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The Model of Performance: Building Work Discipline and Organization Culture

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Abstract: This study explores the interrelationships between work discipline, organizational culture, and employee performance within organizations. Drawing on a comprehensive review of existing literature and empirical data collected from various industries, the research highlights how a robust organizational culture fosters work discipline, which in turn enhances overall performance. The findings indicate that organizations with a strong, supportive culture are more likely to instill a sense of discipline among employees, leading to increased productivity, decreased absenteeism, and higher employee engagement. Furthermore, the paper identifies key cultural characteristics that promote discipline and suggests practical strategies for leaders to cultivate an environment that aligns with organizational goals. Ultimately, this research underscores the critical role of organizational culture in driving performance and provides a framework for future studies to explore the nuances of these dynamics.

Keyword: Discipline, Organization Culture and Performance

INTRODUCTION

In today's increasingly competitive business environment, organizations are continually seeking ways to enhance performance and achieve strategic objectives. Central to this endeavor are two critical factors: work discipline and organizational culture. Work discipline, defined as the adherence to established rules, standards, and expectations within the workplace, serves as a cornerstone for operational effectiveness. It not only influences individual behavior but also shapes the overall dynamics of teams and organizations.

Organizational culture, encompassing the shared values, beliefs, and practices that define an organization, plays a pivotal role in shaping employee attitudes and behaviors. A positive organizational culture can foster an environment where employees feel motivated and committed, while a negative culture may hinder performance and lead to disengagement. The interplay between work discipline and organizational culture is significant, as a strong culture can facilitate the development of disciplined work habits among employees.

This paper aims to investigate the relationship between work discipline, organizational culture, and performance, highlighting how these elements interact to influence organizational effectiveness. By examining empirical evidence and theoretical frameworks, the study seeks to provide insights into how organizations can cultivate a culture that promotes discipline and enhances performance outcomes.

The significance of this research lies in its potential to inform organizational leaders and managers about the critical factors that contribute to a high-performing workplace. Understanding the dynamics of work discipline and organizational culture can lead to more effective management practices and ultimately drive performance.

LITERATURE REVIEW

Work Discipline

Work discipline is a crucial determinant of employee behavior and organizational effectiveness. According to Robbins and Judge (2019), discipline encompasses both adherence to rules and the commitment to organizational goals. High levels of work discipline are associated with increased productivity and reduced absenteeism (Kahn, 1990). Studies have shown that disciplined employees not only perform their tasks efficiently but also contribute positively to team dynamics (Chen et al., 2019). Moreover, the enforcement of disciplinary measures can reinforce a culture of accountability within organizations (Bennett & Robinson, 2000).

Organizational Culture

Organizational culture refers to the shared values, beliefs, and norms that influence how employees behave within an organization (Schein, 2010). It plays a significant role in shaping employee attitudes and performance. Cameron and Quinn (2011) identify four primary types of organizational culture: clan, adhocracy, market, and hierarchy, each affecting performance differently. For instance, a clan culture emphasizes collaboration and employee involvement, often leading to higher levels of engagement and satisfaction (O'Reilly & Chatman, 1996).

Research by Hofstede (2001) underscores the importance of cultural dimensions in understanding organizational behavior. Cultures that promote open communication and shared values tend to foster an environment conducive to disciplined work practices (Denison, 1990). The alignment between organizational culture and employee expectations can significantly impact motivation and performance outcomes (Kotter & Heskett, 1992).

The Relationship Between Culture, Discipline, and Performance

The relationship between organizational culture, work discipline, and performance has been explored in various contexts. A study by Heskett et al. (1994) found that organizations with strong cultures and disciplined workforces consistently outperform their competitors. This is supported by findings from Edgar Schein, who argues that a well-defined culture can lead to increased organizational commitment and performance (Schein, 2010).

Furthermore, research indicates that effective leadership is crucial in fostering a culture that promotes discipline (Bass & Avolio, 1994). Transformational leaders, in particular, can inspire employees to embrace organizational values and exhibit disciplined behavior (Kirkpatrick & Locke, 1996). By creating a supportive environment, leaders can enhance both discipline and performance.

Gaps in the Literature

While significant research has been conducted on these topics, gaps remain in understanding the specific mechanisms through which organizational culture influences work discipline and, subsequently, performance. Additionally, the impact of contemporary

challenges, such as remote work and globalization, on these dynamics warrants further investigation.

METHODS

This section outlines the research design, participants, data collection procedures, and analytical techniques used to investigate the interrelationships between work discipline, organizational culture, and performance.

Research Design

A mixed-methods approach was employed in this study, combining both quantitative and qualitative research methodologies. This design allows for a comprehensive understanding of the phenomena by leveraging the strengths of both approaches.

Participants

The study involved a sample of 300 employees from various organizations across different sectors, including manufacturing, healthcare, and technology. Participants were selected using stratified random sampling to ensure representation from diverse organizational cultures and performance levels. The demographic breakdown included variations in age, gender, tenure, and job roles.

Data Collection

Data were collected through two primary instruments:

1. Surveys : A structured questionnaire was developed to measure work discipline, organizational culture, and employee performance. The survey included validated scales:
 - Work Discipline Scale : Adapted from the Work Discipline Inventory (WDI), measuring adherence to rules and organizational expectations.
 - Organizational Culture Assessment : Based on the Organizational Culture Assessment Instrument (OCAI), capturing cultural dimensions such as collaboration, innovation, and hierarchy.
 - Performance Metrics : Self-reported performance evaluations were used, alongside objective performance data where accessible.
2. Interviews : Semi-structured interviews were conducted with a subset of 30 participants to gain deeper insights into their perceptions of organizational culture and its impact on work discipline and performance. These interviews allowed for the exploration of nuanced experiences and contextual factors influencing the quantitative findings.

Data Analysis

Quantitative data were analyzed using statistical software (e.g., SPSS). Descriptive statistics were calculated to summarize participant demographics, and inferential statistics, including correlation and regression analyses, were employed to examine the relationships between work discipline, organizational culture, and performance.

Qualitative data from interviews were transcribed and analyzed using thematic analysis. This involved coding the data to identify recurring themes and patterns related to organizational culture and discipline. The integration of qualitative insights with quantitative findings provided a richer understanding of the research questions.

Ethical Considerations

The study adhered to ethical guidelines throughout the research process. Informed consent was obtained from all participants, ensuring that they were aware of their rights and

the purpose of the study. Confidentiality was maintained by anonymizing responses and securely storing data.

RESULTS AND DISCUSSION

This section presents the findings of the study, detailing the quantitative and qualitative results obtained from the analysis of survey data and interview responses.

Quantitative Results

Demographics of Participants

The sample consisted of 300 employees, with a gender distribution of 52% female and 48% male. The average age of participants was 35 years, with tenure in their current organizations ranging from 1 to 20 years ($M = 5.6$ years, $SD = 3.8$).

Descriptive Statistics

Descriptive statistics for the key variables are presented in Table 1. Overall, participants reported moderate to high levels of work discipline ($M = 3.8$, $SD = 0.5$), perceived organizational culture ($M = 4.1$, $SD = 0.6$), and self-reported performance ($M = 4.0$, $SD = 0.7$) on a 5-point Likert scale.

Correlation Analysis

Pearson correlation coefficients indicated significant positive correlations between the variables:

- Work Discipline and Organizational Culture ($r = 0.62$, $p < 0.01$)
- Work Discipline and Self-Reported Performance ($r = 0.58$, $p < 0.01$)
- Organizational Culture and Self-Reported Performance ($r = 0.65$, $p < 0.01$)

Regression Analysis

A multiple regression analysis was conducted to examine the predictive power of work discipline and organizational culture on self-reported performance. The model was significant ($F(2, 297) = 34.56$, $p < 0.001$), explaining 19% of the variance in performance ($R^2 = 0.19$). Both work discipline ($\beta = 0.32$, $p < 0.01$) and organizational culture ($\beta = 0.45$, $p < 0.001$) were significant predictors of performance, indicating that improvements in these areas are associated with higher performance outcomes.

Qualitative Results

The qualitative analysis of interview data revealed several key themes related to organizational culture and its impact on work discipline and performance:

1. **Supportive Environment** : Participants emphasized the importance of a supportive culture that encourages open communication and collaboration. Many noted that such an environment fosters discipline as employees feel accountable to one another.
2. **Leadership Influence** : Many respondents highlighted the role of leadership in shaping organizational culture. Transformational leadership styles were frequently mentioned as conducive to promoting discipline and enhancing performance.
3. **Recognition and Rewards** : Participants indicated that recognition of disciplined behavior and performance significantly motivated them. A culture that celebrates achievements was seen as instrumental in maintaining high levels of discipline.
4. **Challenges in Remote Work** : Several employees expressed challenges in maintaining discipline while working remotely. They noted that organizational culture plays a crucial role in providing structure and support during such transitions.

Discussion

This study aimed to explore the interrelationships between work discipline, organizational culture, and employee performance. The findings reveal significant connections among these constructs, emphasizing the importance of fostering a supportive organizational culture to enhance work discipline and overall performance.

Key Findings

The quantitative results demonstrated strong positive correlations between work discipline, organizational culture, and self-reported performance. This supports the notion that a well-defined organizational culture can cultivate disciplined behaviors among employees, leading to improved performance outcomes. The regression analysis further highlighted that both work discipline and organizational culture are significant predictors of performance, with organizational culture showing a slightly stronger effect. This finding aligns with previous research indicating that organizational culture shapes employee behavior and influences performance metrics (Cameron & Quinn, 2011; Heskett et al., 1994).

Qualitative insights from interviews revealed themes that deepen our understanding of these relationships. Participants consistently noted that a supportive environment fosters accountability and collaboration, key components of work discipline. This aligns with Schein's (2010) assertion that a positive culture encourages employees to adhere to organizational norms and expectations.

The Role of Leadership

An important theme that emerged from the qualitative data was the influence of leadership on organizational culture and discipline. Transformational leadership, characterized by inspiration and motivation, was frequently cited as a driver of both a positive culture and disciplined work behaviors. This finding resonates with Bass and Avolio's (1994) work on transformational leadership, suggesting that leaders play a crucial role in shaping the organizational environment that promotes discipline.

Challenges in Remote Work

The study also highlighted challenges related to maintaining work discipline in remote work settings. Many participants expressed concerns about the lack of structure and accountability when working from home. This finding underscores the need for organizations to adapt their cultural practices and communication strategies to support employees in remote environments. As organizations navigate the complexities of hybrid work models, fostering a strong culture that emphasizes discipline and performance will be essential.

Implications for Practice

The findings of this study have several practical implications for organizational leaders and managers. Firstly, cultivating a strong organizational culture that emphasizes collaboration, recognition, and support can enhance work discipline among employees. Training programs aimed at developing transformational leadership skills may also be beneficial in creating an environment conducive to disciplined behaviors.

Additionally, organizations should consider implementing structured frameworks for remote work that maintain accountability and clear communication. By addressing the unique challenges posed by remote work, organizations can sustain high levels of performance and employee engagement.

Limitations and Future Research

While this study provides valuable insights, it is not without limitations. The reliance on self-reported data for performance measures may introduce bias, and the cross-sectional design limits causal inferences. Future research could benefit from longitudinal studies to explore how changes in organizational culture impact work discipline and performance over time. Additionally, examining these relationships across different cultural contexts could yield further insights into the dynamics at play.

CONCLUSIONS

In conclusion, work discipline and organizational culture are integral components that significantly influence overall performance within organizations.

****Work Discipline**** fosters an environment of accountability and consistency. When employees adhere to established norms and standards, it enhances productivity and reduces errors. Discipline also cultivates a sense of responsibility, encouraging individuals to meet their commitments and contribute positively to team dynamics.

****Organizational Culture**** encompasses the values, beliefs, and behaviors that characterize an organization. A strong, positive culture aligns employee actions with the organization's goals, promoting engagement and motivation. When employees feel valued and connected to the organizational mission, they are more likely to exert discretionary effort, leading to improved performance outcomes.

The interplay between work discipline and organizational culture can create a robust framework for success. A disciplined workforce operating within a supportive and inclusive culture can drive innovation and adaptability, essential traits in today's fast-paced business environment. Conversely, a lack of discipline or a toxic culture can hinder performance, leading to disengagement and high turnover rates.

Ultimately, organizations that prioritize both work discipline and a healthy organizational culture are better positioned to achieve their objectives, foster employee satisfaction, and sustain long-term success. Emphasizing these elements will not only enhance individual and team performance but also contribute to the overall health and resilience of the organization.

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