

The Effect of Organizational Culture on Employee Performance in Mediation by Work Discipline at PT. Bank Pembangunan Daerah (BPD) Bali in Renon Branch

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ABSTRACT: *This study aims to analyze the influence of organizational culture on task performance mediated by work discipline at PT. Regional Development Bank (BPD) Bali in Renon Branch. The sample used is 42 people focusing on front office and back office employees by using purposive sampling technique. The data analysis technique used is path analysis. The data collection method used is a questionnaire. The results show that organizational culture has a positive and significant effect on task performance, work discipline has a positive and significant effect on task performance, organizational culture has a positive and significant effect on work discipline, and work discipline plays a role in mediating the influence of organizational culture on task performance. The research is expected to be a consideration for decision making in dealing with problems related to the quality of their own work, good relations between work units, and the activeness of employees seeking information to follow up on customer needs according to authority so as to create high task performance for employees.*

KEYWORDS: *organizational culture, work discipline, task performance*

I. INTRODUCTION

Utilization of human resources to realize the company's goals can't be separated from the existence of management that is able to adjust and condition any changes that are increasingly fast, precise and directed. Management is a work activity that involves coordinating and supervising the work of others, so that the work can be completed effectively and efficiently or even as expected (Stephen P. Robbins and Mary Coulter, 2016: 8). Management effectiveness and efficiency are recognized as factors that determine the company's long-term success (Ningsih L. K., et al, 2019).

PT. Bank Pembangunan Daerah (BPD) Bali in Renon Branch views that the implementation of management, especially in governance is a necessity and believes that consistent and sustainable implementation of governance will improve the performance of BPD Bali Renon Branch. BPD Bali Renon Branch has put the implementation of governance as a system in managing the company, so the implementation of effective governance is a strategic challenge that must always be improved by continuously improving itself towards a company that is committed to implementing good governance (Annual Report Bank BPD Bali, 2018).

In addition to the challenges of efforts to realize the implementation of effective governance through initial observations conducted at BPD Bali Renon Branch, it was found several problems that are still being faced, especially in the front office and back office, including problems regarding the effective use of time at work and satisfaction from the quality of the work itself. In connection with the phenomenon of problems faced, it would be better if BPD Bali Renon Branch began to increase attention to the performance of human resources in the front office and back office.

Performance is a multidimensional construct which is divided into task performance and contextual performance dimensions (Borman and Motowidlo, 1993). Due to the phenomenon of the problems that exist in BPD Bali Renon Branch is more directed at task performance, this study will specifically discuss task performance as a dimension of performance. Task performance is the behavior of employees who are directly involved in the formation of organizational resources into goods or services produced by the organization (Colquit et al., 2015:33). Task performance refers to goal-directed behavior under individual control that supports organizational goals (McShane and Von Glinow, 2015:35). Optimal performance improvement is created from a disciplined attitude which is reflected in the great sense of responsibility towards the tasks assigned to ensure that the company's goals and objectives can be carried out in accordance with plans, policies, instructions, along with the provisions that have been set (Malka, A.E.I., et al, 2020).

Work discipline is an attitude of respect that is found in every employee in complying with company regulations and provisions in order to correct behavior in knowledge, skills or in the process of completing a task (Siagian, 2018: 18). Then the employee's response to the responsibilities, duties and rules of the company is strongly influenced by the existence of an organizational culture that will determine self-confidence as well as

a reference in attitude and behavior formation that is in line with the principles and values of the company (Pribadi, M.L., and Herlena, B., 2016).

Organizational culture is a value that is used as a guideline for carrying out every activity and obligation (Sholikah, 2018: 300). Organizational culture includes the values, principles, traditions and ways of working that are shared by the workforce of an organization and influence the way they act (Robbins, 2010). If the company does not have a dominant organizational culture and only consists of many sub-cultures, then the influence of culture on the effectiveness of the company will be unclear, because there is no consistency in perception and behavior (Robbins Stephen P., 2015: 123).

The results of research conducted by Tamsah and Ilyas (2019) found that organizational culture has a positive and significant influence on performance through work discipline. Likewise, research conducted by (Fathurahman, 2020) found that there was a significant influence of organizational culture on employee performance mediated by work discipline. However, there is a study conducted by (Hidayah and Utari, 2020) which found that organizational culture had no significant effect on performance through work discipline.

II. LITERATURE REVIEW AND RESEARCH HYPOTHESIS

Strong culture theory describes “A strong organizational culture will have a positive impact on performance, with a strong organizational culture meaning employees in the company will have confidence in the same cultural values, this can create a comfortable work environment where employees feel valued, so that they grow. a sense of enthusiasm that ultimately encourages the achievement of performance in accordance with company expectations” (Kotter and Heskett, 1992). The relation between Organizational Culture and Task Performance is strengthened by the results of previous research conducted by Wahyuningsih W. et al. (2020), Ningsih, L. K. et al. (2019), Arsulawaneri, A. (2020), Ibrahim, M., & Eviyanti, E. (2020), EFA, E. (2016), Valmohammadi, C., & Roshanzamir, S. (2015), Sancoko et al. (2019), Sivakami, R., & Samitha, S. S. (2018), and Ilham, R. (2018) show the results that Organizational Culture has a significant positive effect on Task Performance. Based on the theory and the results of previous research, the following hypotheses can be formulated:

H1: Organizational Culture Has a Significantly Positive Effect on Task Performance

Optimal performance improvement is created from a disciplined attitude which is reflected in the great sense of responsibility towards the tasks assigned to ensure the company's goals and objectives can be carried out in accordance with the plans, policies, instructions, and provisions that have been set (Malka, A.E.I., et al, 2020). The relation between work discipline and task performance is strengthened from the results of previous research conducted by Husain, B. A. (2018), Untari, D. (2018), Rizvitasari, K., et al. (2020), Malka, A. E. I., et al. (2020), Liyas, J. N., & Primadi, R. (2017), Hersona, S., & Sidharta, I. (2017), Astuti, E. P., & Amalah, N. (2020), Iptian et al. (2020), and Oley et al. (2019) shows the results that the Work Discipline variable has a significant positive effect on the Task Performance variable. Based on the theory and the results of previous research, the following hypotheses can be formulated:

H2: Work Discipline Has a Significantly Positive Effect on Task Performance.

Employee responses to responsibilities, duties and company rules are strongly influenced by the existence of organizational culture which will determine self-confidence as well as a reference in attitude and behavior formation in line with the principles and values of the company (Pribadi, M.L., and Herlena, B., 2016). If the company's guidelines, values, and norms are often violated, work discipline will get worse, on the contrary if company members are subject to the guidelines, values, and norms set by work discipline in good conditions (Rizvitasari, K., et al, 2020). The relation between Organizational Culture and Work Discipline is strengthened by the results of previous research conducted by Oktaviani, W., & Saragih, R. (2017), Pribadi, M.L., & Herlena, B. (2016), Suli, A. (2018), Kusdiana, Y. (2018), Rahmah, M., & Fatmah, D. (2018), Fatchuriza F.P., & Lenny C.N. (2018), Ramadani et al. (2019), Uloli et al. (2019), and Syahyuni, D. (2018) found the results that the Organizational Culture variable had a significant positive effect on the Work Discipline variable. Based on the theory and the results of previous research, the following hypotheses can be formulated:

H3: Organizational Culture Has a Significant Positive Effect on Work Discipline.

When organizational culture can be applied and rooted properly through the disciplined attitude of company members in carrying out the guidelines, values, norms or tasks assigned according to company standards, it is possible to create order at work which in turn triggers an increase in task performance. Employees who act disciplined will work optimally so that employee performance will also increase and bring the company to be able to achieve the vision that has been set but this will be different if the Organizational Culture applied is not appropriate, it will have an impact on Work Discipline and affect performance that is not optimal. (Tamsah, H., and Ilyas, G.B., 2019). The Role of Work Discipline in Mediating the Effect of Organizational Culture on Task Performance is strengthened from previous research conducted by Tamsah, H., & Ilyas, G.B. (2019), Fathurahman, F.M. (2020) showing that there is a significant positive influence of

Organizational Culture on Employee Performance mediated by Work Discipline. Research conducted by Athins et al. (2018), Mukminin et al. (2020), and Idris, M. (2018) also found the results that the Work Discipline and Organizational Culture variables had a significant positive impact on the Employee Performance variable. Based on the theory and the results of previous research, the following hypotheses can be formulated:

H4: Work Discipline Has a Role in Mediating the Effect of Organizational Culture on Task Performance.

III. RESEARCH METHODS

This research is classified as associative research using a quantitative approach. This research was conducted at PT. Regional Development Bank (BPD) Bali Renon Branch, Denpasar. The data collection technique used is by observation and using the questionnaire method. The population in this study were employees of BPD Bali Renon Branch, totaling 95 employees in 2020. In this study, the sample was determined using purposive sampling technique and found 42 employees as respondents. The data analysis technique used is path analysis. This analytical technique is used to test the magnitude of the contribution shown by the path coefficient on each path diagram of a casual or causal relationbetween exogenous variables and endogenous variables (Riduwan and Kuncoro, 2013: 115).

IV. RESULT AND DISCUSSION

Based on the results of research conducted on employees of BPD Bali Renon Branch, it can be seen that the characteristics of respondents include gender, age, education, and field (position). The research sample was 42 employees of BPD Bali Renon Branch, dominated by men with a percentage of 64.3 percent. Ages 21-30 years dominate with a percentage of 57.1 percent. S1 education dominates with a percentage of 52.4 percent. The customer service sector dominates with a percentage of 45.2 percent.

All research variable instruments in the form of Organizational Culture, Work Discipline and Task Performance have met the validity test requirements where the total Pearson Correlation score of each instrument is above 0.30 which means the instrument is suitable to be used as a variable measuring instrument. Then for the reliability test results, each variable has Cronbach's Alpha above 0.60, so it can be said that all instruments have met the reliability requirements.

Table 1. Path Analysis Results on Structure I

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.395	0.392		3.558	0.001
Organizational Culture	0.679	0.112	0.692	6.065	0.000
$R^2 : 0.479$					

Source: Research Data, 2021

Based on Table 1, the structural equations formed is as follows: $M = 0.692 X + e_1$. The structural equation can be interpreted that the Organizational Culture Variable has a coefficient of 0.692 which means that Organizational Culture has a positive influence on Work Discipline, this means that if Organizational Culture strengthens, Work Discipline will increase by 0.692.

Table 2. Path Analysis Results on Structure II

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.469	0.363		1.293	0.204
Organizational Culture	0.451	0.125	0.453	3.597	0.001
Work Discipline	0.449	0.128	0.443	3.518	0.001
$R^2 : 0.678$					

Source: Research Data, 2021

Based on Table 2, the structural equations formed is as follows: $Y = 0.453X + 0.443M + e_2$. The structural equation can be interpreted that the Organizational Culture variable has a coefficient of 0.453 which means that Organizational Culture has a positive influence on Task Performance, this means that if Organizational Culture strengthens, Task Performance will increase by 0.453. The Work Discipline variable has a coefficient of 0.443 which means that Work Discipline has a positive influence on Task Performance, this means that if Work Discipline improves, Task Performance will increase by 0.443.

The coefficient of total determination is calculated using the formula: $R^2_m = 1 - (e_1)^2(e_2)^2$. In calculating the effect of error (e) the results e_1 is 0.722 and e_2 is 0.567. Therefore, the calculation of the total coefficient of determination obtained is 0.832, so the conclusion is 83.2% of the Task Performance variable at PT. Regional Development Bank (BPD) Bali Renon Branch is influenced by Organizational Culture and Work Discipline, while the remaining 16.8% is influenced by other factors not included in the research model or outside the research model.

Table 3. Direct Effect, Indirect Effect, and Total Effect

Variable Effect	Direct Effect	Indirect Effect	Total Effect
X→M	0.692		0.692
M→Y	0.443		0.443
X→Y	0.453	0.307	0.760

Source: Research Data, 2021

Table 3 shows that research conducted on employees at BPD Bali Renon Branch, regarding the role of Work Discipline in mediating the influence of Organizational Culture on Task Performance, it was found that Organizational Culture has a direct and indirect influence through Work Discipline on Task Performance with coefficient values of 0.453 and 0.307, respectively. so that the total effect is 0.760.

Based on the results of the Sobel test, it shows that the results of the tabulation $Z = 2.990 > 1.96$, which means that the organizational culture variable has a positive and significant effect on task performance at BPD Bali Renon Branch with work discipline mediation, so work discipline is a mediating variable for the influence of organizational culture on task performance at BPD Bali Renon Branch, so the fourth hypothesis is accepted.

Based on the results of the VAF test, the VAF value was 34.3 percent. Because this value is more than 20 percent, it can be explained that there is a partial mediating effect. Work Discipline partially mediates the influence of Organizational Culture on Task Performance. This shows that the influence of Organizational Culture on Task Performance is strengthened by the inclusion of Work Discipline as a mediator.

V. CONCLUSION

Based on the discussion and research results obtained, some conclusions can be drawn as follows. Organizational Culture has a positive and significant effect on Task Performance at BPD Bali Renon Branch. This means that the stronger the Organizational Culture will improve the Task Performance at BPD Bali Renon Branch. Work Discipline has a positive and significant effect on Task Performance at BPD Bali Renon Branch. This means that the better the Work Discipline, the better the Task Performance at BPD Bali Renon Branch. Organizational Culture has a positive and significant effect on Work Discipline at BPD Bali Renon Branch. This means that the stronger the Organizational Culture at BPD Bali Renon Branch, it will further improve Work Discipline. Work Discipline partially plays a role in mediating the influence of Organizational Culture on Task Performance at BPD Bali Renon Branch. This means that Organizational Culture will have a significant impact on Task Performance if mediated by Work Discipline.

Based on the discussion and research conclusions that have been explained, the suggestions that can be submitted include the BPD Bali Renon Branch to start providing motivation to spur initiatives from employees in following up on customer needs, as well as instilling the value of CINTA culture to employees by providing adequate sources of information. BPD Bali Renon Branch to start paying more attention to the good relations of its employee work units by carrying out supervision and direction so that conduciveness between work units and discipline of employees is maintained. BPD Bali Renon Branch is also encouraged to conduct periodic evaluations and training and development so that the quality of employee work is in accordance with what is expected by employees and targets from BPD Bali Renon Branch.

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