

The Influence of Organizational Climate and Work Ethic on Employee Performance Through Work Discipline



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ABSTRACT: Employee performance plays an important role in improving the quality of an educational institution. There are several factors that influence employee performance, including organizational climate, work ethic and work discipline. This study aims to: test the influence of organizational climate and work ethic on work discipline; test the influence of organizational climate, work ethic and work discipline on employee performance; and test the influence of organizational climate and work ethic on employee performance through work discipline. The population of the study was 202 personnel of the East Java Regional Police State Police School. The number of samples was set at 41 people, while the sampling technique used purposive random sampling. Data collection used questionnaires that were distributed directly to respondents. The data analysis technique used SEM PLS. The results of the study concluded that as independent variables, it was proven that work climate, work ethic and work discipline had a positive and significant effect on employee performance. When the work climate is conducive, work ethic and work discipline increase, employee performance also increases. However, work discipline as a mediating variable for the influence of work climate and work ethic on employee performance cannot play an optimal role.

KEYWORDS: Organizational Climate, Work Ethic, Work Discipline, and Employee Performance

I. INTRODUCTION

Human resources are a key component for the continuity of organizational operations in order to survive in the midst of a dynamic and unpredictable economic, social and technological environment. The success of an organization in achieving its goals depends, among other things, on the capacity of human resources and organizational governance. Therefore, organizations need to continue to improve the quality of governance and human resources in order to respond to stakeholder needs quickly and accurately.

The contribution of organizational members through optimal work implementation is the key to the overall success of the organization (Robins and Judge, 2017). The form of contribution includes the implementation of work in accordance with established standards. For this reason, organizational management needs to find the right HR governance method to encourage organizational members to perform optimally in order to help achieve organizational goals.

The urgency of employee performance for the organization is needed to help realize organizational goals (Dessler, 2020). Good employee performance will increase organizational productivity and efficiency. Productive employees can complete tasks on time with satisfactory results, thus impacting the overall output of the organization. In addition, employee performance also affects the image of the organization. Organizations with competent and high-achieving employees will be considered more professional and trustworthy by business partners and the public. Employee performance also affects the image of the organization in the eyes of the public. Organizations with competent and high-achieving employees will be considered more professional and trustworthy by business partners and the public.

To achieve targeted performance, organizations need to design good governance so that employees are motivated to contribute to achieving organizational goals (Luthan, 2002). Employees need to have measurable performance when carrying out their work (Dessler, 2020). However, not a few organizations still experience problems related to less than optimal employee performance, especially if they are faced with a large volume of tasks and require fast completion times. Meanwhile, the work climate and work discipline do not support employees to carry out their work optimally.

The phenomenon of fluctuating employee performance and sometimes performance that does not comply with the standard rules in the regulations also occurs at the East Java Regional Police State Police School. In addition, employees also often get important work from top management which is sometimes unplanned, causing routine work to be delayed, which can cause employee work results to be less than optimal. This shows that the organizational atmosphere does not support their work, thus disrupting employee performance. In fact, the physical and non-physical work environment has a direct or indirect influence

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on employee performance (Sitepu et al., 2020), while according to Nasir, et al. (2020) that a conducive work environment can increase employee enthusiasm to contribute to organizational progress through improved performance.

Regarding fluctuations in employee performance, there are various factors that influence it, including motivation, competence, career level, leadership, salary and compensation, and work environment (Hasibuan, 2022). Various research results on the influence of the work environment on performance conclude that the comfort of the work environment has a significant positive effect on employee performance (Nasir, et al., 2020; Vivaldy & Toni, 2020; and Hanafi & Syah, 2021). This means that the better the condition of the work environment, both physical and non-physical work environments, will be able to trigger employee enthusiasm to continue working, thereby increasing their performance. However, if one aspect of the work environment is not met, it can reduce performance. The results of research conducted by Lopez, et al. (2022) show that a poor non-physical work environment due to less harmonious relations between employees or between superiors and subordinates has a negative effect on employee performance. Thus, both physical and non-physical work environments need to be created that are conducive to members of the organization so that they are willing to contribute optimally to achieving organizational goals.

The novelty of this study lies in the construction of a conceptual model that places organizational climate and work ethic as determinant variables of employee performance through work discipline which is a development of research on the influence of organizational climate on employee performance (Githinji & Gachunga, 2017; Haryono et al., 2019) and research on the influence of work ethic on employee performance (Syamsul & Arif, 2020).

II. LITERATURE REVIEW AND HYPOTHESIS

The success of an organization in improving employee performance is closely related to the quality of HR governance. Some efforts that organizations can make to improve employee performance include creating an organizational climate, work ethic and work discipline (Dessler, 2020; Robbins & Judge, 2017).

According to Gibson (2017) organizational climate is a series of characteristics of the work environment that are experienced and assessed directly or indirectly by employees, which are considered to be the main force in influencing individual behavior. Meanwhile, according to Davis (2012) organizational climate concerns all environments that exist or are faced by humans in an organization where they work. Meanwhile, Simamora (2019) emphasized that an orderly and conducive organizational climate will create a sense of security that allows members of the organization to maximize their potential in carrying out their work.

A conducive organizational climate will affect work productivity, work commitment, work enthusiasm, work discipline, work performance and employee job satisfaction. In turn, climate is influenced and/or affects almost everything that happens in an organization (Gibson, 2017). The results of McMurray, et al.'s (2012) study showed that organizational climate has a positive and significant effect on employee performance.

In addition to the work climate, the work ethic factor is also one of the determinants of employee success in achieving organizational goals and objectives. According to Tasmara (2012), work ethic is all knowledge of good and bad in human life which is a person's consideration in carrying out work that is seen in their attitudes and behavior based on the belief that work is part of worship. The characteristics of a strong work ethic are evident from disciplined behavior, honesty, self-confidence, responsibility, having an entrepreneurial spirit, independence, paying attention to health and nutrition, and the ability to communicate effectively. According to Sinamo, (2015) work ethic is the totality of one's personality and how to express, view, believe, and give meaning to something that drives oneself to act and achieve optimal actions. According to Pink (2009), work ethic is a concept that views devotion to work as a valuable value. Work ethic is one of the determining factors in employee success in achieving organizational goals.

Several research results show that work ethic has a positive and significant effect on employee performance (Wahyudi et al. 2013; Yantika et al., 2018). However, the results of the study by Palgunadhi et al. (2023) showed that work ethic had no effect on performance. This is interesting to study further by including other variables, because there is inconsistency in the results of research on the effect of work ethic on performance.

Furthermore, employee work behavior in a company is also determined by discipline. The level of employee discipline can be used as a benchmark for achieving employee work productivity which leads to achieving organizational goals. Discipline can be seen from the behavior of employees who always come and go home on time, do all their work well, comply with all company regulations and applicable social norms. According to Ardana (2012), work discipline is an attitude of respecting, appreciating, obeying, and obeying applicable regulations, both written and unwritten, and being able to carry them out and not avoiding receiving sanctions.

There are several types of disciplinary activities according to Handoko (2014), namely: preventive discipline, which is an activity carried out to encourage employees to follow work standards so that deviations can be prevented; corrective discipline, which is an activity taken to handle violations of regulations to avoid further violations; and progressive discipline, which is giving heavier penalties for repeat violations. Through consistent application of work discipline, employees are expected to carry out work according to organizational provisions.

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The urgency of work discipline in an organization is shown by various studies that employee disciplinary behavior has a significant positive effect on employee performance (John et al., 2019; Michael et al., 2018). However, according to Laura et al. (2021) and Maria & James (2020). that work discipline does not affect employee performance. The inconsistency of research results on the effect of work discipline on employee performance is interesting to study further.

Based on various literature studies, the following research hypotheses can be formulated:

- H1: Organizational climate affects work discipline.
- H2: Work ethic affects work discipline.
- H3: Organizational climate affects employee performance.
- H4: Work ethic affects employee performance.
- H5: Work discipline affects employee performance
- H6: Organizational climate affects employee performance through work discipline.
- H7: Work ethic affects employee performance through work discipline.

III. RESEARCH METHODS

The population of this study was 202 employees of the East Java Regional Police National Police School, while the number of samples was determined at 20% (Arikunto, 2014) of the total population, so that the number of samples was 41 employees. While the sampling technique used purposive random sampling.

To obtain relevant and valid data, the data collection method used a research instrument in the form of a questionnaire distributed to respondents. The measurement of the research instrument used a Likert scale with variations in answers for 22 indicators in 4 research variables, namely: organizational climate, work ethic, work discipline and employee performance using a Likert scale with answer categories: strongly agree, agree, disagree, disagree, and strongly disagree.

Furthermore, data analysis was carried out using Structural Equation Modeling (SEM) - PLS. The decision to use the SEM PLS data analysis technique is based on the consideration that: it does not require normally distributed data, can use a small sample size (recommended minimum of 30), does not require sample randomization, can use a measurement scale other than intervals, can use formative indicators to measure latent variables, is suitable for use as a procedure for developing theory at an early stage, and allows for very complex models with many latent variables and indicators (Ghozali, 2018).

IV. RESULTS AND DISCUSSION

Results

Measurement Model Evaluation (Outer Model)

The measurement of the SEM PLS model in the outer model is in the form of reflective measurement, because changes in the construct cause changes in its indicators. Testing of the measurement model is carried out to show the results of the validity and reliability tests.

The validity test uses two types of evaluations, namely Convergent validity with a reflective model where the indicator is assessed based on the correlation between the item score and the construct score as seen from the standardized loading factor. The correlation between the item score and the construct value is said to be high if the outer loading value is > 0.7 , while according to Chin et.al. (1998), an outer loading value between 0.5 - 0.6 is considered sufficient. Second, using discriminant validity is a measurement model with indicator reflection by comparing the root of the average variance extracted (AVE) value; If the root of the AVE value is more than 0.5, then the model is appropriate or all variable items are valid. The results of the Convergent validity test can be seen in the following table.

Table 1 Convergent Validity Test Results

No	Variables	Indicator	Outer Loading	p-value
1	Organizational Climate	x1.1	0,656	0,000
		x1.2	0,754	0,000
		x1.3	0,647	0,000
		x1.4	0,655	0,000
		x1.5	0,708	0,000
		x1.6	0,801	0,000
		x1.7	0,677	0,000
		x1.8	0,661	0,000
		X1.9	0,564	0,000
		X1.10	0,602	0,000
		X1.11	0,525	0,000

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		X1.12	0,831	0,000
		X1.13	0,734	0,000
		X1.14	0,759	0,000
		X1.15	0,810	0,000
		X1.16	0,816	0,000
		X1.17	0,726	0,000
		X1.18	0,789	0,000
		X1.19	0,781	0,000
		X1.20	0,795	0,000
		X1.21	0,654	0,000
		X1.22	0,840	0,000
2	Work ethic	x2.1	0,821	0,000
		x2.2	0,901	0,000
		x2.3	0,899	0,000
		x2.4	0,814	0,000
		x2.5	0,858	0,000
		x2.6	0,840	0,000
		x2.7	0,860	0,000
		x2.8	0,795	0,000
3	Work Discipline	z.1	0,584	0,000
		z.2	0,783	0,000
		z.3	0,761	0,000
		z.4	0,770	0,000
		z.5	0,707	0,000
		z.6	0,847	0,000
		z.7	0,825	0,000
		z.8	0,844	0,000
		z.9	0,698	0,000
		z.10	0,835	0,000
		z.11	0,757	0,000
		z.12	0,833	0,000
		z.13	0,802	0,000
		z.14	0,814	0,000
		z.15	0,733	0,000
		z.16	0,705	0,000
		z.17	0,881	0,000
		z.18	0,772	0,000
4	Employee performance	y.1	0,674	0,000
		y.2	0,711	0,000
		y.3	0,888	0,000
		y.4	0,806	0,000
		y.5	0,792	0,000
		y.6	0,899	0,000
		y.7	0,822	0,000
		y.8	0,901	0,000
		y.9	0,862	0,000
		y.10	0,917	0,000
		y.11	0,662	0,000
		y.12	0,818	0,000
		y.13	0,848	0,000
		y.14	0,804	0,000
		y.15	0,713	0,000
		y.16	0,925	0,000
		y.17	0,768	0,000

Based on table 1, the outer loading value of each item is > 0.5 or $p\text{-value} < 0.05$, then it is considered valid. Thus, the indicator of each latent variable has a good level of validity and significance because it has a loading value > 0.5 . In addition, it is necessary to

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see the Discriminant Validity which is reviewed from the Fornell-Larcker calculation. The results of the Fornell-Larcker calculation are presented in the following table.

Table 2 Fornell-Larckel Criterion Test Results

Variabel	Work discipline	Work ethic	Organizational climate	Employee performance
Work Discipline	0,778			
Work ethic	0,772	0,849		
Organizational Climate	0,874	0,833	0,723	
Employee performance	0,863	0,835	0,823	0,816

Based on table 2, it is known that the Fornell-Larcker Criterion value for each variable is close to 0.70. So it is concluded that the model has a good discriminant validity value. Thus it can be stated that the discriminant validity test, each indicator is able to measure the latent variable that corresponds to its indicator.

Reliability Test

To measure the reliability of a construct in SEM-PLS, two methods are used, namely Cronbach's Alpha and Composite reliability. However, the assessment using Cronbach's Alpha gives a lower value so it is recommended to use composite reliability and its value must be more than 0.6.

Table 3 Reliability Test Results

Latent Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Climate	0,955	0,960	0,522
Work ethic	0,944	0,954	0,721
Work Discipline	0,961	0,965	0,606
Employee performance	0,968	0,971	0,666

Based on table 3, it is known that the Composite Reliability and Cronbach's Alpha values of all items of each variable are more than 0.6. So it can be concluded that all items in each variable are reliable.

Inner model evaluation

Evaluation of the structural model or inner model is the stage in evaluating the coefficient of determination, predictive relevance and hypothesis testing.

Coefficient of Determination

The Coefficient of Determination (R^2) is used to determine the strength of the prediction in the structural model and also to determine the magnitude of the ability of observational variables to explain the diversity of latent variables, or in other words to determine the magnitude of the contribution of observational variables to latent variables. The R^2 results can be seen in the following table.

Table 4. Results of the Coefficient of Determination

Variables	<i>R Square</i>	<i>R Square Adjusted</i>
Work Discipline	0,770	0,758
Employee performance	0,815	0,800

Table 4 shows that the diversity of work discipline variables can be explained by organizational climate variables and work ethic variables as a whole by 75.8% while the remaining 24.2% is the contribution of other variables not discussed in this study. While the diversity of employee performance variables can be explained by organizational climate variables, work ethic and work discipline as a whole by 80.0% while the remaining 20.0% is the contribution of other variables not discussed in this study.

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In the evaluation of the PLS model, predictive relevance can also be done by looking at the Q² value which is used to measure how good the observation value is produced by the model and also its parameter estimates. If the Q² value > 0 then the model has predictive relevance or can be said to be a good model (Ghozali and Latan, 2015). The following Predictive Relevance (Q²) results can be seen in the following table

Table 5 Predictive Relevance Test Results

Variabel	SSO	SSE	Q ² (=1-SSE/SSO)
Organizational Climate	902,000	902,000	
Work ethic	328,000	328,000	
Work Discipline	738,000	418,382	0,433
Employee performance	697,000	334,484	0,520

Table 5 shows that the work discipline and employee performance model produces a Predictive Relevance (Q²) value > 0 so that it can be said that the model is good enough. So it can be said that the model is relevant if applied to different settings or areas.

Hypothesis Testing

Hypothesis testing is used to determine direct and indirect effects. The results of the SEM PLS analysis parameter significance test on the direct effect are used to test hypotheses 1 to 5. While the indirect effect is used to test hypotheses 6 and 7. The results of the SEM PLS test of the direct effect are as follows.

Table 6 Direct Effect Estimation Results

Connection	Coefficient	Statistics-t	p-value
Organizational Climate → Work Discipline	0,757	4,075	0,000
Work ethic → Work Discipline	0,141	0,676	0,499
Organizational Climate → Employee performance	0,016	0,074	0,941
Work ethic → Employee performance	0,412	1,974	0,049
Work Discipline → Employee performance	0,531	2,156	0,032

V. DISCUSSION

Table 6 shows that organizational climate has a positive and significant effect on the work discipline of employees of the East Java Regional Police State Police School. The effect of the organizational climate variable on the work discipline variable is positive, namely 0.757. This means that if the organizational climate is more conducive, work discipline will also be higher, and vice versa. A conducive organizational climate creates a supportive work environment, where employees feel appreciated, respected, and cared for. This encourages employees to work better and increase their commitment to existing regulations and discipline. Furthermore, a conducive organizational climate also often involves a fair and clear reward system. When employees feel that their efforts and discipline are recognized, they will be more motivated to maintain or increase their level of work discipline. Thus, these results are in line with the research of Sukirno & Siengthai (2019) and Widiastuti & Putra (2020) that organizational climate has a positive and significant effect on employee work discipline.

Furthermore, table 6 shows that work ethic does not have a significant effect on the work discipline of employees of the East Java Regional Police State Police school. Work ethic does not always have a significant effect on employee work discipline because each individual has a different view of what is meant by work ethic. Work ethic can be perceived as personal values related to perseverance, responsibility, and integrity. However, if these values are not in line with organizational rules and norms, a good work ethic individually does not necessarily lead to discipline that is in accordance with organizational standards. In addition, employee work discipline is often more influenced by external factors such as organizational rules, supervision, and incentives than individual work ethic. If the organization does not have an effective system to encourage discipline, employees who have a good work ethic may not be motivated enough to maintain high work discipline. Thus, the results of this study strengthen the results of the study by Palgunadhi et al. (2023) that work ethic has no effect on employee performance.

Table 6 also shows that organizational climate does not have a significant effect on the performance of employees of the East Java Regional Police State Police School. Organizational climate does not have a significant effect on employee performance because employee performance is often more influenced by individual factors such as motivation, competence, work experience, and personal values. Although organizational climate can be a supporting factor, individual performance may depend more on how they view their work and their level of intrinsic motivation. Thus, the results of this study strengthen the results of research by Nugroho & Herlina (2018) and Wijayanti & Sari (2020) that organizational climate does not have a significant effect on employee performance.

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The results of this study also show that work ethic has a significant effect on employee performance, indicating the East Java Regional Police State Police School. The effect of work ethic on employee performance is positive, namely 0.412. This means that if the work ethic is stronger, employee performance will also increase, and vice versa. Work ethic reflects the attitudes, values, and behavior of individuals at work. Strong employee work ethic tends to have intrinsic motivation to work harder and better. They feel responsible for achieving targets and contributing to the success of the organization. The research results and arguments are in line with the research of Wahyudi et al. (2013) and Yantika et al., (2018) that work ethic has a significant effect on employee performance.

Furthermore, the results of the hypothesis test in table 6 also show that work discipline has a significant effect on the performance of employees of the East Java Regional Police State Police school. The effect of the work discipline variable on the employee performance variable is positive, namely 0.531. This means that if work discipline is higher, employee performance will also be better, and vice versa. Discipline is the main foundation in ensuring that tasks are carried out consistently, efficiently, and on time. Disciplined employees tend to have a consistent work rhythm. They comply with work procedures and standards, which makes their work results more stable and of higher quality, and more reliable for the company. These results strengthen the results of the study by McMurray, et al. (2012) that work discipline has a positive and significant effect on employee performance.

Meanwhile, the results of the indirect effect can be seen in the following table.

Table 7 Indirect Effect Estimation Results

Connection	Coefficient	Statistics-t	p-value
Organizational Climate → Work Discipline → Employee performance	0,402	1,723	0,085
Work ethic → Work Discipline → Employee performance	0,075	0,640	0,522

Based on table 7, it is known that organizational climate does not have a significant effect on employee performance through work discipline of East Java Regional Police State Police school employees. This means that work discipline as a mediating variable does not play an optimal role. However, the influence of the organizational climate variable on the employee performance variable through positive work discipline is positive, namely 0.402. This means that if the organizational climate is more conducive, work discipline will increase, and employee performance will also increase. These results are in accordance with research by Setiawan & Wibowo (2021) and Pratama & Yuliani (2020) that organizational climate has a positive and significant effect on employee performance through work discipline.

Furthermore, table 7 also shows that work ethic does not have a significant effect on employee performance through work discipline of East Java Regional Police State Police school employees. This means that work discipline as a mediating variable does not play an optimal role. However, the influence of work ethic on employee performance through positive work discipline is positive, namely 0.075. This means that although it is very small, if the work ethic is stronger, work discipline will also increase, and employee performance will also increase. These results are in accordance with research by Santoso & Nurhayati (2019) and Wahyuni & Subekti (2020) that work ethic has a positive and significant effect on employee performance through work discipline.

VI. CONCLUSION

Employee performance is an important factor in improving the quality of public services. Improving employee performance can be caused by various variables including work climate, work ethic and work discipline. In the position as an independent variable, it is proven that work climate, work ethic and work discipline have a positive and significant effect on employee performance. When the work climate is conducive, work ethic and work discipline increase, employee performance also increases.

The existence of work discipline as a variable that mediates the influence of work climate and work ethic on performance has been proven to be positive and significant. Therefore, if the management at the East Java Regional Police State Police School tries to improve employee performance, it can be done by improving work ethic and creating a conducive work climate accompanied by increasing employee work discipline.

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