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The Implementation Of Organizational Culture, Motivation, And Work Discipline In Building An Organizational Risk Culture At The Aether Business Group

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Abstract

This study examines the implementation of organizational culture, work motivation, and work discipline in developing organizational risk culture within Aether Group. The research employed a qualitative descriptive approach to obtain a contextual understanding of organizational values, employee behavior, and risk awareness. Data were collected through semi-structured in-depth interviews, direct observation, and documentation involving leaders, managers, and employees selected through purposive sampling. Data analysis followed the interactive model of Miles, Huberman, and Saldaña, consisting of data condensation, data display, and conclusion drawing and verification. The findings indicate that organizational culture based on professionalism, collaboration, integrity, learning, and service quality provides an important foundation for risk awareness. Work motivation reinforces employee responsibility, engagement, procedural compliance, and attentiveness to potential risks, while work discipline ensures consistency in applying procedures, operational standards, documentation, and accountability. The study further reveals that organizational culture, motivation, and discipline are interrelated and mutually reinforcing in shaping risk-conscious behavior. Effective risk culture therefore requires leadership commitment, open communication, employee competence, accountability, continuous evaluation, and cross-unit integration. Strengthening these elements enables Aether Group to develop a professional, adaptive, accountable, and sustainable organization capable of managing operational and reputational risks effectively. This integration strengthens governance quality and organizational resilience amid uncertainty.

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Keywords: Aether Group, Organizational Culture, Risk Culture, Risk Management, Work Discipline.

INTRODUCTION

Education has a strategic role in producing quality human resources (HR) and able to face increasingly competitive global competition. The implementation of quality education is not only determined by the learning system, but also by the quality and performance of human resources who carry out all educational organizational processes. This performance needs to be built at all levels of the organization, from leaders, mid-level employees, to staff who are in direct contact with students. Optimal performance at the leadership level is not enough to ensure the success of the organization if it is not followed by good performance at the executive level. Therefore, performance improvement needs to be carried out comprehensively through the development of education, training, compensation, and awards for outstanding employees. In addition to these efforts, organizational culture, motivation, and work discipline are factors that contribute to determining the quality of employee performance and ultimately contribute to the achievement of organizational goals.

An organization's success in achieving its goals is greatly influenced by the organization's ability to build and maintain a culture that is in accordance with its characteristics and needs. Hasibuan (2019) explained that the success of an effective and efficient organization is not only determined by the application of organizational principles, but also by the organizational culture that develops within it. Culture is a complex combination of behavioral assumptions, stories, myths, metaphors, and various ideas that are interrelated so as to form the character of a group or society (Marwansyah, 2016). In the context of an organization, culture is reflected through values, norms, beliefs, and behavior patterns that become guidelines for individuals in carrying out work and solving various problems. These values need to be understood, lived, and practiced together in order to be able to build commitment to the organization's vision and goals. In the process of its formation, the leadership or top-level management has a very large contribution because the behavior and policies of the leadership can be a reference for other members of the organization.

Organizational culture further influences the way work is carried out as well as shaping employee behavior in carrying out their responsibilities. When organizational values and policies can be understood together, employees tend to have the same orientation in work so that it can encourage the formation of better motivation and

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performance. A strong organizational culture can also strengthen relationships between employees, reduce potential conflicts, and be a source of motivation in job completion. A common perception of organizational values, norms, and behavior patterns is an important foundation for long-term performance achievement (Hakami, 2022). Effective culture formation requires the support and participation of all members through innovation, caring, results-orientedness, leadership behavior, and teamwork, as employees' perceptions of these characteristics can influence their behavior and performance (Robbins & Coulter, 2016). However, based on the researcher's observations, the implementation of organizational culture at Aether Group is not fully optimal, which can be seen from the limitations of innovation in the learning system, low concern between employees, leadership orientation that tends to focus on process rather than results, and lack of strong teamwork.

In addition to organizational culture, motivation is an important factor that encourages employees to direct their abilities and efforts towards achieving organizational goals. Robbins and Coulter (2016) define motivation as an individual's willingness to expend a high level of effort in achieving organizational goals. Motivation is related to the intensity of the effort, organizational goals, and individual needs, so that high effort needs to be accompanied by quality and direction that is in accordance with the interests of the organization. Unmet needs can create internal pressures that then push a person to take certain actions to meet those needs. When needs can be met, the pressure is reduced and the process can encourage individuals to maintain or improve their performance. In the context of Aether Group, the researcher's observation shows that there is a tendency to decrease employee motivation in recent years which is suspected to be related to the decline in organizational performance, especially when viewed from the number of training program registrants and the achievement of the institution's financial performance.

Work discipline is also an important element in supporting performance achievement because it reflects employees' compliance with organizational rules, procedures, and responsibilities. According to Hasibuan (2019), discipline is one of the operative functions of human resource management that is very important because the better the level of employee discipline, the higher the work performance that can potentially be achieved. In line with this view, Kuswandi (2023) emphasized that work discipline is needed because company goals will be difficult to realize without compliance and regularity in work. Empirically, Harsono (2024) found that work discipline has a positive and significant influence on employee performance. This condition shows

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that discipline is not just a matter of attendance, but a form of individual responsibility in fulfilling the organization's provisions and work standards. Based on the researcher's observation of the Aether Group, there are still disciplinary issues, especially related to employee compliance with the attendance requirements that have been set by the institution.

Table 1. Attendance rate of Aether Group Leaders and Staff

No.	Year	Number of attendance	
		Management	Staff
1.	2022	5,67%	4,63%
2.	2023	5,93%	4,05%
3.	2024	4,58%	3,39%
	Average per year	5,39%	4,02

Source : Aether Personnel Department, 2025

Aether Group's attendance data for the 2022–2024 period strengthens the indication that employee discipline still needs attention from management. The attendance rate of leaders was recorded at an average of 5.39% per year. At the staff level, the attendance rate was recorded at an average of around 4.02% per year. Overall, employees who are absent in one year are in the range of 2% to 6%, so the problem of attendance is still a part that needs to be considered in human resource management. The data has a relatively objective basis because the attendance recording system has used fingerprint technology. Thus, the attendance data provides an empirical indication that the level of discipline of Aether Group employees still needs to be improved as part of efforts to strengthen organizational performance.

Organizational culture, motivation, and work discipline are basically closely related to the formation of the performance of Aether Group employees. Levinson defines performance as a person's achievements or achievements in carrying out the tasks assigned to him Marwansyah (2016). From an organizational perspective, performance can also be understood as the level of efficiency, effectiveness, and innovation in the process of achieving goals by management and every part of the

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organization. Good performance is reflected in the ability of individuals and organizations to achieve preset goals by utilizing their abilities, experience, and efforts optimally. Robbins and Coulter (2016) stated that employee performance can be seen through a number of dimensions, namely work quality, work quantity, knowledge, reliability, initiative, creativity, and cooperation. On the basis of these theoretical relationships and empirical conditions, organizational culture, motivation, and work discipline are important aspects that need to be analyzed to understand efforts to build and improve performance within the Aether Group environment.

Aether Group is an educational organization that has a vision to facilitate the acceleration of Governance, Risk Management, Compliance, and Sustainability practices in Indonesia through scientific development and various knowledge-sharing initiatives to the community. Since 2010, Aether Group has collaborated with various organizations to organize educational programs for professionals, especially in the fields of risk management and GRCS (Governance, Risk Management, Compliance, and Sustainability). In the implementation of its program, Aether Group uses a practical approach by integrating knowledge, skills, frameworks, case studies, and simulations relevant to the needs of professionals in the world of work. The activities held include workshops, seminars, conferences, roundtable discussions, research, learning games, and case study competitions designed to present world-class GRCS practices in the Indonesian context. The complexity of these activities requires the support of human resources who have a strong organizational culture, high motivation, and consistent work discipline so that the organization's vision can be realized in a sustainable manner. Based on these conditions, research on the implementation of organizational culture, motivation, and work discipline is relevant to gain a deeper understanding of efforts to build organizational culture and improve performance within the Aether Business Group.

LITERATURE REVIEW

Theories on Organizational Culture

Organizational culture is a set of values, beliefs, norms, principles, and traditions that are embraced together and serve as a guideline for organizational members to think, act, communicate, and make decisions. The culture is also passed on to new members so that it forms an identity that distinguishes one organization from another (Robbins & Coulter, 2016). In its development, organizational culture has a strategic role as a social glue that directs the behavior and performance of organizational members (Hasanah et al., 2025). Facing globalization and digital transformation, organizations need an

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adaptive, innovative, and flexible culture because a strong culture can increase motivation, job satisfaction, productivity, and organizational success (Oktavia et al., 2024).

The organizational culture dimension can be understood through four main characteristics, namely involvement, consistency, adaptability, and mission (Abane et al., 2022). Engagement emphasizes participation, empowerment, team orientation, and capacity building that can build a sense of belonging and responsibility for organizational members. Consistency is related to core values, agreements, coordination, and integration that allow organizational members to act on the same value framework, while adaptability refers to the organization's ability to respond to change, understand customers, and conduct organizational learning (Denison & Mishra, 2017). Meanwhile, the mission provides direction through visions, goals, objectives, and strategies that serve as guidelines for members in achieving organizational goals.

Organizational cultural values are guidelines and beliefs that become a reference for individuals in carrying out their duties and achieving organizational goals (Koentjaraningrat, 2016). Culture is a system of shared meaning that reflects the characteristics of the organization, although under certain conditions it can also be an obstacle to change if the values that develop are no longer in accordance with the needs of the organization (Robbins & Judge, 2019). Organizational culture characteristics include innovation and risk-taking, attention to detail, results-oriented, individual-oriented, team-oriented, aggressive, and steadfastness, which overall shape members' perceptions of the organization (Robbins & Coulter, 2016). Culture can be understood through three levels, namely artifacts, values, and assumptions, ranging from observable elements to fundamental beliefs that affect the way individuals think, feel, and act.

Organizational culture is important because it is part of the study of organizational behavior that helps explain individual attitudes and actions in the work environment. In practical terms, organizational culture functions to create boundaries that distinguish organizations, provide identity to its members, increase commitment, strengthen social stability, and become a mechanism for shaping meaning and controlling behavior (Bogale & Debela, 2024). An internalized culture can affect the perception, satisfaction, commitment, and performance of members while strengthening the organization's ability to achieve its goals. Thus, organizational culture is a value framework that directs the behavior, decision-making, and actions of organizational members, making it important for the effectiveness and sustainability of the organization.

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Theory of Motivation, Work Discipline and Employee Performance

Motivation is an important factor that encourages individuals to direct their attitudes, values, and behaviors in achieving personal and organizational goals. Nazirova and Borbala (2024) define motivation as a set of attitudes and values that influence individuals to achieve certain goals, while Robbins and Coulter (2016) emphasize motivation as the willingness to make a high effort to achieve organizational goals while meeting individual needs. In organizations, attention to motivation is important because human needs are complex, constantly evolving, and differ between individuals so that there is no one effective motivation technique for all conditions (Siagian, 2022). Therefore, organizations can apply various techniques such as management by objectives (MBO), employee reward and engagement programs, skills-based rewards, and flexible benefits, accompanied by good interaction, listening skills, challenging goal setting, and reinforcement of positive behaviors (Siagian, 2022; Zainal, 2016).

Work discipline is an attitude and behavior that shows employees' willingness to obey rules, procedures, and norms that apply in the organization. Simamora (2011) views discipline as a procedure to correct or provide consequences for violations, while Zainal (2016) emphasizes discipline as a means of management communication to increase employee awareness and willingness to change behavior and comply with regulations. In line with that, Hasibuan (2019) defines discipline as a person's awareness and willingness to obey all applicable company regulations and social norms, which can be assessed through the quality of discipline, the quantity of work, the need for direction or improvement, the location of work, and respect for the rules. The implementation of discipline can use retributive, corrective, protection of individual rights, and utilitarian perspectives and is realized through the concept of hot furnace rules, progressive discipline, and positive discipline (Zainal, 2016).

Employee performance is the result of the implementation of individual and group work functions in a certain period of time which is influenced by various factors to support the achievement of organizational goals (Cabarcos et al., 2022). Performance also reflects the willingness of an individual or group to carry out and complete activities according to responsibilities with expected results (Botella et al., 2024). Vuong and Nguyen (2022) explained that performance includes the implementation and performance of work, the achievement of tasks, work results that can be measured based on certain standards, and the outcomes resulting from activities in a certain period while still paying attention to legal, moral, and ethical aspects. Thus, performance is not

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only oriented to the end result, but also reflects the ability of employees to carry out their responsibilities effectively according to organizational standards and goals.

Conceptually, performance is shaped by the results of job functions, various factors that affect employee achievement, the achievement of organizational goals, and a certain period of time (Cabarcos et al., 2022). Botella et al. (2024) stated that performance is mainly determined by ability, desire, and environment, and can be seen through individual abilities, acceptance of company goals, level of goal achievement, and interaction between goals and employee abilities. Performance development is therefore directed at improving the ability to carry out tasks, mastering new knowledge, problem solving, decision-making, and improving attitudes and work relationships. In the end, the improvement is expected to result in improvements in quality and productivity, the achievement of targets, and the timeliness of work implementation so as to support the overall effectiveness of the organization.

RESEARCH METHODOLOGY

This study uses a qualitative method with a descriptive approach to understand in depth and contextual the implementation of organizational culture, motivation, and work discipline in building a risk culture in the Aether Business Group. The qualitative approach is carried out in natural settings with the researcher as the main instrument, so that the phenomenon can be understood holistically based on the experience, perception, and behavior of the informant (Shohibuddin & Sa'diyah, 2025; Yoon & Uliassi, 2022). The research object includes leaders, managers, and employees who are selected through purposive sampling based on their knowledge, experience, and involvement in the phenomenon being studied, because the accuracy of informant selection greatly determines the quality of qualitative research data (Niam et al., 2024). Data collection is carried out through semi-structured in-depth interviews, direct observation, and documentation, so that researchers can obtain rich data while triangulating between sources; In-depth interviews are specifically used to explore informants' experiences, beliefs, views, and perceptions of research problems (Sugiyono, 2022). Observations are directed at the activities and behaviors of organizational members in daily practice, while documentation includes organizational reports, company policies, archives, and other relevant data as a support as well as strengthening the credibility of the findings. With this design, the research is expected to be able to provide a systematic, factual, and in-depth picture of the social reality of the organization without conducting hypothesis testing or statistical analysis.

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Data analysis uses the interactive model of Miles, Huberman, and Saldaña (2014) which includes three main stages, namely data condensation, data display, and conclusion drawing/verification. Data condensation is carried out by selecting, centralizing, simplifying, coding, categorization, and grouping data from interviews, observations, and documentation into themes relevant to the focus of the research. The condensed data is then presented in the form of descriptive narratives, matrices or tables, charts, thematic networks, and summaries of findings to facilitate the identification of patterns, relationships between concepts, and trends that emerge from various informants. Furthermore, conclusions are drawn in stages and continuously verified through triangulation between interview results, observations, field notes, and organizational documents so that the findings are valid and accountable (Miles et al., 2014). Each theme is analyzed interpretively by considering the social context and work situation, so that the informant's experience remains understood in the reality of the organization behind it. The final results of the analysis were compiled to empirically explain the implementation of organizational culture, motivation, and work discipline as well as their relationship with the formation of risk culture in the Aether Business Group.

RESULT

Organizational Profile and Characteristics

Aether Group is a holding that integrates various professional entities in the fields of training, certification, consulting, and competency development. Its role is not limited to administrative functions, but also as a strategic coordination center in directing service standards, work culture, governance, and human resource development in each entity. The results of the study show that Aether Group has a strong orientation towards the development of competencies and professional services, especially related to Governance, Risk, Compliance, and Sustainability (GRCS). These service characteristics demand high quality human resources because the organization's products rely on knowledge, expertise, professionalism, credibility, and client trust.

As a knowledge-based organization, Aether Group's success relies heavily on the ability to manage trainers, assessors, consultants, experts, and operational staff who contribute directly to the quality of service. This condition places a strong organizational culture as an important foundation to ensure that standards of professionalism are applied consistently across all units. The documentation of research activities shows that organizational activities are dominated by formal activities, competency development, training, and various service support activities. All of these activities describe a work

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environment that requires good coordination, resource readiness, procedural accuracy, and consistency in providing reliable professional services.

Implementation of Organizational Culture

The organizational culture at Aether Group is built on the values of professionalism, collaboration, learning, integrity, and orientation to service quality which are guidelines for work behavior in carrying out organizational activities. The implementation of these values is reflected in the division of functions of each entity, namely CRMS and WAY Academy in knowledge development and training, LSP LPK MKS and LSP GRK in competency assessment and certification, and WIM Consult in consultancy and organizational assistance. The division of roles shows that organizational culture is not only an institutional identity, but has been realized through the functions and responsibilities of each unit. However, this culture needs to continue to be strengthened through work standards, coordination, communication, accuracy in the implementation of tasks, and responsibility for risks.

Aether Group's organizational culture has a strong potential in supporting the formation of a risk culture, especially because the characteristics of the organization's activities are closely related to Governance, Risk, Compliance, and Sustainability (GRC-S). In order for this potential to be optimally realized, organizational values need to be translated consistently into daily work behavior and practices. Strengthening the risk culture also requires a clear internal mechanism through the socialization of values, the division of roles and responsibilities of risk, performance evaluation, and documentation of organizational learning. Thus, organizational culture can be an effective foundation in building awareness and responsibility for risk across Aether Group entities.

Work Motivation Factors in Supporting a Risk Culture

Work motivation is an important factor in building a culture of risk at Aether Group, as it encourages employees to work responsibly, maintain service quality, adhere to procedures, and contribute to the achievement of organizational goals. In competency-based organizations, motivation is not only influenced by financial rewards, but also by opportunities for self-development, professional recognition, role clarity, supportive employment relationships, and an understanding of the meaning of work. Employees who understand the contribution of their work to strengthening client governance and competence tend to have higher work engagement. This condition encourages

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employees to be more concerned about the quality of work results and be careful of various risks that can arise in the execution of tasks.

Work motivation is closely related to awareness and behavior of risks, because employees who have high motivation tend to be more thorough, active, and consistent in carrying out procedures, while low motivation can lead to a passive attitude and less concern for potential work mistakes. Therefore, Aether Group needs to build a more structured motivation system through performance rewards, internal training, career development opportunities, regular feedback, and employee involvement in improving work processes. These efforts can increase employee appreciation and involvement in achieving organizational goals. Thus, strengthening work motivation can be one of the important instruments in building a consistent and sustainable risk culture at the Aether Group.

Form of Work Discipline

Work discipline is an important element in the formation of a risk culture at the Aether Group, which is reflected in compliance with procedures, timeliness, consistency in task execution, neatness of documentation, and compliance with service standards. Discipline is becoming increasingly important because training, certification, and consultancy activities are directly related to the quality of service and the credibility of the organization. Errors in administration, scheduling, materials, assessments, and communication with clients have the potential to pose operational and reputational risks. Therefore, work discipline is not only interpreted as formal compliance, but also as a form of professional responsibility in maintaining quality and trust in the organization.

The application of work discipline needs to be supported by a clear and consistent organizational system, including standard operating procedures, division of tasks, work schedules, supervision, documentation, evaluation, and follow-up on errors. Disciplines that rely solely on individual awareness will be difficult to maintain without adequate system support. In the context of a risk culture, work discipline is the link between organizational values and employees' real behavior in carrying out tasks and managing risks. Thus, work discipline is a concrete manifestation of the values of professionalism, integrity, and accountability that support the formation of a consistent risk culture at Aether Group.

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Organizational Risk Culture

The risk culture at Aether Group is formed through the awareness of individuals and organizations in identifying, controlling, and evaluating risks in each work activity. The culture of risk is not only manifested through risk management documents, but also through employees' habits of thinking, making decisions, and carrying out work carefully. As an organization engaged in the field of Governance, Risk, Compliance, and Sustainability (GRC-S), Aether Group has a strong foundation to develop a culture of risk. However, internal strengthening is still needed so that the risk management principles offered to clients are also consistently reflected in the organization's governance and work practices.

The findings of the study show that strengthening the risk culture can be done through four main pillars, namely leadership, communication, competence, and accountability. Leadership provides direction and example, communication encourages openness in discussing risks, competence increases employee understanding of job risks, while accountability ensures each unit is accountable for its outcomes and potential risks. Its implementation can be strengthened through the preparation of risk maps for each entity, cross-unit evaluation, constraint reporting systems, learning from mistakes, and integrating risk aspects into performance indicators. Thus, the culture of risk can evolve from a mere concept to a work habit that is internalized and applied consistently in the activities of the Aether Group.

Table 2. Final Findings Matrix of Research

Variable/Focus	Key Findings	Supporting Factors	Inhibiting Factors	Impact on Risk Culture
Organizational culture	The values of professionalism, collaboration, integrity, and learning have become the basis of work	GRC-S service areas and complementary entity structures	Values need to be continuously translated into SOPs and work behaviors	Become the foundation of risk awareness
Work motivation	Motivation is influenced by recognition,	Learning opportunities and	Not all motivation systems are	Increase awareness of

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Variable/Focus	Key Findings	Supporting Factors	Inhibiting Factors	Impact on Risk Culture
	competency development, job meaning, and role clarity	competency-based organizational character	formally documented	quality and risk
Work discipline	Discipline can be seen from procedural compliance, timing, coordination, and documentation	The need for professional service standards	Discipline needs to be supported by a consistent monitoring system	Reduce operational and reputational risk
Risk culture	Culture of risk is formed through leadership, communication, competence, and accountability	The organization's field of work is highly relevant to GRC-S	Need a risk map, evaluation forum, and risk owner per process	Strengthen the sustainability and credibility of the organization

Source : Data Processed by Researchers, 2026

Based on the overall results of the study, the development of a risk culture at Aether Group is influenced by the alignment between organizational culture, work motivation, and work discipline, where organizational culture provides value direction, motivation encourages positive behavior, while discipline ensures that these values are consistently applied according to work standards. As an organization engaged in Governance, Risk, Compliance, and Sustainability (GRC-S), Aether Group has strong capital to develop a risk culture, but it still needs to be strengthened through risk documentation, evaluation forums, risk awareness training, strengthening SOPs, and cross-unit accountability mechanisms. Thus, a risk culture is not enough to be built through written rules, but needs to be realized through the internalization of

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organizational values, strong work motivation, consistent discipline, and leadership that is able to direct all entities to harmonized governance and risk management standards.

DISCUSSION

Implementation of Organizational Culture in Building an Organizational Risk Culture in Aether Business Group

The implementation of organizational culture in building a risk culture in the Aether Business Group is a process formed through the interaction between organizational values, leadership, work systems, communication, and daily work habits. From a qualitative perspective, the implementation is not only seen from written policies, but also from work behaviors, perceptions of organizational members, and consistency between policies and practices. This is relevant to the characteristics of Aether Group as a competency, training, certification, consultancy, and sustainability-based organization that places the quality of human resources as an important factor in maintaining service quality. The analysis of the implementation of organizational culture includes aspects of policy, implementation, supporting and inhibiting factors, and their impact on the formation of a risk culture. The results show that risk awareness is built through leadership examples, open communication, discipline, compliance with procedures, and the organization's ability to learn from experience.

The application of the principles of Governance, Risk, Compliance, and Sustainability (GRC-S) also requires integration and cultural harmony between units within the Aether Business Group. CRMS, LSP LPK MKS, WIM Consult, WAY Academy, and LSP GRK need to carry out their activities within the same value framework so that service standards, competencies, and accountability can be applied consistently. This alignment allows the organizational culture to develop into a risk culture that is not only normative, but internalized in daily behavior and decision-making. Thus, the implementation of organizational culture is an important foundation in shaping Aether Group as an adaptive, professional, and quality-oriented organization. These findings suggest that the effectiveness of the formation of a risk culture is determined by the integration between organizational strategy, culture, leadership, motivation, discipline, and risk management.

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The Role of Employee Work Motivation in Supporting the Formation of an Organizational Risk Culture in the Aether Business Group

The role of employee work motivation in supporting the formation of a risk culture in the Aether Business Group is part of the organizational process that is influenced by the interaction between values, leadership, work systems, communication, and daily work habits. In a qualitative perspective, motivation is not only understood through formal policies, but also through work behavior, employee perception, leadership involvement, and consistency between policy and practice. This is important because Aether Group is engaged in the fields of competence, training, certification, consulting, and sustainability, which rely heavily on the quality of human resources. The analysis of work motivation includes aspects of policy, implementation, supporting and inhibiting factors, and their impact on the formation of a risk culture. The results show that good work motivation can increase employee awareness of risks and encourage compliance, responsibility, and involvement in maintaining work quality.

Work motivation also plays a role in shaping risk-aware behavior through leadership example, open communication, discipline, respect for procedures, and learning from experience. Highly motivated employees tend to be more active in carrying out responsibilities, maintaining work standards, and paying attention to potential risks that can affect the quality of organizational services. Therefore, motivation needs to be strengthened through leadership involvement, employee participation, and evaluation mechanisms that are carried out on an ongoing basis. Thus, work motivation is one of the important factors in supporting Aether Group as an adaptive, professional, and quality-oriented organization. The findings suggest that the effectiveness of building a risk culture requires alignment between strategy, organizational culture, motivation, work discipline, and risk management.

Application of Work Discipline in an Effort to Build an Organizational Risk Culture in the Aether Business Group

The application of work discipline in building a risk culture in the Aether Business Group is an organizational process that is influenced by values, leadership, work systems, communication, and daily work habits. From a qualitative perspective, work discipline is not only understood based on written rules or policies, but also through work behavior, employee perception, and consistency between policies and practices. This is important because Aether Group is engaged in the fields of competence, training, certification, consulting, and sustainability that demand the quality of human resources

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and compliance with work standards. Work discipline analysis includes policies, implementation, supporting and inhibiting factors, and their impact on the formation of a risk culture. The results of the study show that the consistent application of discipline plays a role in increasing risk awareness and compliance with organizational procedures.

Work discipline is also an important part of shaping risk-aware behavior, especially through leadership example, open communication, adherence to procedures, and the organization's ability to learn from experience. The application of discipline supported by leadership involvement, employee participation, and continuous evaluation can encourage responsibility and consistency in maintaining work standards and quality. Thus, discipline not only functions as a form of compliance with rules, but also as an instrument to prevent and control risks in the implementation of work. The consistent application of work discipline also supports the formation of Aether Group as an adaptive, professional, and quality-oriented organization. The findings confirm that the effectiveness of risk culture requires alignment between strategy, organizational culture, motivation, work discipline, and risk management.

The Relationship Between Organizational Culture, Motivation, and Work Discipline in the Process of Forming an Organizational Risk Culture in the Aether Business Group

The relationship between organizational culture, motivation, and work discipline is an important factor in the formation of a risk culture in the Aether Business Group. From a qualitative perspective, these three aspects interact with organizational values, leadership, work systems, communication, and daily work habits. Organizational culture provides a foundation of values, motivation encourages employee engagement and responsibility, while discipline ensures that the execution of work remains in accordance with organizational standards and procedures. The analysis of these linkages includes policies, implementation, supporting and inhibiting factors, and their impact on risk culture. This condition is very relevant for Aether Group which is engaged in the fields of competence, training, certification, consulting, and sustainability, so that the quality of human resources is the main factor in maintaining service quality.

The results show that the alignment between organizational culture, motivation, and work discipline contributes to increased awareness and risk-aware behavior in the Aether Group environment. Risk culture is not only formed through written rules, but also through leadership example, open communication, work motivation, adherence to

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procedures, and learning from experience. Leadership involvement, employee participation, and continuous evaluation are necessary for these values to be applied consistently in work activities. Thus, the synergy of organizational culture, motivation, and work discipline is the foundation in building Aether Group as an adaptive, professional, accountable, and quality-oriented organization.

Table 3. Dimension of Analysis The relationship between organizational culture, motivation, and work discipline in the process of forming an organizational risk culture in the Aether Business Group

Dimensions of Analysis	Field Findings	Theoretical Relevance of the Last 5 Years	Meaning for Aether Group
Organizational culture	Work values and service standards are the basis of employee behavior	Contemporary organizational culture theory emphasizes organizational adaptation, collaboration, and learning	Work culture needs to be geared towards quality and risk awareness
Work motivation	Employees need purpose, rewards, role clarity, and room to thrive	Modern motivational theories emphasize autonomy, competence, attachment, and the meaning of work	Motivation to strengthen commitment to GRC-S services
Work discipline	Compliance with procedures affects service consistency	Performance management theory emphasizes standards, monitoring, feedback, and accountability	Discipline is the foundation of a culture of risk

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Dimensions of Analysis	Field Findings	Theoretical Relevance of the Last 5 Years	Meaning for Aether Group
Risk culture	Risk awareness is built through process, communication, and evaluation	Literatur risk culture menekankan tone at the top, risk ownership, dan learning culture	Each unit needs to have a clear risk responsibility

Source : Data Processed by Researchers, 2026

Discussion Synthesis

Tabel 4. Discussion Synthesis

Problem Formulation	Data Focus	Pattern of Findings	Provisional Conclusion
PF 1	Interviews, observations, documentation	There is a relationship between values, motivation, discipline, and risk awareness	Risk culture needs to be strengthened through work systems and behaviors
PF 2	Interviews, observations, documentation	Terdapat hubungan antara nilai, motivasi, disiplin, dan kesadaran risiko	Risk culture needs to be strengthened through work systems and behaviors
PF 3	Interviews, observations, documentation	Terdapat hubungan antara nilai, motivasi, disiplin, dan kesadaran risiko	Risk culture needs to be strengthened through work systems and behaviors
PF 4	Interviews, observations, documentation	Terdapat hubungan antara nilai, motivasi, disiplin,	Risk culture needs to be strengthened through work

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Problem Formulation	Data Focus	Pattern of Findings	Provisional Conclusion
		dan kesadaran risiko	systems and behaviors

Source : Data Processed by Researchers, 2026

CONCLUSION

The implementation of organizational culture in building a risk culture at Aether Group is largely determined by the alignment between organizational values, work motivation, discipline, leadership, and governance systems in each business entity. Risk culture is not formed instantly, but through the process of internalizing values in a sustainable manner until it becomes part of work behavior and habits. In this process, work motivation acts as a reinforcing factor that encourages employees to be more responsive to risk management policies and more proactive in identifying and reporting potential irregularities. Thus, motivation becomes the link between formal organizational policies and their implementation in daily work behavior.

Work discipline is also an important instrument in strengthening the culture of risk through compliance with applicable attendance, work procedures, and operational standards. The consistent application of discipline creates an orderly, measurable, and predictable work environment that strengthens a compliance-based risk culture. The results of the study show that organizational culture, motivation, and work discipline have mutually reinforcing relationships in the formation of risk culture. The three aspects do not stand alone, but interact dynamically so that the strengthening of one aspect needs to consider its relationship with the other.

Overall, strengthening the risk culture at Aether Group requires translating organizational values into real, measurable, consistent, and continuously evaluated work behaviors. The alignment of organizational culture, motivation, discipline, leadership, and governance is the main foundation in building awareness and responsibility for risks across entities. The stronger these values are internalized in routine and decision-making, the more mature the risk culture will become. This condition can ultimately improve Aether Group's professionalism, governance quality, and resilience in the face of various business risks and uncertainties.

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RESEARCH IMPLICATIONS

Theoretically, this research strengthens the understanding that risk culture is an integral part of an organizational culture built through the internalization of values, work motivation, discipline, and leadership. Practically, the research findings can be the basis for Aether Group in designing programs to strengthen human resources, improve operational standards, evaluate performance, and develop effective risk communication mechanisms between units. Meanwhile, managerially, this study emphasizes the importance of integration and coordination between entities, namely CRMS, LSP LPK MKS, WIM Consult, WAY Academy, and LSP GRK, so that all entities have service standards, work culture, and risk awareness that are aligned in supporting the achievement of organizational goals.

RECOMMENDATION

Aether Group needs to strengthen the internalization of organizational cultural values through continuous socialization, training, and leadership examples, as well as develop indicators of motivation and work discipline that can be evaluated periodically. In addition, each entity needs to have a work risk map that is simple, easy to understand, and integrated with daily operational activities so that risk awareness can be applied in real time in the implementation of work. Coordination between entities also needs to be strengthened through periodic evaluation forums and organizational learning documentation to improve the consistency of the implementation of risk culture across the Aether Group. Meanwhile, further research is recommended to use a mixed approach so that qualitative findings can be strengthened and confirmed through quantitative data, resulting in a more comprehensive understanding of the formation of organizational risk culture.

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