of its human resources. Every organization always tries to obtain human resources to help achieve its goals. A company's success is primarily determined by its success in managing its human resources to achieve its goals (Mariani, 2018). For management activities to run well, the government must have knowledgeable and highly skilled employees who strive to manage the organization optimally to increase employee performance. According to Wibowo (2016), performance is the implementation of plans that have been prepared. Human resources implement performance

with the ability, competence, motivation, and interests. Organizations value and treat their human resources, influencing their attitudes and behavior in performing. Good performance is an optimal performance that meets organizational standards and supports achieving organizational goals. A good organization is an organization that tries to improve the capabilities of its human resources because this is a critical factor in improving employee performance.

The East Baturaja Regency Housing and Settlement Area Service is crucial in planning. Its primary responsibilities include (1) Implementing residential environment development, (2) Compiling data, monitoring, and evaluation, and (3) Facilitating cooperation between partnership institutions. The Baturaja Regency Housing and Settlement Service is one of the elements of the Regional Government Organization (OPD), which has the main task of carrying out regional government affairs in the field of settlement and housing based on economic principles, deconcentration, and assistance tasks—technical policy on settlement and housing affairs which includes settlement and housing planning. As a government agency tasked with carrying out government affairs in settlements and housing, it is supported by competent, qualified human resources with multi-disciplinary knowledge.

Based on the data, the objective shows that the target set by the Baturaja Regency Housing and Settlement Service has yet to achieve the target as desired by the agency. At the Baturaja Regency Housing and Settlement Service, 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 category capabilities. Good, 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 capabilities. The second indicator has a target of 61.64%, and 81.82% realized, meaning exceeding the target with sufficient ability category; then 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 16.67% realized, meaning not achieving the target with poor category ability, on target 5 with a target of 25% and 22.31% realized, meaning not achieving the target with poor category ability, on target 6 with a target of 17.43% and 29.18% realized, meaning exceeding the target with poor ability, then finally target 7 with a target of 80.75% and 80.25% realized, meaning it did not reach the target with good category ability.

We can understand that in terms of performance achievements, Baturaja Regency Housing and Settlement Department employees have 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 target in the excellent 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 requires hard work to achieve targets and goals for achieving adequate performance. Researchers also found a phenomenon in the Baturaja Regency Housing and Settlement Service: there were indicators of work standards where employee work standards had not reached clarification or had been at a very good standard for the past three years. Based on the data, the work standard of the Baturaja Regency Housing and Settlement Service still needs to be clarified by the word perfect; in 2020, it only got 90.1, and in 2021, it decreased to 72.3, and in 2022, it became 72. Based on the table above, Employee Work Target (SKP) assessment standards indicate that work standards have not been achieved or work achievement in the assessment has 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 an

Employee Work Target (SKP) evaluation of 91 or above. At the Baturaja Regency Housing and Settlement Service Office, based on the performance results for the past 3 years, it can be seen that the Baturaja Regency Housing and Settlement Service has yet to achieve excellent performance. The average performance of Housing and Settlement Service employees has achieved sufficient and good performance, which is far from expectations, namely getting performance with excellent clarification, and this shows that the work standards of employees at the Baturaja Regency Housing and Settlement Service Office have not been achieved. The phenomenon of employee performance at the Housing and Settlements Department can be seen from an organization that, in achieving its goals, problems are constantly encountered, such as what happened in the Housing and Settlements Department, where researchers found phenomena that could influence or reduce the agency's performance.

Furthermore, there are indicators of cooperation because it was also found that there is still a lack of collaboration between employees at work; employees tend to be individualistic at work, only thinking about their work without caring about their co-workers. Then, a phenomenon 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. This is the reason why employees do not have the desire to advance for the agency. One of the work variables that influences performance is work motivation. The motivation phenomenon at the Baturaja Regency Housing and Settlement Service regarding indicators of success is a problem where employees still have a low level of desire to excel, so they will not work optimally. There are indicators that there are still low opportunities for advancement because some employees need more initiative in working. Furthermore, there is still a need for employee activity to show their best abilities to be promoted, and many employees are still afraid of the risks of work, so there is a lack of innovation in expressing opinions. The next indicator is work relations; the condition of communication between lines is a little slow then, and some employees do not greet each other with their co-workers when they finish morning roll call and group exercise due to personal problems between employees that have not been resolved, so that they carry over into work, with this condition creating relationships. There needs to be more harmony between co-workers, or misunderstandings or miscommunication will often occur.

Another crucial variable that influences performance is work discipline. It serves as a tool for managers to communicate with their employees, encouraging them to change their behavior and increase their awareness and willingness to comply with all company regulations. This underscores the role of work discipline in fostering a productive work environment. Researchers also discovered the phenomenon of work discipline, which has indicators of complying with all regulations in the Housing and Settlements Department; since the implementation of attendance using fingerprints, it has not made employees diligent; on the contrary, the fingerprint system has made employees waste their time. Employees come only to do fingerprints. After that, they go home, and some employees are late for morning assembly and group exercise, and some don't attend.

Furthermore, the data shows decreased employee attendance from 2020 to 2022. Based on the data, the level of employees absent without explanation each month is relatively high, which means that employees still do not care about the work discipline regulated or determined by the government. In January, State Civil Service employees reached 19; 10 left early, and 14 people were permitted. 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 left 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 swiftly left, and 17 had permission. In November, 22 people were absent without explanation, 20 left quickly, and 16 had permission. Researchers also found other phenomena in the Housing and Settlement Department of Baturaja Regency; there were indicators that employees were often absent during work, such as employees who, after being absent, disappeared or went home and came back after the break was over or there were also some employees after hours. Take a break, go home, and then return to the office. Some employees return quickly from the office, where the employees go home at 16.00 WIB, which the Baturaja Regency Housing and Settlement Service has determined.

Furthermore, researchers also found the phenomenon that there are indicators of effective use of time, where employees often use time that is not yet effective, where it is seen that employees are slacking off after break time and are still busy with their activities, so of course work is delayed so that employees appear to have not been disciplined in their work. Maximizing time effectively, where it can be seen that employees are slacking off after break time while still busying themselves with their activities; then, of course, what is delayed is their work, so employees seem to need to be more disciplined in maximizing their time effectively.

Apart from performance variables, work motivation, and work discipline, the variables that influence organizational culture about organizational culture researchers also found another phenomenon in the Baturaja Regency Housing and Settlement Service office regarding indicators of attention to detail; there are problems where there are still employees who are not detailed or Be careful in completing work because there are still errors in completing tasks and collecting data, such as data on residents in settlements who have daily access to water, so this shows that employees have not been thorough and detailed in completing their work. There are still things that could be improved in data collection. Then there are indicators of result orientation, where work only follows personal mood and does not meet expectations, and where employees do not show attitudes and values that are not good, resulting in the work produced not being optimal. In an organization, some teams are divided to expedite the tasks given to align with the agency's expectations. In contrast, in the Baturaja Regency Housing and Settlement Service, there are indicators of team orientation where employees have poor relationships and communication, and there is only one colleague in the team. In the team, personal problems are brought into work, resulting in problematic employees lacking cohesion. Therefore, this study was conducted to investigate the influence of work discipline and organizational culture on employee performance with work motivation as an intervening variable at the Baturaja Regency Housing and Settlement Service, as well as to address the existing phenomena and their impact on the service's operations.

2. Literature Review

One of the critical studies in human resource management is performance. Employee performance is crucial because it is a benchmark for the success or failure of an employee's work. According to Afandi (2018), performance results from an employee's work process meeting a government agency's requirements or work standards. According to Boudreau (Priansa, 2018), performance is the level at which employees carry out their work according to

predetermined requirements. According to Kasmir (2018), employee performance results from work and work behavior characterized by completing tasks and responsibilities over a certain period. This definition means that performance is the result of a person's work and work behavior over a period, usually one year. Performance can be measured by the ability to complete the tasks and responsibilities given.

According to Kasmir (2018) and Afandi (2018), several factors influencing performance include abilities and skills, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, work discipline. Among the factors that influence performance is work motivation. According to Sutrisno (2019), motivation is a factor that encourages someone to carry out a particular activity. Motivation is often interpreted as a factor that can strengthen the drive for someone's behavior. Motivation questions how to direct the potential of subordinates and enhances the drive so that employees want to work together productively, successfully achieving and realizing predetermined goals.

Motivation is an effort to improve employee performance. Motivation and performance are two constructive and correlative elements. Both require each other and cannot be separated. Employee work performance will be low if they are not motivated to carry out the work. On the other hand, if the employee has high motivation to carry out the work, then in general, the employee's performance level will be high. According to Busro (2018), motivation is a drive from within an individual to carry out certain activities to achieve goals. Motivation is the encouragement, effort, and desire within humans that activates, empowers, and directs behavior to carry out tasks well within the scope of work. From the understanding of motivation, what is true for every person, motivation is self-concept realization, which means that a person will

Apart from motivation, a factor that is no less important is work discipline. Heidjrachman and Husnan (2016) state that discipline is every individual and group ensuring compliance with orders and taking the initiative to carry out necessary actions if there are no orders. The higher the work discipline of each employee, which is supported by adequate skills, wages, or salaries, the more influenced the agency's activities are. According to Hasibuan (2018), discipline is a rule that applies both written and unwritten, and he can carry it out and does not refuse to accept sanctions if he violates the duties and authority given to him. The enforcement of discipline is essential in an organization because, with discipline, it is hoped that most of the employees will comply with some of the regulations and that the work will be carried out as effectively and efficiently as possible. So that every employee can improve his career, the employee must try hard to manage himself, not surrender to fate, and not play with collusion and nepotism. The problems that occur are the increasing level of employee attendance, lack of supervision from superiors resulting in employees who work often arriving late, employees often leaving during office operating hours for personal needs, and some employees who do not wear uniforms and do not wear ID cards. (Sujarweni, 2017).

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, food can help improve employee performance (Siagian, 2017). Discipline is a form of obedience or obedience to applicable regulations, both written and unwritten. This obedience manifests in the form of attitudes, behavior, and actions that follow these regulations. How will an organization run well if its employees or human resources are not disciplined and need to have the awareness and willingness to comply with all the

regulations of an organization? On the other hand, if the presence of employees increases discipline, starting with a high level of awareness and obeying all organizational regulations, then a good work atmosphere will be created. Excellent or positive, and this will significantly 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 practical 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, which will hinder the implementation of the work process and make the achievement of the work results received less effective.

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 beliefs, behavior, assumptions, and values pattern. Organizational culture shapes how members behave and interact and influences how they work. It is hoped that organizational culture will create an environment conducive to improving individual performance. Organizational culture is a system of beliefs and values developed by an organization that guides the behavior of members of the organization itself. According to Nimran in Busro (2018), 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, which then influences the way of working and behaving of members of the organization so that the value system or meaning system is able to 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 conditions of organizational culture are less conducive, then it will make employees less comfortable at work so it can be said that employees They 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. The research findings by Soelistya et. All (2021) underscore the crucial role of Work Discipline in work motivation, serving as a significant intervening variable. In contrast, the research by Jumadil et al. (2023) suggests that while work discipline has a positive effect, it is not significant in influencing work motivation, emphasizing the nuanced nature of this relationship. According to Hakim (2020), research results show that organizational culture positively and significantly affects work motivation as an intervening variable. Meanwhile, according to Lasarudin (2021), research results show that organizational culture has a positive but insignificant effect on work motivation.

3. Research Method

The object of research is the Baturaja Regency Housing and Settlement Area Service, located at Jln Kemelak Bindung Langit, Kec. East Baturaja District. Ogan Komering Ulu South Sumatra 32111, Baturaja Regency Housing and Settlement Service Office as the organizer of regional government affairs in the field of settlement and housing based on the principles of autonomy, deconcentration, and assistance duties for the Baturaja Regency area, South

Sumatra. The variable in question is to determine the influence of work discipline and organizational culture on employee performance, with work motivation as an intervening variable at the Baturaja Regency Housing and Settlement Service. Employee Performance is the result of employee work that is well designed to help achieve the goals of the OKU Regency Housing and Settlement Service office in Baturaja and provide hope for the progress of the OKU Housing and Settlement Service office in Baturaja, with indicators of goals, work standards, and cooperation. Work motivation is an internal drive that creates enthusiasm for employees' work so that they are willing to work together effectively and with integrity in a series of human behavior processes in achieving the goals of the OKU housing and settlement office in Baturaja, with indicators of success, opportunities for advancement and work relationships. Work Discipline is the awareness and willingness of employees to comply with all regulations of the OKU housing and settlement office in Baturaja and carry out applicable norms or rules regularly, diligently, and continuously and work so that they are willing to change a behavior, with indicators of complying with regulations, not absenteeism and effective use of time. The sharing of social knowledge within an organization regarding the rules, norms, and values shapes the attitudes and behavior of Baturaja Regency Housing and Settlement Department employees, with indicators of attention to detail, results orientation, and team orientation.

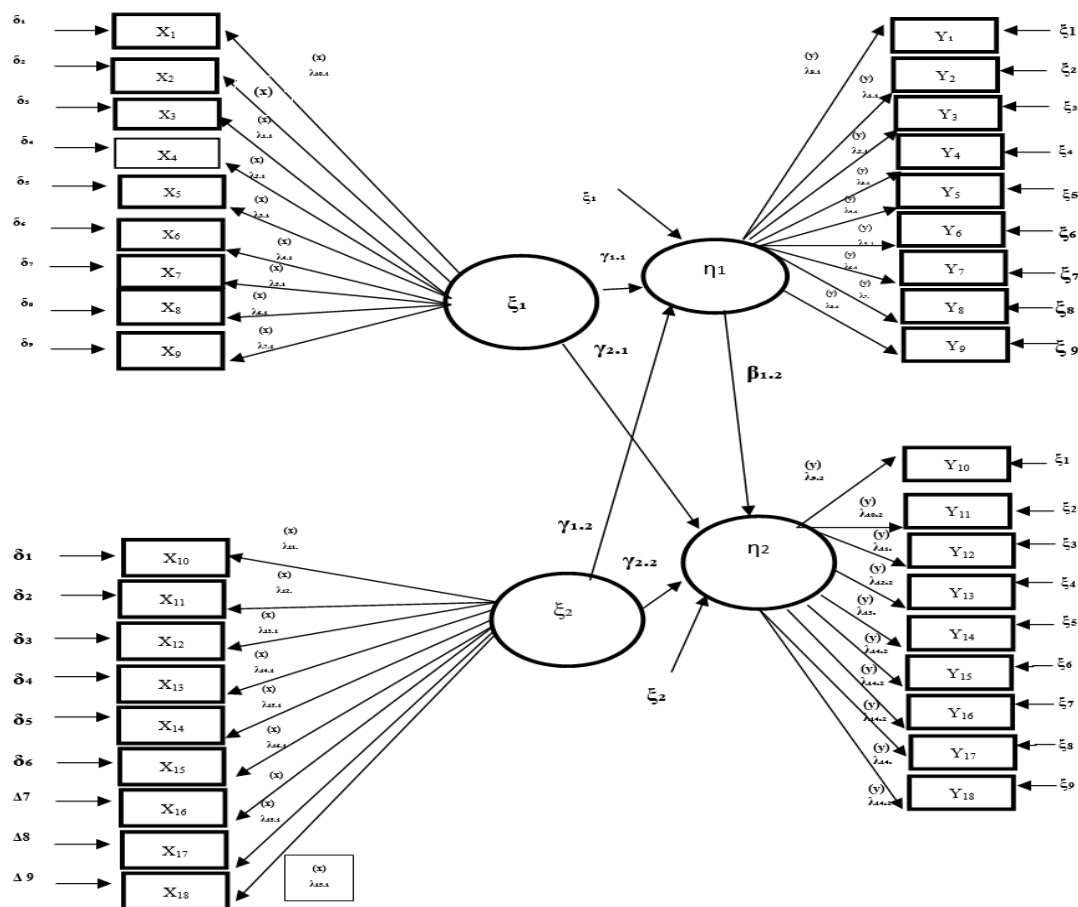


Figure 1. Structural Equation Modeling

Keterangan :

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- ξ_1 = (ksi); latent variable exogen work discipline
 ξ_2 = (ksi); latent variable exogen cultural organization
 η_1 = (eta); latent variable endogen work motivation
 η_2 = (eta); latent variable endogen performance
 γ = (gamma); direct correlation exogen variable on endogen variable
 ζ = (zeta); error term
 β = (beta); direct correlation endogen variable on exogen variable
 δ = (delta), measurement error of exogen variable
 Φ = (Psi), covariance matrix
 ε = (epsilon), measurement error of endogen variable
 λ = (Lambda), correlation of endogen and exogen variable with its indicators
X1 to X9 = work discipline indicators
X10 to X18 = organizational culture indicators
Y1 to Y9 = work motivation indicators
Y10 to Y18 = performance indicators

The population used in this research was all Baturaja Regency Housing and Settlement Area Service Office employees, totaling 182 people. The sample used in research on Baturaja Regency Housing and Settlement Service Office employees is 125 employees. The sampling technique above is used: probability sampling with cluster sampling. This study will employ structural equation modeling (SEM).

4. Findings and Discussions

This analysis was carried out on all constructs separately to test the measurement model by evaluating construct validity and construct reliability. The picture above shows that all loading factor variables have values greater than the error value. This indicates that the CFA (Confirmatory Factor Analysis) examiner at the initial stage in the picture above has met the requirements for the next testing stage.

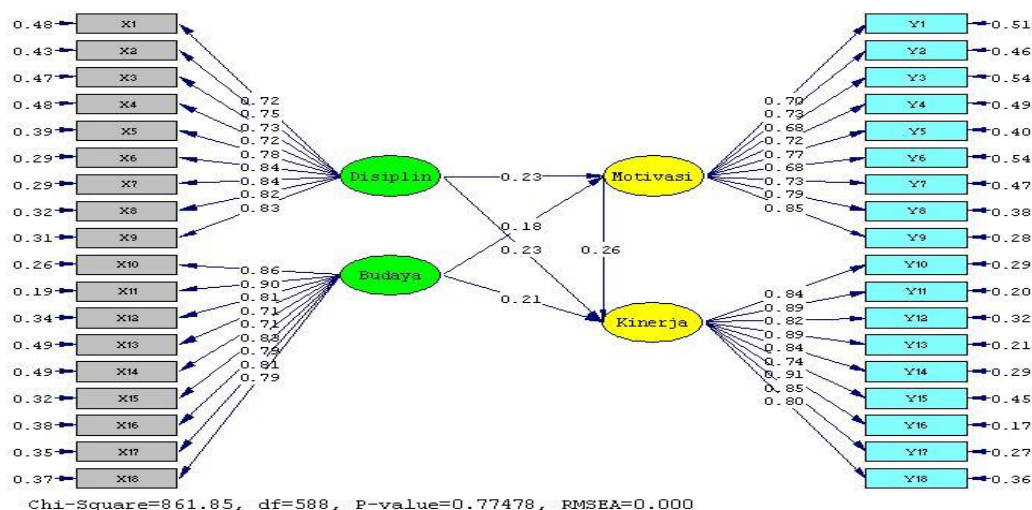


Figure 2. Structural Equation Modeling

Based on Table 1, the model is good because the overall goodness of fit index criteria is included in the good fit category, especially the P-value greater than 0.05. The RMSEA value is less than 0.05, so there is no need for model modifications to be made.

Table 1. *Goodness Of Fit Index*

<i>Goodness Of Fit Index</i>	<i>Cut Of Value</i>	Hasil Analisis	Evaluasi Model
P-Value	$\geq 0,05$	0.775	Good Fit
RMSEA	$\leq 0,1$	0,000	Good Fit
GFI	$\geq 0,90$	0,80	Fit
NNFI	$\geq 0,90$	0,99	Good Fit
SRMR	$\leq 0,1$	0,056	Good Fit
IFI	$\geq 0,90$	0,99	Good Fit
CFI	$\geq 0,90$	0,99	Good Fit
RFI	$\geq 0,90$	0,92	Good Fit
NFI	$\geq 0,90$	0,93	Good Fit

The Influence of Work Discipline on Work Motivation of OKU Regency Housing and Settlement Area Service Employees in Baturaja. Significantly, the test results reveal that discipline positively and substantially impacts the work motivation of the OKU Regency Housing and Settlement Area Service employees in Baturaja. The t-value results of $2.39 > 1.96$ unequivocally conclude that discipline is pivotal in enhancing work motivation. The results of this research are based on the theory of Saydam and Kadarisman in Erri & Fajrin (2018), who say that work discipline is one of the factors influencing work motivation. This research aligns with the findings of Soelistya (2021). However, it diverges from the conclusions of Jumadil (2023), who suggests that work discipline has a positive but not significant effect on work motivation. The reason this research is different from Jumadil's (2023) research is that it is based on several aspects, namely, the sample used in Wiwien Jumadil's (2023) research was 101 samples, whereas, 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. Jumadil's (2023) research data testing method uses the SPSS version 20 application, while the Lisrel program application is used in this research. The respondents' answers show that work discipline affects work motivation. It can be seen from the distribution of answers among respondents that the problem is as follows: a) Some employees still need to comply fully with all existing regulations in the agency; b) There are still employees working on reports who are late; c) There is still a need for more awareness among individual employees about leaving the workplace without asking permission from the leadership. The consequences of this problem are that each employee has not shown a desire to be more successful, lacks initiative in carrying out work, and still has yet to say hello when they finish morning assembly and group exercise. 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 that supervision be provided. Be more intensive by giving direct warnings and hand touches from superiors to employees who still frequently do things like that, giving appropriate sanctions to employees who are deemed to need sanctions. It affects employees not to do it again, so it is hoped that it will increase employee motivation.

This research delves into the Influence of Organizational Culture on Work Motivation, specifically focusing on the OKU Regency Housing and Settlement Area Service employees in Baturaja. The findings of this study are crucial for understanding the dynamics of work motivation in this organization. Based on the test results, organizational culture positively and significantly influences the work motivation of OKU Regency Housing and Settlement Department employees in Baturaja. Test results show T-Values of $1.91 < 1.96$, so organizational culture does not significantly affect work motivation. According to Saydam and Kadarisman in Erri and Fajrin (2018), external factors originating from outside employees can also influence motivation, namely organizational culture. This research aligns with the findings of Hakim (2020), highlighting a positive and significant influence of organizational culture on work motivation. However, it diverges from the conclusions of Lasarudin (2021), who suggests that while organizational culture has a positive effect, it is insignificant. This contrast underscores the unique contribution of this study to the existing body of research. This research is different from Lasarudin's (2021) research because it is based on several aspects. For example, the number of respondents in Lasarudin's (2021) research is much smaller, namely 35 respondents. In contrast, there were 125 respondents in this study. 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). The respondents' answers show 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 need to be more detailed and thorough in their work; b) There are still employees who need to complete their work optimally; c) There are still some employees who bring personal problems to work. The consequences of this problem are that each employee has not shown a desire to be more successful, lacks initiative in carrying out work, and still has yet to say hello when they finish morning assembly and group exercise. 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 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 issues are quickly resolved so that later it is hoped that the culture in the organization can run well and by what is intended and desired by organizations and employees so that it can increase motivation for employees in the future.

The Influence of Work Discipline on the Performance of OKU Regency Housing and Settlement Area Service Employees in Baturaja. Our test results indicate that work discipline does not significantly impact the performance of OKU Regency Housing and Settlement Service employees in Baturaja. However, the results from the lisrel application, with T-Values of $2.60 > 1.96$, suggest a positive and significant effect of work discipline on performance. These findings align with Kasmir's (2016) theory, which posits that work discipline is a key factor influencing 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. The reason this research is different from Aprilianti's (2022) research is because it is based on several aspects, namely, the data testing method in Aprilianti's research. (2022) used the SPSS application, while this study used Lisrel SEM. 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 used by 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 because according to researchers these indicators are the indicators 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 favorable influence on the work discipline variable on performance. The respondents' answers show that work discipline does not affect performance. It can be seen in the distribution of answers to respondents regarding the problem as follows:

- Some employees still need to comply fully with all existing agency regulations;
- Some employees still need to be more disciplined in carrying out the tasks given;
- There is still a need for more awareness among individual employees about leaving the workplace without asking permission from the leadership.

The consequences of this problem are that employees still need to work by the agency's goals, and work standards still need to be implemented correctly. There is a lack of good cooperation when working, and employees have not shown anything more to the agency. 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. Then, they are not disciplined in carrying out their duties properly, and many employees still do not comply with existing regulations, so it is recommended that supervision be provided. Be more intensive by giving warnings and direct touch from superiors to employees who frequently do things like that, giving appropriate sanctions to employees who are deemed to need sanctions. It has an effect on employees not to do it again, so it is hoped that employee performance will improve.

The Influence of Organizational Culture on the Performance of OKU Regency Housing and Settlement Area Service Employees in Baturaja. Our research findings, based on the test results, reveal a significant and positive impact of organizational culture on the performance of OKU Regency Housing and Settlement Department employees in Baturaja. The Lisrel application test results, with T-Values of $2.44 > 1.96$, unequivocally demonstrate the significant influence of organizational culture on performance. These findings align with the theory proposed by Kasmir (2018), emphasizing the pivotal role of organizational culture in shaping employee performance. Our research is in line with the findings of Fauzi M Nur SP. (2022), underscores organizational culture's positive and significant effect on performance. However, it diverges from the research conducted by Nasir (2021), which suggests a positive but not significant effect of organizational culture on performance. This divergence highlights the unique contribution of our research, which employs the Structural Equation Modeling (SEM) method and a larger sample size, providing a more comprehensive understanding of the relationship between organizational culture and performance. The reason this research is not in line with Nasir's (2021) research is because several aspects, namely, the analytical method used by Munawair Nasir's (2021) research is multiple linear regression analysis, while this research uses the Structural Equation Modeling (SEM) method. The data testing method used in Munawair Nasir's research (2021) is the SPSS method. V 25 For Windows, while the research uses Lisrel

SEM. The number of samples used by researcher Munawair Nasir (2021) was 20; in this study, there were 125 samples. The sampling technique used by researcher Munawair Nasir (2021) is saturated, while this research uses a cluster sampling technique. The results of the respondents' answers show 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 could be more optimal; c. There are still employees who bring personal problems to work. There are still employees who need to work toward the agency's objectives. Work standards must be appropriately implemented, and proper cooperation must be improved. Employees have not shown anything more to the agency. Researchers suggest that to improve the culture in the organization, leaders must pay more attention to employees making mistakes in inputting data than pay more attention to employees who still need to complete their tasks optimally. To avoid bringing personal problems to work, leaders must provide direction or retraining to minimize errors in data input and complete tasks optimally; then, the leadership includes mediation, warnings, and even sanctions, if necessary, to employees who still have personal problems at work so that issues are quickly resolved, so that later it is hoped that the culture in the organization can run well and by 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 OKU Regency Housing and Settlement Department Employees in Baturaja. Based on the test results, work motivation significantly affects the performance of OKU Regency Housing and Settlement Department employees in Baturaja. The test results using the Lisrel application show T-Values results of $2.79 > 1.96$, so it can be concluded that work motivation affects performance. The results of this research are per the theory that, according to Kasmir (2018), work motivation influences employee performance. However, this research differs from 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 was much smaller, at 57, while this research had 125 samples. The results of the respondents' answers show that work motivation affects performance. It can be seen in the distribution of answers to respondents regarding the problem as follows: a. Employees need to demonstrate their desire to succeed; b. Lack of employees taking the initiative to carry out work; c. Some employees still need to greet each other after the morning assembly. This problem results in some still needing to work toward the agency's objectives. Work standards must be appropriately implemented, and proper cooperation must be improved. Employees have not shown anything more to the agency. Researchers suggest that the Palembang City Public Works and Spatial Planning Department leaders should always provide work motivation and enthusiasm to employees so they can show their desire to succeed. Leaders should give direction regarding increasing the sense of caring among employees so that they can take more initiative in carrying out their work. The latter has been increased more intensively to supervise employees who still act differently toward fellow employees during morning roll calls. Leaders need to increase the sense of harmonization so that work motivation can run well and according to what the organization and employees want; it can improve employee performance in the future.

The Influence of Work Discipline on the Performance of OKU Regency Housing and Settlement Service Employees in Baturaja with Work Motivation as an Intervening Variable. Based on the test results, the direct effect of work discipline on performance is 0.23, while the

indirect effect of work discipline on performance with work motivation as an intervening variable is 0.06. This means that work motivation weakens the influence of work discipline on performance. This statement is based on distributing questionnaires and responses to existing statement items showing that work discipline influences performance through the intervening variable of work motivation. The results of the questionnaire statement from the Work Motivation variable were dominated by respondents' answers disagreeing and strongly disagreeing, even neutral, relatively high. However, out of 125 respondents, some respondents agreed and strongly agreed.

The influence of organizational culture on the performance of OKU Regency Housing and Settlement Department employees in Baturaja with work motivation as an intervening variable. Based on the test results, the direct influence of organizational culture on performance is 0.18, while the indirect influence of organizational culture on performance with work motivation as an intervening variable is 0.05. This means that work motivation weakens the impact 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, relatively high. However, of the 125 respondents, some agreed, and some strongly agreed.

5. Conclusions

It can be concluded that (1) Work discipline positively and significantly influences the work motivation of OKU Regency Housing and Settlement Service employees in Baturaja. (2) Work discipline positively and significantly influences the performance of OKU Regency Housing and Settlement Area Service employees in Baturaja. (3) Organizational culture does not significantly influence the work motivation of OKU District Housing and Settlement Department employees in Baturaja. (4) Organizational culture significantly influences the performance of OKU Regency Housing and Settlement Area Service employees in Baturaja. (5) Work motivation significantly influences the performance of OKU Regency Housing and Settlement Service employees in Baturaja. (6) Work motivation weakens the influence of work discipline on performance and weakens organizational culture's impact on the performance of OKU Regency Housing and Settlement Service employees in Baturaja.

To improve work discipline and motivation, leaders must provide more intensive supervision by giving warnings and direct touch from superiors to employees and provide appropriate sanctions to employees who are deemed to need sanctions. It affects employees who do not do it again, so it is hoped that it will increase employee motivation. To improve work discipline regarding employee performance, leaders must provide more intensive supervision of employees by giving warnings to employees. So that it affects employees not to do it again, so it is hoped that it will improve employee performance. To improve organizational culture regarding motivation, leaders must provide more intensive supervision of employees who do not yet have a sense of team cohesion at work, so the culture for building a sense of cohesion is further improved so that they can provide more motivation for employees so that in the future it is hoped that the culture in the organization can run well and can increase employee motivation. To improve organizational culture on employee performance, leaders must maintain a culture that is considered to be good in its implementation, but it is still necessary to improve the culture that is not working well, such as giving warnings to employees who still have errors

in data input, so leaders provide training. Significantly for employees to minimize the mistakes while working. To increase motivation for employee performance, leaders must pay attention to employees who have not succeeded in showing their best abilities. Leaders must support and facilitate employee development training and other activities so that employees will work according to the agency's expectations. To improve work discipline on motivation and its impact on employee performance, leaders must provide more intensive supervision by providing direct warnings from superiors and giving appropriate sanctions to employees deemed to need them. So that it affects employees not to do it again, it is hoped that it will increase motivation for employees and impact employee performance. To improve organizational culture towards motivation and impact employee performance, leaders must provide more intensive supervision by giving direct warnings from superiors so that it is hoped that the culture in the organization can run well and by what is desired by the agency.

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