

**THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK DISCIPLINE
ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL SUPPORT
AMONG EDUCATIONAL AND TECHNICAL STAFF AT UNIVERSITAS WAHID
HASYIM**



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Abstract

Human resources management encompasses all individuals involved in organizational activities, ranging from employees to managers and leaders. These individuals not only contribute physical labor but also provide valuable input in the form of thoughts, creativity, and innovation crucial for the progress and success of the organization. A strong organizational culture and high discipline can have a positive impact on organizational activities. Additionally, organizational support is essential in managing human resources to provide motivation and encouragement for the advancement of both employees and the organization. This research method employs statistical analysis using path analysis. The sample consists of 40 respondents. The research findings reveal that organizational culture and work discipline have a significant direct influence on employee performance, while the indirect influence through organizational support is not statistically proven.

Keywords: Organizational Culture, Discipline, Organizational Support, Performance

INTRODUCTION

Organizational management is the key to a company's success in achieving goals and maintaining competitive advantage. Human resources (HR) are one of the most important aspects of the sustainability of an organization (Aisyah et al., 2023). HR includes all individuals who play a role in organizational activities, from employees to managers and leaders. These individuals not only contribute physical labor but also contribute in the form of thinking, creativity, and innovation which are very necessary for the progress and success of the organization (Batubara & Affafiqur, 2020; Mahi Datun Soliha & Hanung Eka Atmaja, 2022; Sahadi et al., 2020; Sandi et al., 2019).

Effective HR management is a key factor in ensuring that organizations can utilize the maximum potential of each individual and maintain long-term business continuity (Amalou, 2024). Good HR management does not only include recruiting and maintaining employees, but also includes developing performance management competencies, rewards, and career development. Human resource development has become a key element in organizational success in the current era of globalization (Apriliana & Nawangsari, 2021; Basuki, 2023; Khaeruman et al., 2023; Luthfihani et al., 2024; Sunarto, 2020).

Success can be seen in how employees can carry out their work well. Employee performance is the main indicator of the success of an organization. With effective HR management, organizations can create a work environment that motivates and allows each individual to achieve their best potential (Tupti et al., 2022; Wijaya, 2021). Competency development and appropriate performance management, employees can be given clear direction regarding organizational expectations and given the support necessary to achieve an organization's goals. Optimal employee performance not only reflects individual success but is also a reflection of the organization's success in achieving its strategic goals and maintaining a competitive advantage in the market competitively (Darmadi, 2022; Hasibuan, 2014; Yati Mutiara & Wijayanto, 2023).

Employee performance and organizational support have a very close relationship and influence each other (Siagian et al, 2023). Organizational support refers to various forms of assistance, resources, training, a conducive work environment, and recognition of

contributions and work environment provided by the organization to employees (Zaena et al, 2022). This support can provide strong motivation or encouragement to employees. Organizational support can improve employee performance (Fitriani et al., 2022; Zulikhwan, 2020). When organizations provide adequate support to employees, employees tend to feel appreciated and motivated to give their best.

Organizational support can also create a sense of trust and loyalty among employees towards the organization to commit to the organization's goals and values, which in turn can improve performance (Manalu et al, 2024). Conversely, a lack of organizational support can have a negative impact on employee performance. When employees feel marginalized or unsupported by the organization, employees can lose motivation, feel unappreciated, or even seek opportunities elsewhere that offer better support.

Effective human resource management cannot be separated from the organizational culture and work discipline applied therein. Organizational culture reflects the values, norms, and beliefs held and practiced by members of the organization (Ningrum & Sugiarto, 2024). On the other hand, work discipline refers to the level of employee obedience and dedication in carrying out employee duties and responsibilities (Mulyana et al., 2022).

A strong and positive organizational culture can provide a solid foundation for effective human resource management (Darti & Kusuma, 2022; Kirana et al., 2022). When values such as cooperation, innovation, integrity, and empowerment are upheld, they will be reflected in policies, practices, and daily interactions between employees. A culture that supports individual growth and development, and promotes open and collaborative communication, will strengthen employee performance and increase overall organizational effectiveness (Asmaya et al., 2022; Kirana et al., 2022).

Work discipline is also an important element in achieving organizational goals. When employees demonstrate a high level of commitment to their duties and responsibilities and adhere to established rules and procedures, overall productivity and performance tend to increase (Sudama, 2022). Good management needs to enforce clear and fair work discipline standards, as well as provide appropriate rewards and sanctions as incentives for employees to continue to comply with the rules and maintain a high level of performance.

The results of initial observations on educational and technical employees at Wahid Hasyim University showed that employee performance was not optimal, this was proven by the fact that there were still late attendance and absences without prior permission. In addition, the use of rest hours exceeds the working hours limit. This attitude is an attitude that can create an inappropriate organizational culture. Apart from that, discipline will decrease. Impact on the continuity of an organization's work activities. Leadership efforts require continuous HR management. Organizational support can also be provided by providing advice, awareness, and other support so that employee performance can be as optimal as possible and organizational goals can be realized.

Based on the description above, the author wants to confirm the results of the research that has been carried out and add other variables to make the knowledge and results scientific to provide important meaning in optimizing employee performance. Thus, this research aims to describe the organizational culture and work discipline on employee performance through organizational support at Universitas Wahid Hasyim.

RESEARCH METHOD

The research approach applied in this study is quantitative using path analysis. This method involves a structured investigation of a particular phenomenon by collecting measurable data, and then analyzing it using statistical, mathematical, or computational techniques (Ramdhan, 2021). This approach allows researchers to understand the cause-and-effect relationships between the variables studied with a high degree of accuracy. Thus, this research is designed to provide an in-depth understanding of the dynamics of the phenomenon under study without compromising the accuracy of the analysis. Apart from that, the author provides Figure 1 as the research design that will be tested, which looks as follows:

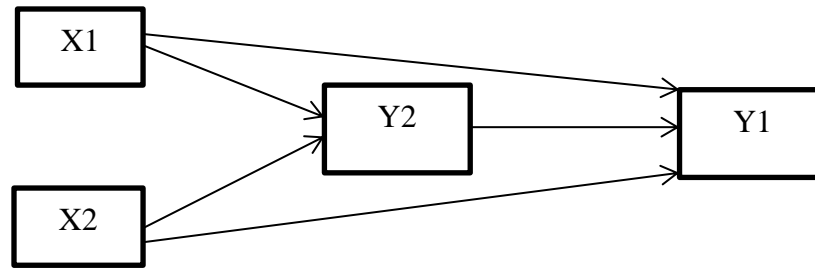


Figure 1.
Research Design

Source: Processed Data, 2024

The population of educational and technical staff at Wahid Hasyim University is known to be 180 (HRD Wahid Hasyim University, 2024). Because the population is more than 100 and is considered too large, the author took observational sampling steps because he considered time, cost, and energy. Roscoe is deep Sugiyono (2019), said that the appropriate sample size in research is 30 to 500, apart from that, if the research will carry out multivariate analysis (correlation or regression), then the number of sample members must be at least 10 times the variables studied. Because there are 4 variables in this research, the research sample is 4x10, the same as 40 research samples.

Data collection uses primary and secondary data. Primary data was obtained from distributing questionnaires and secondary data was obtained from the results of past research. Other secondary data was also obtained from books or theories that had relevance to support the results of this research. Thus, the research results obtained have the power to be discussed. The questionnaire grid can be described through the operation of the questionnaire instrument as follows:

Table 1.
Operational Definition Grid

No	Variable	Definition	Indicator	Items	Information
1	Organizational culture	Organizational culture is a collection of values and beliefs that are collectively adopted from the habits and initial philosophy of its founder. These values	1. Innovation and risk-taking 2. Attention to detail 3. Outcome orientation	1,2 3,4 5,6	Likert Scale

		interact to form norms that guide ways of thinking and acting in achieving common goals (Husein, 2010)	4. People orientation 5. Team orientation 6. Aggressiveness 7. Stability (Prayogo, 2019)	7.8 9.1 11,12 13,14	
2	Work Discipline	Work discipline is an individual's ability to work consistently, diligently and regularly in accordance with applicable regulations without violating established rules.(Sinambela, 2019).	1. Presence 2. Compliance with work regulations 3. Adherence to work standards 4. Level of alertness 5. Work ethics(Rivai, 2015)	1,2 3,4 5,6 7.8 9.1	Likert Scale
3	Employee performance	Employee performance is the real result of the work carried out by team members, often used as a basis for assessing individuals or organizational entities (Hasibuan, 2014).	1. Proficiency 2. Adaptivity 3. Proactivity (Saviera et al., 2021)	1,2,3,4, 5,6,7,8, 9 10,11,1 2,13,14, 15,16,1 7,18 19,20,2 1,22,23, 24,25,2 6,27	Likert Scale
4	Organizational Support	Organizational Support is a form of support provided by organizational entities to explore and grow	1. Awards 2. Development 3. Working conditions	1,2 3,4 5,6	Likert Scale

employee understanding in accordance with existing standards and aspirations in the company (Fitriani et al., 2022).	4. Care about employee welfare (Hidayanti et al., 2020)	7.8
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Analysis of research data uses the SPSS program on a computer. Data analysis carried out was by testing validity and reliability, classical assumption test, regression path analysis test, and coefficient of determination test (R²) (Ghozali, 2016).

RESULTS AND DISCUSSION

The results of this research consist of several tests, namely validity and reliability, classical assumption test, path analysis test, and coefficient of determination test, which are as follows:

Validity and Reliability Test

This test uses the product-moment correlation test by comparing the calculated r-value with the table r-value. Validity testing is a trial of the instrument before the questionnaire is distributed. The trial was carried out on 30 respondents. The result obtained is that the calculated r is greater than the r table. R table n=30 which is based on calculations is 0.349. Meanwhile, the reliability test can be seen from the Cronbach alpha reliability value. The recommended Cronbach alpha value limit is above 0.6 (Sugiyono, 2019). It can be detailed as follows:

Table 2.
Validity and Reliability Test Results

Variable	Items	Rcount range	Information	Cronbach Alpha	Information
Work Culture	X1.1-X1.14	0.518-0.870	Valid	0.915	Reliable
Work Discipline	X2.1-X2.10	0.608-0.879	Valid	0.891	Reliable
Performance	Y1.1-Y1.27	0.406-0.809	Valid	0.939	Reliable
Organizational Support	Y2.1-Y2.8	0.520-0.838	Valid	0.759	Reliable

Source: Processed Data, 2024

Based on statistical data from validity and reliability tests, it was found that all items in each variable met validity and reliability. The validity of all items has an R-value above 0.349 and a reliability value above 0.6. This research instrument can be relied upon as a research instrument that is ready to be distributed to research respondents.

Classic Assumption Test

The results of the classical assumption tests carried out include the normality test, multicollinearity test, and heteroscedasticity test also with SPSS. This test is a prerequisite so that subsequent analyses can be carried out. The normality test is obtained from the Kolmogrov-Smirnov asym sig (2-tailed) value with a value of 0.200 above the threshold of 0.05, which indicates that the data is normally distributed. The next test, namely the multicollinearity test, was obtained with a tolerance value of 0.777-0.885 greater than 0.1 and a VIF value of 1.130-1.287 below 10 which indicates that multicollinearity does not occur. Meanwhile, another classic assumption test for scatterplot heteroscedasticity is obtained as follows:

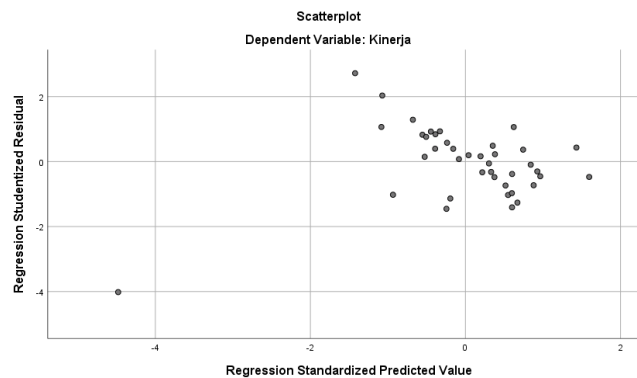


Figure 2.
Scatterplot Heteroscedasticity Test Results

Source: Processed Data, 2024

Based on Figure 2, it is found that the point analysis does not form a particular pattern. So, it can be assumed that the data obtained is free from heteroscedasticity. Overall, the classical assumption test has been fulfilled and the author can continue the analysis to get answers or answer the hypotheses that have been proposed.

Path Test

Path testing is carried out using a 2-stage model. The first model is testing the influence of X1 and X2 on Y2, and the second model is testing the influence of X1, X2, and Y1 on Y2. The overall results obtained are as follows:

Table 3.
Results of R Square First Model
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,651a	,424	,393	8.97485

a. Predictors: (Constant), Work Discipline, Organizational Culture

Source: Processed Data, 2024

Table 4.
Results of the Standard Value of the First Model Beta Coefficient
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	57,800	10,214		5,659	,000
	Organizational culture	,500	,149	,422	3,359	,002
	Work Discipline	,792	,219	,454	3,620	,001

a. Dependent Variable: Performance

Source: Processed Data, 2024

Table 5.
Results of R Square Second Model
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,697a	,485	,442	8.60012

a. Predictors: (Constant), Organizational Support, Organizational Culture, Work Discipline

Source: Processed Data, 2024

Table 6.
Results of Standard Values of the Second Model Beta Coefficient
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	47,643	10,946		4,352	,000
	Organizational culture	,399	,151	,336	2,645	,012
	Work Discipline	,630	,224	,361	2,813	,008
	Organizational Support	,683	,330	,281	2,072	,045

a. Dependent Variable: Performance

Source: Processed Data, 2024

Path diagrams are visuals used to describe the relationship between variables in the analysis model. This helps to visualize the direct and indirect influences between the observed variables. The visual results that have been created are based on the statistical results of model 1 and model 2, which are as follows:

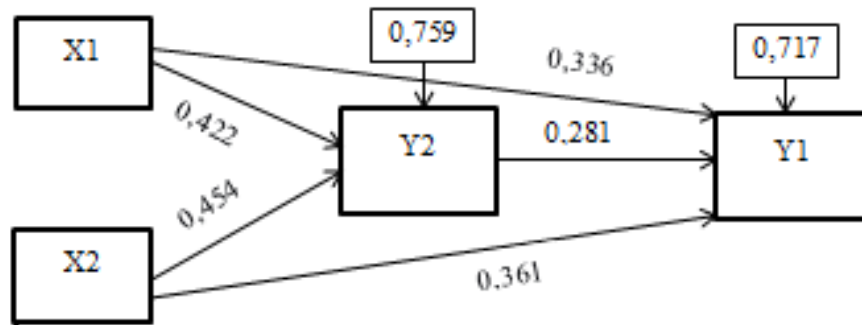


Figure 3.
Path Test Results for Models 1 and 2

Source: Processed Data, 2024

Discussion

The organizational culture item with the highest average is "I always innovate at work". This is an effort that should be maintained by employees. Employees who have innovations can have an impact on the progress of the organization. Meanwhile, the smallest average was obtained for the item "I always complete work according to established procedures". Sometimes procedures become annoying for employees, so employees will look for shortcuts to gain speed. However, the procedure should be carried out as it should. Having

procedures can create smoothness and solutions if there are problems. The average distribution of the 14-item questionnaire obtained on organizational culture is as follows:

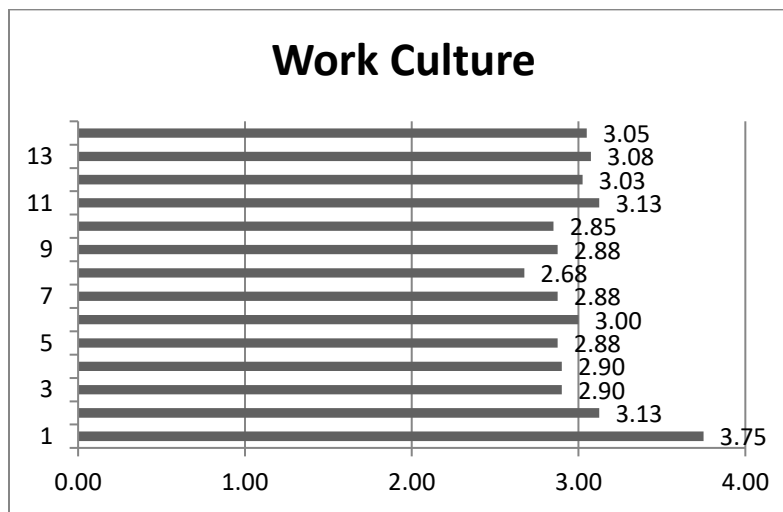


Figure 4.
Average Organizational Culture Score

Source: Processed Data, 2024

The work discipline item that has the highest average is "I arrive on time at work every day". This is an effort that should be maintained by employees. Employees have carried out organizational rules, indicating that employees have a responsibility to work according to the schedule expected by the organization. Meanwhile, the smallest average was obtained for the item "I am always alert to potential risks or dangers in the work environment". Employees should pay more attention to the risks at work, and always work in accordance with discipline to become employees who have the responsibilities and expectations of the organization. The average distribution of the 10-item questionnaire obtained on work discipline is as follows:

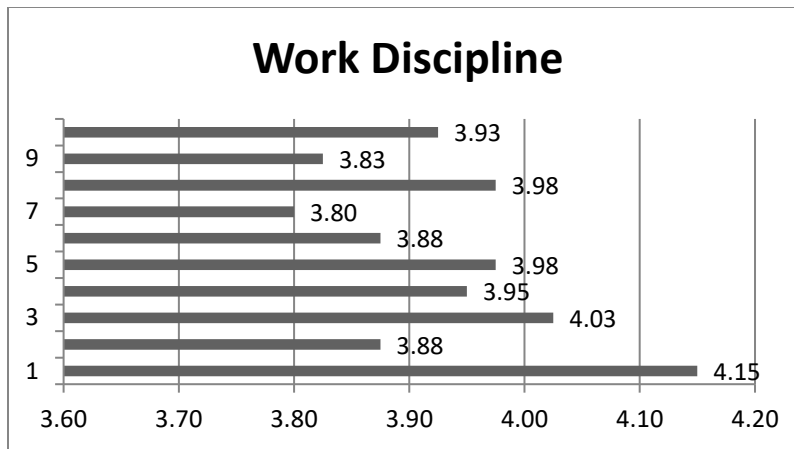


Figure 5.
Average Work Discipline Score

Source: Processed Data, 2024

The organizational support item with the highest average is "The programs available help promote our physical and mental well-being as employees". Organizations continue to carry out evaluations so that resource management can be channeled and improve the smooth running of organizational activities. Meanwhile, the smallest average was obtained for the item "I feel encouraged to continue to improve my skills and competencies". The organization has provided freedom for its employees to gain more skills. Organizations should provide relevant training to support the work of their employees. The average distribution of the 8-item questionnaire obtained from organizational support is as follows:

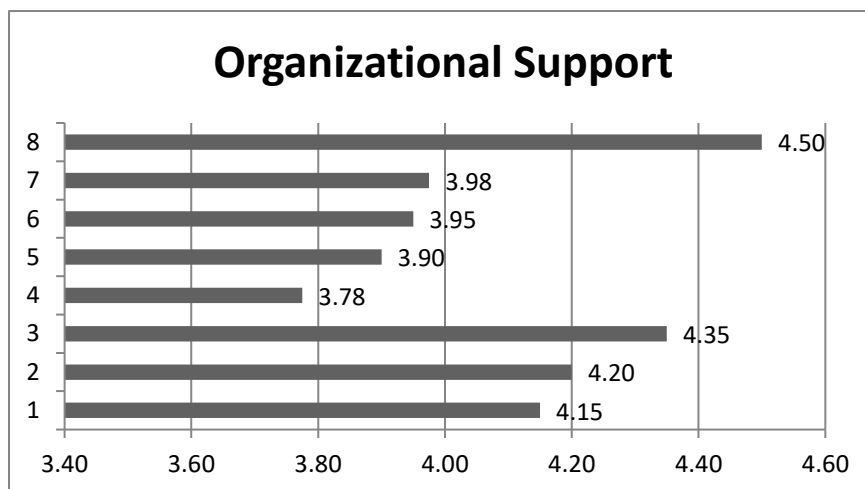


Figure 6.
Average Value of Organizational Support

Source: Processed Data, 2024

The organizational support item that has the highest average is "I have effective communication with my colleagues". Social is very important in carrying out work, effective communication can be efficient in completing work. Meanwhile, the smallest average was obtained for the item "I provide input to the company so that it can achieve the intended effectiveness (for example by suggesting changes to administrative procedures)". Input is very important to increase efficiency and effectiveness in organizing. The average distribution of the 27-item questionnaire obtained on performance is as follows:

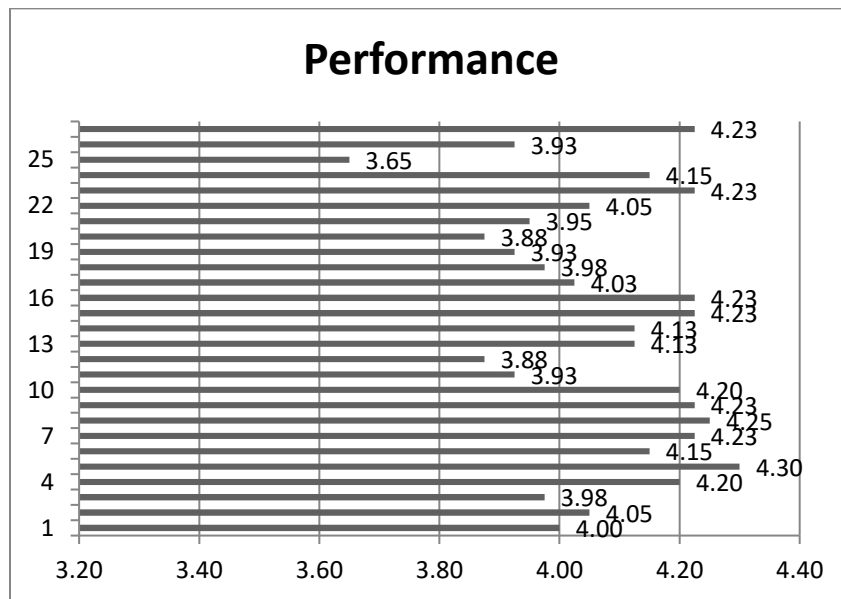


Figure 7.

Average Performance Value

Source: Processed Data, 2024

Interpretation of the influence of organizational culture and work discipline on employee performance through organizational support, including:

The Influence of Organizational Culture and Work Discipline on Employee Performance

The research results influence the influence of organizational culture and work discipline on employee performance. This is indicated by the significance value, namely organizational culture on employee performance of $0.012 < 0.05$ and work discipline on performance of $0.008 < 0.05$. The results of this research are supported by previous research, namely that organizational culture also influences employee performance (Ningrum &

Sugiarto, 2024; Puspita & Mujiati, 2023; Syeikh et al., 2024). Furthermore, previous research that supports this research is that discipline also influences employee performance (Hartono & Siagian, 2020; Khoiri et al., 2022; Luthfihani et al., 2024; Manaksia & Adiwati, 2022; Mediana & Khoiri, 2023; Putri et al., 2024; Sudama, 2022).

An organizational culture that encourages positive standards of behavior and emphasizes the importance of work discipline can play an important role in shaping employee attitudes and actions. This emphasizes the importance of the values promoted by the organization and compliance with the established rules. By creating an environment where positive norms are encouraged and upheld, and followed by consistent discipline, companies can positively influence employee behavior. Instilling expected values in employees clearly and providing consistent guidance in implementing organizational rules. A healthy organizational culture and high work discipline can be factors in shaping productive employee behavior.

The Effect of Organizational Support on Employee Performance

The results of research on the influence of organizational support on employee performance have an influence. This is indicated by the significance value, namely organizational culture on employee performance of $0.045 < 0.05$. The results of this research are supported by previous research, namely that organizational support influences employee performance (Kurniawan et al., 2022; Metria & Riana, 2018; Umihastanti & Frianto, 2022). Meanwhile, organizational support does not affect employee performance (Fitriani et al., 2022).

Organizational support for employee performance is a factor in organizational success. Having support from an organization is a sign that the organization upholds sportsmanship when working in a particular organization. This effort is made so that employees become enthusiastic in carrying out their work. There is a mutualistic outcome between employees and the organization. Organizations also expect productive performance, resulting in profits from running more optimal organizational activities.

The Influence of Organizational Culture and Work Discipline on Employee Performance through Organizational Support

Organizational culture and work discipline directly influence employee performance, and organizational culture and work discipline indirectly influence employee performance through organizational support. Meanwhile, in detail, the direct influence of organizational culture on performance is 0.336, and indirectly organizational culture through organizational support on performance is $0.422 \times 0.281 = 0.118$. So the total influence of organizational culture on performance through organizational support is $0.118 + 0.336 = 0.454$ and because the indirect influence of organizational culture through organizational support on performance is smaller than the direct influence, then organizational culture indirectly through organizational support does not influence performance.

Meanwhile, the direct influence of discipline on performance is 0.361, and indirectly work discipline through organizational support on performance has a value of $0.454 \times 0.281 = 0.127$. So, the total effect of work discipline on performance through organizational support is $0.361 + 0.127 = 0.488$ and because the indirect effect of work discipline through organizational support on performance is smaller than the direct effect, then indirect work discipline through organizational support does not affect performance.

CONCLUSION

A series of studies have been carried out and ended in conclusions. This research concludes that organizational culture and work discipline directly influence employee performance, and organizational culture and work discipline indirectly influence employee performance through organizational support. Meanwhile, in detail, the direct influence of organizational culture on performance is 0.336, and indirectly organizational culture through organizational support on performance is 0.118. So, the total influence of organizational culture on performance through organizational support is 0.454 and because the indirect influence of organizational culture through organizational support on performance is smaller than direct influence, then indirect organizational culture through organizational support does not influence performance. Meanwhile, the direct influence of discipline on performance is

0.361, and indirectly, work discipline through organizational support on performance has a value of 0.127. So, the total influence of work discipline on performance through organizational support is 0.488 and because the indirect influence of work discipline through organizational support on performance is smaller than direct influence, then indirect work discipline through organizational support does not influence performance.

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