

## Implementation Of Organizational Culture And Work Discipline And Their Influence On Army Polytechnic Performance

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**Abstract.** An organization is a place where people gather, and a system manages resources using methods, materials, environment, facilities and infrastructure efficiently and effectively, to achieve the same goal. In an organization, everyone works rationally, systematically, planned, controlled and guided in utilizing all resources. Strategic resources in an organization are people who play an important role in determining whether an organization is healthy or not. Therefore, planned and sustainable human resource development is an absolute necessity for organizational sustainability.

**Keyword :** Organizational Culture, Human Resources Management, Army Polytechnic

### INTRODUCTION

An organization is a place where people gather, and a system manages resources using methods, materials, environment, facilities and infrastructure efficiently and effectively, to achieve the same goal. In an organization, everyone works rationally, systematically, planned, controlled and guided in utilizing all resources. Each individual who is part of an organization has a structured relationship with each other, both between individuals, as well as with the environment and culture that develops within the organization.

Strategic resources in an organization are people who play an important role in determining whether an organization is healthy or not. Therefore, planned and sustainable human resource development is an absolute necessity for organizational sustainability. Management is required to be able to innovate and develop new ways to maintain the productivity of its members and develop their potential so they can make maximum contributions to the organization. Human resource problems that appear to be only an internal problem of an organization actually have a close relationship with the wider community as a public service that is measured by performance.

Increasing human resources can of course improve organizational culture patterns, work discipline and work motivation, so that it can create high-performing organizational members. Improving employee performance requires an analysis of the factors that influence it by paying attention to the needs of employees, including the formation of organizational culture, good work discipline and employee motivation.

Organizational culture is closely related to the system of spreading beliefs and values that develop within an organization so that it can direct the behavior of its members. If the culture that develops in an organization supports the organization's strategy, then organizational

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culture can become a major instrument of competitive advantage. Organizational culture can form control and control mechanisms, as well as a driving factor in the performance of its members to accelerate the achievement of organizational goals.

Army Polytechnic, as an organization operating in the field of vocational higher education, has a superior vision in developing science and research into the main tools of land-based weapon systems towards military technological independence. Apart from the organizational culture that is formed at Poltekad, this vision can be achieved immediately if there is work discipline among its employees. Discipline is a person's effort to consciously obey all the rules and social norms that apply at Poltekad. Discipline is differentiated into preventive discipline which is a management method for creating an organizational climate that is conducive to increasing work productivity, positive discipline which is the mental development of employees whose performance is unsatisfactory and progressive discipline which is management intervention for employees whose performance does not satisfy the organization before the employee is given sanctions or dismissed.

Apart from being influenced by organizational culture and work discipline, motivation can also influence employee performance. Work motivation is a process where needs encourage a person to carry out a series of activities that lead to achieving certain goals. Building an organizational culture that is strong and relevant to current conditions is one of the most effective ways to build work discipline, adapt to current developments, to achieve Poltekad's goals.

## **LITERATUR REVIEW**

### **Organizational Culture**

Businesses that want to survive must have an organizational culture that can adapt to changing times. Culture can be understood as the programming of the mind that makes it possible to categorize different types of individuals in various ways. The main function of organizational culture is to help understand the environment and determine how to respond to it, so as to reduce anxiety, uncertainty and confusion, with the main function of organizational culture namely, as internal integration, where members of the organization can unite so that they will understand how to interact with each other. This internal integration function will give a person and other coworkers a collective identity and provide guidance on how a person can work together effectively and as an external adaptation process, where organizational culture will determine how the organization fulfills its various goals and relates to outside parties. This

function will provide a level of adaptation organizations in responding to changing times, competition, innovation, and service to consumers.

Rasak (2022) said, culture is the “social glue” which provides a “we-feeling”, thus combating distinction mechanisms that are an inevitable part of an organisation. Organizational culture provides the foundation for contact and understanding a common framework of meanings.

Kellie Wong (2023) stated in his research, that organizational culture is the set of values, beliefs, attitudes, systems, and rules that outline and influence employee behavior within an organization. The culture reflects how employees, customers, vendors, and stakeholders experience the organization and its brand.

A good organizational culture is the key to developing the traits necessary for business success. Companies with a healthy culture are 1.5 times more likely to experience revenue growth of 15 percent or more in three years and 2.5 times more likely to experience significant growth over the same period.

In the other hand, Aboramadan et al (2020) said, that the presence of a strong organizational culture that is characterized by teamwork, communication, openness, work autonomy, commitment, employee’s involvement, flexibility, creativity, responsibility, etc., will positively contribute to innovation and organization performance alike. He also explained that the existence of a climate that is characterized by objective orientation, customer focus, continuous learning, risk taking, adaptability, entrepreneurial mindset, performance incentives, excitement, work engagement, decision making, marketing orientation, and high standards and values, is of extreme importance to the firm success at different levels. Moreover, the results provide insights to the banking sector which is striving to be responsive to challenging environments through successfully adopting innovation.

Mohammed Hussen and Mama Irbo (2021), states that the goal of an organization is to improve performance by designing various strategies that will help its members achieve high levels of performance. This research shows that organizational culture has a very important influence on employee work performance. It was also identified that organizational culture determines the level of organizational productivity. This means that a strong organizational culture helps improve the performance of its members more than others.

Victoria Ngozi and Evangeline (2021) states that organizational culture is an important component in an organization which has given rise to various studies to determine and establish a relationship with organizational performance and sustainability. This research also shows that if employees are committed and have the same norms and values as the organization, they can

improve performance and achieve overall organizational goals. This review includes a synthesis of appropriate literature related to the role of organizational culture in improving performance and productivity in organizations. This research concludes that organizational members who have good work ethics, think alike and hold the same beliefs and values, guided by the values of consistency, adaptability and effective communication systems, provide employees with a sense of identity that increases their commitment to work and in the end, leads to better performance.

Praveena, A. & Fonceca, Clayton. (2023) said, that in a company, organizational culture has a very important role. Employees must feel proud of their organization, the work environment must make employees feel positive about the organization. Organizational culture also influences employee behavior as well as various dimensions such as knowledge about organizational culture, work environment, values and beliefs, attitudes towards work, work involvement. Indicators of organizational culture are innovation, courage to take risks, attention to details (management focuses more on details). An organization that has a results orientation is indicated by the extent to which management focuses more on results compared to the techniques and processes used, people orientation is the extent to which management decisions consider the effects and results on the people in the organization, team orientation is the extent to which work activities are organized around teams, aggressiveness is the extent to which people are aggressive rather than relaxed, and stability is the extent to which organizational activities emphasize the status quo in comparison to growth.

### **Work Discipline**

Discipline is a situation where people who are members of an organization comply with existing regulations happily. Meanwhile, work is all human activities carried out to achieve predetermined goals. Thus, work discipline can be defined as an employee's attitude to behave in accordance with the rules that have been established at the place where he works.

On the other hand, Work Discipline can also be interpreted as an attitude of respect, appreciation, compliance and obedience to applicable regulations, both written and unwritten, as well as being able to carry them out and not escape receiving sanctions if they violate the duties and authority given. them (Arenofsky, 2017). . Furthermore (Yang et al., 2016) stated that discipline is a person's awareness and willingness to obey all company rules and applicable social norms.

The progress and sustainability of an organization greatly depends on the quality of its human resources. Therefore, a strategy for developing and improving human resources is very necessary, because the quality of human resources in the organization will determine the progress of the organization in the future. An important factor that has a strong influence on performance is work discipline. To achieve organizational goals, both short-term and long-term goals, employee work discipline is required. Where, work discipline is the process of implementing rules and legal procedures if a violation occurs. From this point of view it can be concluded that work discipline is a form of employee self-control, its implementation is regular according to procedures, and shows the seriousness of teamwork in the organization. Work discipline is a condition that causes or encourages employees to act and carry out all activities in accordance with predetermined norms or rules.

### **Organizational Performance**

Performance in an organization can only be achieved if there is a harmonious match between various aspects of the organization. An organization that has a structure that is flexible enough to adapt to various circumstances will be more prosperous than other organizations that are unable to adapt. The application of the principle of situational consistency should not be limited to organizational structures alone. Managing performance is a collaborative effort that includes planning, monitoring, developing, assessing and rewarding. Performance includes aspects such as quality and quantity of work, as well as knowledge and work relationships.

Organizational Performance involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. Organizational performance can also be defined as the ability of an organization to achieve its goals and optimize results. In today's workforce, organizational performance can be defined as a company's ability to achieve goals in a state of constant change.

Managing performance is a planned process where the main components are agreement, measurement, support, feedback and positive reinforcement. The efficiency of an organization's staff has a direct correlation with the level of achievement of that organization. There is no single adage that can be applied to employee performance. The following is a list of the four components that make up an organization's performance: (Dess, Lumpkin and Eisner, 2005)

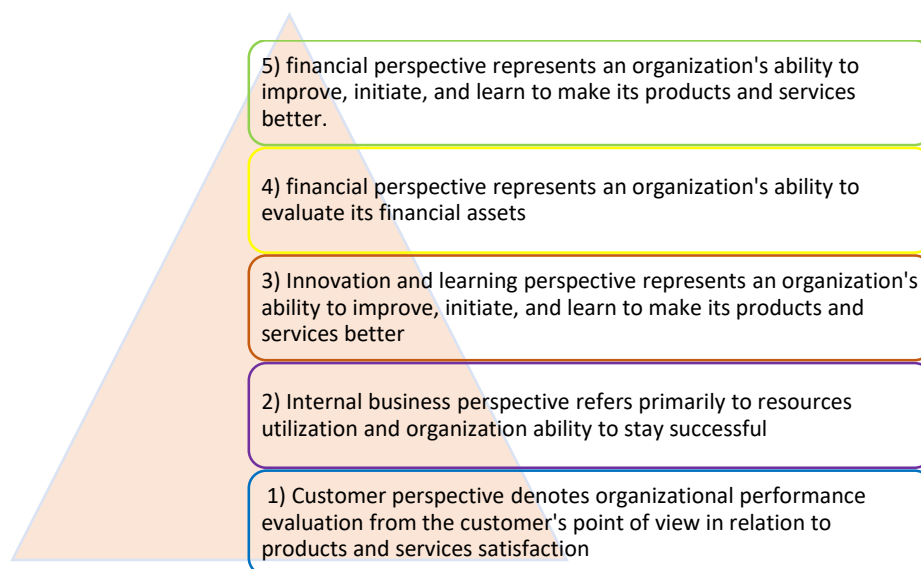


Figure 1: Four Components that Form Organizational Performance

Sources : Dess, G.; Lumpkin, G. T. and Eisner, A. B. (2005).

Performance refers to the work done by a person on the basis of skill, experience, sincerity and time in accordance with the duties assigned to him in terms of quality and quantity. In short, performance is a combination of three important factors: the ability and interest of the worker, the delegation's interpretation of the task, and the ability and acceptance of the worker's role and motivation level. The higher the weight of these three factors, the better the performance of the relevant employees.

### Work Motivation

Motivation comes from the Latin *movere* which means encouragement or moving. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation explains how to direct the power and potential of subordinates, so that they are willing to work together productively, until they succeed in achieving and realizing predetermined goals.

Motivating employees is also important to improve their performance. Motivation is a condition or condition that can encourage someone in a way to be willing without coercion to improve performance in achieving company goals motivating employees in the company is very important. Motivation is one of the factors that can support maximum performance because motivation is a person's internal state that activates and directs behavior to certain targets employees in an organization can be motivated by providing what their needs and wants.

Work motivation is a condition that has the effect of generating, directing and maintaining behavior related to the work environment. Operationally, the work motivation

variable is measured using 3 (three) indicators, namely: need for achievement, physical need (psychological need) and safety need.

Motivation is one of several factors that can determine employee achievement and performance which will have an impact on how committed employees are to the organization, which involves individual and organizational factors. Motivation can be influenced by:

- a. Individual differences in characteristics include needs, interests, attitudes and values
- b. Differences in job characteristics. This relates to the position requirements for each job.

## METHOD

### Conceptual Framework

A conceptual framework is a part of research that presents concepts or theories in the form of a research conceptual framework, which refers to the problems to be researched or related to research and is made in the form of a diagram. The research conceptual framework connects one concept with other concepts that are being researched. This framework is used to explain the topic being researched.

In this research, the conceptual framework explains whether or not there is a relationship between several variables: 1) to test whether there is an influence between organizational culture and work motivation. 2) to test whether there is an influence between work discipline and work motivation. 3) to test whether there is an influence between organizational culture and organizational performance 4) to test whether there is an influence between work discipline and organizational performance 5) to test whether there is an influence between work motivation and organizational performance. 6) to test whether there is an influence between organizational culture and organizational performance through work motivation. 7) to test whether there is an influence between work discipline and organizational performance through work motivation. From the description above, a conceptual framework model can be prepared as follows:

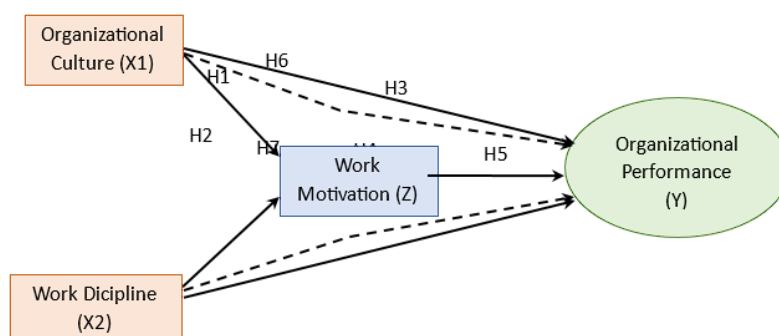


Figure 2. Conceptual Framework

From the description of the conceptual framework, the hypothesis of this research is as follows:

H1: There is a significant influence of organizational culture on work motivation.

H2: There is a significant influence of work discipline on work motivation.

H3: There is a significant influence of organizational culture on organizational performance.

H4: There is a significant influence of work discipline on organizational performance.

H5: There is a significant influence of work motivation on organizational performance.

H6: There is a significant influence of organizational culture on organizational performance through work motivation.

H7: There is a significant influence of work discipline on organizational performance through work motivation.

### **Research Design**

This research is research with a quantitative approach, explanatory research which aims to explain the relationship and position of the variables studied, by explaining the causal relationship between variables through testing previously formulated hypotheses.

### **Population and Sample**

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn, where in this research, the population is all employees at the Army Polytechnic, totaling 150 employees.

The sample is part of the number and characteristics of the population. The population is relatively small, namely 150 employees, so the sample in this study was 150 employees, and all of them returned questionnaires, so the data processed was 150 employees.

### **Method of collecting data**

Data collection in this research uses a questionnaire, where the research wants to get an overall profile to be able to calculate the frequency of occurrence of opinions, attitudes, experiences and processes, behavior or predictions. Through a questionnaire, respondents were asked to answer questions about facts, attitudes, beliefs, behavior and experiences as Army Polytechnic employees.

### **Operational Definition and Variable Measurement**

This research uses operational definitions of variables according to the variables used to avoid misinterpretation from various parties. Apart from that, in quantitative research, operationalization of variables is needed to determine the type, indicators and scale of the



variables involved in the research so that hypothesis testing with statistical tools can be carried out correctly. The related variables in this research are explained as follows:

The variables used in this research are two independent variables, namely Organizational Culture (X1) and Work Discipline (X2), one mediating variable (intervening variable), namely Work Motivation (Z), and one dependent variable (dependent variable). ) namely Organizational Performance (Y).

The variables that have been determined are translated into indicators. These indicators will be the starting point for making statements in the questionnaire. The questionnaire created is closed, namely in the form of closed questions whose answers must be chosen by respondents based on the choices provided through 5 scale options.

Variable measurement in this research uses a Likert scale. The Likert scale is a scale used to measure the attitudes, opinions and perceptions of a person or group about social events or phenomena. The Likert scale is used as a reference to produce quantitative data.

The instrument tests carried out in this research were Validity Test, Reliability Test, Normality Test, and Correlation Analysis. In correlation analysis what is sought is the correlation coefficient, namely a number that states the degree of relationship between the independent variable (free variable) and the dependent variable (dependent variable) or to determine the strength or weakness of the relationship between the independent variable and the dependent variable.

Meanwhile, hypothesis testing in this research uses the regression coefficient test (t test) and the coefficient of determination test (R<sup>2</sup> test).

### **Data analysis method**

Data analysis is the process of classifying data into patterns, categories and data units so that it can be processed in data processing tools which then produce data that can be interpreted.

The calculation results of the scores or grades are then used in statistical analysis carried out with the help of a computer, using the SPSS program to prove the relationship and influence between research variables using data tests.

Because this research is explanatory research, namely explaining the relationship and position of the variables studied. And this research also explains the relationship between influencing and being influenced by the variables to be studied, namely the mediation variable, so the data analysis method taken is path analysis.

Path analysis to determine the direct and indirect influence between organizational culture variables, work discipline, work motivation and employee performance. Path analysis is an analytical tool used to trace the influence (both direct and indirect) of independent variables on dependent variables through mediating variables. In path analysis there is a tendency for models in the closeness of relationships to form models of influence that are cause-and-effect relationships. The path analysis stages are as shown in the following picture:

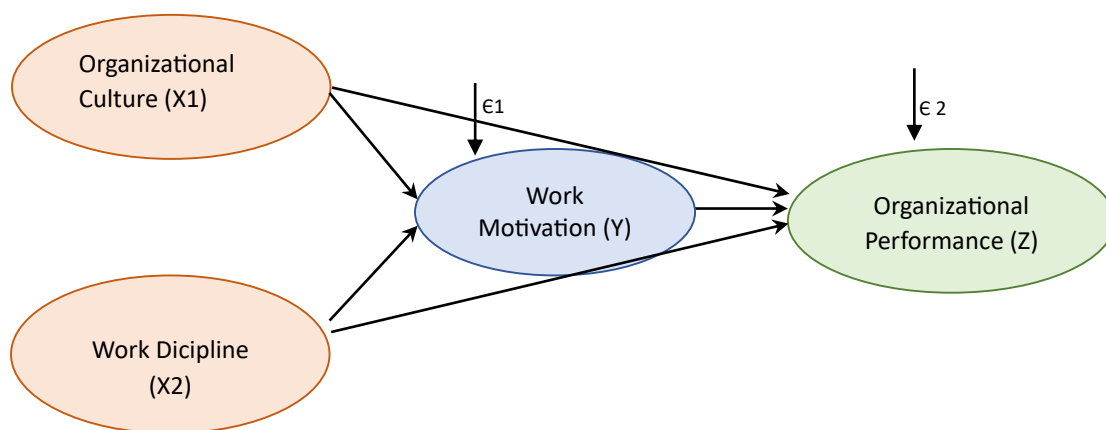


Figure 3. Path Analysis Diagram Model

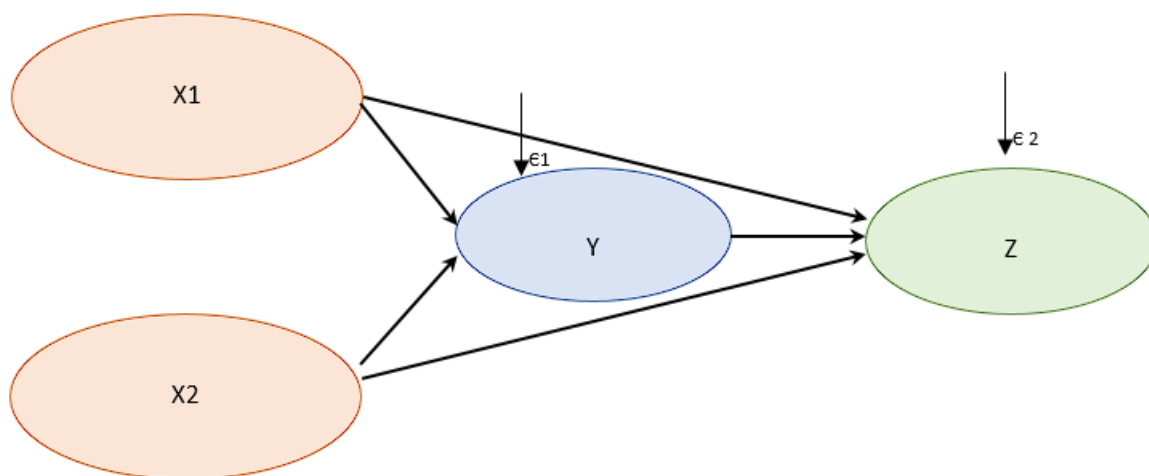


Figure 4. Structural Equation Path Diagram Model

## RESULTS AND DISCUSSION

Based on all correlation tests and significance tests carried out, the results of the correlation analysis between variables are as follows:

**Tabel 2. Correlation Analysis Results**

Relationship between	Correlation	Nature of Relationship
X1 dengan X2	0,976	Very Strong, Positive and Significant
X1 dengan Z	0,992	Very Strong, Positive and Significant
X1 dengan Y	0,900	Very Strong, Positive and Significant
X2 dengan Z	0,958	Sangat Kuat , Positif dan Signifikan
X2 dengan Y	0,841	Very Strong, Positive and Significant
Z dengan Y	0,857	Very Strong, Positive and Significant

Based on data processing and analysis carried out in this research, it is known that Organizational Culture (X1) and Work Discipline (X2) can influence the level of Work Motivation (Z) by 98.5% positively and significantly. And Organizational Culture (X1) and Work Discipline (X2) through Work Motivation (Z) influence Employee Performance (Y) by 94.5% positively and significantly. After testing the influence of the dependent and independent variables, the following results were obtained:

H1 : Organizational Culture (X1) contributes positively and significantly to Work Motivation (Z)

The results of the analysis show that the higher the organizational culture value, the higher the work motivation of employees at the Army Polytechnic, and vice versa. For employees who are in an organizational culture that tends to be good, an employee's work motivation will increase. This hypothesis shows that organizational culture has a positive and significant effect on employee work motivation.

H2 : Work Discipline (X2) contributes negatively and significantly to Work Motivation (Z)

The results of this analysis show that the higher the work discipline value, the lower the work motivation of Army Polytechnic employees.

H3 : Organizational Culture (X1) contributes positively and significantly to Organizational Performance (Y)

The results of the analysis show that the higher the organizational culture value, the greater the organizational performance of the Army Polytechnic

H4 : Work Discipline (X2) contributes negatively and significantly to Organizational Performance (Y).

Based on the results of the regression analysis carried out in this research, it appears that there is a significant influence of work discipline on organizational performance.

H5 : Work Motivation (Z) contributes negatively and significantly to Organizational Performance (Y).

Based on the results of the analysis in this research, it appears that there is a negative and significant influence between organizational culture on organizational performance.

H6 : Organizational Culture (X1) does not contribute significantly to Organizational Performance (Y) through Work Motivation (Z)

Based on the results of the path analysis above, it shows that the direct influence is greater than the indirect influence, so it can be said that organizational culture at the Army Polytechnic does not have a significant influence on organizational performance through work motivation.

H7 : Work Discipline (X2) contributes significantly to Organizational Performance (Y) through Work Motivation (Z)

Based on the results of the analysis, it is known that work discipline at the Army Polytechnic does not have a significant effect on organizational performance through work motivation.

## **CONCLUSION**

Organizational culture has an important role in shaping organizational performance. And not only that, organizational culture is also a standard that is carried out by employees in the organization. It is not only companies that operate and are oriented towards seeking profit (profit oriented) that use organizational culture in their daily life, but organizations that provide services (service oriented) also do and need the same thing, namely organizational culture.

Not all companies or organizations pay attention to the existence and importance of organizational culture. This usually happens because the process of forming an organization does not go through well-planned or well-organized stages and can even happen because organizational and company leaders do not know, do not understand and perhaps do not have knowledge about this matter. Organizations like this will live with unclear rules or norms and it could even happen that existing rules within the organization or company conflict with generally applicable rules.

No matter how good the technology or how many financial resources are in a company or organization, if it is not supported by a healthy organizational culture, it will have an impact on the overall performance of the organization. The organizational culture developed at the Army Polytechnic is able to increase work discipline, thereby having a positive impact on organizational performance, regardless of the motivational background of each employee.

The culture that is built at Poltekad encourages employees to be able to position themselves according to their respective work obligations, have the same mindset in carrying out all tasks and activities and have the same character and behavior in pursuing and implementing Poltekad's vision and mission. Therefore, organizational culture is something that is very necessary. One example is the level of employee discipline in an organization and/or company. One of the benchmarks for a good company can be seen from the level of attendance of its employees. By having a high level of attendance, the company can guarantee that all tasks can be carried out well and at the right time. However, if an employee fails to attend, it can almost be said that work will be disrupted because there is no party who is obliged to carry out the task. There is a relationship between work discipline and the completion of a job, even work discipline also influences whether the work is carried out well or poorly. Good performance will provide a level of efficiency and effectiveness in work.

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