

The Effect of Organizational Culture and Leadership on Work Quality Mediated by Discipline and Job Satisfaction at the Merauke District Court

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ABSTRACT

This study aims to determine the effect of organizational culture and leadership, on work quality mediated by work discipline and job satisfaction in the Merauke District Court. The type of research used is quantitative research through comparative causation. The population is 31 people, the sample is taken from all populations. Data collection procedures in the form of questionnaires, interviews, and literature studies. Furthermore, descriptive analysis was carried out. Path Analysis is used to test the direct effect and indirect effect. Based on the direct effect test conducted, the results show that there is an insignificant effect and a significant effect. The results of direct influence testing show that the insignificant influence is organizational culture on job satisfaction, leadership influence on work discipline, organizational culture influence on work quality and leadership influence on work quality. The indirect effect of the research variables that become mediators with significant results shows that work discipline is able to mediate or become an introduction to organizational culture to work quality. Recommendations, to increase job satisfaction at the Merauke District Court Office, it is necessary to strive through norms, habits, traditions in general in doing something in the organization as well as through characteristics as an increase in the capacity of organizational culture.

INTRODUCTION

The role of Civil Servants throughout the country continues to be a concern of the community, because Civil Servants are development personnel whose duty is to provide services to the government and the community in the area where they are assigned. Demands for better service to the community continue to be carried out in every organization and government agency according to their main tasks, through various efforts such as improving service quality, improving employee quality, improving employee work quality. The quality of employee work is one of the important indicators that can be used to see the extent to which the agency is able to provide good service to the community. Public services can be defined as all forms of activities carried out in the context of regulating, guiding, coaching, providing facilities, services and so on carried out by officials from the government, as a form of effort to meet the needs of the community and of course in line with existing regulations (Law No. 25 of 2009 concerning Public Services). Referring to Jawahir et al., (in Sapioper et al., 2020) it is said that community satisfaction is strongly influenced by the quality of services provided, therefore the level of community satisfaction will be better if the level of service quality provided is also good. So as to realize the quality of work of employees of the Merauke District Court, all employees must understand the Standard Operating Procedures (SOP) for each unit so that in carrying out work according to these standards so that the quality of work can be seen.

A positive order in an organization can realize the maximum quality of employee work, of course, it is also inseparable from the positive order owned by individuals in the organization. Organizational culture that has become an order or values to guide the behavior of its members in the Merauke District Court. Organizational culture that has been embedded and becomes a guideline for employees includes the obligation of employees to submit activity reports that must be uploaded to an integrated system. Referring to Bitner and Zeithaml (in Riorini, 2004), said that to realize quality in work (performance quality) to realize this, training, providing bonuses or incentives, and applying technology can help increase work efficiency and effectiveness. The quality of work is one of the elements in the process of achieving the performance of an employee in carrying out his duties and responsibilities, including being a description related to the level of achievement in the implementation of a program or activity, as well as policies in achieving goals and objectives, as well as the vision, and mission in an organization as outlined in strategic planning (Moehirono, in Isvandiari and Fuadah, 2017).

If the head of an agency or organization cannot manage its employees properly, the quality of work will not be realized. In any form of organization, the role of the leader is an important strategic component. A leader must have the ability to influence others, especially his subordinates or members. This is done so that they can act and think according to certain needs so that a goal can be achieved easily. The leadership that has taken place in the Merauke District Court Office so far shows that it is still less able to control subordinates because

the leader is too kind, does not give strict sanctions to subordinates who make violations, looks relaxed in responding to issues related to subordinates.

Leadership in government agencies is the same as employee work discipline, where employees who are disciplined in carrying out their duties will certainly be seen in the quality of work performed. The level of employee discipline at the Merauke District Court shows that some Civil Servants are not present, or go home not on time, where this discipline is only on paper, because they are not disciplined in inputting their respective main tasks and functions in digital-based applications, are not disciplined in filling out permission letters when leaving the office and are not disciplined in utilizing working time, such as; rest hours that exceed the set time limit. This condition continues to this day. In addition to work discipline, the problem faced by employees is also job satisfaction for employees due to gaps in performance allowances between technical and non-technical sections, allowances for employees who hold concurrent positions are not proportional to the risks and responsibilities taken. This condition of dissatisfaction sometimes makes employees lazy in completing their work. So that it becomes a kind of culture in the organization that the important thing is to work, the habit of working on the last days or deadlines, lack of care for office conditions and lack of innovation. In the Merauke District Court, where this condition has been going on for quite some time. A number of research results have provided evidence that if in carrying out a job a person has autonomy in carrying out an action, there is variety, contributes importantly to achieving organizational and employee success, gets feedback from the work carried out, then an employee will feel satisfied. When an employee gets job satisfaction, it will have an impact on the effectiveness of his performance. Riana (2019) said that between job satisfaction and service quality has a significant influence. Sulaiman, (2020) said that there was a decrease in employee job satisfaction so that it had an impact on work productivity, the causal factors of which included a lack of employee work efficiency and a lack of awarding achievements shown through the attitude of dissatisfaction implemented in attitude, loyalty, discipline level and work productivity. Departing from the background described above, the authors are interested in examining the influence of leadership, discipline and job satisfaction, as well as organizational culture on the quality of employee work at the Merauke District Court.

LITERATURE REVIEW

Definition of Organizational Culture

Organizational culture becomes a symbol and value shared by all members in an organization. It can be seen that organizational culture binds employees together and provides direction related to the growth of an organization (Pawirosumarto et al., 2017). Borrowing opinion Rivai and Mulyadi (2012) that organizational culture as a framework that is a daily basis for behaving and setting rules for employees and providing direction for employee actions in order to achieve organizational goals. Pabundu (2008) argues that the principle of solving external and internal problems in which its

implementation is carried out consistently by the group, then passed on to new members which is the right way to understand, feel and think about every existing problem.

Definition and Indicators of Leadership

A leader is an individual who plans, directs, organizes and controls all subordinates in order to realize organizational goals. Leadership can be interpreted as a process that has complexity, where a leader can influence subordinates to carry out tasks, achieve the vision and mission, and organizational goals, where an organization can be more advanced and united. The process is carried out by a leader through the application of his leadership traits, namely; beliefs, ethics, values, knowledge, character, and skills (Syahril, 2019). Leadership is the ability to influence others in taking steps to achieve common goals or objectives (Handoko, 2014).

Leadership is a process for managing performance achievement in order to realize the desired decision. In the opinion of Kristiadi (1996), it is said that leadership is a way of distributing arrangements as well as the situation at a certain time. To be able to measure the leadership variable, it is necessary to set indicators as a measuring tool. Measurement of leadership variables is the development of a leadership questionnaire developed by Trianingsih, in Utami (2012), which consists of aspects of trust, 1) Kinship, 2) Appreciate the ideas of subordinates, 3) Communication, 4) Organizing and defining relationships within the group, 5) Tends to establish clear communication patterns and channels, and 6) Explains the correct way to do tasks.

Definition and Indicators of Work Discipline

Work discipline for an employee is something that must exist in every employee, be it a private employee or a public employee, because discipline is one of the measures used as a basis in order to find out about the performance of an employee. Fathoni (2006: 126) says discipline is an awareness and willingness of a person to obey the rules that have been set both government and private, and is aware of the duties, functions and responsibilities given. The indicators used in order to measure work discipline include: (1) punctuality in leaving work, (2) punctuality in coming to work, (3) obeying the applicable rules, (4) wearing work uniforms according to the rules, (5) doing tasks with full responsibility, and (6) every day completing their work tasks until completion. In this study, the work discipline indicators used refer to the opinions of Mangkunegara and Octorent (in Ismail, 2023).

Concepts and Dimensions of Job Satisfaction

Job satisfaction can be defined as an employee's feelings towards his job, When talking about employee attitudes, most of them refer to job satisfaction. Where, the term job satisfaction refers to the general attitude of individuals towards their work. Furthermore, job satisfaction can be interpreted as the extent to which a person feels positive or negative about various factors or dimensions of his duties and work. According to Handoko (2017), job satisfaction is an emotional state, whether it is an unpleasant situation or a

pleasant situation, from the angle in which an employee views his job, which is reflected in the positive attitude of an employee towards work and various kinds of things he faces in his work environment.

Madura (2007) explains the theory developed by Herzberg (hygiene factors and motivational factors) which are the driving factors of an employee's satisfaction and dissatisfaction. There are 3 (three) dimensions of job satisfaction, including: (1) Job satisfaction as an emotional response to the work situation. Thus, job satisfaction can be predicted and even seen; (2) Job satisfaction is often determined by how well the results have been achieved, whether these results meet or exceed expectations; (3) Job satisfaction represents several attitudes that have a relationship with each other (Luthans, 2006).

Definition of Work Quality and Public Service Quality

Quality means being able to exceed or fulfill what a customer expects. Quality according to Heizer and Render (2000) is the ability of a product or service in order to answer customer needs as expected. Then, Bitner and Zeithaml (in Riorini, 2004) explain that in order to improve the quality of performance there are several ways that a leader in the organization can take, such as; providing training, providing incentives (bonuses) and implementing technology that will help increase efficiency and effectiveness at work. Sinambela et al (in Putra, 2015) argue that quality is the ability to fulfill stakeholder desires (meeting the needs of costumers). The quality of service delivery to the community is an issue that must receive serious attention by government officials. The implementation of public services should have service standards and be published as a guarantee, and certainty for the community as service recipients.

This can then be proven by the issuance of Public Service Standards (Decree of the Minister of Administrative Reform Number 63 of 2004), at least including: Procedures, completion time, costs, products, facilities / infrastructure, and the competence of officers in charge of providing public services. In the preparation of service standards, it can be done by referring to Law Number 25 of 2009, the components of this service standard include at least: legal basis, system, requirements, mechanisms and procedures, completion time, costs/tariffs, service products, facilities, infrastructure, and / or facilities, internal supervision, service provider competence, handling of complaints, suggestions, input.

Quality is meeting or exceeding customer expectations. According to Heizer and Render (2000), quality is the ability of a product or service to meet customer needs. Bitner and Zeithaml (in Riorini, 2004) state that to be able to improve performance quality (work quality) there are several ways that can be done by leaders and organizations, namely by providing training or training, providing incentives or bonuses and applying or implementing technology that can help improve work efficiency and effectiveness. Sinambela et al (in Putra, 2015), define quality as everything that is able to meet the wants or needs of stakeholders (meeting the needs of costumers). The quality of service to the

community is one of the problems that gets serious attention by the government apparatus. The implementation of public services must have service standards and be published as a guarantee of certainty for service recipients.

METHODOLOGY

Methodology is important in conducting research (Ohoiwutun and Kaunang, 2024). This method is the foundation in achieving research objectives (Patmasari, 2022, Ohoiwutun, 2023; Tebay, 2023). According to Sapioper et al., (2022); Ilham et al., (2020) it is said that regarding this methodology, it must be in line with the subject matter being studied. In the research conducted using quantitative research methods through comparative causality. Furthermore, the population was 31 (thirty-one) employees at the Merauke District Court. The sample of this research was also 31 (thirty-one) employees, because the number of employees at the Merauke District Court only amounted to 31 people. The data collection method consists of: questionnaires and interviews, as well as literature studies conducted to obtain data relevant to the research problem being discussed, The sources can come from books journals, magazines, proceedings, etc. (Tebay and Ilham, 2023; Ilham et al, 2022; Yunita, 2022). Data analysis techniques are carried out through descriptive analysis, while to test the direct effect and indirect effect, path analysis is then used.

RESEARCH RESULT

Data Quality Test

Validity Test

Validity is an analysis that shows the level of ability and accuracy of a measuring instrument, in the sense that if the measurement results obtained are a true measure of the object being measured. Questionnaire items are said to be valid if the questionnaire is able to reveal something that will be measured by the questionnaire. The validity test uses a comparison between the corrected item-total correlation and the correlation value (r), > 0.3 . Statement items are said to be valid if the corrected item-total correlation value is > 0.361 . The complete results are presented in the attachment, while the summary is in the following table:

Table.1 Results of the Research Instrument Validity Test for All Variables

Research Variables	Indicator	Correlation	Criteria	Description
Organizational Culture (X1)	X11	0.316	0,30	Valid
	X12	0.178	0,30	Invalid
	X13	0.912	0,30	Valid
	X14	0.743	0,30	Valid
	X15	0.484	0,30	Valid
Leadership (X2)	X21	0.828	0,30	Valid
	X22	0.722	0,30	Valid
	X23	0.384	0,30	Valid
	X24	0.752	0,30	Valid
	X25	0.751	0,30	Valid

Work discipline (Z1)	Z11	0.849	0,30	Valid
	Z12	0.767	0,30	Valid
	Z13	0.235	0,30	Invalid
	Z14	0.459	0,30	Valid
Job Satisfaction (Z2)	Z21	0.678	0,30	Valid
	Z22	0.796	0,30	Valid
	Z23	0.915	0,30	Valid
	Z34	0.608	0,30	Valid
Quality of Work (Y)	Y1	0.289	0,30	Invalid
	Y2	0.769	0,30	Valid
	Y3	0.684	0,30	Valid
	Y4	0.704	0,30	Valid
	Y5	0.349	0,30	Valid

Data source: Processed by Researchers, (2024)

From the table above, it can be explained that for the indicator items of the organizational culture implementation variable (X1) in question item 2 shows that it is invalid, the leadership variable (X2) all statements in the questionnaire show that it is valid, work discipline (Z1) for item 3 states that it is invalid and job satisfaction (Z2) which shows all statements in the questionnaire are valid. The work quality variable (Y) shows that of the 5 research statements for questionnaire item 1 which is declared invalid. The statement shows that it is invalid because the Pearson product moment value (r) is smaller than 0.3. While the magnitude of the correlation value exceeds the standard pearson product moment value (r) ≥ 0.3 it is said that it is valid.

Reliability Test.

Reliability is a tool for measuring a questionnaire which is an indicator of a variable. If the respondent's answer to the statement is stable or consistent over time, the questionnaire can be said to be reliable or reliable. The questionnaire items are said to be reliable if Cronbach's Alpha > 0.06 (Gozhali, 2012).

Table. 2 Reliability Test Results Research Variables

No	Variable	(R-Alpha)	R- kritis	Criteria
1	Organizational Culture (X1)	0.746	0,60	Reliable
2	Leadership (X2)	0.694	0,60	Reliable
3	Work discipline (Z1)	0.789	0,60	Reliable
4	Job Satisfaction (Z2)	0.711	0,60	Reliable
5	Quality of Work (Y)	0.739	0,60	Reliable

Data source: Processed by Researchers, (2024)

As a result of the description in the table above, it can be seen that the reliability test of the question items for all research variables is declared reliable where the Cronbach's Alpha > R. Critical. This means that a variable is said to be reliable or reliable if the answers to the questions are always consistent which can be seen from the amount of Cronbach's Alpha.

Path Analysis

Construct Analysis Results (Measurement Model)

To see the results of the analysis of the direct influence and indirect influence based on the problem of organizational culture and leadership through work discipline and job satisfaction on work quality according to the conceptual framework that has been presented in the previous chapter, the following will convey the conceptual framework image of the results of the analysis of all variables both independent and dependent variables is as follows:

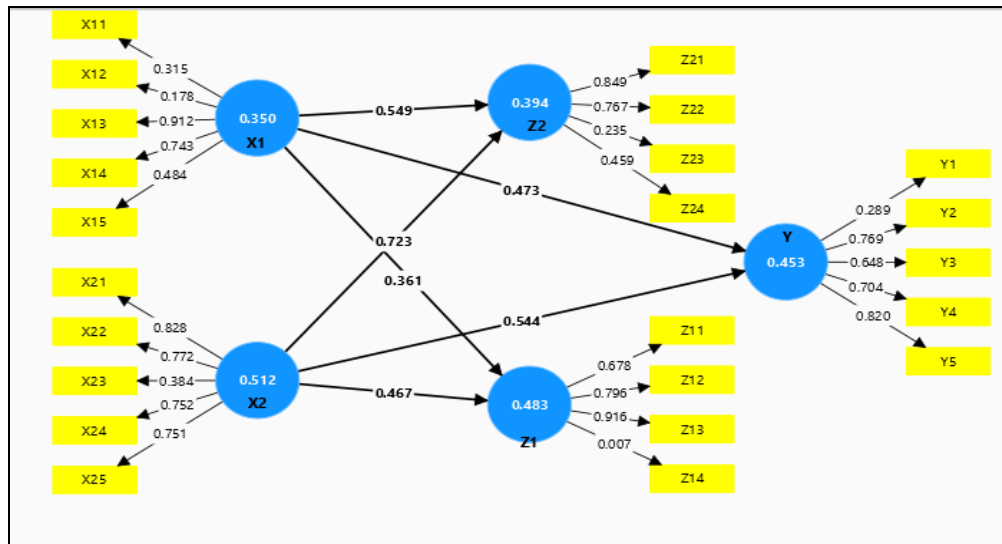


Figure 1. Construct Equation Model of Research variables
Data source: Processed by Researchers, (2024)

Based on the picture above, the direct effect of each variable can be conveyed, namely:

Organizational culture (X1), on work discipline (Z1), leadership (X2) on job satisfaction (Z2), work discipline (Z1), on work quality (Y). Job satisfaction (Z2), on work quality (Y), Organizational culture (X1), on job satisfaction (Z2), leadership (X2) on work discipline (Z1), work discipline (Z1), on work quality (Y). As for the indirect effect, organizational culture (X1) on work quality through work discipline and leadership (X2) on work quality (Y) mediated by financial management (Y2).

Evaluation of the structural model (inner model)

Model evaluation (inner model) is to describe the relationship between latent variables based on substantive theory. The structural model is evaluated using the R-square for the dependent variable. To find out the results of the structural model, it can be seen in the following table:

Table 3. Results of Inner Model Structure Model Analysis

FINAL RESULTS					
	X1	X2	Z1	Z2	Y
R-square			0.527	0.221	0.314
R-square adjusted			0.493	0.356	0.265

Composite reliability (rho_a)	0.827	0.812	0.601	0.856	0.793
Average variance extracted (AVE)	0.484	0.538	0.414	0.483	0.453
Cronbach's alpha	0.79	0.795	0.535	0.611	0.689
Composite reliability (rho_c)	0.841	0.853	0.66	0.735	0.792

Data source: Processed by Researchers, (2024)

Direct Influence of variables

The results of the analysis of the direct effect of each variable in this study Organizational culture (X1), on work discipline (Z1), leadership (X2) on job satisfaction (Z2), work discipline (Z1), on work quality (Y), job satisfaction (Z2), on work quality (Y), Organizational culture (X1), on job satisfaction (Z2), leadership (X2) on work discipline (Z1), work discipline (Z1), on work quality (Y) can be seen in the following table:

Table.4 Direct Influence of Research Variables

Direct effects	Estimate	Std. Error	z-value	p	95% Confidence Interval	
					Lower	Upper
X1 → Z1	0.112	0.081	1.376	0.169	-0.047	0.27
X2 → Z2	0.346	0.05	3.387	< .001	0.071	0.267
Z1 → Y	0.172	0.151	2.139	0.025	0.124	0.467
Z2 → Y	0.502	0.176	2.847	0.004	0.156	0.848
X1 → Z2	0.161	0.069	0.235	0.814	-0.119	0.152
X2 → Z1	0.041	0.059	0.699	0.485	-0.074	0.156
X1 → Y	-0.028	0.07	-0.408	0.684	-0.165	0.108
X2 → Y	0.04	0.057	0.703	0.482	-0.072	0.153

Notes. Delta method standard errors, normal theory confidence intervals, ML estimator.

Data source: Processed by Researchers, (2024)

Based on the data in the direct effect description table above, it shows that:

- 1) Variable X1, on Z1, it is known that the effect reaches 0.112 with a probability level (P-Value) of 0.169, thus organizational culture (X1) has a positive influence and employee work discipline.
- 2) For the direct effect of variable X2 on Z2, it has an estimate value of 0.346 with a probability (p-Value) of 0.001, meaning that the p-value is smaller than the alpha level of 0.005, so it can be said that leadership has a positive and significant effect on job satisfaction.
- 3) The Z1 variable on Y shows that the estimate value is 0.172 and the level (P-value) is 0.255 so that work discipline has a positive influence on work quality.
- 4) The Z2 variable on Y shows that the estimate value is - 0.502 and the level (P-value) is 0.004 so that job satisfaction has a positive influence on work quality.

- 5) The variable X1 on Z2 shows that the magnitude of the estimate value is -0.161 and the level (P-value) is 0.814 so that organizational culture has a positive influence on job satisfaction.
- 6) The X2 variable on Z1 shows that the estimate value is 0.041 and the level (P-value) is 0.485 so that leadership has a positive influence on work discipline.
- 7) The variable X1 to Y shows that the magnitude of the estimate value is -0.028 and the level (P-value) is 0.684 so that organizational culture has a positive influence on the quality of work work.
- 8) The X2 variable on Y shows that the magnitude of the estimate value is -0.04 and the level (P-value) is 0.482 so that leadership has a positive influence on the quality of work work.

Indirect Influence of variables

To see the extent of the indirect effect given by the independent variables (X1 and X2) on the variable variable (Y) mediated by the variables (Z1 and Z2), it can be seen in the following table:

Table. 5 Indirect Influence of Research Variables

	Estimate	Std. Error	z-value	p	95% Confidence Interval	
					Lower	Upper
X1 → Z1 → Y	0.019	0.022	2.877	0.038	0.024	0.062
X1 → Z2 → Y	0.008	0.035	0.234	0.815	-0.060	0.077
X2 → Z1 → Y	0.007	0.012	0.596	0.551	-0.016	0.030
X2 → Z2 → Y	0.085	0.039	2.179	0.029	0.009	0.161

Notes. Delta method standard errors, normal theory confidence intervals, ML estimator.

Data source: Processed by Researchers, (2024)

From the data in the table, it can be explained that the magnitude of the influence of the organizational culture variable (X1) through the work discipline variable (Z1) is 0.019 or reaches 1.9% with a p-value (critical ratio) of 0.038 or 3.8%. While the effect of organizational culture variables through job satisfaction on job quality is 0.008 or 0.8% with a p-value (critical ratio) of 0.815 or 81.5%. The effect of leadership through organizational discipline on work quality is 0.007 or reaches 0.007% with a p-value (critical ratio) of 0.551 or 55.1%. The effect of leadership through job satisfaction on job quality is 0.029 or reaches 0.007% with a p-value (critical ratio) of 0.551 or 55.1%.

Hypothesis Testing

Direct Effect Testing

Hypothesis testing is a test conducted to show the significant level of direct influence of the independent variable on the dependent variable. Partial hypothesis testing is done through the t-test where in the study the direct effect

will be tested is organizational culture (X1), leadership (X2) and work discipline (Z2), job satisfaction on the teacher economy (Y1) which is done by comparing the value of the t-count (Critical Ratio) with the t-table. The independent variable is declared to have a significant effect if the value (Critical Ratio) is greater than the t-table. Research hypothesis testing uses a significant level (alpha) of 0.05%.

The free degree in this study $(n-k) = 31-5 = 26$. The t-table value at a significant level of 5% (Alpha 0.05) and a degree of 26 (0.05: 26) is 2.048. The results of hypothesis testing the results of the calculation of the t-count and t-table values can be seen in appendix 10, which can be seen in summary in the following table description:

Table. 6 Direct Test Results of Research Variables

Independent Variable	Dependent Variable	Calculated t-value (Z-Value)	Table t value	Signifi right (P-Value)	Conclusion
Organizational Culture	Work discipline	1.376	2,056	0.169	Not Significant
Leadership	Job Satisfaction	3.387	2,056	< .001	Significant
Work discipline	Quality of Work	2.139	2,056	0.025	Significant
Job Satisfaction	Quality of Work	2.847	2,056	0.004	Significant
Organizational Culture	Job Satisfaction	0.235	2,056	0.814	Not Significant
Leadership	Work discipline	0.699	2,056	0.485	Not Significant
Organizational Culture	Quality of Work	-0.408	2,056	0.684	Not Significant
Leadership	Quality of Work	0.703	2,056	0.482	Not Significant

Data source: Processed by the author, (2024)

As information from the data in the table above, it can be conveyed that the variables of Organizational Culture (X1), and Leadership (X2) have a direct and insignificant effect on work quality (Y) which can be seen based on the comparison between the T-count value and the T-table and its significant value (P-value) which is smaller than the alpha value (5%). This means that the hypotheses (H8) and (H9) are not accepted. While the variables that do not have a significant effect are organizational culture on work discipline, job satisfaction, leadership on work discipline, organizational culture and leadership on work quality. where the t-count value < t-table (0.408 < 2.056) and the critical ratio value (P-value) > alpha level (0.0684 > 0.05). Thus, it can be said that the third hypothesis of the study which states that leadership has a positive and significant effect on job satisfaction is accepted. For the work discipline variable on work quality shows that it has a significant relationship, so that the statement of the 4th hypothesis of this study is also accepted. And for the effect of job satisfaction on job quality as the 5th hypothesis shows a significant effect because the results of the t-count value < t-table (2.847 > 2.056) and the critical ratio

value (P-value) > Alpha level (0.004 < 0.05) these results indicate that the hypothesis to this study is accepted.

The results of the direct relationship of organizational culture to job satisfaction show insignificant results because the t-count value < t-table (0.235 < 2.056) and the critical ratio value (P-value) > Alpha level (0.814 > 0.05). These results indicate that the statement of the 6th research hypothesis is rejected. For the effect of leadership on work discipline also shows insignificant results where the t-count value < t-table (0.699 < 2.056) and the critical ratio value (P-value) > Alpha level (0.485 > 0.05) so that the findings indicate that the statement of the 7th research hypothesis is rejected. While the effect of organizational culture on work discipline shows insignificant results, this is indicated that the t-count value < t-table (0.408 < 2.056) and the critical ratio value (P-value) > Alpha level (0.684 > 0.05). These results indicate that the statement of the 7th research hypothesis is rejected.

Testing the Indirect Effect of Research Variables

Hypothesis testing of indirect effects in this study uses the Sobel test approach. The indirect effect is the effect of organizational culture (X1), leadership (X2) on work quality (Y) through work discipline and job satisfaction (Y). More details of the indirect effect based on the calculation results can be seen in the following table:

Table. 7 Test Results of Indirect Influence of Research Variables (Sobel Test Mediation Effect)

Free Variable	Mediating Variable	Dependent Variable	Calculated t value	T-Table	P-Value (Test Sobel)	Conclusion
Organizational Culture (X1)	Work discipline (Z1)	Quality of Work (Y)	2,877	2,056	0.038	Significant
Organizational Culture (X1)	Job Satisfaction (Z2)	Quality of Work (Y)	0,234	2,056	0,815	Not Significant
Leadership (X2)	Work discipline (Z1)	Quality of Work (Y)	0,596	2,056	0.551	Not Significant
Leadership (X2)	Job Satisfaction (Z2)	Quality of Work (Y)	2,179	2,056	0,009	Significant

Data source: Processed by the author, (2024)

Based on the analysis results in the table above, it shows that the indirect effect hypothesis testing can be explained as follows:

1) The effect of organizational culture (X1) on work quality (Y) mediated by work discipline (Z1)

It can be explained that the t-count value is 2.877 and the t-table is 2.056 with a p-value (sobel test) probability level of 0.038. The comparison between the t-count and t-table shows that the t-count value is smaller than the t-table (2.877 > 2.048) and the p-value (sobel test) is greater than the alpha value (0.038 < 0.05). Thus, the results show

significant results, which means that the third hypothesis (H10) is proven.

2) The effect of organizational culture (X1) on work quality (Y) mediated by job satisfaction (Z2).

As the results of the analysis of this study have been presented in the table above where it can be explained that the magnitude of the t-count value is 0.234 and the t-table is 2.056 with a probability level p-value (sobel test) of 0.815. These results can be compared between the t-count and the t-table showing that the t-count value is smaller than the t-table ($0.234 < 2.056$) and the p-value (sobel test) is greater than the alpha value of 0.05 ($0.815 > 0.05$) this explanation means that the hypothesis (H11) presented in the previous chapter cannot be accepted or in other words that the hypothesis is rejected.

3) The effect of leadership (X2) on work quality (Y) mediated by work discipline (Z1).

The findings of this study are as stated in the table above where it can be explained that the t-count value is 0.596 and the t-table is 2.056 with a probability level p-value (sobel test) of 0.551. These results can be compared between the t-count and t-table showing that the results are not significant where the t-count value is smaller than the t-table ($0.596 < 2.056$) and the p-value (sobel test) is greater than the alpha value of 0.05 ($0.551 > 0.05$) this explanation means that the hypothesis (H12) presented in the previous chapter cannot be accepted or in other words that the hypothesis is rejected.

4) The effect of leadership (X2) on work quality (Y) mediated by job satisfaction (Z1).

The findings of this study are as stated in the table above where it can be explained that the t-count value is 2.179 and the t-table is 2.056 with a probability level p-value (sobel test) of 0.009. These results can be compared between the t-count and t-table showing that the results are significant because the t-count value is greater than the t-table ($2.179 > 2.056$) and the p-value (sobel test) is greater than the alpha value of 0.05 ($0.009 > 0.05$) this explanation means that the hypothesis (H9) in this study is accepted or in words proven.

DISCUSSION

Direct Influence of Research Variables

From the results of the analysis for the direct effect of the variables determined in the study as the construction of the framework, it can be explained that organizational culture has a positive and insignificant effect on

work discipline at the Merauke State Court. This means that work discipline at the Merauke State Court is not the only thing that causes the work culture to be formed. Work discipline is an obligation for every employee that must be implemented in all government agencies and is not a culture in the organization. Mangkuprawira and Vitayala, (2007: 122) suggests that employee discipline is the nature of a person who consciously obeys the rules and regulations of a particular organization. The discipline of an employee greatly influences the performance of employees and organizations. Discipline must be seen as a form of training for employees in order to carry out the rules of the company. The higher the level of discipline, the higher the level of work productivity produced by employees, as well as the performance of the Institute. Discipline is seen from the point of view of rule enforcement, as stated by Siagian (2008: 305) that discipline is a form of management action in an effort to provide encouragement to members in the organization in order to meet the demands of various existing provisions. Furthermore, the study conducted is not in line with the results of previous studies conducted by (Putra et al., 2014).

The results of testing the direct effect of leadership on job satisfaction show a significant effect. This means that leadership at the Merauke District Court affects employees to have satisfaction at work because of support, work motivation and good direction from leaders and role models. Various studies have proven that if at work a person has autonomy to act, there is variety, makes an important contribution to the success of the organization and employees, gets feedback on the results of the work he does, he will feel satisfied. If every employee feels job satisfaction, performance will be effective. Linda Wulan Riana (2019) said that between job satisfaction and service quality has a significant influence. Sulaiman, (2020) said that there was a decrease in employee job satisfaction. The results of the study are in line with the results of research conducted by Mukmin and Prasetyo, (2021) which conveyed that leadership has a significant effect on job satisfaction. The results of direct testing of work discipline on work quality show a positive and significant influence and relationship. The findings show that the higher the level of employee discipline or the more consistent employees are in practicing work discipline, it will have an impact on the quality of work performed. Work discipline will lead employees to continue to carry out the work to be completed in a disciplined manner so that it will be seen in the quality of work produced. Siagian (2008) states that discipline is a management action to encourage members of the organization to meet the demands of these various provisions. Weak enforcement of rules will have an impact on the quality of work which will ultimately result in low employee performance. In addition to work discipline, also a problem faced by employees is job satisfaction for employees because of the gap in performance allowances between technical and non-technical sections, the allowances for employees who hold concurrent positions are not proportional to the risks and responsibilities taken.

The results of the study are in line with research conducted by Fathurahman and Ahman, (2020). Which states that work discipline affects employee performance, which is part of work quality. And reject the results of

research conducted by Suhartiningtyas et al., (2020) which convey that work discipline has no impact on employee performance. The results of research on the direct effect of job satisfaction on work quality show significant results at the Merauke District Court. This finding means that the more satisfied employees are in their jobs, the better the quality of employee work. This means that the findings convey that employee satisfaction at work will improve the quality of employee work, especially at the Merauke State Court. Susilo Martoyo (1992), Job satisfaction is one of the psychological aspects that reflects a person's feelings towards his job, he will feel satisfied with the match between his abilities, skills and expectations with the work he faces. Mazid, (2022) define quality as everything that is able to fulfill the desires or needs of stakeholders (meeting the needs of costumers). The results of this study are in line with the results of research conducted by Putra et al., (2020) which states that punishment has an impact on service quality. Likewise, the results of research submitted by Sugiono et al., (2022) which convey that job satisfaction affects employee performance. The findings for the effect of organizational culture on job satisfaction are that it has an influence and is insignificantly related. These results indicate that the order and norms built in the organization cannot improve job satisfaction, or it can be interpreted that employee job satisfaction is created not because of the existence of an organizational culture in each agency that has become a norm, but job satisfaction arises because there are other factors that cause employees to be satisfied with the results of their work or in completing their work. Robbins et al., (2013) state that there are several factors that cause job satisfaction, namely: 1) mentally challenging work; 2) appropriate rewards; 3) supportive working conditions; 4) supportive coworkers; and 5) compatibility between personality and work.

The results of the study do not support the findings of research conducted by Feri et al., (2020) which convey that organizational culture has a positive and significant effect on job satisfaction. The effect of leadership on employee work discipline in the study found that there was no significant effect. This shows that leadership cannot improve the work discipline of its employees, because leadership is unable to provide good examples or examples for employees. Or it can be said that leadership has not reflected the expectations of employees such as justice, motivation, or the work environment causing employees to be undisciplined in carrying out their work. And in other words, discipline is a positive behavior from within the employee to carry out his duties and responsibilities as an employee and public servant. Mangkuprawira and Vitayala (2007) argue that discipline is the nature of individuals who consciously obey all the rules that apply in the organization consciously. Work discipline is one of the functions of human resource management which is very important and a key factor in realizing the goals to be achieved, because goals cannot be realized optimally without discipline at work (Sedarmayanti, 2010). The results of Jaya and Adnyani's study, (2015) revealed that leadership style has a positive and significant influence on employee work discipline, The results of the research conducted differ from these findings.

In the research conducted where the influence of leadership on work quality is declared insignificant. This means that the quality of work that has been achieved is also not entirely the cause of the organization's leadership, but the quality of work comes from the results of the creativity and hard work of each employee. In addition, Handoko (2017) explains that job satisfaction is an unpleasant or pleasant emotional state when employees view the work they are responsible for, which is reflected in the positive attitude of employees towards their work and everything faced while in their work environment. The results of the research conducted are not in line with the results of research by Feri and Supeno, (2020) which reveal that transformational leadership style has a positive and significant effect on job satisfaction. Likewise, the results of a study conducted by Mukmin and Prasetyo, (2021).

Indirect effect of research variables

The indirect effect of the organizational culture variable (X1) leadership (X2) on work quality (Y) through work discipline (Z1) and job satisfaction (Z2) as intervening variables explains that. Organizational culture through work discipline on work quality has an insignificant effect. These findings indicate that high work discipline for employees can support and mediate organizational culture on work quality. This means that to realize better employee work quality, work culture as an order, as well as norms in organizations or government agencies must be maintained and improved. Through high work discipline, the organizational culture will be maintained and become the hallmark of the organization, besides that with high order and discipline, employees can produce quality work.

The results of the study support the results of research conducted by Tecoalu and Gunawan, (2022) which states that organizational culture affects employee performance mediated by work discipline in the application of Flexible Working Hours. Likewise, the results of research from Sudaryono and Sutioningsih, (2023) also state that further analysis of work discipline variables mediates the relationship between corporate culture and work motivation on employee performance significantly. A good organizational culture will affect the level of employee discipline, a good level of employee discipline will result in productive employee performance (Tecoalu and Gunawan, 2022). The results of the analysis of the indirect effect of leadership on work quality through job satisfaction show significant results. The results of these findings indicate that the higher the job satisfaction of employees in carrying out their duties and responsibilities, the higher the quality of work of the agency employees.

The results of the study support the results of research conducted by Suhartiningtyas et al., (2022) Leadership style with mediated job satisfaction affects employee performance and Feri and Supeno, (2020), also conveyed that leadership style with mediated job satisfaction affects employee performance where for the relationship between transformational leadership style and organizational culture on employee performance with job satisfaction as an intervening variable the effect is not as great as the effect of direct test results.

CONCLUSIONS AND RECOMMENDATIONS

The results of testing the direct effect of the research variables determined show that there is an insignificant effect and a significant effect. For direct effects whose results are significant are the direct effects of leadership (X2) on job satisfaction (Z2), work discipline (Z1) on work quality (Y) and job satisfaction on work quality. The results of testing the direct effect of research variables that show insignificant effects are organizational culture on job satisfaction, the effect of leadership on work discipline, the effect of organizational culture on work quality and the effect of leadership on work quality. The indirect effect of research variables that become mediators with significant results shows that work discipline is able to mediate or become an introduction to organizational culture to work quality. Likewise, the influence of leadership on work quality where job satisfaction is able to be a good conductor/intermediary to improve employee work quality.

The suggestions made regarding the results of this study are as follows: To increase job satisfaction at the Merauke District Court Office, it is necessary to strive through norms, habits, traditions in general in doing something in the organization as well as through characteristics as an increase in the capacity of organizational culture. Leaders need to think about the right steps or policies to improve employee work discipline. Agency leaders need to formulate policies related to organizational culture that can improve the quality of employee work. Agency leaders need to conduct reviews related to the achievement of work quality for their employees.

ADVANCED RESEARCH

A different approach is recommended for future research, which will address issues similar to this study.

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