



The Role of The Work Environment as an Intervening Variable on the Relationship of Organizational Culture and Work Discipline on Employee Performance in the Office of the Head of Village Kesiman Kertalangu

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ABSTRACT

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This study was done in order to help develop and examine the role of the work environment as a variable of intervening for the effect of organizational culture and work discipline toward performance of employee at the Kesiman Kertalangu Village Office. This study used a questionnaire method that was carried out systematically regarded to the research objectives. The subject were the amount of employees of the Kesiman Kertalangu Village Office with 37 respondents. This research applied a Likert scale on purpose to help measure the variables and also to conduct validity and reliability test for the variables. This study uses PLS-based SEM as an analytical tool. The results showed that organizational culture gave such a positive and also significant influence toward performance. Organizational culture revealed a positive and also significant effect toward work environment. Work discipline gives a positive and also significant influence toward performance. Work discipline gives a positive and significant influence toward work environment. The environment of work gives a positive and also significant influence toward performance. Job satisfaction is a partial mediation of the of the organizational culture toward performance. The environment of work partially mediates the effect between work discipline and also performance.

KEYWORDS:

Organizational Culture, Work Discipline, Work Environment, Employee Performance

INTRODUCTION

Human resources takes such a big role in every company. The workforce tends to make such a great potential to conduct every activities of the company. This potential should be used as well in order to help provide the optimal performance (Limbong, et al, 2022). One of the challenges faced to help improving the performance of employee is the difference in attitudes and individual behavior at work. The difference in attitude and behavior is reflected in various ways. An employee can have the ability, a positive attitude and the relationship between fellow employees will have a good influence on increasing work. This difference is a reason why

employees in the organization show different levels of performance between one employee and another, for example in carrying out work that is not based on the organization's mission, so that many programs made have not been fully implemented and achieved properly. It is known that an organization driven by a mission will be more efficient, effective, flexible and have higher performance than one driven by formalization or existing regulations (Josiah, et al, 2020).

Village administration activities at the Kesiman Kertalangu Village Office are conducted by village apparatus and has total of 37 people including the Village Officials and also the Village Head. The application of government of the village is going to be structured and more focused, better and also advanced if the performance of entire village apparatus to help giving services is not slow, not complicated and not formal, so that the community feels that their interests can be served properly and are free from elements of corruption, collusion, and Nepotism (KKN). Thus, the implementation of village government at the Kesiman Kertalangu Village Office must refer to the government regulations that have been set.

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Therefore, the village apparatus, especially the village head, is expected to actually carry out their functions and also duties as the leader of village administration as stipulated (Saputra, 2012).

Based on employee performance evaluation data, the percentage of employee performance is still below 100%, which illustrates that the employees performance at the Kesiman Kertalangu Village Office is not optimal (Saputra et al., 2020). Optimizing employee performance and its utilization in an organization is a must if the number of employees (labor) is abundant. Having employees with high performance levels is the desire of all companies or organizations. Another factor which can affect the performance is the work environment (Saputra et al., 2019).

The work environment becomes very instrumental in influencing employee performance. Based on monitoring and interviews of several employees. Problems related to the work environment indicate that the atmosphere of dividing rooms is still not effective, there is still a lack of supporting facilities and infrastructure for employees such as the number of seats that are not sufficient for employees' needs, printer machines which often jam and the number is limited, computers, dispensers, lights, trash boxes, and there is no APAR (light fire extinguisher). Good employee performance will be created if a harmonious work environment and good work discipline are created (Sunyoto, 2012). Uncomfortable working environment conditions, heat, inadequate air circulation, overcrowded work space, less clean, noisy environment of work, is going to influence the comfort of employees wherever they are. A bad work environment can cause employees to fall ill easily, stress, concentration and productivity can easily decrease. Research related to the effect between the environment of work toward performance of employee conducted, consisting of: Nurrohman (2021), Nur et al (2020), Hasanuddin et al (2020), Fathoni et al (2021), Feel, et al (2018), Akmaludin and Gracia (2021) found that the environment of work gives an effect toward employee performance. Meanwhile, Dea's research, et al (2020) found that there was no effect of the environment of work toward performance of employee.

Another factor which can affect performance is the organizational culture. It also becomes a way of completing tasks and patterns of interaction that occur within an organization to be the effort to help reaching the organizational purposes (Yusuf, 2017). Patterns of interaction which occur between various ethnic, religious and racial backgrounds as well as between groups (SARA). The similarity of cultural values, norms and beliefs that apply to each individual will strengthen the organizational culture that exists in an organization (Hakim, 2012). Differences in cultural backgrounds between employees and workplaces are also identified as factors that influence successful adjustments (Soetjipto, 2013:17)

Organizational culture at the Kesiman Kertalangu Village Office will show the rules of the game that apply in a group or organization. In some time the continuity is very good and has a big impact on performance and concern for the surroundings, but it is still not understood or implemented by employees because there are still many changes that have occurred as a result of the habits that have been carried out being repeated after a long time have been arranged. There is no separate standard made by company leaders related to the organizational culture. So there are still employees who are indifferent to the culture that exists in the company. It should have been a long time since the Kesiman Kertalangu Village Office was built, the culture that has occurred has been getting better done but in reality there are still recurring incidents.

Research concerned to the effect between organizational culture toward employee performance has been carried out, including: Nurrohman (2021), Hendrayani (2021), Rosvita, et al (2017), Apriansyah (2020), Amanda, et al (2017), Wiyanto and Idrus (2021) that organizational culture gives such a significant impact toward employee performance, while Girsang's research (2019) found that organizational culture reveals no significant effect toward performance of the employee.

There is another factor affected toward performance of employee is work discipline (Akmaludin, 2021). Employee work discipline, one of which is going to known from employee attendance's level at the Kesiman Kertalangu Village Office, can be seen from the absentee level of Kesiman Kertalangu Village Office employees in 2021, the Kesiman Kertalangu Village Office sets working hours from 8.00 WITA to 15.30 WITA From the table above it can be seen that the employee's entry hours for most of the work pass the specified working hours, and the employee's return hours are less than the working hours determined by the Village Office, it indicates that the work discipline level among employees is very low.

Research conducted by Feel, et al (2018), Habitullah and Irawati (2021), Akmaludin and Gracia (2021), Anshori, et al (2021), Daud, et al (2022), Mufida, et al (2021), Mulyono, et al (2021) found that discipline gives such a significant influence toward performance of employee, while research by Muna and Isnowati (2022) found that discipline gives no significant influence toward employee performance.

METHOD

The method of research applied is the conclusive design. This methhode has purpose to help explaining the causal correlation of the variables by testing the hypothesis (Hermawan, 2006). The scope of this study is only on variables related to the role of the work environment as an intervening variable in the effect between the organizational culture and also work discipline toward performance of

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employee. This study uses three types of variables to be examined:

1. The independent variable can be defined as the variable causes the emergence or change of the dependent variable, here the independent variables used are the organizational culture (X1) and work discipline (X2)
2. The mediating variable is the variable that bridges of independent variable and dependent variable, the mediating variable applied is the Work Environment (M).
3. The dependent variable can be claimed as the variable which is giving affected or become the result of the

existing of independent variable, the dependent variable used is the Employee Performance (Y).

To analyze the data that has been collected using path analysis techniques (Path Analysis).

RESULT AND DISCUSSION

The collection of research data was carried out based on distributing questionnaires to research respondents. The amount of respondents used were 37 people or respondents. The expected test results are Ho rejected or Hi accepted where the sig value <0.05, the calculation results are shown in Table 1.

Table 1. Path Analysis and Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BUDAYA ORGANISASI -> KINERJA	0.260	0.255	0.109	2.387	0.017
BUDAYA ORGANISASI -> LINGKUNGAN KERJA	0.554	0.541	0.134	4.131	0.000
DISIPLIN KERJA -> KINERJA	0.378	0.362	0.103	3.662	0.000
DISIPLIN KERJA -> LINGKUNGAN KERJA	0.304	0.321	0.142	2.146	0.032
LINGKUNGAN KERJA -> KINERJA	0.364	0.380	0.110	3.307	0.001

Source: Results of Survey Data Analysis with PLS

The calculation results in Table 1 can be explained as follows.

1. Organizational culture gives such a positive influence of 0.260 and is claimed to be significant toward performance, meaning that if the organizational culture si becoming much better, it will increase the performance of employee.
2. Organizational culture gives such a positive influence that is 0.554 and is significant toward work environment, meaning that if the organizational culture gets much better, it is going to make better the work environment.
3. Work discipline gives such a positive influence of 0.378 and is claimed to be significant, meaning that of the work discipline improves, the performance is also going to improve.
4. Work discipline gives such a positive influence of 0.304 and is claimed to be significant toward work
- 7) The environment of work mediates part of the correlation of the discipline of work and performance. This is known from the direct relationship of the work discipline and also

environment, meaning that if the work discipline is improving, the work environment is gong to be significantly improved.

5. The environment of work gives such a positive influence of 0.364 and is claimed to be significant toward performance. It can be considered that if the work environment becomes much better, it will improve the performance.
6. Job satisfaction mediates part of the influence of the organizational culture and also the performance. It is able to be known from the direct influence of the organizational culture and also performance which is significant, as well as the indirect effect between organizational culture and also performance through the work environment that is also shown to be significant.

the performance, as well as the indirect correlation of the work discipline and also performance through the work environment is also significant.

the work environment at the Kesiman Kertalangu Village Office.

Organizational culture is measured by 6 indicators, namely Innovation taking into account risks, Paying attention to each problem in detail, Oriented to the results to be achieved, Oriented to all members' interests, Aggressive at work and Maintaining and maintaining work stability able to help improving the work environment of the Kesiman Kertalangu Village Office. According to the results shown, it

The influence of organizational culture on the work environment

Looking from the results of the test regarding the effect between the organizational culture toward work environment, it indicates that organizational culture gives such a positive and also significant effect toward the work environment, meaning that the more appropriate the organizational culture becomes able to significantly improve

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is able to be considered that organizational culture has been well implemented by employees.

The results shown are supported by Firdian's research (2017) and Jufrisen and Rahmadani (2020) who found that organizational culture gives a positive and also significant influence toward the work environment.

Effect of work discipline on the work environment

According to the results shown regarding the influence between work discipline toward work environment, it shows that discipline of work gives a positive and also significant effect toward work environment. It is considered if the work discipline is getting much better, the work environment is going to improve.

Work discipline is measured by indicators, (Hasibuan, 2016: 194), namely Always coming and going home on time, Doing all the work well and Complying with all organizational regulations and applicable norms. These results are in line by Habitullah and Irawati (2021) and Ramdan (2021) who found that discipline of work gives such a positive and also significant influence toward work environment

The Influence of Organizational Culture on Employee Performance

According to the result of test regarding the influence between organizational culture toward performance of employee, it shows that organizational culture gives a positive and also significant influence toward performance of employee, meaning that if the organizational culture is improving so it will significantly increase the performance of the employee.

Organizational culture is measured by 6 indicators, namely Innovation taking into account risks, Paying attention to each problem in detail, Oriented to the results to be achieved, Oriented to all members' interests, Aggressive at work and Maintaining and maintaining work stability can increase job satisfaction in the Kesiman Kertalangu Village Office . according to the results shown, it is able to be considered that the organizational culter can help improve the performance of the employee at the Kesiman Kertalangu Village Head Office.

This statement is supported by research done by Amanda, et al (2017), Rosvita, et al (2017), Apriansyah (2020), Nur et al (2020), Hasanuddin et al (2020), Siki (2021), Nurrohman (2021), Fathoni et al (2021), Wiyanto and Idrus (2021) it revealed that organizational culture gives such a positive and also significant influence toward performance of employee.

Effect of work discipline on employee performance

According to the results regarding the influence of the discipline of work toward performance of employee, it shows that work discipline gives such a positive and also significant effect on performance. It can be considered that of the work discipline is improving, the performance of employee can be significantly increased.

Work discipline is measured by indicators, (Hasibuan, 2016: 194), consisting of: always coming and going home on time, doing all the work well and complying with all organizational regulations and applicable norms able to improve employee performance at the Kesiman Village Head's Office Kertalangu.

This study shows the results which are supported by Dea, et al (2020), Mufida, et al (2021), Elburdah (2021), Daud, et al (2022), Shihab, et al (2022), revealed that work discipline gives a positive and also significant influence toward employee performance.

The Influence of the Work Environment on Employee Performance

According to the results shown, it reveals that the environment of work gives such a positive and also significant effect toward performance. It is able to be claimed that if the environment of work is improving so it can help improve the employee performance significantly.

Job satisfaction is measured by indicators according to Siagian (2014: 57), namely workplace buildings, adequate work equipment, facilities, availability of transportation facilities, peer-level relationships, superior-employee relationships, collaboration between employees can significantly improve employee performance.

These results is supported by the research from Hasanuddin et al (2020), Fathoni et al (2021), Habitullah and Irawati (2021), Anshori, et al (2021), Husain, et al (2022) Ramdam (2022) which states that the environment of work gives such a positive and also significant influence toward performance of employee.

The Role of the Work Environment in Mediating the Influence of Organizational Culture on Employee Performance

According to the test results regarding the role of the environment of work to be the mediation the influence between organizational culture on employee performance, it shows that the work environment mediates part of effect between the organizational culture and also performance of employee. It is able to be known from the direct correlation of the work discipline and also performance is claimed to be significant, as well as the indirect correlation of work discipline and also performance through the work environment is also significant.

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These results are supported by the study from Firdian (2017) and Jufrisen and Rahmadani (2020) who found that the work environment can help mediate the influence of the organizational culture toward performance of employee.

The Role of the Work Environment in Mediating the Effect of Work Discipline on Employee Performance

According to the results shown about the role of the work environment in becoming the mediation of the effect between discipline of work toward performance of employee it shows that the work environment mediates part of the correlation of the work discipline and performance. It is known from the direct correlation of the work discipline and also performance is shown to become significant, as well as the indirect correlation of the work discipline and also performance through the work environment is also shown to become significant.

The results is supported by Habitullah and Irawati (2021) and Ramdan (2021) who found that the work environment mediates the influence between the work discipline toward employee performance.

CONCLUSION

1. Organizational culture reveals a positive and also significant effect toward performance, it can be considered that if the organizational culture is improving, so performance of employees is getting much better.
2. Organizational culture gives such a positive and also significant effect toward the work environment, meaning that improving the organizational culture can help improving the work environment significantly.
3. Work discipline has a positive and significant effect on performance, meaning that the more work discipline increases, the performance will increase significantly.
4. Work discipline gives such a positive and also significant influence toward the work environment, meaning that if the work discipline is improving so the work environment is going to be significantly increased
5. The environment of work gives such a positive and also significant influence toward performance. It can known that if the work environment is getting much better so it will help increasing the performance significantly
6. Job satisfaction can be mediation part of the influence of the organizational culture and performance. This can be seen from the direct correlation of the organizational culture and also performance that is claimed to be significant, as well as the indirect correlation of the organizational culture and also performance through the environment of work which is also significant.
7. The work environment mediates part of the effect between the work discipline and performance. It is able

to be seen from the direct relationship between work discipline and performance is claimed to be significant, as well as the indirect correlation of the discipline of work and performance through the work environment is shown to be significant

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