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The Influence of Organizational Culture on Work Discipline and Organizational Commitment at the Environmental Agency of Tarakan City

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Abstract

This study aims to analyze the influence of organizational culture on work discipline and organizational commitment at the Environmental Agency of Tarakan City. The research employs both quantitative and qualitative approaches. Quantitative data were collected through questionnaires distributed to 125 respondents, while qualitative data were obtained through interviews with selected informants. Data analysis was conducted using PLS-SEM with the SmartPLS software. The findings indicate that organizational culture has a significant positive influence on work discipline and organizational commitment. This study provides recommendations for the Environmental Agency of Tarakan City to strengthen organizational culture by enhancing teamwork, disseminating policies effectively, and implementing a consistent reward system. The study's limitations include its focus on a single independent variable and two dependent variables, as well as its cross-sectional nature, which does not capture long-term dynamics. Future research is encouraged to explore additional variables that may influence work discipline and organizational commitment.

Keywords: Organizational Culture, Work Discipline, Organizational Commitment, Environmental Agency of Tarakan City.

INTRODUCTION

Human resources are one of the crucial factors supporting the success of a governmental organization. Human resources play a central role in providing services to

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the community and are essential for achieving organizational objectives efficiently and effectively. Government agencies or organizations are groups of people specifically selected to carry out state duties as a form of public service[1]. High-quality human resources can contribute more and help improve service quality, as well as the achievement of governmental administration. Hence, government agencies must focus on effective human resource management. Employee performance significantly impacts the organization as employees are required to perform their duties wholeheartedly (Syanan & Magdalena, 2023).

Schein (2010) explains that organizational culture is formed by the beliefs, values, and assumptions held by organizational members. Furthermore, human resources play a crucial role in internalizing and expressing these values. O'Reilly, C. and Chatman, J.A. (1996) describe organizational culture as a shared value system that determines what is considered important and establishes norms that guide members' attitudes and behaviors, helping them resolve problems and make decisions. Similarly, (Schein, 2010) defines organizational culture as a fundamental pattern of assumptions, values, and beliefs collectively embraced by members, learned to guide their behavior, and assist in resolving organizational challenges. According to Hendra (2020), organizational culture also serves as a bonding system and a behavioral reference to achieve organizational goals. Conversely, an unfavorable organizational culture can hinder organizational progress.

Organizational culture plays a critical role in achieving organizational objectives. This is because the practices within an organization's hierarchy form behavioral norms adhered to by its members (Sarumaha, 2022). The successful implementation of organizational culture can be reflected in increased accountability, strengthened discipline, adherence to norms and regulations, harmonious communication and relationships at all levels, enhanced participation and concern, reduced absenteeism, and fewer complaints (Wicara, 2022).

Miner (2017) identifies key indicators of organizational culture, including employee commitment levels, participation in decision-making processes, and alignment between individual goals and organizational vision. Other commonly used indicators include employee turnover rates, absenteeism levels, and job satisfaction, which highlight the extent to which organizational culture affects employee well-being and engagement. A strong organizational culture significantly enhances employee work discipline, as those who clearly understand the organization's values and norms tend to be more committed and disciplined in fulfilling their duties and responsibilities.

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Work discipline is a key operational function of human resource management, as better employee discipline leads to higher work performance[8]. Without good discipline, it is challenging for an organization to achieve optimal results. Discipline reflects an individual's awareness and willingness to adhere to organizational rules and social norms. Awareness represents a person's voluntary compliance with rules and responsibilities (Lumban Gaol et al., 2020). Upholding discipline benefits both the organization and its employees. For employees, discipline provides opportunities to develop and enhance various skills. For organizations, implementing good work discipline leads to improved employee performance and the successful achievement of organizational goals (Astuti et al., 2022). Work discipline is crucial for ensuring smooth work execution. Disciplined employees make optimal use of their working hours, adhere to workplace regulations willingly, and demonstrate high productivity (Firmansyah, 2020).

Employee commitment reflects an individual's loyalty and dedication to the organization. Committed employees tend to align themselves with organizational goals and strive to remain in the organization Sudrajat, 2021). A good match between an individual's personality and their job increases their commitment level. Emotional intelligence, a key determinant of commitment, significantly influences employees' performance within the organization (Sudrajat, 2021). Organizational culture also impacts employee discipline, as employees naturally learn the organization's culture, which influences their behavior. This process can occur gradually or rapidly, depending on the individual(Nugrohoseno & Hasibuan, 2022). Organizational culture also affects employee commitment, as it facilitates the emergence of commitment among employees (Noviyanti and Sundari, 2021).

The Environmental Agency of Tarakan City, as an institution responsible for environmental management and protection, is not exempt from the importance of organizational culture. Initial observations indicate that DLH Tarakan City implements a relatively relaxed work culture. Although this culture can enhance comfort and interpersonal relationships among employees, there are indications that some employees have not utilized it productively. Issues such as a lack of discipline in adhering to break times and excessive use of work hours for socializing suggest potential negative impacts on productivity. Furthermore, low work discipline may reflect a lack of commitment to the organization, ultimately hindering The Environmental Agency of Tarakan City achievement of its environmental management goals.

This study aims to analyze the influence of organizational culture on work discipline and organizational commitment at The Environmental Agency of Tarakan City. It is

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expected to provide comprehensive insights through a mixed-methods approach and offer practical recommendations to strengthen organizational culture at The Environmental Agency of Tarakan City.

LITERATURE REVIEW

Organizational Culture

Organizational Culture, as a system of values and norms embraced by members of an organization (Baba, 2014), plays an important role in achieving company goals. A strong organizational culture is characterized by the consistency of values and behaviors (Robbins & Judge, 2017). The functions of organizational culture include the formation of member identity, increased commitment, and enforcement of behavioral standards (Kreitner & Kinicki, 2014; Robbins & Judge, 2017). Indicators of organizational culture include employee commitment, participation in decision-making, and alignment of individual goals with the organization's vision (Sulaksono, 2019).

Work Discipline

Work Discipline, as an effort to enforce rules and procedures (Rivai, 2014), is essential for productivity (Hasibuan, 2016). Indicators of discipline include attendance rates, work procedures, and obedience to superiors (Rivai, 2014).

Organizational Commitment

Organizational Commitment,reflects the emotional and psychological bond of employees to the organization (Meyer & Allen, 1991). Commitment consists of affective commitment (emotional attachment), continuance commitment (awareness of financial consequences), and normative commitment (feelings of moral obligation) (Meyer & Allen, 1991).

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RESEARCH FRAMEWORK

The following hypotheses are proposed based on the research framework:

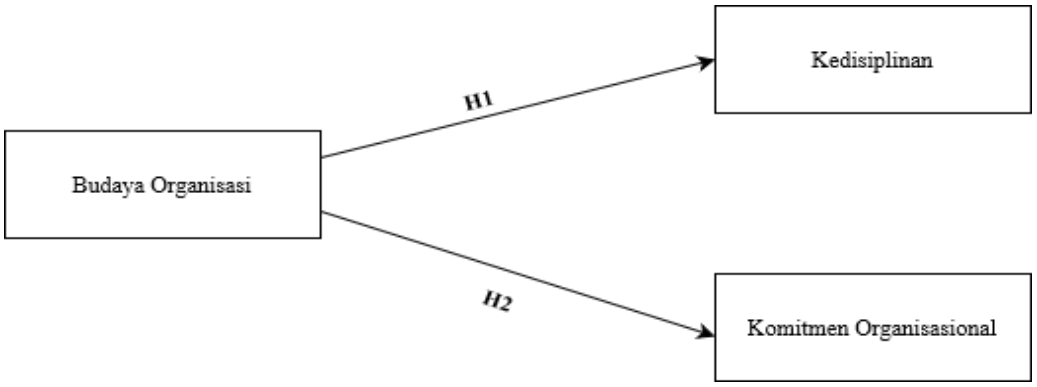


Figure 1. Research Framework

H1: Organizational culture has a positive effect on work discipline.
H2: Organizational culture has a positive effect on organizational commitment.

RESEARCH METHOD

Approach and Unit of Analysis

This study employs a mixed-method approach, combining both quantitative and qualitative methods. The quantitative method involves the collection and analysis of numerical data and measurements. This approach aims to describe and examine the relationships between variables through statistical analysis (Creswell, 2018). The quantitative approach is used to identify correlations between the studied variables using a questionnaire as the primary instrument. Meanwhile, the qualitative method focuses on exploring social phenomena and individuals' subjective experiences related to specific events. It emphasizes meaning and interpretation of particular social phenomena. By integrating both quantitative and qualitative methods, this research adopts a mixed-method approach. This combination allows the researcher to obtain numerical information while also exploring the subjective aspects of the research participants. This approach provides a more comprehensive understanding of the studied phenomenon (Nurhayati et al., 2024).

The unit of analysis in this study refers to the entity considered as the subject of research. It serves as the basis for determining the validity and reliability of the study. The unit of analysis in a research study may include individuals, groups, organizations, or specific objects, depending on the research focus (Sudrajat, 2021). This study employs

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individuals as the unit of analysis, specifically the employees of the Environmental Agency of Tarakan City. The research examines specific aspects related to employees' duties and responsibilities within this sector. This unit of analysis was chosen to ensure the study's relevance to the examined topic.

Data Collection Techniques

The data sources in this study consist of primary data collected through questionnaires distributed online via Google Forms. Respondents complete the questionnaire based on their experiences and opinions regarding the examined variables. Secondary data is used to support the analysis and is obtained from various relevant literature and documents. The questionnaire is designed to gather specific information aligned with the research objectives (Sangadji & Sopiah, 2024). Data collection techniques in this study include questionnaires, observations, and interviews. The questionnaire is used to collect data from respondents, with questions structured based on the research indicators. Observations are conducted during the internship period to document real-life phenomena in the field without direct interaction with the research subjects (Sugiarto, 2022). Interviews are carried out with seven employees of the Environmental Agency of Tarakan City, with questions formulated based on previous literature reviews (Rifkhan, 2023). A Likert scale is used to measure respondents' perceptions of the research variables. This scale consists of six rating categories, ranging from "strongly disagree" to "strongly agree." The use of this scale allows for numerical measurement of the observed attributes (Sekaran & Bougie, 2016). Respondents provide scores based on their level of agreement with each statement presented in the questionnaire.

Data Analysis Techniques

Descriptive analysis is used to present the characteristics of respondents and research variables in a quantitative format. The data analysis technique employs SmartPLS to examine the relationships between variables using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. The measurement model (outer model) is utilized to assess the validity and reliability of the data through convergent and discriminant validity tests, as well as reliability tests using Cronbach's alpha and composite reliability. Meanwhile, the structural model (inner model) is applied to evaluate path coefficients, the coefficient of determination (R^2), and the Goodness of Fit (GoF).

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Hypothesis testing is conducted by analyzing the P-value and T-statistic to determine the statistical significance of the relationships between variables.

RESEARCH RESULTS AND DISCUSSION

The descriptive analysis of the research variables relates to the mean values of respondents' answers for each variable item. The items for organizational culture, work discipline, and organizational commitment variables were measured using a Likert scale. Based on the descriptive analysis results are the mean score for the organizational culture variable, derived from 125 respondents, was classified as "High," with an average score of 4.53. Then, the mean score for the work discipline variable, derived from 125 respondents, was also classified as "High," with an average score of 4.51. The mean score for the organizational commitment variable, derived from 125 respondents, was classified as "Fairly High," with an average score of 4.19.

In this section, showed the statistical analysis. The statistical analysis in this study employed the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. There are two models analyzed in this study: the measurement model (outer model) and the structural model (inner model).

Measurment Model Testing (Outer Model)

The results of the convergent validity test are shown in the figure below:

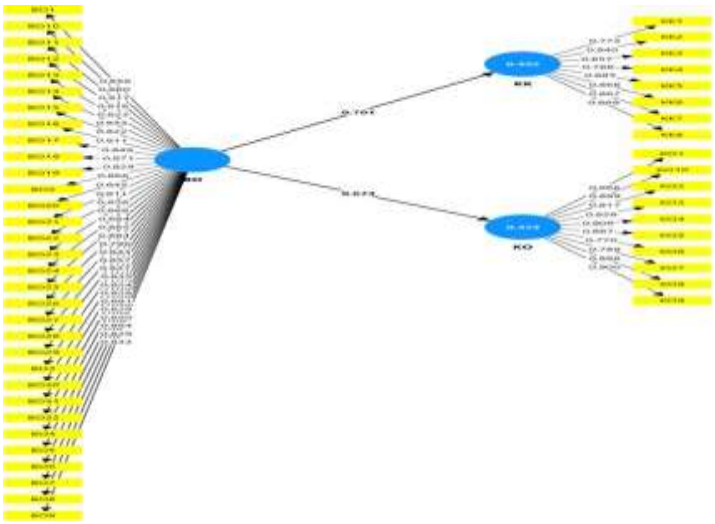


Figure 2. The results of the convergent validity test

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Based on the figure above, it can be concluded that all variable items meet the criteria, with Outer Loading > 0.7, and are thus considered valid. Additionally, the results of the Average Variance Extracted (AVE) measurements are presented in **Table 1** below.

Table 1. AVE Measurement Results

	Average variance extracted (AVE)
Organizational Culture	0.710
Work Dicipline	0.713
Organizational Commitment	0.734

The AVE measurement can be deemed valid if it meets the criterion of > 0.5. Based on the table above, it can be concluded that all variables meet this criterion and are considered valid. Furthermore, the results of the Fornell-Larcker Criterion measurements are shown in **Table 2** below.

Table 2. Fornell-Larcker Criterion

	Organizational Culture	Work Dicipline	Organizational Commitment
Organizational Culture	0.843		
Work Dicipline	0.701	0.844	
Organizational Commitment	0.674	0.682	0.856

Based on the table above, the results indicate that each variable's value is greater than the value of the variable below it. The organizational culture variable score (0.843) is higher than the work discipline variable score (0.701). The work discipline variable score (0.844) is higher than the organizational commitment variable score (0.682).

Thus, all variables can be considered valid in terms of discriminant validity. Furthermore, **Table 3** presents the results of the cross-loading validity test.

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Table 3. Cross-Loading Results

	Organizational Culture	Work Dicipline	Organizational Commitment
BO1	0.856	0.589	0.581
BO10	0.860	0.592	0.526
BO11	0.817	0.549	0.535
BO12	0.816	0.625	0.578
BO13	0.823	0.597	0.594
BO14	0.853	0.564	0.501
BO15	0.822	0.609	0.596
BO16	0.811	0.560	0.518
BO17	0.849	0.606	0.596
BO18	0.871	0.557	0.549
BO19	0.829	0.653	0.620
BO2	0.866	0.599	0.562
BO20	0.845	0.668	0.630
BO21	0.811	0.628	0.528
BO22	0.856	0.536	0.574
BO23	0.868	0.628	0.577
BO24	0.884	0.611	0.613
BO25	0.865	0.577	0.620
BO26	0.864	0.560	0.516
BO27	0.796	0.648	0.616
BO28	0.843	0.619	0.614
BO29	0.857	0.658	0.605
BO3	0.827	0.552	0.580
BO30	0.835	0.580	0.607
BO31	0.824	0.513	0.466
BO32	0.828	0.516	0.506
BO4	0.881	0.581	0.566
BO5	0.829	0.640	0.589
BO6	0.850	0.485	0.471
BO7	0.864	0.580	0.588

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BO8	0.829	0.569	0.499
BO9	0.833	0.564	0.553
KK1	0.543	0.773	0.607
KK2	0.644	0.840	0.598
KK3	0.625	0.857	0.589
KK4	0.487	0.788	0.457
KK5	0.601	0.885	0.581
KK6	0.614	0.868	0.633
KK7	0.601	0.867	0.533
KK8	0.596	0.869	0.592
KO1	0.542	0.585	0.866
KO10	0.628	0.627	0.899
KO2	0.477	0.470	0.817
KO3	0.528	0.510	0.828
KO4	0.658	0.678	0.909
KO5	0.661	0.667	0.887
KO6	0.417	0.443	0.770
KO7	0.458	0.460	0.789
KO8	0.650	0.635	0.886
KO9	0.652	0.667	0.900

From the table above, it can be observed that each variable has a higher value than the indicators of other variables. Therefore, it can be concluded that the variables in this study are valid in terms of discriminant validity.

Lastly, the reliability test results for each variable are presented in **Table 4.**

Table 4. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Organizational Culture	0.987	0.987	0.987
Work Dicipline	0.942	0.945	0.952

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Organizational Commitment	0.960	0.968	0.965

The reliability measurement can be deemed reliable if it meets the criteria of Cronbach's Alpha ≥ 0.6 and Composite Reliability ≥ 0.6. Based on the table above, all variables meet the criteria for Cronbach's Alpha and Composite Reliability. Thus, all variables are considered reliable.

Structural Model Testing (Inner Model)

The structural model testing includes the R-Square test, Goodness of Fit (Q-Square) test, and hypothesis testing.

R-Square Test

The R-Square test measures the influence of independent variables on dependent variables. The results of the R-Square test are shown in **Table 5** below.

Table 5. R-Square Test Results

Variabel	R-square	R-square adjusted
Work Dicipline	0.492	0.487
Organizational Commitment	0.454	0.450

Based on the table above, the results indicate that the work discipline variable has an R-Square value of 0.492, which exceeds 0.33 and is categorized as moderate ($R^2 > 0.33$). This means that the work discipline variable is influenced by the organizational culture variable by 49.2%.

Similarly, the organizational commitment variable is influenced by the organizational culture variable by 45.4%, with an R-Square value of 0.454, also categorized as moderate.

Goodness of Fit (Q-Square) Test

The Q-Square test evaluates how well the model explains the relationship between independent and dependent variables. The results of the Q-Square test are presented in **Table 6.**

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Table 6. Q-Square Test Results

Variabel	*Q²predict*
Work Dicipline	0.469
Organizational Commitment	0.434

From the table above, it can be seen that the dependent variables (work discipline and organizational commitment) have Q² values > 0.33, categorizing them as moderate. The work discipline variable (Q² = 0.469) is predicted by the organizational culture variable by 46.9%.The organizational commitment variable (Q² = 0.434) is predicted by the organizational culture variable by 43.4%.

Thus, the research model is considered to have predictive relevance.The bootstraping result are below:

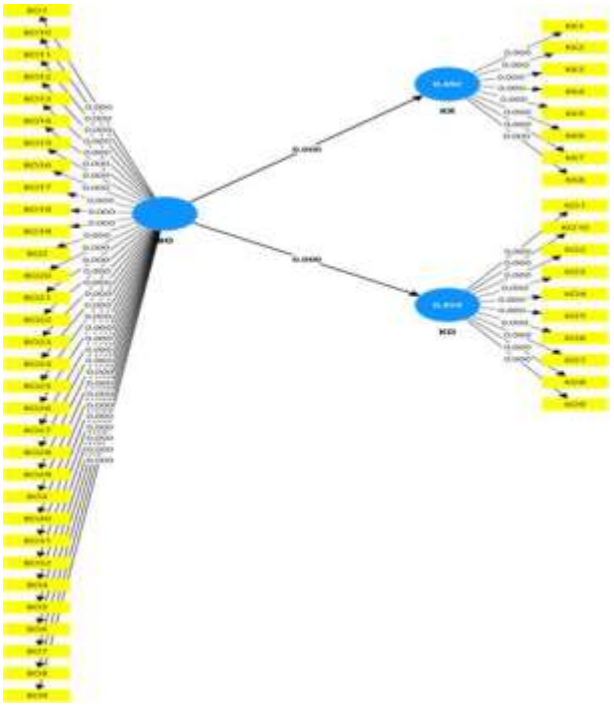


Figure 3. The results of the bootstrapping

Hypothesis Testing

The path coefficient test evaluates the relationship between variables based on the β value and hypothesis testing results. The direction of the relationship (positive or negative) depends on the path coefficient, which ranges from -1 to +1.

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The hypothesis testing was conducted using SmartPLS software with the Bootstrapping technique. The results of the Bootstrapping analysis are shown in the figure below:

Hypothesis testing evaluates the T-statistic and P-value. A hypothesis is considered accepted and significant if T-statistic > 1.96 and P-value < 0.05. The results of the hypothesis testing in this study are shown in Table 8.

Table 8. Hypothesis Testing Results

Hipotesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
BO -> KK	0.701	0.705	0.084	8.361	0.000
BO -> KO	0.674	0.682	0.054	12.472	0.000

Based on the table above, all direct hypotheses are considered accepted and significant. The results of the hypothesis testing are summarized as follows:

1. The first hypothesis (H1), regarding the relationship between organizational culture and work discipline, is accepted and significant (T-statistic = 8.361 > 1.96 and P-value = 0.000 < 0.05). This indicates that organizational culture has a positive and significant effect on work discipline.
2. The second hypothesis (H2), regarding the relationship between organizational culture and organizational commitment, is accepted and significant (T-statistic = 12.472 > 1.96 and P-value = 0.000 < 0.05). This indicates that organizational culture has a positive and significant effect on organizational commitment

DISCUSSION OF HYPOTHESES

The Influence of Organizational Culture on Work Discipline

Organizational culture has a positive influence on work discipline. A strong organizational culture enhances employee engagement in performing tasks with discipline. Employees who are deeply integrated into the organizational culture tend to comply with work rules and procedures. This finding aligns with the studies conducted by Ramadhani and Indra (2023) and Calen et al. (2022), which found that a strong organizational culture improves work discipline. Organizational culture shapes collective values and habits within the organization, encouraging employees to adhere to

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established regulations. The implementation of a well-defined organizational culture enhances compliance with work standards. Similarly, the study by Ramadani, Utaminingtyas, and Khakim (2018) also indicates that organizational culture positively impacts work discipline.

Expert opinions further support the research findings regarding the relationship between organizational culture and work discipline. Interviewee A stated that the work environment and individual characteristics play a crucial role in shaping employee discipline. Interviewee B emphasized that attendance policies and the consequences of tardiness significantly influence work discipline. Interviewee C highlighted the role of leadership in fostering a culture of discipline in the workplace. A strong organizational culture creates a more disciplined work environment. Effective leadership encourages employees to adhere to the established organizational culture. Employees with high discipline levels tend to work more efficiently and effectively in carrying out their responsibilities. These findings reinforce the notion that organizational culture plays a critical role in enhancing work discipline.

The Influence of Organizational Culture on Organizational Commitment

Organizational culture has a positive influence on organizational commitment. A strong culture fosters a greater sense of attachment among employees to the organization's values and objectives. Anwar and Dihan (2023) explain that organizational culture shapes employee interactions and attitudes toward their work. Sarhan et al. (2019) further assert that the values and norms embedded in an organization's culture influence employees' interactions and their perception of organizational goals. A well-established organizational culture cultivates a positive work environment. According to Ghorbanhosseini (2013), organizational culture strengthens employees' emotional bonds with the company. Employees who feel valued are more likely to be committed to their work. A supportive work culture that fosters personal growth also motivates employees to contribute their best efforts to the organization.

The findings of this study indicate that organizational culture has a significant impact on employee commitment. A strong culture enhances employees' sense of belonging to the organization. Employees who experience a conducive work environment tend to be more loyal to the company. Positive interactions between management and employees build trust and foster greater employee engagement. The experts interviewed in this study also agreed that organizational culture influences employee commitment. Interviewee C stated that a lack of discipline reflects a low level of commitment to work.

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Interviewee D emphasized that a positive work environment improves employee discipline. Interviewee F asserted that a strong organizational culture fosters disciplined employees, which in turn strengthens their commitment to the organization.

Interviewee G stated that employees with low commitment can improve if they receive proper guidance. Employees who lack discipline tend to exhibit low commitment in carrying out their duties. However, employees who are accustomed to a positive work culture are more likely to be motivated to perform better. A strong organizational culture helps employees improve their work attitudes. Organizational culture plays a crucial role in building employee commitment. A supportive work environment enhances employee loyalty to the organization. Employees who feel appreciated are more motivated to perform their tasks. A positive organizational culture can foster higher productivity and contribute to the overall performance of the organization.

CONCLUSION AND RECOMMENDATIONS

Organizational culture has a significant influence on work discipline. Strong organizational values shape mindsets that encourage adherence to rules and regulations. Employees working in an environment with a well-established culture tend to demonstrate higher discipline. Work habits developed within the organization create consistent behavioral standards. Furthermore, employee commitment increases when organizational culture fosters emotional engagement in work. A positive work environment enables employees to feel connected to the organization's goals. The alignment between individual and organizational values strengthens employees' sense of belonging. A conducive work culture fosters higher employee loyalty to the company.

Several factors influence employee discipline and commitment levels. Uneven workload distribution can reduce discipline in completing tasks. Social habits outside of working hours often impact adherence to workplace rules. Discomfort in the work environment can lead to decreased motivation in fulfilling responsibilities. Organizations can implement strategic measures to enhance work discipline and employee commitment. Strengthening teamwork is essential to ensure effective collaboration. Internal campaigns about organizational rules can raise employee awareness and compliance. Regular policy evaluations help assess the effectiveness of organizational culture implementation, ensuring continuous improvement in discipline and commitment across the organization.

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