

The Role of Work Discipline in Mediating the Relationship between Leadership and Organizational Culture on Employee Performance at the Regional Office of the Ministry of Religion of North Sumatra Province

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Abstract

This study aims to examine the direct and indirect effects of leadership and organizational culture on employee performance, with work discipline as a mediating variable. The study was conducted in 2025 at the Regional Office of the Ministry of Religious Affairs of North Sumatra Province, involving 65 respondents from a total of 185 employees selected through purposive sampling based on the Slovin formula. Primary data were collected using a questionnaire and analyzed using a quantitative-associative approach through the SEM-PLS method using the SmartPLS 3 application. The results of the analysis show that leadership and organizational culture have a positive and significant effect on work discipline, but do not directly affect employee performance. Conversely, work discipline has a significant effect on performance. Organizational culture is a dominant factor in shaping work discipline, while work discipline is the main determinant of performance. Indirectly, leadership and organizational culture affect performance through work discipline. This research model explains 72.6% of the variation in work discipline and 73.3% of the variation in employee performance.

Keywords: Leadership, Organizational Culture, Work Discipline, Employee Performance, SEM-PLS.

INTRODUCTION

The performance of Civil Servants (PNS) has an important role in improving the quality of public services and the effectiveness of government agencies (Amelia & Setyawati, 2023). High-performing PNS can increase public trust, improve efficiency, and support social and economic stability (Andrian & Cholil, 2023). Therefore, increasing competence through continuous training and objective performance evaluation needs to be carried out continuously (Amelia & Setyawati, 2023).

Work discipline is a major supporting factor for performance because it includes compliance with work rules and responsibilities (Ichsan et al., 2020). Lack of discipline leads to decreased performance (Susanti et al., 2023), while a disciplined attitude encourages productivity and efficiency (Kamila & Haerah, 2024). Disciplined civil servants help maintain service standards and achieve organizational targets (Yousida et al., 2024).

Leadership also plays a major role in shaping a disciplined and high-performance work culture (Paroli, 2024). Visionary and communicative leaders can improve discipline and work enthusiasm through role models and self-development support (Cahyani & Susetyo, 2024).

Organizational culture that emphasizes professionalism and responsibility also influences performance (Lutfi et al., 2024). Collaborative and innovative culture increases

work motivation (Hidayati, 2023), while appreciative culture strengthens employee loyalty (Putri & Saripuddin, 2024).

According to PP No. 30 of 2019, civil servant performance is assessed from SKP and work behavior (Rajab et al., 2022). Several influencing factors include personality, motivation, leadership, organizational culture, and discipline (Kasmir, 2018). This is reinforced by the studies of Rahmawati & Vitaharsa (2024), Patimah et al. (2024), Peny (2023), and Hidayati (2023) which concluded that leadership, organizational culture, and discipline have a positive effect on performance.

Work discipline itself, as explained in PP No. 94 of 2021, is the ability of civil servants to carry out obligations and avoid prohibitions (Dewi, 2022). According to Sutrisno (2019), discipline is influenced by internal factors such as motivation and personality, as well as external factors such as leadership. This is in line with research by Hanina et al. (2024), Nurzaman (2024), Kholifah et al. (2023), and Ndolu et al. (2022) which show a significant influence of leadership and organizational culture on work discipline.

Based on SKP data for 2021–2023 at the Regional Office of the Ministry of Religious Affairs of North Sumatra Province, employee performance has not yet achieved optimal results. The achievement of job duties and functions (TUSI) is only in the range of 69%–77%, still far from the performance agreement target of 90%–95%. Although it is categorized as “Quite Good” to “Good,” there is a consistent gap between targets and realization, indicating the need for an evaluation of performance achievement strategies to be more effective.

In terms of work behavior, indicators such as service, integrity, commitment, and cooperation show “Good” results. However, the discipline indicator is a consistent weak point. Its value continues to decline from 73% (2021), 69% (2022), to 68% (2023), indicating that improving work discipline is an urgent need because low discipline also affects overall performance.

The results of a pre-survey of 20 employees indicated low performance. Many employees have not delivered results as expected, have shown less positive attitudes towards tasks, and have not been able to use work time efficiently. The quality of work is often unsatisfactory, there are many revisions, and there are delays that hinder productivity.

Discipline problems were also found in direct observation. Many employees were not present during working hours, often left the office, and only returned when the attendance was called home. The pre-survey confirmed this finding, with only a small number of employees showing high discipline, such as arriving on time and being responsible for tasks. This shows that the level of work discipline is still low and requires serious attention.

In addition, leadership also affects performance. Pre-surveys and observations show that many employees feel they lack support and direction from their superiors, especially in terms of motivation, communication, and self-development. Ineffective leadership styles lead to disharmonious work relationships, lower morale, and negatively impact motivation and discipline.

Organizational culture is also a factor that worsens performance. A loose work culture towards discipline is considered normal and is allowed, even by leaders. Only a few

employees consider leaders as role models or feel encouraged to develop and innovate. This shows that organizational culture has not been formed ideally. Therefore, it is important to conduct research on the influence of leadership and organizational culture on performance through work discipline for overall improvement.

LITERATURE REVIEW

The Influence of Leadership on Work Discipline and Employee Performance

Leadership has a significant effect on employee discipline and performance (Primadhani & Pitoyo, 2024). Leaders who are able to provide clear direction, consistently enforce rules, and be role models create a disciplined and productive work environment (Akbar & Jaenab, 2024). Support through effective communication and the implementation of a fair reward and sanction system can improve discipline (Yuliawati et al., 2023). Leadership also has an impact on improving employee performance when leaders are able to motivate and provide a clear vision (Hidayati, 2023). Leaders who are fair and focus on developing subordinates will increase their sense of appreciation and work productivity (Nizamuddin & Robain, 2024). Kasmir (2018) mentioned leadership as one of the important factors in performance. Similar findings were obtained from research by Sari et al. (2025), Nurzaman (2024), and Patimah et al. (2024). In addition, leadership is also an external factor that influences work discipline (Sutrisno, 2019).

The Influence of Organizational Culture on Work Discipline and Employee Performance

Organizational culture greatly influences discipline because shared values shape standard work behavior (Akbar & Jaenab, 2024). A culture that emphasizes punctuality and compliance will create an orderly work environment, encouraging high responsibility and discipline (Yuliawati et al., 2023). Conversely, a permissive culture hinders work motivation. Culture also influences performance through a work climate that supports productivity and innovation (Rahmawati & Vitaharsa, 2024). Employees in a positive culture will be more engaged and motivated (Peny, 2023). A healthy culture supports the achievement of discipline and sustainable performance (Putri & Saripuddin, 2024). Kasmir (2018) and research by Pratama & Badruddin (2025), Putri & Saripuddin (2024), and Hidayati (2023) show that organizational culture has a significant impact on performance. Sutrisno (2019) also noted organizational culture as an external factor that influences discipline.

The Influence of Work Discipline on Employee Performance

Work discipline improves performance through regularity and responsibility in completing tasks (Hidayati, 2023). Disciplined employees are more focused, punctual, and efficient (Susanti et al., 2023), and reduce errors because they comply with organizational procedures (Yousida et al., 2024). Indiscipline can reduce work quality and create team conflict. A strong culture of discipline encourages employees to continue to develop and contribute optimally (Ichsan et al., 2020). Kasmir (2018) mentions discipline as one of the

various factors that influence performance. Research by Rahmawati & Vitaharsa (2024), Patimah et al. (2024), Peny (2023), and Hidayati (2023) proves that work discipline has a positive and significant effect on employee performance.

The Influence of Leadership on Employee Performance Through Work Discipline

Effective leadership improves performance through improved work discipline (Hanina et al., 2024). Leaders who provide clear direction and set high standards can motivate employees to be more disciplined, responsible, and productive (Ndolu et al., 2022). Support and appreciation from leaders create a positive work environment that increases morale and discipline, leading to better performance (Nurzaman, 2024). Sutrisno (2019) stated that leadership and organizational culture are external factors that influence discipline, while Kasmir (2018) mentioned leadership and discipline as determining elements of performance. Research by Hanina et al. (2024), Nurzaman (2024), and Ndolu et al. (2022) supports that leadership through discipline has a positive impact on performance.

The Influence of Organizational Culture on Employee Performance Through Work Discipline

A strong organizational culture, with an emphasis on the values of discipline, responsibility, and integrity, can encourage employees to comply with the rules and improve their performance (Kholifah et al., 2023; Nurzaman, 2024). If these values have become part of the work routine, employees are more motivated to work in a disciplined manner, which has an impact on the consistency and quality of work results. A work environment that values cooperation and achievement also strengthens the spirit of discipline and employee productivity (Ndolu et al., 2022). Sutrisno (2019) explains that discipline is influenced by internal and external factors such as leadership and organizational culture. Meanwhile, Kasmir (2018) added that various factors such as motivation, expertise, and job satisfaction also determine performance. This is in line with the findings of Hanina et al. (2024), Kholifah et al. (2023), and Ndolu et al. (2022) that a good organizational culture, through work discipline, contributes to improving employee performance.

METHOD

This study uses a quantitative-associative approach that aims to evaluate the direct and indirect influence of independent variables on dependent variables through mediating variables. The data used are quantitative data in the form of numbers, collected through questionnaires. The location of this study is the Regional Office of the Ministry of Religious Affairs of North Sumatra Province located at Jalan Gatot Subroto No. 261, Medan City.

The population in this study includes all state civil servants totaling 185 people. The number of samples was obtained using the Slovin formula with an error rate of 10%, so that a total sample of 65 people was obtained. The sampling technique used was purposive sampling.

$$n = \frac{N}{1 + N e^2} = \frac{185}{1 + 185(0.10^2)} = \frac{185}{1 + 185(0.01)} = \frac{185}{2.85} = 64,91 = 65 \text{ (rounding)}$$

The data analysis technique was carried out using the Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) which was run using the SmartPLS version 3.0 application. Abdillah and Jogiyanto (2022) stated that SEM-PLS is a statistical method designed to model complex relationships between latent variables (variables that cannot be measured directly), which combines path analysis techniques with factor analysis. Ghozali and Kusumadewi (2023) added that PLS is a robust method because it does not depend too much on strict statistical assumptions.

Table 1. Research Variables

Variables	Definition	Indicator	Scale
Leadership (X1)	Leadership is the process of influencing in determining the organization, motivating the behavior of followers to achieve goals, influencing to improve the group and its culture. Rivai (2018)	1.Communication 2.Behavior 3.Ability 4.Self-development Rivai (2018)	Likert
Organizational culture (X2)	A philosophy based on a view of life as values that become characteristics, habits and driving forces, embedded in the life of a community group or organization that is reflected in attitudes that become behavior, beliefs, ideals, opinions and actions that are manifested as work or employment. The Moekijat (2019)	1.Leader Behavior 2.Prioritizing Company Mission 3.Learning Process 4.Motivating The Moekijat (2019)	Likert
Work Discipline (Z)	A person's attitude of willingness and readiness to comply with and obey the regulatory norms that apply around them. The Greatest Showman (2019)	1.Absence 2.Compliance with the Rules 3.Attitude 4.Responsibility in Carrying Out Duties The Greatest Showman (2019)	Likert
Employee Performance (Y)	The work results and behavior that have been achieved in completing the tasks and responsibilities given in a certain period. Cashmere (2018)	1.Quality of Work 2.Quantity of Work 3.Time period 4.Cost Effectiveness Cashmere (2018)	Likert

RESULTS AND DISCUSSION

Results of Statistical Analysis of SEM-PLS Method Model Measurement Model (Outer Model)

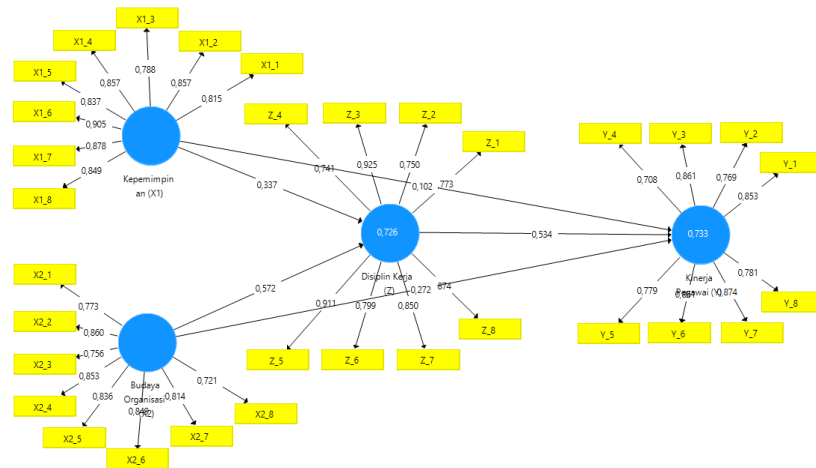


Figure 1. Outer Model

Validity Test

Convergent Validity with Loading Factor(Outer Loading)

Table 2. Value Loading Factor (Outer Loadings)

Statement Items	Leadership (X1)	Organizational Culture (X2)	Work Discipline (Z)	Employee Performance (Y)
1	0.815	0.773	0.773	0.853
2	0.857	0.860	0.750	0.769
3	0.788	0.756	0.925	0.861
4	0.857	0.853	0.741	0.708
5	0.837	0.836	0.911	0.779
6	0.905	0.849	0.799	0.861
7	0.878	0.814	0.850	0.874
8	0.849	0.721	0.874	0.781

All indicators in each variable have values above 0.70. This indicates that each statement item in the questionnaire has been able to measure the intended construct validly so that all indicators meet the convergent validity threshold required in the SEM-PLS model. (Shadida & Rahayu, 2024).

Discriminant Validity with Fornell-Larcker Criterion

Table 3. Fornell-Larcker Criterion Results

Variables	Organizational Culture (X2)	Work Discipline (Z)	Leadership (X1)	Employee Performance (Y)
Organizational Culture (X2)	0.809			

Work Discipline (Z)	0.802	0.831		
Leadership (X1)	0.742	0.761	0.849	
Employee Performance (Y)	0.787	0.805	0.710	0.813

The square root value of the Average Variance Extracted (AVE) for each construct is higher than its correlation with other constructs. For example, the AVE value for the Leadership variable is 0.849, higher than its correlation with Organizational Culture (0.742), Work Discipline (0.761), and Employee Performance (0.710). This shows that each latent variable is unique and is able to distinguish itself from other constructs, so it can be concluded that the model has met discriminant validity. (Shadida & Rahayu, 2024).

Reliability Test

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability
Leadership (X1)	0.945	0.954
Organizational Culture (X2)	0.924	0.938
Work Discipline (Z)	0.935	0.946
Employee Performance (Y)	0.926	0.939

All variables have Cronbach's Alpha and Composite Reliability values above the minimum required value, which is 0.70, which indicates that the indicators in the variables are consistent in measuring the same construct and are proven to have high reliability, supporting that the research instrument can be trusted for use in further analysis (Shadida & Rahayu, 2024).

Structural Model (Inner Model)

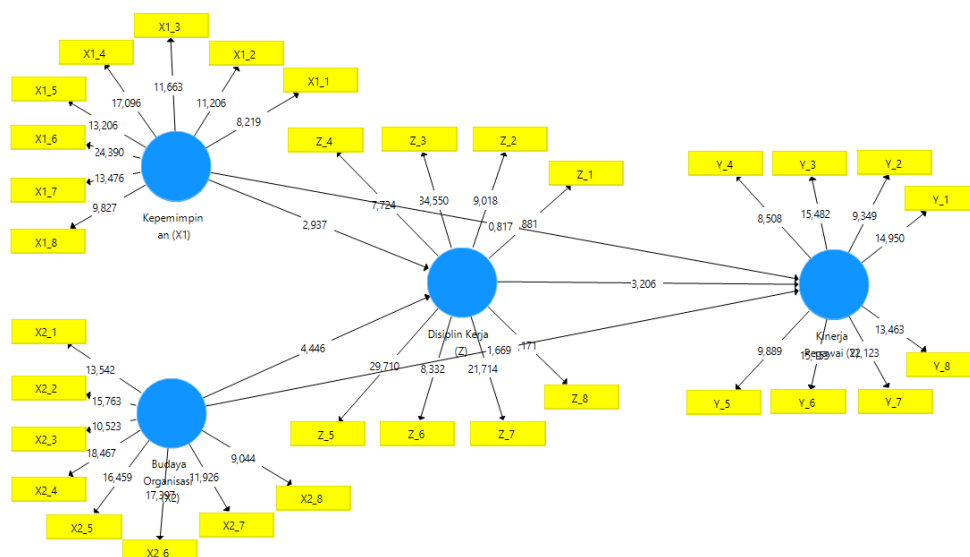


Figure 2. Inner Model

Coefficient of Determination or R Square (R²)

Table 5. R Square Value Results

Variable	R Square	R Square Adjusted
Work Discipline (Z)	0.726	0.717
Employee Performance (Y)	0.733	0.719

The results of the R Square (R²) analysis show that the Work Discipline (Z) variable has an R² value of 0.726, which means that 72.6% of the variation in Work Discipline can be explained by the independent variables in the model, while the rest is influenced by other external factors (Abdillah & Jogiyo, 2022).

The Employee Performance variable (Y) shows an R² value of 0.733, which indicates that 73.3% of the variation in Employee Performance can be explained by the variables in the model, with the remainder influenced by other factors (Ghozali & Kusumadewi, 2023).

Predictive Relevance (Q²)

Table 6. Predictive Relevance(Q²) Results

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Leadership (X1)	520,000	520,000	
Organizational Culture (X2)	520,000	520,000	
Work Discipline (Z)	520,000	274,212	0.473
Employee Performance (Y)	520,000	292,888	0.437

Both Q² values are greater than 0 so that this model has good predictive ability to explain variations in Work Discipline (Z) and Employee Performance (Y). A positive Q² value greater than 0.35 indicates that this model has strong predictive relevance. The higher the Q² value, the better the predictive ability of the model. Therefore, this model can be considered valid in describing the relationship between the variables studied (Abdillah & Jogiyo, 2022).

Path Coefficient

Test Hypothesis with t-Statistics and P Values for Direct Influence

Table 7. t-Statistics and P Values Results for Direct Influence

Structural Model	Original Sample(O)	T Statistics (O/STDEV)	P Values	Conclusion
Leadership (X1) -> Work Discipline (Z)	0.337	2,937	0.003	Accepted
Leadership (X1) -> Employee Performance (Y)	0.102	0.817	0.414	Rejected
Organizational Culture (X2) -> Work Discipline (Z)	0.572	4,446	0,000	Accepted

Organizational Culture (X2) -> Employee Performance (Y)	0.272	1,669	0.096	Rejected
Work Discipline (Z) -> Employee Performance (Y)	0.534	3,206	0.001	Accepted

Based on the results of the hypothesis test with t-statistics and P-values for direct influence in the structural model, there are several significant findings that can be explained as follows:

1. Leadership (X1) -> Work Discipline (Z): This relationship has a t-statistic value of 2.937 and a P-value of 0.003. Because the P-value < 0.05, this relationship is considered significant. This shows that leadership has a positive effect on employee work discipline, and the hypothesis is accepted (Shadida & Rahayu, 2024).
2. Leadership (X1) -> Employee Performance (Y): There is a t-statistic value of 0.817 and a P-value of 0.414. Because the P-value > 0.05, this relationship is not significant. In other words, leadership does not have a significant direct influence on employee performance, so this hypothesis is rejected (Shadida & Rahayu, 2024).
3. Organizational Culture (X2) -> Work Discipline (Z): This relationship has a t-statistic of 4.446 and a P-value of 0.000. A very small P-value (less than 0.05) indicates that organizational culture has a positive and significant effect on work discipline, which makes this hypothesis accepted (Shadida & Rahayu, 2024).
4. Organizational Culture (X2) -> Employee Performance (Y): With a t-statistic of 1.669 and a P-value of 0.096, this relationship is not significant because the P-value > 0.05. Therefore, the hypothesis stating that organizational culture has a direct effect on employee performance is rejected (Shadida & Rahayu, 2024).
5. Work Discipline (Z) -> Employee Performance (Y): T-statistic of 3.206 and P-value of 0.001 indicate that work discipline has a positive and significant effect on employee performance, so this hypothesis is accepted (Shadida & Rahayu, 2024).

Test Hypothesis with t-Statistics and P Values for Direct Influence

Table 8. t-Statistics and P Values Results for Indirect Influence

Structural Model	Original Sample(O)	T Statistics (O/STDEV)	P Values	Conclusion
Leadership (X1) -> Work Discipline (Z) -> Employee Performance (Y)	0.180	2,455	0.014	Accepted
Organizational Culture (X2) -> Work Discipline (Z) -> Employee Performance (Y)	0.305	2,334	0.020	Accepted

Based on the results of the hypothesis test for indirect influence, it was found that both paths of influence had a significant relationship:

1. Leadership (X1) -> Work Discipline (Z) -> Employee Performance (Y): With a t-statistic of 2.455 and a P-value of 0.014, this path shows a significant indirect effect. This means that the effect of leadership on employee performance can be explained through work discipline, and this hypothesis is accepted (Ghozali & Kusumadewi, 2023).
2. Organizational Culture (X2) -> Work Discipline (Z) -> Employee Performance (Y): T-statistic of 2.334 and P-value of 0.020 indicate that organizational culture also has a significant effect on employee performance through work discipline. With a P-value smaller than 0.05, this hypothesis is also accepted (Ghozali & Kusumadewi, 2023).

The Influence of Leadership on Work Discipline

The analysis shows that leadership has a positive and significant effect on work discipline, with an Original Sample value of 0.337, t-statistic 2.937 (>1.96), and P-value 0.003 (<0.05), which means that the H1 hypothesis is accepted. This shows that leadership directly improves the work discipline of civil servants at the Regional Office of the Ministry of Religion of North Sumatra Province. This finding is in line with Sutrisno's theory (2019) which states that leadership is an external factor that influences work discipline, as well as research by Primadhani & Pitoyo (2024), Akbar & Jaenab (2024), and Yuliawati et al. (2023) which found a positive and significant effect between leadership and work discipline. Effective leadership, with clear communication, role models, good work management, and guidance, creates a culture of discipline and increases compliance and absenteeism (Rahayu, 2020).

The Influence of Organizational Culture on Work Discipline

The results of the analysis show that organizational culture has a significant effect on work discipline, with an Original Sample value of 0.572, t-statistic 4.446, and P-value 0.000, so that the H2 hypothesis is accepted. Organizational culture has a positive impact on the work discipline of civil servants at the Regional Office of the Ministry of Religion of North Sumatra Province. This finding supports the theory of Sutrisno (2019) and research by Primadhani & Pitoyo (2024), Akbar & Jaenab (2024), and Yuliawati et al. (2023) which found that organizational culture positively influences work discipline. The values of discipline, fairness, and consistency of leaders in organizational culture encourage employees to imitate similar attitudes (Lutfi et al., 2024). Understanding the vision and mission of the organization as well as training and appreciation increase employee responsibility and discipline (Ulvayanti et al., 2024).

The Influence of Leadership on Employee Performance

The analysis shows that leadership has a positive effect on employee performance, but is not significant (Original Sample 0.102, t-statistic 0.817 <1.96 , P-value 0.414 >0.05). Thus, the H3 hypothesis is rejected. This means that leadership does not have a significant effect on employee performance at the Regional Office of the Ministry of Religious Affairs of North Sumatra Province. This finding contradicts the theory of Kasmir (2018) and the study by Sari et al. (2025), which states the positive effect of leadership on performance.

This insignificance can be explained by indicators of leadership that are not yet optimal, such as ineffective communication, weak leader role models, unresponsive decision-making, and lack of employee self-development efforts (Rahayu et al., 2024).

The Influence of Organizational Culture on Employee Performance

Organizational culture has a positive effect on employee performance (Original Sample 0.272), but is not significant ($t\text{-statistic } 1.669 < 1.96$, $P\text{-value } 0.096 > 0.05$). Therefore, the H4 hypothesis is rejected, which means that organizational culture does not have a significant effect on employee performance at the Regional Office of the Ministry of Religion of North Sumatra Province. This finding contradicts the theory of Kasmir (2018) and research by Pratama & Badruddin (2025), which states that organizational culture affects employee performance. This insignificance is caused by the weak implementation of organizational values and norms, the lack of firmness of rules, and the role of leaders who have not been maximized in instilling organizational culture, as well as variations in employee adaptation abilities to the culture (Yuliawati et al., 2023).

The Influence of Work Discipline on Employee Performance

The analysis shows that work discipline has a significant effect on employee performance (Original Sample 0.534, $t\text{-statistic } 3.206 > 1.96$, $P\text{-value } 0.001 < 0.05$), so that the H4 hypothesis is accepted. Work discipline has a positive impact on employee performance at the Regional Office of the Ministry of Religion of North Sumatra Province. This finding supports the theory of Kasmir (2018) and studies by Rahmawati & Vitaharsa (2024), Patimah et al. (2024), Peny (2023), and Hidayati (2023), which state that work discipline improves employee performance. Compliance with regulations, punctuality, responsibility, and consistency contribute directly to increased productivity and work quality (Rahayu, 2018). Good work discipline contributes to efficiency and high work standards (Rahayu et al., 2024).

The Influence of Leadership on Employee Performance through Work Discipline

Structural model analysis shows that leadership has an indirect effect on employee performance through work discipline (Original Sample 0.180, $t\text{-statistic } 2.455$, $P\text{-value } 0.014$), which means the alternative hypothesis is accepted. Effective leadership affects employee performance indirectly by improving work discipline. This finding is supported by research by Hanina et al. (2024), Nurzaman (2024), and Ndolu et al. (2022), which states that leadership affects performance with work discipline as a mediator. Effective communication, motivation, role models, and decision making play a role in improving work discipline, which in turn improves performance (Rahayu, 2020).

The Influence of Organizational Culture on Employee Performance through Work Discipline

The results of the analysis show that organizational culture affects employee performance through work discipline (Original Sample 0.305, $t\text{-statistic } 2.334$, $P\text{-value } 0.021$), which means the alternative hypothesis is accepted. Organizational culture affects employee performance through work discipline. This finding is supported by research by Hanina et al. (2024), Nurzaman (2024), and Ndolu et al. (2022), which states that organizational culture affects performance with work discipline as a mediator. Effective communication, motivation, role models, and decision making play a role in improving work discipline, which in turn improves performance (Rahayu, 2020).

0.020), which means the alternative hypothesis is accepted. A strong organizational culture increases work discipline, which has a positive impact on employee performance. This finding supports the research of Hanina et al. (2024), Kholifah et al. (2023), and Ndolu et al. (2022), which states that organizational culture affects performance through work discipline. Work values, norms, reward systems, and internal communication in organizational culture play an important role in shaping employee discipline, which ultimately increases productivity and quality of work results (Ulvayanti et al., 2024). Strengthening organizational culture is very important in creating a work environment that supports improving employee performance.

CONCLUSION

Based on the research findings, it can be concluded that leadership and organizational culture have a significant positive impact on employee work discipline, although both do not directly affect performance. On the contrary, work discipline is proven to have a significant direct influence on employee performance. In addition, leadership and organizational culture also affect performance through work discipline as a mediator. Thus, improving work discipline is an important element in connecting leadership and organizational culture with employee performance at the Regional Office of the Ministry of Religious Affairs of North Sumatra Province.

Based on these findings, it is recommended that organizations improve leadership effectiveness with a more communicative, fair, and supportive approach, and encourage leaders to be role models in discipline. Organizations also need to strengthen a positive work culture with training and activities that instill corporate values. In order for organizational culture to have a greater influence on performance, these values should be integrated into the performance appraisal system. In addition, it is important to place discipline as a top priority with clear reward and sanction policies, and create a work environment that supports the implementation of discipline through effective supervision and communication.

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