The Role of Motivational Mediation in the Influence of Organizational Culture on the Work Discipline of Civil Servants at the Regional Secretariat of Langkat Regency

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Abstract

This study aims to find out how the influence of organizational culture on achievement motivation, the influence of organizational culture on work discipline, the influence of achievement motivation on work discipline, the mediation of achievement motivation on organizational culture on the work discipline of civil servant employees in the Regional Secretariat of Lalat Regency. The population in this study is all civil servants at the Regional Secretariat of Langkat Regency which totals 146 employees. The number of samples taken was 60 respondents calculated using the Slovin formula. The sampling technique used is *purposive sampling*. This research will be conducted in 2024. This study uses quantitative data processed with SPSS 24.0 with a path analysis model. The results of the study show that organizational culture has a positive and significant effect on achievement motivation, organizational culture has a positive and significant effect on work discipline, achievement motivation has a positive and significant effect on work discipline and achievement motivation mediates the influence of organizational culture on the work discipline of civil servants in the Langkat Regency Regional Secretariat.

Keywords: Organizational Culture, Motivation to Achieve, Work Discipline.

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Introduction

Human Resources (HR) is one of the most important and cannot even be separated from an organization, both institutions and companies. HR is also the key that determines the company's development. In essence, human resources are human beings who are employed in an organization as drivers, thinkers and planners to achieve the goals of the organization. Employees are not a mere resource, but rather in the form of capital or assets for institutions or organizations.

Work discipline in employees has a very important role to facilitate the achievement of the goals of the agency or organization. This is because, employees who have a disciplined attitude will comply with the applicable regulations in the company, comply with the work norms in the company, and be responsible for their duties and work so as to produce good performance that supports the achievement of the goals of the agency or organization. Sutrisno (2019) stated that work discipline is a person's willingness and willingness to comply with and obey the applicable regulatory norms in the company where employees work. Discipline is closely related to the organizational culture in the company and the strong motivation to achieve from employees. A healthy organizational culture and strong motivation to perform will encourage employees to be more disciplined.

Based on the theory put forward by Sutrisno (2019) which states that the factors that affect work discipline in general can be divided into two, namely factors from within the individual (intrinsic factors), one of which is motivation to achieve and factors from outside the individual (extrinsic factors), one of which is organizational culture. This is also in line with the results of research conducted by Jaswadi (2020) which proves that organizational culture and motivation to achieve achievement simultaneously have a positive and significant effect on work discipline.

Moekijat (2019) stated that organizational culture is a philosophy based on a view of life as values that become traits, habits, and driving forces, culture in the life of a community group or organization which is reflected in attitudes and behaviors, beliefs, ideals, opinions and actions that are manifested as work or work. Organizational culture has an important influence in influencing employee work discipline. Basically, employees have adaptability to their work environment and even tend to adjust. Disciplined employees can turn into less disciplined employees if the organizational culture in the company is indeed unhealthy and unsupportive due to employee adaptation to the culture in the company. On the other hand, employees who are not disciplined have a considerable chance of becoming more disciplined employees if the employees are placed in a company with a healthy organizational culture and have high discipline. Wirastini et al. (2022), Dewi et al. (2022), Mahpud et al. (2022), and Bata & Pradhanawati (2018) proved in their research that organizational culture partially has a positive and significant effect on work discipline.

Susanto (2018) stated that achievement motivation is the encouragement in individuals to do something as well as possible in order to achieve success. Employee performance is closely related to discipline. Employees who excel tend to be disciplined at work. Therefore, an employee's strong drive to excel will encourage employees to be disciplined so that the desired work achievements can be more easily achieved. Leobisa (2021), Ramdhona et al. (2022), Ali & Sobari (2019), and Prastya & Sunata (2022) proved in their research that partial achievement motivation has a positive and significant effect on work discipline.

The Regional Secretariat of Langkat Regency which is located on Jalan T. Amir Hamzah No.1 Stabat District, Langkat Regency, North Sumatra is part of the Langkat Regency government office which helps the Langkat Regent run the wheels of government. The Regional Secretariat of Langkat Regency is divided into several parts which are divided into several sub-sections that have special duties and functions.

The Covid-19 pandemic that came and spread in Indonesia, especially in the North Sumatra region, made the central government in March 2020 decide to carry out social distancing, namely

maintaining physical distance from the community in carrying out various daily activities and directing people to spend most of their activities at home, which was then followed by Physical Distancing, PSBB, and PPKM. This has made many companies and government agencies implement a work from home policy for their employees or employees. Work from home allows every employee to complete their duties at home, including all civil servants of the Langkat Regency Regional Secretariat.

During the 2020-2021 Covid Pandemic, the attendance system was changed from *fingerprint* to online attendance based on GPS location. Quite a lot of employees manipulate online attendance by using fake GPS so that they can be attendance at home but as if they are in the office so that the number of cases of absence, leave, illness, and delay is relatively small as shown in Table 1 below:

Table 1. Recap of Employee Attendance Data in 2021

Moon	Number of Civil Servants	Alpha Case		Permission Cases		Sick Cases		Late Cases	
		Sum Month	*Mean* Per Day	Sum Month	*Mean* Per Day	Sum Month	*Mean* Per Day	Sum Month	*Mean* Per Day
January	151	8	0,36	32	1,45	8	0,36	124	5,64
February	151	7	0,32	45	2,05	4	0,18	147	6,68
March	151	10	0,45	39	1,77	4	0,18	109	4,95
April	151	5	0,23	36	1,64	7	0,32	121	5,50
May	151	6	0,27	41	1,86	5	0,23	98	4,45
June	151	5	0,23	47	2,14	9	0,41	87	3,95
July	151	9	0,41	54	2,45	11	0,50	104	4,73
August	151	9	0,41	62	2,82	8	0,36	118	5,36
September	151	8	0,36	47	2,14	6	0,27	95	4,32
October	151	2	0,09	35	1,59	9	0,41	103	4,68
November	151	5	0,23	39	1,77	4	0,18	127	5,77
December	151	6	0,27	28	1,27	12	0,55	91	4,14
Red (Average)		**6,67**	**0,30**	**42,08**	**1,91**	**7,25**	**0,33**	**110,33**	**5,02**

Source: Regional Secretariat of Langkat Regency (2022)

Table 1 shows the number of cases of absence, permits, illnesses, and delays every month during 2021 with relatively not too large numbers. On average, there are 6-7 cases of absence a month, 42 cases of leave or leave, 7 cases of illness, and 110 cases of late attendance at work.

Based on the results of the observations made, during working hours there are still many employees who are not in the room to work. Many employees spend their working hours in the canteen and even outside the office and will return home during the attendance hour to do fingerprint attendance at the time of the attendance period. This behavior is very uncommendable and in general is known by the public, causing a negative sigma towards civil servants. In addition, the amount of work time wasted for nothing reduces the performance and productivity of employees' work where the work time should be maximized to be used to complete the employee's tasks and responsibilities so that the work is completed on time. This shows that there are still problems with employee work discipline which is identified with many employees who still often arrive late and leave the office during working hours which shows that the level of employee discipline is quite low.

Employee indiscipline continuously occurs throughout the year without experiencing significant changes. Although there are many officers who are truly disciplined and work professionally, there are still many officers who work not in accordance with the rules and norms of

the agency. This is also supported by an unhealthy organizational culture in the agency. Where, civil servants who leave the office during working hours are considered a natural thing by other colleagues and even tend to be less of a problem by the leadership in their respective rooms. As a result of this weak organizational culture, employees think that being late and leaving the office during working hours is a natural thing in the Langkat Regency Regional Secretariat office so that employees who are basically undisciplined become unchanged and even employees who are basically disciplined become carried away and begin to be undisciplined due to this culture. This shows that there is still a poor organizational culture in agencies that are identified with a culture of being late and leaving the office during working hours is considered a natural thing by other employees and even leaders in each work unit as long as it is not too severe.

The motivation for the achievement of civil servants in the Regional Secretariat of Langkat Regency is also still quite low where many employees do not have ambition to occupy certain positions. This is exacerbated by the existence of a scheme of salary increases and promotions periodically according to the regulations for structural positions even though they do not have good work performance. This makes employees less motivated to excel because there is no motive or expectation that must be pursued with the work achievement path. In addition, there is a strong stigma within the agency that states that no matter how good the employee's work performance is as long as they do not have money and relationships to lobby, do not expect to be appointed as an acting echelon in the agency. As a result of this stigma, employees are lazy to fight and work hard to have better work performance from day to day. In fact, there are currently many echelon officials who are really competent and worthy of occupying their positions because of their excellent work achievements when they are staff or implementers and the position is obtained without money and relationships to lobby. However, this stigma is very deeply rooted in the agency so that it buries the motives and expectations of employees to occupy echelon positions through the work achievement pathway so that employees are not motivated to excel and only play it safe which means working adequately and increasing salaries or groups according to time. This shows that there is still low achievement motivation from employees who are identified with employees who do not really want to work hard and only work reasonably without having motives and expectations to occupy echelon positions through the work achievement path.

Problem Formulation

In this study, we will analyze about, first, how does organizational culture influence achievement motivation, second, how does organizational culture affect work discipline, third, how does achievement motivation affect work discipline, fourth, whether achievement motivation mediates organizational culture on employee work discipline.

Literature Review

Good work discipline reflects a person's sense of responsibility for the tasks assigned to him. Discipline is a person's awareness and willingness to obey all applicable rules and norms. Discipline must be enforced in a corporate organization, without the support of good employees, it is difficult for the company to realize its goals. So discipline is the key to the success of a company in achieving its goals

Sutrisno (2019) revealed that work discipline is an attitude of a person's willingness and willingness to comply and obey the applicable regulatory norms in the company where employees work. In line with that, Nitisemito (2018) stated that work discipline is an attitude, behavior and deed that is in accordance with the rules of the organization, both written and unwritten.

Hasibuan (2017) stated that discipline is the operative function of Human Resources. Discipline is the most important function of human resource management because the better the employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for employees to achieve optimal results.

Indicators of Work Discipline

Sutrisno (2019) explained several indicators in measuring work discipline, including: 1. Attendance

Employee discipline is seen from the timeliness of employees in attending work and returning from work, and has a high attendance rate.

2. Obedience to the Rules
3. Employee obedience to all regulations and work standards that have been set by the company.
4. Attitude
5. The ethics shown by employees in working in accordance with the norms and culture that exist in the company.
6. Responsibilities in Duty

   Employee awareness of the job responsibilities given by the company makes employees try to complete these responsibilities as well as possible.

Organizational culture is not only an atmosphere, but a value that is embraced in the same work group is believed to be the best in the workplace, it is a mixture of the work atmosphere, the human atmosphere and the values embraced by the work group. Organizational culture is not a corporate culture, organizational culture is the culture of workers, in contrast to corporate culture which is a collection of behaviors that are in accordance with the vision and mission of the organization. Organizational culture is also not a given or a give because organizational culture is something that is formed according to the organization's wishes, and there are two dimensions that accompany it are suitable and strong.

Moekijat (2019) explained that organizational culture is a philosophy based on a view of life as values that become traits, habits, and driving forces, cultivating in the life of a community group or organization which is reflected in attitudes into behaviors, beliefs, ideals, opinions and actions that are manifested as work or work. Organizational culture provides a system of common meaning embraced by the members that distinguishes the organization from other organizations. This system of shared meaning, when observed more closely, is a key set of characteristics valued by the organization.

Ndraha (2019) stated that organizational culture is a characteristic that exists in an organization and is a guideline for the organization so as to distinguish it from other organizations. In other words, organizational culture is the norms of behavior and values that are understood and accepted by all members of an organization and are used as a basis in the rules of behavior within that organization. Organizational culture can also be simply interpreted as how everything is solved in that place. Culture in an organization involves a set of experiences, philosophies, experiences, expectations and also the values contained in it which will later be reflected in the behavior of members, starting from inner working, interaction with the environment outside the organization, to future performance.

Organizational Culture Indicators

Moekijat (2019) stated that organizational culture can be measured by several indicators as follows:

1. Leader Behavior

   The tangible actions of a leader will usually be an important mirror for the employees.
2. Putting the Company's Mission First

Every leader must be able to ensure that the mission must be carried out if the goals of an organization are set

3. Learning Process
   Employee learning must continue, to produce an appropriate work culture, employees need to develop skills and knowledge.
4. Motivate
5. Workers need encouragement to help solve organizational problems to be more innovative, so encouragement from leaders and colleagues is needed for this.

Motivation to excel is very important in human resources, because with motivation, it is expected that every individual employee will be willing to work hard or be enthusiastic to achieve high work productivity. Managers must know the motives and motivations that employees want in order to be able to motivate employees. People who want to work are to be able to meet their needs, both conscious *needs* and *unconscious needs*, in the form of material or non-material, physical and spiritual needs.

According to Susanto (2018), achievement motivation is the encouragement in individuals to do something as well as possible in order to achieve success. So achievement motivation is an encouragement from within the individual to carry out activities in order to strive or obtain the best results based on the standard of perfection with all the potential and support that the individual has.

Rivai (2018) stated that achievement motivation is an individual's effort and belief to realize learning goals with a certain standard of success and to be able to overcome all obstacles that hinder the achievement of goals. Furthermore, Purwanto (2018:219) defines achievement motivation as a motivation that aims to pursue achievements, namely to develop or demonstrate high abilities.

Hasibuan (2017) explained that achievement motivation is motivation that has a goal direction to pursue achievements and develop or show a high ability of each individual to get maximum grades and results and have commendable grades.

Indicators of Achievement Motivation

Susanto (2018) revealed that there are 4 indicators in identifying employee achievement motivation, namely:

1. Motivation to Achieve Goals
   A motive that employees want to achieve so that they are able to encourage employees to achieve these goals.
2. Work Spirit
   The enthusiasm of employees in work is shown by the enthusiasm of employees in carrying out all their work.
3. Initiative
   The ability of employees to decide and do something right without having to be told or ordered by their superiors.
4. Creativeness
   Employees' ability to create something new to give creative ideas in solving problems at work
5. Dare to Be Responsible
   An employee attitude that dares to be responsible for what employees do while working and responsible for the results of the work given.

Conceptual Framework

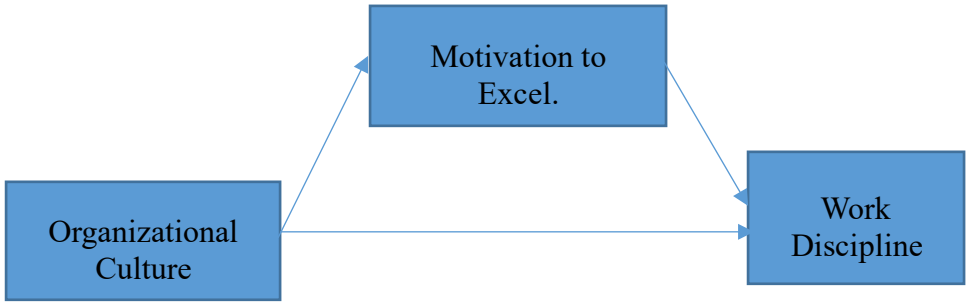


Figure 1. conceptual framework

Research Methodology

This study uses an associative approach with quantitative data by taking primary data and using a questionnaire method. The analysis technique used is path analysis. Associative research or causal research (causal relationship) is research that wants to see whether a variable that acts as an independent variable has an effect on other variables that become bound variables. Quantitative research methodology is a scientific method to obtain valid data, with the aim of finding, proving and developing knowledge so that in turn it can be used to understand, solve and anticipate problems in a particular field.

Population And Sample

The population in this study is all employees of the Regional Secretariat of Langkat Regency who have the status of civil servants which currently amount to 151 employees. From the calculation results, it was obtained that the minimum sample size was 60.16 with an error rate of 10%. Therefore, in this study the sample taken was as many as 60 samples, the value of 60 was obtained from rounding 60.16 calculations with the Slovin formula.

Data Analysis Methods

This study uses a path analysis method with the following equations:
Y = b1X1 + e1
Y = b1X1 + b2Z1 + e2
Y = Work Discipline
X1 = Organizational Culture Z1
= Motivation to Perform
a,b = Coefficient
e = Term error

Research Results

The partial relationship of organizational culture variables to achievement motivation can be seen in the following table below:

Coefficient

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	2.496	2.469		1.011	.316
CultureOrganisation	1.169	.076	.895	15.316	.000

a. Dependent Variable: motivation

In the table above, it can be explained that the organizational culture variable has a strong influence on the motivation to perform with a coefficient value of 1.169 with a significance level of 0.000, thus it can be concluded that directly the organizational culture variable has a direct positive and significant influence on the achievement motivation variable. With these results, the H1 hypothesis, which is suspected that organizational culture has a positive and significant effect on motivation to perform, is acceptable.

The partial relationship between organizational culture and motivation to perform well with respect to work discipline can be seen in the following coefficient table:

Coefficient

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	1.703	1.254		1.358	.180
CultureOrganisation	.371	.086	.371	4.296	.000
motivation	.466	.066	.610	7.054	.000

a. Dependent Variable: discipline

The direct influence of organizational culture on work discipline has a coefficient value of 0.371 at a significance level of 0.000, thus it can be concluded that organizational culture has a positive and significant direct influence on work discipline, with this result, the H2 hypothesis which states that it is suspected that organizational culture has a direct positive and significant effect on work discipline is acceptable.

The effect of achievement motivation on work discipline has a coefficient value of 0.466 at a significance level of 0.000, thus it can be concluded that achievement motivation has a positive and significant direct influence on work discipline, with this result, the H3 hypothesis which states that achievement motivation has a positive and significant influence on work discipline can be accepted.

The role of achievement motivation mediation on the influence of organizational culture on work discipline can be seen based on the coefficient values in the conceptual framework below:

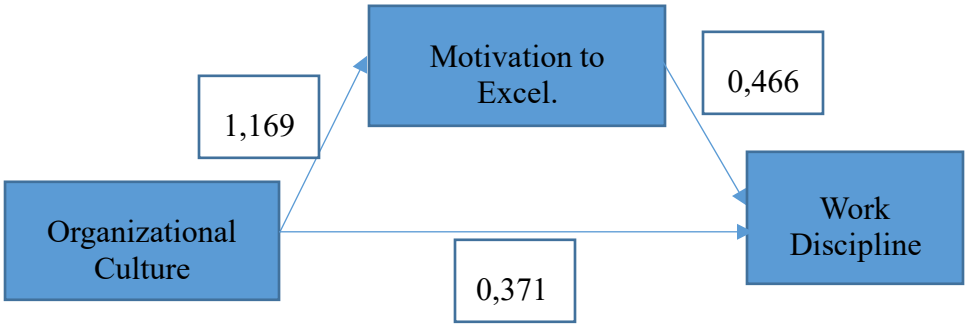


Figure 2. Conceptual Framework 2

Based on the coefficient value of the direct and indirect relationship as shown in the figure above, it can be seen that the direct relationship of the organizational culture variable to the work discipline variable is 0.371 while the value of the indirect relationship coefficient of the organizational culture variable or through the achievement motivation variable is 0.544, thus based on this coefficient value it can be stated that the motivation to perform is a mediating variable in the relationship organizational culture variables and work discipline variables. Thus, the H5 hypothesis which states that the alleged motivation for achievement mediates the influence of organizational culture on work discipline is acceptable.

Conclusion

Based on the results of this study, it can be concluded that first, organizational culture has a positive and significant effect on achievement motivation, second, organizational culture has a positive and significant effect on work discipline, third, achievement motivation has a positive and significant effect on work discipline and fourth, achievement motivation mediates the influence of organizational culture on work discipline

Thus, the Regional Secretariat Agency of the Langkat Regency Government should pay attention to the factors that affect the creation of work discipline for all employees who work in their agency's environment, then related to achievement motivation as a mediating variable for the creation of work discipline due to the influence of organizational culture, then the achievement motivation indicator must be improved or improved so that the application of organizational culture can have a maximum influence on the Improved Work Discipline.

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