



The Influence of Organizational Culture and Work Discipline on Sustainable Employee Performance at the Village Office with Work Motivation as a Mediating Variable in the Kembangan District Area

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ABSTRACT

This study aims to examine the influence of organizational culture and work discipline on the performance of sustainable employees with work motivation as a mediating variable in the Village Office in Kembangan District. The research method used a quantitative approach with questionnaires to 60 employees, analyzed through SEM-PLS using SmartPLS 4.0. The results of the study show that organizational culture and work discipline have a significant positive effect on work motivation and sustainable employee performance. Work motivation also has a significant effect on employee performance and acts as a partial mediator in the organization's cultural relationship to sustainable employee performance. These findings affirm the importance of strengthening organizational culture, work discipline, and motivation in improving the quality of performance of government apparatus in a sustainable manner.

INTRODUCTION

Human Resources (HR) is an important component in realizing quality public services. In an era of increasingly complex competition, government institutions, especially at the village level, are faced with challenges to improve the effectiveness of services to the community.

Kembangan District, which is located in West Jakarta, is one of the administrative areas that has a strategic role in supporting various government activities and public services. Kembangan District includes six sub-districts, namely South Meruya, Joglo, North Meruya, Srengseng, South Kembangan, and North Kembangan. As part of the capital city, Kembangan District has complex challenges related to fast and effective community services, especially given the demographic diversity and high urbanization rate.

This research was conducted in the Kembangan District area with a focus on village offices around the Mercu Buana University campus. The selection of research locations in Kembangan District is based on strategic cooperation between Mercu Buana University and local villages, both in the form of community service programs, research, and employee capacity building training. This collaboration creates synergies that support the creation of a conducive research environment.

The Village Office in Kembangan District has 60 employees divided into several parts, such as the village head, the village secretariat, the village treasurer, the head of the government section, the head of the economy and development section, the head of the people's welfare section, and functional position groups.

Research by Muslimat & Wahid (2021) and Jumadil et al. (2023) shows that work discipline on sustainable employee performance has a positive and significant effect, while, according to Tannady et al. (2022) and Muna & Isnawati (2022) show the results that work discipline on sustainable employee performance does not have a positive and significant effect. The relationship between work motivation and sustainable employee performance also shows different results. Research by Wijaya (2021) shows that work motivation on sustainable employee performance has a positive and significant effect, while according to Ekhsan (2019) shows the results that work motivation on sustainable employee performance does not have a positive and significant effect. In addition, research by Jumadil et al. (2023) shows that work motivation mediates the relationship between organizational culture and sustainable employee performance, while Ferdinal's research (2022) shows the results that motivation does not mediate the relationship between organizational culture and sustainable employee performance. Furthermore, the study concluded that work motivation mediates the relationship between work discipline and sustainable employee performance based on research by (Jumadil et al., 2023). Meanwhile, motivation does not mediate the relationship between work discipline and sustainable employee performance based on research by (Ferdinal, 2022).

LITERATURE REVIEW

Sustainable Development

The term sustainable development was first introduced by the World Commission on Environment and Development (WCED) in 1987 as an

independent commission that discussed and provided recommendations on global environmental issues after the Stockholm conference in 1972. WCED defines sustainable development as development that can meet the needs of the present generation without sacrificing future generations to meet their needs (Hadi, 2012). Furthermore, WCED also states that sustainable development is not a rigid condition of harmony, but is a process of change in which resource exploitation, investment direction, orientation of technological development and institutional change are made consistent with the future as well as current needs.

Organizational Culture

According to Robbin & Judge (2019) states that organizational culture is a shared structure of organizational members that is interpreted and adopted to distinguish the organization from other organizations. Meanwhile, according to Schein Schein (2017), organizational culture is defined as a pattern of basic assumptions discovered, created, or developed by a group in learning how to solve problems of external adaptation and internal integration. Then according to (Wardiyah, 2016), states that organizational culture is essentially the basic values of the organization which will act as a basis for attitude, behavior and action for all members of the organization.

Sustainable Employee Performance

Sustainable employee performance is a concept that emphasizes the balance between productivity and the sustainability of employee welfare in the long term. According to De Vos et al. (2020), sustainable performance is not only about achieving high performance, but it must also be aligned with a high quality of work life. This means that employee productivity should not be achieved at the expense of workers' health, vitality and well-being. In line with that, De Vos et al. (2020) explain that sustainable performance is part of sustainable career development, where an individual is able to continue to maintain competency relevance, develop themselves, and remain productive in the face of changes in the work environment. Sustainable employee performance can be defined as an ideal work situation where performance can meet current work needs without sacrificing future performance to meet future needs (Ji et al., 2021). Employee sustainability is the ability of current and future workers to remain in the workforce and is determined by a healthy organizational culture that supports and values employees. A sustainable employee culture keeps employees engaged to the level required to do their jobs skillfully (Daft, 2014).

METHODOLOGY

Research Design

The type of research used is quantitative research. Quantitative research methods are defined as research approaches that use data in the form of numbers and analyze them with statistical techniques to test hypotheses.

Population and Sample

The population in this study is all Village employees in the Kembangan District area which totals 60 employees. The number of samples carried out in the study was the entire population of 60 employees.

Data Collection Methods

This study uses a primary data collection method through a survey. This technique is applied when the required data can be found directly in the field or from the research subject. The instruments used in this method include interviews, questionnaires, and observations. This study uses a Likert scale with a range of 1-5, where each category of answers is weighted from 1 to 5 to measure the intensity of responses.

RESEARCH RESULTS

Test Coefficient of Determination / R Square (R^2)

The R-Square value (R^2) is used to measure the extent to which endogenous latent variables can be explained by exogenous latent variables in a structural model. The higher the R^2 value, the stronger the model's ability to explain the relationships between variables. According to Ghozali (2021), the R^2 value of ≥ 0.75 is categorized as strong, around 0.50 moderate, and around 0.25 weak.

Table 1. Value of Determination Coefficient/ R Square (R^2)

Variabel	R-Square (R^2)
Sustainable Employee Performance	0.757
Work Motivation	0.776

Source: Data processed by researchers using SmartPLS 4 (2025)

Based on the results of the determination coefficient test (R-Square), it is known that the R^2 value of 0.757 indicates that the variables of organizational culture, work discipline, and work motivation are able to explain 75.7% of the variation in continuous employee performance. This value is included in the strong category, which means that the model has good predictive ability for continuous employee performance. Meanwhile, the R^2 value of 0.776 indicates that the variables of organizational culture and work discipline are able to explain 77.6% of the variation in work motivation, the value is also in the strong category, so the research model is considered quite reliable in explaining the factors that affect work motivation. Thus, it can be concluded that the research model has good predictive capabilities, especially in explaining the performance variables of continuous employees, and is adequate in explaining the variables of work motivation.

Hypothesis testing in this study was carried out to evaluate the influence between exogenous variables on endogenous variables. The inter-construct testing process was carried out using the bootstrapping method using SmartPLS 4 software, with a significance level set at 5%. The interpretation of the test results is based on several main indicators, including: the path coefficient value which represents the direction and strength of the relationship between variables, the

p-value used to identify the presence of a significant influence, and the t-statistical value which indicates the level of significance of the relationship. Meanwhile, the magnitude of the influence of exogenous variables on endogenous variables is shown through the values in the original sample.

Hypothesis significance testing was carried out through the bootstrapping method. The significance assessment is based on the value of the parameter coefficient and the t-statistical value obtained from the bootstrapping results on the algorithm report. A hypothesis is considered significant if the t-statistical value exceeds 1.96 and the P value (probability) is less than 0.05. Through p-value, t-count and t-table, decision making can be made as follows:

1. If the p-value > 0.05 or t-count < t-table, then Ho is accepted and Ha is rejected.
2. If the p-value < 0.05 or t-calculate > t-table, then Ho is rejected and Ha is accepted.

Hypothesis test results using smartPLS software 4. can be seen in Figure 1. below:

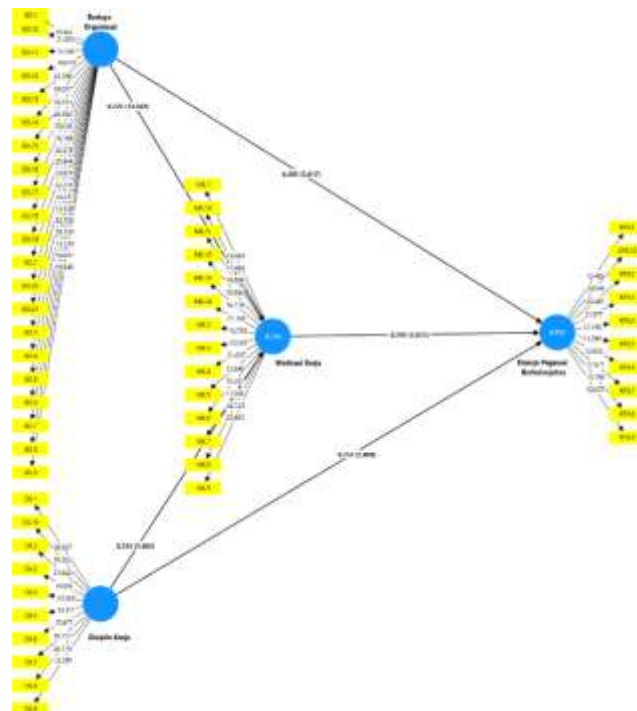


Figure 1. Bootstrapping Test Results

Source: Data processed by researchers using SmartPLS 4 (2025)

Table 2. Hypothesis Testing for Direct Influence

Interconnection Construct	Original sample (O)	Sample mean (M)	T-Statistics	Std. Dev	P Values	Information
Organizational Culture → Sustainable Employee Performance	0.485	0.491	3.617	0.134	0.000	Significant Positive Effect

Organizational Culture → Work Motivation	0.723	0.723	13.503	0.054	0.000	Significant Positive Effect
Work Discipline → Sustainable Employee Performance	0.257	0.262	2.899	0.089	0.004	Significant Positive Effect
Work Discipline → Motivation	0.355	0.359	5.065	0.070	0.000	Significant Positive Effect
Work Motivation → Sustainable Employee Performance	0.292	0.282	2.021	0.144	0.043	Significant Positive Effect

Source: Data processed by researchers using SmartPLS 4 (2025)

Table 2. Hypothesis Testing for Indirect Influences

Interconnection Construct	Original sample (O)	Sample mean (M)	T-Statistics	Std. Dev	P Values	Information
Organizational Culture → Work Motivation → Sustainable Employee Performance	0.211	0.203	2.020	0.105	0.043	Significant Positive Effect
Work Discipline → Work Motivation → Sustainable Employee Performance	0.104	0.103	1.763	0.059	0.078	Not Influential and Insignificant

Source: Data processed by researchers using SmartPLS 4 (2025)

The explanation of the results of the hypothesis test in this study is as follows:

1. Hypothesis 1 (H1) : Organizational Culture → Work Motivation

This hypothesis tests the direct relationship between the variables of Organizational Culture and Work Motivation. The test results showed a t-statistical value of (13,503 > 1.96) and a p-value of 0.000 < 0.05, indicating a positive, direct, and significant relationship. This hypothesis **is accepted**. This means that the stronger the organizational culture, the higher the employee's work motivation. A work environment that upholds good organizational values, norms, and culture will encourage employees to be more enthusiastic and motivated in carrying out their duties.

2. Hypothesis 2 (H2): Organizational Culture → Sustainable Employee Performance

This hypothesis examines the direct relationship between the variables of Organizational Culture and Sustainable Employee Performance. The test results showed a t-statistical value of (3,617 > 1.96) and a p-value of 0.000 < 0.05, indicating a positive, direct, and significant relationship. This hypothesis **is accepted**. This means that the better the organizational culture that is implemented, the higher the performance of sustainable

employees will be produced. A strong organizational culture is able to encourage employees to work more consistently, efficiently, and oriented towards long-term achievements.

3. Hypothesis 3 (H3) : Work Discipline → Work Motivation

This hypothesis tests the direct relationship between the variables of Work Discipline and Work Motivation. The test results showed a t-statistical value of (5,065 > 1.96) and a p-value of 0.000 < 0.05, indicating a positive, direct, and significant relationship. This hypothesis **is accepted**. This means that the higher the level of work discipline that employees have, the more their motivation to work will increase. Good discipline is able to build greater responsibility, order, and work drive.

4. Hypothesis 4 (H4) : Work Discipline → Sustainable Employee Performance

This hypothesis tests the direct relationship between the variables of Work Discipline and Sustainable Employee Performance. The test results showed a t-statistical value of (2,899 > 1.96) and a p-value of 0.000 < 0.05, indicating a positive, direct, and significant relationship. This hypothesis **is accepted**. This means that the higher the employee discipline, the higher the sustainable performance achieved. Work discipline is an important factor in maintaining consistency, order, and long-term work effectiveness.

5. Hypothesis 5 (H5) : Work Motivation → Sustainable Employee Performance

This hypothesis tests the direct relationship between the variables of Work Motivation and Sustainable Employee Performance. The test results showed a t-statistical value of (2.021 > 1.96) and a p-value of 0.000 < 0.05, indicating a positive, direct, and significant relationship. This hypothesis **is accepted**. This means that the higher the work motivation of employees, the higher the sustainable performance that can be achieved. Strong motivation encourages employees to work more hard, responsibly, and oriented towards achieving long-term results.

6. Hypothesis 6 (H6): Organizational Culture → Work Motivation → Sustainable Employee Performance

This hypothesis tests the indirect relationship (mediation) between Organizational Culture and Sustainable Employee Performance through Work Motivation. The test results showed a t-statistical value of (2.020 > 1.96) with a p-value of 0.043 < 0.05. This shows that the Work Motivation variable is able to mediate positively and significantly the influence of Organizational Culture on Sustainable Employee Performance. Thus, this hypothesis **is accepted**. This means that the better the organizational culture that is implemented through increased work motivation, the performance of sustainable employees will also increase. Thus, work motivation acts as a mediator that strengthens the influence of organizational culture on consistency and sustainability orientation at work.

7. Hypothesis 7 (H7): Work Discipline → Work Motivation → Sustainable Employee Performance

This hypothesis tests the indirect relationship (mediation) between Work Discipline and Sustainable Employee Performance through Work Motivation. The test results showed a t-statistics value of $(1.763 < 1.96)$ with a p-value of $0.078 > 0.05$. This shows that Work Motivation is not able to significantly mediate the influence of Work Discipline on Sustainable Employee Performance. Thus, this hypothesis **is rejected**. This means that while work discipline is important for creating order, order, and employee compliance with the rules that apply in the organization, it does not automatically increase employee work motivation. Thus, work motivation does not play a role as a mediating variable in the relationship between work discipline and continuous employee performance in the context of this study.

DISCUSSION

The results of this study show that organizational culture and work discipline have a significant positive effect on work motivation and sustainable employee performance, and work motivation is also proven to have a significant positive effect on sustainable employee performance. A strong organizational culture is able to increase employee motivation, thus having an impact on improving sustainable performance. Meanwhile, good work discipline creates order and employee responsibility that encourages consistent performance achievement.

In the mediation analysis, work motivation was proven to be able to mediate the influence of organizational culture on continuous employee performance, thus further strengthening the relationship between the two. However, work motivation does not significantly mediate the relationship between work discipline and continuous employee performance, as discipline tends to only form formal compliance without fully encouraging employee intrinsic drive.

Overall, these findings confirm that organizational culture, work discipline, and work motivation are important factors in improving employee performance sustainably, although the role of motivation as a mediator is stronger in organizational cultural relations than work discipline.

CONCLUSION

This research proves that organizational culture and work discipline have a positive and significant effect on work motivation and sustainable employee performance. In addition, work motivation has also been proven to have a significant effect on employee performance. The role of work motivation mediation can be seen in the relationship between organizational culture and continuous employee performance, but does not apply to the relationship between work discipline and performance. This shows that a strong organizational culture not only encourages motivation, but also improves employee performance on an ongoing basis, while work discipline emphasizes

administrative compliance without fully triggering employees' intrinsic motivation to work optimally.

RECOMMENDATION

Based on the results of the research, the village office in the Kembangan District area is recommended to strengthen organizational culture through internalizing the values and example of leaders, increasing employee work motivation with a fair reward system, self-development opportunities, and open communication, and optimizing sustainable performance by preparing clear performance indicators, periodic evaluations, and providing supporting facilities. By strengthening organizational culture, work motivation, and appropriate managerial support, employee performance can be maintained consistently and sustainably.

ADVANCED RESEARCH

This study has limitations in the number of variables studied, which only includes organizational culture, work discipline, work motivation, and continuous employee performance. Other factors such as e-government, good governance, employee competence, and workload have not been included, so there are still variations in results that have not been explained. In addition, the limited number of samples (60 respondents) and the focus on Village Office employees in Kembangan District limited the generalization of the findings.

For further research, it is recommended to add relevant variables, test the role of moderators or mediators such as organizational commitment and job satisfaction, increase the number of samples with probability sampling techniques, and expand the research object to higher-level government agencies, private institutions, or community organizations. Thus, the results of the research can be more comprehensive, can be compared between organizations, and have stronger generalization power.

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